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Developmental Change: An Annotated Bibliography

Allan A. Spitz
University of Wisconsin at Janesville

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DEVELOPMENTAL CHANGE
An Annotated Bibliography
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DEVELOPMENTAL CHANGE

AN ANNOTATED BIBLIOGRAPHY

By Allan A. Spitz

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PREFACE

The “development decade” of the 1960s has not quickly produced the kinds of material changes that its supporters believed both possible and necessary. However, progress has been made merely by the growth in number and level of sophistication of individuals, organizations, and nations concerned with development and modernization. This growth is reflected in the astonishing increase in the literature concerning development that this bibliography attempts to identify.

The bibliography deals primarily with political, social and economic factors of modernization and development, including 2,493 annotated items, cited in part I, which appear in scholarly journals, symposia, and conference reports. These include some citations of works in French and Spanish, but they are limited primarily to English. A total of 234 journals, published in twenty-five countries, have been cited, and many others were examined but have not been included. An additional listing of relevant books is included as an appendix.

In attempting to be selective, the compilers have been confronted with the enormous task of surveying the extraordinary amount of material produced since 1960, becoming acquainted with numerous new journals, and selecting a moderate sample of the completed studies relating to development. The criteria of relevance and quality were, of course, always paramount; but an attempt was made also to give greater attention to new or less well known sources and journals. Because of the interest in new journals a listing of the countries of publication of all journals cited has been included. This bibliography is intended to cover materials published between 1945 and the summer of 1967. By far the greater part of the material has been published since 1960.

Each of the annotations in part I begins with a general outline of the scope of the article, followed by a summary of the major points, hypotheses, and conclusions of the author about development and modernization.

All items cited in the annotated section are available in the United States, specifically at the libraries of the East-West Center, Washington State University, the University of Washington, or Harvard University. In general, an article-by-article coverage of journals and symposia papers available at the East-West Center and Washington State University provided the core of the material in part I.

I wish to express my thanks to a number of people for their encouragement, support, and guidance. Edward W. Weidner, perhaps more than anyone else, has seen the need to make the study of development administration a systematic discipline. Dr. Minoru Shinoda at the East-West Center and Dr. Art Gallaher, Jr., at the University of Kentucky provided valuable assistance during different stages of the project. The staffs at the East-West Center and Washington State University libraries put up with the inconveniences related to replacing hundreds of publications on the shelves at day’s end. Ted Schneyer, now a “Harvard lawyer,” provided able library research assistance at the East-West Center and Harvard libraries; Sharon Stewart did the same at Washington State University and at the University of Washington. A special debt is due to the staff at the Office of International Programs at Washington State University for their patience during the time much of the manuscript was being typed.

Rock County Campus
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Janesville, Wisconsin
July 1968

Allan A. Spitz
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1. SOCIAL FACTORS AND PROBLEMS

(a) Sociocultural Setting


   An examination of the major factors that affect the freedom of the Lebanese press, and by a comparison of Lebanon with the United States a suggestion of some of the social structural conditions that affect the functioning of the press. The way that the press functions is related to the social structural conditions. Thus the Lebanese and American press are both similar and dissimilar, as are the two societies.


   A review of several approaches to African political processes. Areal material has often to be correlated with diverse sources and disciplines to provide a starting place that generally can be taken for granted when dealing with western communities. Where basic data has not yet been assembled, the political scientist is under an obligation to suspend judgment. In these circumstances examination of political processes in tropical Africa appears to demand more intensive study of environmental factors of a particular area than would be necessary where the similarities of technological culture prevail.


   A broad review of East African sociocultural factors that relate to development education.


   An analysis of religion as a political and social force and a projection of the likely role of religion in the political dynamics of such new nations as Guinea, Ghana, Mali, China, and Indonesia. The combination of autocratic-structural arrangements and reliance on political-religious authority in several of the new nations creates latent instabilities in the development process that cannot be resolved either by democracy or totalitarianism, but by something different from either. Political solutions will take the form of new theocracies, partly because of the failure to achieve massive industrialization as a means of raising productivity, and partly so that new and modernized roles can be regulated and integrated by central values expressed as political religion. This will blend older roles and newer ones in the context of a modernizing autocracy.


   An effort to determine through rigorous statistical data whether or not traditional concepts of "Islam" and "Arab culture" do, as is generally believed, have an important bearing on government policies of development in the Middle East. Statistics suggest that Islam and Arab culture are not prime determinants of political decisions in the Middle East. Also, Middle Easterners seem to have great difficulty in differentiating between the two terms.


   A study of the problem of welding social unity in the newly established nations with specific reference to the dichotomy between traditional and new methods of conflict adjudication. The developing nations have been trying to replace traditional government structures and methods of conflict adjudication with modern government and administrative machinery similar to courts. Often these new structures have been superimposed on old ones rather than displacing the old, as is demonstrated by a study of Lebanese villages. If stability is to be maintained, old institutions cannot always be destroyed immediately. Rather, they must be utilized to effect a transition to modern institutions of government and a concomitant modern society.


   An examination of a traditional and psychological factor interfering with economic development in the Indo-Pakistan subcontinent. Consideration of economic and technical factors alone—ignoring social and psychological factors—results in mechanical planning, which often flounders when it comes up against the forces of tradition and temperament. The rural culture of the underdeveloped countries is markedly different from their urban culture and from the rural culture of the developed countries in the West.

A discussion to the barriers to religious liberty in Israel. Opposition to religion is not focused upon religion itself but upon the attempt by Orthodox leaders to create a Torah state. The majority insists that Israel is committed to the principles of democracy, and resentment is strong when the Orthodox, who wield a political influence out of proportion to their numerical strength, attempt to enact religious legislation that forces all citizens into a prescribed religious mold.


An analysis of the state of the developmental field. Development as an applied discipline requires a new synthesis in problem-stating that incorporates diagnosis of the broader range of social conditions and related sets of applied measures to advance growth or development in economic, social, or political contexts.


A look at the Hindu and Muslim social orders and their contribution to India's cultural heritage. In their fundamental ideologies the two systems by no means agree. However, as both systems are beginning to adapt to new conditions, members of different religions, social, and racial groups in India are apparently beginning to acquire a sense of nationhood transcending other affiliations.


An appraisal of India's problems in inculcating a sense of democratic government in its people. Conditioned by centuries of foreign control, Indians still feel alienated from their government and still use old "coercive public protest" techniques such as fasting and work stoppage. For the government to legislate and act against such public protests in the interest of economic and social growth would negate the effectiveness of democratic institutions (public protests) and would worsen the situation.


An examination of the nature of India's culture during a period of transition. Indian society had various deficiencies that prevented it from developing new cultural activities or adopting European cultural forms. These deficiencies centered principally in the inadequate higher education system, which did not prepare intellectuals or statesmen to deal with Europe or to forestall the British conquest of India.


A review of the extensive literature dealing with economic development in Asia in terms of Weber's Protestant Ethic hypothesis with a notation of the values and limitations of the Weberian framework. Several social scientists have found that some religious elements in Asia—Buddhism and Hinduism, for instance—are conducive to entrepreneurship, a prerequisite of economic development that Weber maintains was generated in the West by Protestantism. The analogy, though useful in studying Asian development, is often a dangerous one.


An examination of how the anthropological notions of value and of social structure can be related to economic growth. Economic growth can be affected by the types of responsibilities allocated to junior levels of government, such as local authorities. Conversely, an analysis of the institutional requirements of economic growth will suggest changes in the conception and organization of local government. This may prove to be a highly significant factor for the designing of more viable economic systems to meet growth in developing countries.


A lengthy discussion of the origins and limitations of socialism in developing Africa. Present conditions in Africa limit the probable success of the kinds of process generally sought by socialists. The complete laissez-faire model is not the only alternative, however, and planning is needed. The socialist alternative may have more success in the future when trained people are more abundant, the agricultural sectors are monetized, and the states' capacity to control the economic environment is more highly developed.


A study of the cultural hurdles that development administrations encounter in underdeveloped countries such as India. Generally, there are not numerous cultural problems that a development administration must cope with if it is to be effective. In India, for example, cultural hurdles are based primarily on a few religious traditions. The Hindu preoccupation with the spiritual as opposed to the mundane, for instance, has always produced doubts about the value of any programs for material development. Aside from this, however, most Indians are not intransigently opposed to development and development administration. In fact, Indian traditions can often be assets for development. Charismatic figures, for example, in support of development programs will invariably win the people's confidence. The administrator must remember that development goals can be expressed in such wide, vague terms that they need in no way offend traditions. Often it is not the goals but the methods of development that encounter cultural resistance.


A discussion of proper demonstration and introduction
of technological change. To suggest that the great majority are opposed to modern technology is misleading, as most human beings aspire to better living standards. Thus, a program to introduce technological change should draw the three elements of teaching, research, and public motivation into a coordinated working relationship.


A study of the sociological background of factors influencing the structure and functioning of factional leadership. A search for the causes of slow progress in economic development in rural areas and of lukewarm response to community development activities has uncovered the threats posed by factionalism.


An examination of the Lembaga Sosial Desa (L.S.D.), an Indonesian village social welfare institution. Foreign observers wonder if the L.S.D. approach might not be applicable to other lands, since it seems sound from the points of view of group dynamics, community organization, and even social action. There is much to be learned from the L.S.D. for countries that wish to encourage local initiative and responsibility without extending the structure of national government.


An examination of the influence of Islam in North Africa. If North Africa were to experience another crisis in which identity or survival were brought into question, then the response again might contain certain elements of the historical pattern. Such a pattern undoubtedly would demonstrate the continuing influence of Islam on current behavior patterns.


An examination of the impact of Marxism-Leninism on the emerging nations. Parochialism, which prevents an easy infiltration of universalistic Marxism-Leninism, is still a major force in many areas.

22. Carrasco, Ramon V., "The Problems of Economic and Social Development in Latin America," 5 WJU (September 1963) 57-77.

A discussion of Latin American destitution and its relationship to problems of development. In Latin America the central problem, around which all others pivot, is the utter poverty of large numbers of the population.


An examination of the role of cooperatives in the developing Indian economy. Perhaps what Indian cooperatives need most at present is to move out of the realm of ideology and to be viewed simply as business organizations, requiring business management. With a changed approach the outlook for both service and farm cooperatives, which are of reasonable size and which allow trained managers a free hand in everyday matters, is hopeful.


Some observations on the collapse of traditional Korean society and developments toward industrialization.


A discussion of recent politicoeconomic changes in the Sahara. A decline of nomadism, a form of economy that is too parasitic and too unreliable to accord with the conditions of modern life, should be expected. The problem is to impose a new administrative structure without causing massive rural depopulation and a further increase in urban unemployment.


An examination of the causes of political nonintegration in Africa. Nonintegration usually exists because of: (1) disunities between indigenous African cultural groups; (2) tensions between the several racial communities; and (3) socioeconomic disparities between the emergent political elites and the relatively inert African masses. Current efforts to erect modern states in Africa's heterogeneous cultural and racial milieu defy a peaceful solution or invite authoritarianism. Institutions and relationships in contemporary Africa that fail to satisfy the prestige, power, and welfare aspirations of upcoming African elites will probably collapse under the onslaught of a separatist African nationalism.


An examination of the cultural changes that have taken place since 1936 among the Canela Indians. Apparently, more qualitative changes would have been produced if the external influences had been more abrupt and more forceful, if the internal social cohesion had been much weaker, or if the autonomy and authoritative lines had been maintained so that advantageous changes could have been selected and adopted.


A discussion of the relationship of tribalism and politics in Katanga province with their implications for development. Significantly, men who have come into Elizabethville and other cities, though working with men from different tribes, still retain strong ties to their old tribes. Most likely some Europeans will remain in Katanga to aid development.


An examination of the relevance of western political thought to the study of political ideas and change in Asia, particularly in modern India. Classical western philosophers have outlined a useful approach to a study...
of Asian ideas because they raise problems that are shared by modern Indian political thinkers; they pose questions that reveal the basic assumptions of Indian political thought. Classical western political theory offers a broad conceptual framework that lends considerable coherence to the study of Asian problems.


A discussion of the interrelationships between cultural change and administration of technical assistance, especially the health services in the Middle East. Although western educational procedures generally have served as a model in the Middle East, it is a mistake to view native administrators trained according to this model as fully westernized. Likewise within the health services one finds strong underlying superstitions. Consequently, in the administration of technical assistance even the perceptive western-oriented technician will have a problem in taking into account the subtle local traditions.

has not been forthcoming. The impediments to growth west


A discussion of the position of the West African in Sudan. The considerable West African minority presents the Sudan government with some difficult problems, assimilation being the most important.


A discussion of the sociocultural, religious, and political institutions present in most underdeveloped countries, with special reference to the Philippines, in an attempt to determine the considerations that should be integrated into any balanced scheme of economic development. Despite a generous endowment of national resources, rapid material advancement in the Philippines has not been forthcoming. The impediments to growth seem to hinge on man-made, noneconomic factors—social, cultural, religious, and political. The institutional deterrents to growth may not have been created consciously by Filipinos, but they exist and provide a block to growth.


An examination of the value system of Moslem Filipinos and the barrier that it presents to educational development. There is an element in Islam that makes it amenable to social transformation. Islam thus needs not be viewed as entirely opposed to modernization and development.


A consideration of approaches to the study of sociocultural changes in emerging nations that contain different cultural sections with special reference to British Guiana and the Caribbean area. No two-dimensional model permits systematic investigation of organizational activity. In the past the dimension of organizational activity may not have been particularly relevant in studies of cultural change. However, this is an age of planned change, political as well as technological. Cultural sections no longer clash merely by chance or because they have incompatible structures; they clash because certain individuals and groups have decided that something can be achieved by making them clash. Researchers of problems of cultural change must take this factor into account.


A discussion of the impact of ethnic fragmentation on the politics of Surinam. The example of Surinam suggests that ethnic pluralism may lead to the establishment of a political consensus based upon the fragmentation of the ethnic segments produced in the process of competition for political supporters as well as on mutual fears of group domination.


A review of two studies of development potentials in Kenya that illustrate the problem with development theory in this area, namely the dual economic structure of the African population. The World Bank Mission Report stresses the position of the white population in Ghana, warning that the government should safeguard the economic and social freedom of the whites through government control of law and order and disassociation from control of the private sector of the economy. The doctoral dissertation by Marion Forrestor emphasizes the need for encouragement of free marketing and development of small free enterprise by the native population. It stresses the need for repeal of laws limiting such development, for active government support of such programs through emphasis on full utilization of land, and for active encouragement of small industry.


A presentation of the thesis that American experts will be able to help increase the productivity of farm cooperatives in India if they can come to understand that cooperatives play a very different role in India than they do in the United States. Farm cooperatives are formed in India to increase agricultural productivity and thus facilitate economic development. Even more importantly, however, these cooperatives serve as a channel for technical innovation to be transmitted gently to the tradition-oriented farmers and as a socially cohesive force that will curb any revolutionary tendencies. Foreign advisors to these cooperatives must understand these noneconomic functions.


Generalizations on the problems and prospects of eight countries of tropical Africa—Gambia, Sierra Leone,
and occupations, at least by university students in developing countries, may be a useful measure of capacity for rapid economic growth.


A study of nationalism in the underdeveloped nations. Significant parts of the population of many new states do not, or did not until recently, realize the existence of nationalistic states. However, if leaders in these new states will attempt to harness what sense of enlightened nationalism does exist, it will prove to be an effective force in fostering economic development and social change.


A consideration of nationalism as the single most important force in the revolutionary drives of the emerging peoples of Asia and Africa. However strong the urge toward better living conditions and economic development may be, it tends always to take second place to nationalism and self-determination. If socioeconomic progress is to occur, nationalism must be utilized to support these goals.


A preliminary comparative study of the modernization of social stratification and politics in the West and in some of the new nations. There exists a complex of features of social stratification and politics—the “politics of equality”—that is generally a modern phenomenon. However, the particular form that the complex will take is influenced by the traditional structure and stratification within which it develops, as well as by the circumstances of the encounter with the West. The development of the politics of equality in a liberal democratic direction depends upon both the existence of legitimate and responsible national elites and upon the ability to channel popular political energies through pluralistic structures. In various instances these structures have included class, caste, associational, and perhaps tribal forms.


An examination of African religious movements and their effects upon development. The African religious movements embody many cultural imperatives, primarily expressive techniques that can and will facilitate African adjustments to modernization, just as they provided adjustment to the colonial situation.


A comparison of social tensions that were faced by the earlier industrializing western European and Anglo-American countries and those that are presently the
concern of the recently modernizing nonwestern and semi-western societies.


A study of the problems raised by government aid offered to mission operations in the field of community and welfare development. The central issue is the church-state relationships in government and church interests in developing countries. As government aid would impair the integrity of the purpose of the church, the church must reject it. However, the church cannot afford to give the impression that in categorically rejecting government funds it is blind to the problems of mankind. Therefore, the church must agree to the rechanneling of this aid to service agencies that share the government's concern in the field of economic and social development.

48. Fox, Robert B., "The Study of Filipino Society and Its Significance to Programs of Economic and Social Development," 7 PHS (January-April 1959) 2-11.

An analysis of the Philippine social structure, based on the premise that the social structure of an underdeveloped nation must be fully understood before administrators can work effectively toward development. Despite public statements that the Philippines are largely Spanish and American in culture, a vigorous indigenous culture does exist. Although there is superficial fragmentation, Philippine society is universally based on the following: the bilateral family, the sibling group, a two-class system, and the horizontal separation of society into generations.


A discussion of modernizing trends on the Kru Coast of Liberia. Urban studies in Africa have been concerned mainly with large-scale towns that have attracted members of many tribes, and where "tribe" becomes only one of many social categories. Kru townships and municipalities offer an interesting field for the study of the development of a western type of local government in a simpler, small-scale community whose entire population is linked by one tribe and one network of tribal institutions.


A discussion of the concept and measurement of minimum human needs and an assessment of the validity of the methods used and the purposes served by such studies of Africa, Asia and Latin America. A distinction exists between physical needs, in the narrowest sense, and social necessities. Measurements of minimum needs are of little help in determining minimum wages, but research in the field can serve as a useful guide in the formulation of general policy directed towards solving the problem of poverty.

51. Fraser, Thomas M., Jr., “Sociocultural Parameters in Directed Change,” 22 HO (Spring 1963) 95-104.

An examination of the use of certain methodological tools and theoretical models in the study of social and cultural change. The administrator must be alert for clues to important areas of the recipient culture that may be expected to have significant influences on the reactions of members of the society to the attempted innovations. This must be more than an intuitive feeling for the culture or an awareness that it is somehow different from western culture. A cultural model composed of nodes and linkages could provide objective clues to the program planners. It could be immediately useful in an outline form and be capable of further elaboration as the innovating group becomes more familiar with the recipient culture.


A broad review of the usefulness of the ecological approach in anthropology. It is possible to do more effective systems analyses by using an ecological orientation than by working within closed sociocultural systems. The developing interest in methodological issues in anthropology can help to maximize the benefits that can be derived from an ecological orientation.


An examination of the Weberian concept of charisma in relation to modern African leadership in Tanganyika. Charisma appears in situations where (1) leaders formulate inchoate sentiments deeply held by masses; (2) the expression of such sentiments is seen as hazardous; and (3) success—as defined by the relevant social groups—is registered.


An analysis of the resources in western Sicily in terms of values and structure, resulting in a theory of development. The analysis of “traditional” or “underdevelopment” is often singly approached through the resource, value, or structure method. However, a combination of the last two methods gives results that otherwise could not have been obtained.


A comparative analysis of the disruptive effects on primordial sentiments in new states searching for national unity as well as modernization. The people of the new states simultaneously are moved by two motives—the desire to be noticed and have their identity (tribal, religious, linguistic) publicly acknowledged and the desire for material well-being. The tension between these two motives—primordialism and development—can be seen as a brake on the evolution of national unity in many of the new states—India, Malaya, Indonesia, Nigeria, and Morocco, for example. A civil politics of primordial
compromise will be necessary to avoid balkanization, fanaticism, or the forcible suppression of ethnic assertion by a leviathan state.


A brief discussion of land tenure policy in Ghana and the relationship of this to Ghana’s culture and economic development. Especially in southern Ghana the state is moving toward greater domination of land ownership and leasing. Economic growth is the primary justification offered for this policy. The chief obstacle to growth is cultural-tribal pressure to retain existing status and ownership structures. It would seem, therefore, that the government must provide new social structures to supplant the tribe where the old system does not conform to new national objectives.


A study of the problems involved in administration of technical assistance to underdeveloped countries. Largely it is socioeconomic factors that hinder effective administration of technical assistance—factors such as the behavior implications of agrarian society, the process of social change, the psychological tension in the aid relationships, and the clash of cultures. Host countries must be willing to accept and foster the social change that will come with technical assistance. Donor organizations, on the other hand, must send only personnel that will have proper respect for the culture of the host country.

58. Green, James W., "Community Development as Economic Development; The Role of Value Orientations," 5 CDR (September 1960).

An examination of the role of community development in inculcating values that will support more general natural development. Community development has some claim to efficiency as a process for creating, nurturing, and inculcating certain values believed by development economists to be required by or highly useful to economic development. Although community development encompasses a very broad spectrum of change, it is not coterminous with economic development but is complementary in a most critical area.


A review article considering recent publication of material on Asian economic development. Quite clearly it is social, and not strictly religious, clashes that are disrupting Asian development.


An excerpt from a paper prepared for the tenth session of the ECAFE Working Party in Economic Development and Planning. Industrializing has always involved nation-building. During the rest of this century, with the problems of localism, tribalism, communalism, separatism, and ethnic, linguistic, religious, and cultural heterogeneity, it will be difficult, complex, and costly to build nations.


A consideration of the applicability of class struggle theories. For powerholders or those ambitious for power a healthy regard for and knowledge of internal social, economic, and political configurations is a necessary skill.


An examination of the value systems and institutions in the city of Tripoli in Lebanon in an effort to determine the relationship between social structure and urban industrial development. The existence of numerous traditional, nonwestern values in Tripoli is taken by many to imply that it has not yet attained the level of development of most western cities. It is very possible, however, that an indigenous type of industrial society has evolved and that reasonably full economic development has occurred. Until and unless it can be demonstrated that western industrialism is the only possible kind of industrialism, the necessary concomitants of industrialism cannot be clearly identified.


A discussion of the growing shortage of rural land in East Africa, one of several factors relevant to social conflict and social change in the area. In situations of rapid social change the degree of conflict is likely to be greater, because many of the established modes of conflict resolution have been upset. The people in East Africa want more land, but no system of land distribution and concomitant social relations can give each man the land he believes he deserves when not enough land exists. Conflict rather than development may be evident for a period in East Africa.


An examination of the process of intercultural communication for the purpose of discovering how anthropological knowledge can help the practitioner in dealing with people of another culture. The problem calls for a new emphasis in anthropological research. In the past, anthropologists have been concerned primarily with the internal pattern of a given culture. In giving attention to intercultural problems they have examined the impact of one culture upon another. Very little attention has been given to the actual communication process between representatives of different cultures.


An identification of some of the pertinent factors that may influence the emergence of similar types of institutions to serve shared goals in planned programs of eco-
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onomic and social development. To establish and then maintain a modern state, centralized authority and peasant participation are essential. Yet in order for the state to function the participation must be limited and controlled, and decision making of necessity must be, and must remain, highly centralized in a group that can coordinate the emerging bureaucracies effectively.


A historical survey of the evolutionary background of African capitals and classification into district types; a study of location; and, finally, a look at the factors influencing metropolitan size. The political capital in Africa has a vital importance in the continent's life and influencing metropolitan size. The political capital in Africa has a vital importance in the continent's life and represents both the culminating point of the cultural evolution of developed Africa and the embodiment of the process of cultural contact that is the tangential point between the developed and developing worlds.


A discussion of the relationship between democracy and nationalism with particular attention to the peculiarities of that relationship in today's underdeveloped nations. In general, the rise of nationalism in Europe was generated by preexisting democratic tendencies. The suddenness with which contemporary underdeveloped countries attained independence, however, has meant incomplete establishment of democratic institutions and nationalism. At future stages of development, however, concomitant growth of democracy and enlightened nationalism is likely.


An examination by use of a theoretical model of relationships among three key variables-standard of living, level of living, and rationality. The model should be useful in action programs designed to bring about sociocultural change through planned development. It would appear that the need of peoples in developing societies to advance their levels of living is great. The timespan in bringing about major advances probably is long.


A discussion of the historical context of pan-Africanism and of the possibility that Rhodesia will furnish both renewed life and a practical expression to the pan-Africanist "myth." The larger context now established for pan-Africanism suggests that its roots may go very deep, and awareness of these roots may increase the fervor with which pan-Africanism is accepted. Also, it may be suggested that pan-African consciousness has developed largely in reaction to racial prejudice and discrimination by Europeans and Americans.


An analysis of prevailing interpretations of the ecological role of cattle in India. In the absence of major changes in environment, technology, or property relations it seems unlikely that the cattle population will cease to accompany the rise in the human population.


A statement of the importance of artistic endeavor as an inspiration to the cause of economic development in Pakistan. Preservation and enrichment of culture are ineradicably connected with economic progress in Pakistan. Fine arts, optimistically oriented, are obvious stimuli to ambitious planning. Pakistan social and economic planners would be wise to include the fostering of the arts in any comprehensive development programs.


A case study of a typical village in Iran: its living standards; system of ownership and production; water supply and usage; health conditions; civic organizations; and the economic and health improvements introduced by the help of the Near East Foundation. Economic improvements will not persist unless they are coupled with an educational program and the recruitment of personnel willing to serve development projects that aim at raising the standard of living in rural Iran.


An analysis of the relevance of theories of cultural dynamics to an understanding of economic development and change. Because in most of the world economic development is an acculturative phenomenon, any theory that guides its study must take account of the theory of cultural dynamics; the methods used to test conclusions must include those of the cross-cultural approach. The problem of economic development, like all problems of cultural change, is essentially one of discovering, assessing, and predicting man's responses to innovations that go beyond the bounds of antecedent convention.


An attempt to develop a theoretical structure for the study of economic motivation and incentives under conditions of technological change. Every culture is composed of aggregates of patterns, consisting of cultural elements, which to the members of a society appear as integrated units. It is apparent that the study of any segment of a culture to the exclusion of other elements, or of the psychological base, makes for a distorted view. Hence, the analyzing of economic or technological factors is not sufficient to develop scientific formulations that strike deeply enough into the causal relationships
involved, a point toward workable solutions of the problems of changing conditions.


A review of research studies devoted to the socialization of the child into authority systems of his society. The family is the first authority system that the child experiences, and it is one that prepares him for dealing with outside institutions and groups. The object of this research is to determine how the process of socialization of the child into political and other authority systems is related to his membership in subsystems of the social structure—to his experience in the family, to socioeconomic status, to sex, to regional differences, to the school, and to religious affiliation and belief.


A study of the effect of linguistic differences within a country upon the development of the press. The basic problem created by the linguistic diversities of Bombay is a fragmented audience that requires many small units, instead of fewer but larger, more powerful and more resourceful ones. Since languages and cultures involve immense pride and satisfaction, there seems to be no easy cure.


An analysis of the ideas and formulations that developing African states have borrowed from the West. Revolutionary and socialist ideas have been adopted at least as much as traditional liberal concepts. In the process of development African states would benefit from an identity with a larger framework than the nation-state itself.


An examination of ways in which the missionary enterprise in sub-Saharan Africa contributed to social change and the rise of national sentiment. The missionary, in significant measure, shaped the goals and norms manifested in the growth of nationalistic movements, the development of a modern sector of life, and the achievement of independence.


An examination of the implications of nationalist ideologies for the implementation of higher levels of welfare through economic development. When a country remains in a colonial status, nationalistic movements may use the foreign dominating power as a scapegoat; after independence nationalistic leaders must face the responsibilities of economic failures. If economic development is not improving the general welfare rapidly enough, leaders may have to exert totalitarian control to stay in power.


A discussion of the change that an economy undergoes when it leaves a state of stagnation or slow growth and begins a period of rapid growth. Environmental factors existing as noneconomic aspects of the society are of crucial importance in the understanding of problems of economic development.


An approach to the relationship between social stratification and economic development. Levels of economic development are characterized by differences in kind and complexity of economic organization and productive units. Even similar basic needs are met in varying ways, according to the available resources. Class stratification and sociopsychological action patterns form strategic variables linked to development levels. Underdeveloped countries typically display sharp social polarities, steep ranking, low mobility, and a disregard for economic performance as status-conferring. Ascription-achievement and diffusion-specificity are key dichotomies. The effect of specificity on productivity reflects back on stratification, while achievement-orientation makes individual mobility across groups possible.


An examination of the impact of social and cultural factors upon economic productivity within the context of the industrialization process in developing nations. If we wish to study the social and cultural determinants of productivity, we must ask how society and culture tend to interact with the level and progress of technology, with the supply of skilled persons, and with the increase in the efficient use of non-human resources. Structural changes in pre-industrial society are among the major concomitants of industrialization. Just as the development of a stable village culture was a precondition for the effective utilization of agriculture, so the adoption of a culture with a high degree of mobility, opportunity for education, and inclination to save is necessary to reap the benefits of industrialism.


An examination of the role of tradition in economic and associated social change. A sharp distinction must be made between a traditional norm and a traditionalist ideology. The former is merely a single normative proposition that is presented usually in a new and somewhat modernized garb. The latter is a body of interrelated normative propositions that together not merely
support a particular belief but constitute an entire system of beliefs and values. If it may be argued that traditionalism is always adverse to economic development, the same cannot be said of tradition. Economic development and tradition are not necessarily antagonistic.


An analysis of the relationship between social and economic development in Colombia. Colombia shows considerable evidence of economic growth, as manifested by a conscious policy of import substitution, subsidization of agriculture and attempts at diversification, improved transportation facilities, and extensive foreign aid. Yet this interest in economic development and the growth that has already occurred have not brought social and political stability. Colombia must develop a set of social objectives, subject to modification through time, that can transcend government transitions. The present lack of a sense of community is a major obstacle to sustained development.


An examination of the problems and potential of village administration in Pakistan. Sustaining socio-economic development, to a great extent, is possible through village cooperatives alone, provided that they can be guided by proper educational and organizational processes.


An attempt to demonstrate how an understanding of social relations bears significantly upon any analysis of social and cultural change, as well as upon community development programs in underdeveloped areas. Social systems may be viewed from the standpoint of socio-cultural integration, which synthesizes all aspects of group life in terms of common goals and values. It is important that community workers or planners of directed change understand this principle if they hope to make change acceptable with maximum effect and minimal human and financial cost.


An account of the Kosi river project, describing the principle of public cooperation in executing large development projects and enumerating the benefits of this method in promoting the ideas of self-help and collective action. Both ideas are conducive to achieving common purpose and to overcoming the traditional local feuds and apathy.


A look at animal diseases and their consequences for the health and social well-being of people in developing nations through the losses they cause in necessary animal protein.


A discussion of the Press Ethics Commission of Korea, which was inaugurated to seek positive measures to stress the responsibility of the press. Criticism frequently is made in developing countries that the press tends to accentuate its freedom to the detriment of its responsibility. The outstanding problem facing Korean journalism in the lack of a code of ethics governing newspaper advertising. A solution to this problem is not expected in the immediate future, because advertising is the major source of income for many newspapers. Another factor may be the currently poor industrial and economic status of the country.


An analysis of a trait in the personality of the Indian leadership—tendermindedness—and its effect on Indian development. The manner in which Indian leadership has responded to critical needs for action in agriculture, population control, and higher education have revealed a consistency of personality. First, there has been a failure to analyze intellectually each problem and to apply the resources of modern knowledge. Second, there has been a failure to accept the role of government. A third feature has been the lack of inventiveness and timidity about trying new ideas.


A demonstration that people of different backgrounds have different perspectives on the same problems. This paper discusses briefly the issues of: (1) Asian history and western technical assistance, (2) work, (3) corruption, (4) population growth, (5) the family, (6) competition, and (7) nationhood.


A statement of the need for a sense of nationalism in Korea as a prime prerequisite to modernization. Also, there must be a shift in government control in Korea from military rule to rule by young civilians. All this will increase Korea’s commitment to modernization.


An examination of the need for considering interspecies relations as a factor in economic development. Planners of technological change who require reliable indicators of readiness for and propensity toward change would benefit from more information about man-animal relations, and research should examine some changes in man-animal relations that take place as a culture reaches and passes the “takeoff” stage.


A study of the disuniting factors in Malaysia. Every country, especially in developing areas, has its own
particular difficulties in becoming and remaining a nation. However, Malaysia has more disuniting factors than any other Asian country. Because the Federation of Malaysia is a highly artificial country, divided by its heterogeneous components, criticism is directed not so much at the form of government but at the existence of the state.


A discussion of social segmentation in India and its implications for economic development and modernization. The myriad of historically stable segments in Indian society generally is a concern among those who see economic development as a function of national identity and reconciliatory government. Indeed, the discovery of a lowest common denominator for Indian unity is necessary, but attempted destruction of various social segments is of prohibitive social cost. Actually, social segmentation is a hindrance to development only at the village level, where often destructive competition for the control and fruits of community development exists.


An attempt to demonstrate that there are certain institutional and personal barriers growing out of the Egyptian cultural and economic environment that limit the manager’s effectiveness and thus hinder rapid economic development. Enterprise managers play a vital role in economic development. In Egypt, however, these managers have been hindered in several ways: the government has been unable to formulate for the managers and the people any fundamental economic philosophy; the traditional cultural pattern often is a brake against development; there is a clear lack of incentives for managers; and managers are called upon to utilize western technology without the context of western freedom and private enterprise.


An examination of the role of the policy sciences in development with special reference to the Cornell University experiment in community development—the Vicos Project. Programs of the Vicos type can be duplicated and adapted to the conditions in many underdeveloped nations. If such programs are perceived as successful, the news travels widely and stimulates diffusion. The idea of acting as a whole community and of obtaining disinterested advice was one that fit the predispositions of a traditional culture, whose balance between private family channels and community-wide channels had been maintained, and that could be understood. The dual challenges of worldwide insecurity and underdevelopment are evolving specialized intellectuals whose task is twofold: to gain knowledge of the decision-making process itself, and to mobilize knowledge for the pressing issues of public policy.


A brief review of the Duvalier regime and possible alternatives. In the final analysis the Haitians themselves must bear the responsibility for the organization of passive or active resistance to Duvalier’s rule and for the task of planning long-term economic and social development.


A study of two communities in northern Okinawa that to date represent nearly maximal development in cooperative systems. In both Oku and Taira the community cooperative and the political community are technically independent complexes, but they are administered by interlocking directorates. The community cooperative has developed as the response of a tradition-oriented, cash-crop economy to the economic complexity of the contemporary world. However, it is likely to succumb to the drive for large-scale private enterprise and government cooperatives, and this may result in social strain.


An examination of the internalization of political values in certain African settings. To understand and predict the contemporary political behavior of African peoples, who had no acquaintance with the concept of state prior to western contact, one must consider the traditional political values involved in local authority systems, particularly since such values continue to be internalized by new generations, even after the society has come under the administration of a modern nation-state.


A comparison of new and changing nations of Asia and Africa on the concept of political socialization as it relates to cultural change and a discussion of the proper orientation for research on this relationship. Analysis of various social structures—a kibbutz in Israel, several African tribes, and the United States in general—demonstrates that how children are politically socialized has a marked effect on the degree of stability of the political system and the innovative possibility within the system. Also, it would appear that people can be socialized to favor change and modernization by isolating them in an atmosphere of favorable political values, with pressures toward conformity and rewards for the acquisition of the new values, and by providing wide exposure to and practice with the novel political orientations.


A survey of the development of social sciences in China. For the most part the major influence in the
development is Communist doctrine, and research and publications in the various disciplines seem to be directed toward welding Communist theory to social studies. The research has emphasized overhauling the economy and formulation of indoctrination systems to modernize the nation. Leading periodicals and textbooks are discussed.


An examination of factors relating to the acceptance by a subordinate society of alien rule with special reference to Tanganyika. Essential to an efficient relationship of this kind is the acceptance of the values being promoted by the superordinate agents, as well as the acceptance of the agents and the methods. Force may secure an outward display of obedience. What may be desired, however, is the inward, unquestioning, and habitual acceptance by the members of the subordinate society of the "right" of the superordinate agents to determine values for that society.

104. Liebenow, J. Gus, "Responses to Planned Political Change in a Tanganyika Tribal Group," 50 APSR (June 1956) 442-461.

An analysis of aspects of political, social, and economic change in a Tanganyika tribal group. The impact of large-scale government programs for economic and social development has accelerated the process of social disintegration. This disintegration has several common features: (1) the shift from a subsistence to a cash economy; (2) the intensification of role differentiation; (3) the areal disparities in development within a given colonial dependency. The continued utilization of the chiefs' traditional authority is the best hope for the establishment of a new sense of unity of purpose.


A preliminary note on the administrative problems of Sung China. Researchers should go beyond the scholarship that treats administration with some description, but merely as a part of the general political system. In taking China as a leading example of the historical bureaucratic empires scholars need to know more about how its administrative system worked through the sequence of problems, solutions, and net results. This knowledge will help to explain why it had numerous changes but did not escape a basic stagnation.


An examination of the general social and economic factors that influence agriculture and science in underdeveloped countries that outlines three categories of institutional impediments to rural progress. The first category concerns institutions that inhibit the play of incentives, such as land tenure, the credit system, the pricing and marketing system, and the type of social organization. The other categories are institutional factors that inhibit the development of capabilities of rural people and factors that inhibit the development of science and technology.


An analysis of land tenure in northern Nigeria. In a nation poor in capital resources, land represents an important natural endowment. In northern Nigeria there are still places where farmland is easily available to the farmers, but this situation will not last.


A description of several innovations planned by an outside agency and imposed on the people of an Indian village in an effort to achieve cultural change. It is essential for villagers, on the one hand, to understand the intent of government planners and for the planners and extension workers, on the other, to be intimately acquainted with the cultures that they hope to change.


An analysis of cultural conflict and change in India, based on the premise that it might have some implications for the process of acculturation in the Philippines. Indian culture has been tempered by Islamic and European tendencies. At times the two have blended well, but often cultural conflicts have been generated. However, with greater interaction between India and the outside world cultural assimilation should become an easier process.


An examination of the social changes generated in the African states in the aftermath of independence. European colonial rule brought certain aspects of modernization to Africa, innovations that the new states do not wish to eschew, despite their desire to be free from the colonial powers. Consequently, many western-educated African leaders hope to effect further economic and social development along with their nationalistic programs. Because of social segmentation, however, African leaders have had difficulty administrating their programs, and tradition-oriented segments distrust change and do not understand nationalism. Since change seems inevitable, leaders often have had to base their programs on an authoritarian power structure.


An analysis of preconditions to effective administration. Experience in local administration and comparative administration in developing areas demonstrates the importance of certain preconditions. The major solutions to an absence of administrative preconditions are
education, administrative elitism, and a more flexible attitude toward methods of modern administration.


A study of the importance of working toward economic progress from a well-defined ideological base. The comparative economic development of India and China and of East and West Germany demonstrates that government activity and administration directed toward economic growth need not be set up on a simple ideologic-economic relationship. Economic progress is not determined by the ideology to which a nation adheres, and it can be costly for a nation to adhere persistently to doctrines that run counter to indigenous economic and social relationships.


An examination of cultural barriers to development. Culture is a crucial factor in the economic progress or stagnation of a nation. Religion, an important facet of culture, has some influence on economic development. The slow economic development of the Philippines to a significant extent can be traced not to its Spanish-Catholic heritage but to the indigenous culture and the qualities it has fostered, with which Hispanic Catholicism found it necessary to compromise. This indigenous Filipino culture is similar to all Asian cultures.


An attempt to identify different social characteristics of the peoples of tropical Africa. The residents of tropical Africa have far to go in achieving their goal of social, economic, and political independence. The West Africans outstrip their neighbors in Equatorial and East Africa. The mineral resources and the educational level in the Congo outrank those of East Africa.


An examination of the function of transition training in preparation for cross-cultural contacts. Transition training is based on the idea that an unfamiliar environment that bears some resemblance to the area in which a Peace Corps volunteer will be working overseas can be used to develop an ability to understand another culture by learning its principles. Such a training program is based upon a developmental idea involving a discontinuous (transcultural) learning. The advantage of such an experience is that it leaves some vagueness in the minds of trainees, which puts the burden of finding structure and purpose on themselves, just as will be the case when they arrive at their destination, an Asian community.


An analysis of the considerations preceding various cultural policies chosen by newly independent Asian and African states. Examinations of Ceylon, Pakistan, Indonesia, sub-Saharan Africa, and especially India, demonstrate patterns in the cultural policies adopted by new states. The Indian example, particularly, suggests some overall reasons for a new state's choosing indigenous rather than foreign cultural materials (for example, Ivory Coast), for selecting the highest effective level of culture, for referring to distant phases of history, for recognizing a degree of cultural variety, and for preferring some kinds of external cultural alliance over others.


A discussion of some sociological aspects of the panchayat system. Any analysis of the long-range or short-term implications of the introduction of the panchayat system throughout rural India should be based on an initial understanding of the sociopolitical forces likely to influence the qualitative makeup of the emerging leadership in terms of socioeconomic foundations and cultural-value orientations.


A review essay examining La Palombara's Bureaucracy and Political Development. The book is not a simple treatise in political science but discusses global problems of change and economic development, especially in the countries which, because of their economic poverty and obsolete social orientation, have to lean for help either on the affluent democratic societies or totalitarian nations.


An examination of religion and religious change with reference to Philippine economic development. Scholars must discard some stereotypes about religion in the Philippines—such as the identification of the Catholic Church with technological stagnation and rigid control of agricultural land. Actually, the Catholic Church was a main source of technological innovation and can be credited with the new economic crops and processes introduced during the Spanish colonial times.


An analysis of the failure of attempts to radically alter the individual's behavior. Radical change, the complete transformation of behavior, must stem from comparable transformations of value.


A discussion of the proposition that economic problems of the Sudan arise from attitudes associated with the heritage of slavery. Sudanese economic development hinges upon an increasing supply of wage workers in commercial, export-oriented agriculture. The historical
values attached to agricultural employment (slave’s work) mean that typically most northern Sudanese will not do it unless forced.


A description of the heritage of Indian culture and an argument for its preservation. As a furiously industrializing society fractionated into urban and rural regions, the society’s surviving traditional ways of life and vocation remind the modern, largely uprooted India of an altogether disparate set of values. However, in keeping with the ideals of the West work is being separated from culture and culture is being acquired self-consciously and laboriously in leisure. Thus, while India tries to improve its standards of living, the traditional standards tend increasingly to be devalued.


A discussion of the impact of social change upon one region of Uganda where traditions were extraordinarily antithetical to concepts normally associated with modernization. The Lugbara of Uganda are one of the peoples of Africa that lack any form of traditional chieftainship and any authority at all except within the family. To carry on their administration through “indirect rule” the British had to appoint chieftains, but in many instances the chief’s authority broke under the pressure of tradition. A dichotomy has evolved between the members of the society who have accepted rule of the chieftains, and indirectly modernization, and those who have not. This dichotomy now is a hindrance to progress.


A study of the cultural barriers that often negate the value of technical assistance to underdeveloped countries. This country’s political self-restraint has inhibited the U.S. from foreign intervention, and it is only recently that the country has even dared to offer advice—only because it makes a distinction between “political” and “technical.” But most underdeveloped nations do not make this distinction, and the advice sometimes sounds like an invasion of national sovereignty. Consequently, American technicians now welcome training that facilitates crossing the cultural bars and avoids antagonism. Such training may utilize the area, but in either case cultural factors must be treated as an organic element in the process of technical assistance.

125. Murphy, Sister Roseanne, “Factors Influencing the Developmental Pace of Religious Communities,” 27 SAN (Fall 1966) 157-169.

An examination of three religious communities of women. The communities that expend the time and energy to elicit the opinions of all the members are more likely to change, and the more issues subjected to opinion-gathering techniques, the greater will be the change.


A study of the conflicting requirements of social discipline and social flexibility as prerequisites to economic growth in developing nations. For many underdeveloped countries the main problem of economic development is not so much the acceleration of investment in material capital for the takeoff as the laying of a firm base for the future. Discussions of preinvestment in human capital for this purpose are vague and unsatisfactory. In particular, it is not clear whether investment in education will supply the missing components of skills within a given framework or will supply a dynamic catalyst that will radically change the framework itself.


An attempt to contrast the social aspects of Latin American development with those of Southeast Asia. Poverty is not a single kind of malaise. The Asian problems are those of building—the nation, the firm, the integrated markets, the technical traditions, and the social stability in which these institutions can function. Latin American nations are more concerned with reordering a value and stratification system oriented to keep a performance segment from gaining political and economic power. In Southeast Asia the core problem is the building of a modern economy and society on the ruins of the foreign factor economy; in Latin America it is the reordering of a system that has kept wealth and status in nearly a bipolar distribution.


A description of the effects of technological and economic change on a variety of processes involving women in Indian villages. Processes affected include patterns of work, homemaking practices, treatment of disease, maternity and child care, and attitudes towards education of girls.


A review of the effects of village society upon the functioning of the village economy and an attempt to determine how the village society and economy do or do not respond to government. The hierarchies of power, wealth, and ritual prestige in India lead to responses running contrary to the expectations of administrators and to the ambitions of statesmen and reformers. Present efforts to expand community projects in India have been unsatisfactory. There is hope for success, however, because now effort is being made to discover the village community’s reaction to the efforts of the state and to modify these efforts accordingly.

A report of the development of a scale to measure attitudes toward the first and second five-year plans and some hypotheses concerning associations between attitudes toward the plans and social variables. The following trends emerged from the study: (1) students, on the whole, hold favorable attitudes to the plans; (2) male students are more favorable in their attitudes than female students; (3) favorable attitude to the plans correlates highly with educational level and social class—the higher the social class and educational level, the more favorable the attitudes; (4) attitudes toward the plans in general and to their various specific differ widely among students depending upon sex, educational level, and social class.


An examination of social change in Jamaica. There emerged in Jamaica a dual culture. One was the Afro-Jamaican cultural system, which was largely a consolidation and revitalization of patterns developed during slavery. The other was the European-oriented cultural system, which was the revival of British civilization in the island after its disintegration during slavery. The dual cultural pattern still forms the basis of the society.


A comprehensive historical study of the attempts in Iran and Turkey to disengage the polity from the influence of Islamic traditionalism. When Turkey gave up its Arab possessions after World War I, it escaped somewhat from the pervasive influence of Islamic traditionalism. Ataturk's government tried to develop nationalism, or "Kemalism," and thereby accentuated the importance of secular, industrial development. In Iran, with little sense of nationalism and with a leader who theoretically derives his power from Islam, secularization has met with great opposition. The government movement away from Islam has resulted in alienation of the government from the population. Thus, authoritarian rule has been considerably more functional than democratic institutions in effecting political and economic development.


An analysis of the political and cultural barriers to planned change in the Philippines. Without fundamental attitudinal changes science and technology will result in minimal benefits.


An examination of the role of Crown Agents in the British colonies. It is dangerous to analyze the development of institutions apart from the economic, political, and social variables of the age in which they had their beginnings and struggled for maturity. The managerial arrangement made by the British government in the nineteenth century to handle the affairs of the colonies of Great Britain is a clear case in point.


A review of social barriers to development in Afghanistan. The traditional and the modern sectors of Afghan society have differing and often conflicting cultural values that tend to generate social friction. In this fluid environment the individual, having given up old loyalties and as yet not having acquired new ones, tends to feel rootless and disoriented. This is the state of feeling that the Afghan government must turn into a national advantage to ensure a smooth transition to constructive national goals.


A view that it is best to accept the logic of development taking place as a result of the introduction of technology and best to try to adjust life accordingly. It is not wise for a developing nation to copy the West. Rather, the social infrastructure as an essential concomitant of large-scale development based on modern technology must be built in order that the requirement of complementary balances may be met.


An anthropological study of an Iraqi village. Technical and economic development must be based on the existing social system of the village, with modifications of it if necessary. Where a change conflicts with vital areas of the existing social system, the benefits from the change should be maximal if the villagers are expected to accept it.


A brief discussion of the importance of the Indian village in the community development programs. Mass action for self-help in the Indian village is vital. To rebuild the villages a balance between urban and rural life and a concrete program of action are needed.

139. Rangnekar, D. K., "India’s Crisis of Confidence," 21 WT (February 1965) 56-64.

A discussion of the change in India’s approach to economic problems and the reasons for it. The feeling in India has changed from one of pride and self-confidence to one of perceptible cynicism about the possibilities of planned economic development.


A look at the relationship between social stratification and social change in Southeast Asia. Forces of urbanization and industrialization in India tend to upset the traditional modes of social stratification and thus tend to permit greater status mobility.


An examination of the process of cross-cultural consultation. The conduct of economic development pro-
programs involves, among other things, the development of personal relationships across cultural boundaries. The vicissitudes of these relationships can vitally affect the outcome of a development program. Within the relationship paratechnical as well as technical factors determine the program's character and effectiveness. These are composed in part of background characteristics and preconceptions brought to the relationship by each party and in part of interpersonal developments entailed in handling certain issues inherent in the consultation. Unless these developments are well handled, disjunctive trends can arise, jeopardizing the relationship. Once disjunctive trends come into being they may be counteracted by interrupting their cyclical course and engaging in joint critical reappraisal of paratechnical factors in the situation.


A lengthy consideration of recent publications relevant to Latin America.


A discussion of one factor that might facilitate economic development in the new African states—government infusion of economic incentives. Newly independent African governments are in a far better position to transform the traditional African economy than were the former colonial powers. Expanding national growth in all the new states bears testimony to the incentive for development that independence has inspired. Similar incentives to invest must be imbued in the people. Coerced investment is neither necessary nor healthy.


An attempt to study politics in two Indian cities. Membership in a modern government institution, like a municipal corporation, does help to build deference and friendship bonds across caste lines, despite the relative closeness of the municipal bodies to these communal conflicts.


An assessment of the AID Computer Program in Korea. AID has important virtues that recommend it for widespread use. The application of AID reported here yielded illuminating results of value to administrators.


A study of the ongoing transition in social and cultural institutions by the Maranao, a Muslim people living around Lake Lanao in the Philippines. Until now Maranao society had been largely communal and isolated. There is evidence, however, of a transition toward an associational society with wide interaction with other ethnic groups. Forces generating the transition are travel, especially pilgrimages to Mecca, mass communications, and technological advances that must be shared with other groups.


A thesis that the integrated nature of human behavior can best be understood by integrated social research. While planners and administrators must share the primary responsibility for the formulation and implementation of various development projects, the social scientists can give them help in many areas of social and cultural organization. However, before an integrated approach in social research can be possible, integration must be achieved in the minds of collaborators.


A study of the profound interest in the formulation of social policy that many underdeveloped nations have demonstrated and of the key role that sociology plays in planning. A vast number of sociological research projects to determine the nature of social problems in the developing nations are being carried on by national and international agencies. It is a healthy sign that the governments of these nations are becoming aware of the importance of social research in enunciating their social policies.

149. Sanders, Irwin T., “Cultural Factors in Rural Community Development: A World View,” 1 CDR (December 1956).

An examination of some basic principles governing cultural change. One-half the battle of community development is to make a satisfactory analysis of the problem, and this requires a clear knowledge of terms used in the social sciences.


A brief examination of the relationship between emigration and social change in rural India. Significant changes in basic institutions such as joint family, caste, and marriage have occurred in Indian villages as a result of emigration.


An analysis of Lebanon's bilingualism, as an indirect reflection of her religious-political division. An interpretation of events in Lebanon based on religious divisions has intellectual value and it is necessary to understand it to understand Lebanon; but, as an account of what is actually happening or is likely to happen in Lebanon, it is inadequate. Only sociological description, written with no ideological case to prove, can do this.

An analysis of problems of the developing nations with special attention to Uganda. Broader, more integrated social structures than now exist are essential to economic development. These necessary structures can evolve or be nurtured in urban centers, which serve as the transforming agencies from tribal to rational society. In planning, therefore, a balanced urban development becomes a necessary and justifiable investment in a part of the infrastructure that is essential to economic growth.


An analysis of the class structure of India and its relevance to politics. The national power structure may be best understood as an alliance, however uneasy and shifting, between the dominant nonagricultural and agricultural classes.


A report of a case in which government-planned changes in activities related to economic life and sanitation in a Philippine peasant agricultural village did not meet the expectations of the initiators of the improvement program. This is an example from a non-western area that demonstrates that for planned changes to be successful they must be congruous with existing cultural beliefs and must be presented in a manner that makes full use of existing social structures.

155. Smith, M. G., “Kagoro Political Development,” 19 HO (Fall 1960) 137-149.

A description of the Kagoro tribal polity before British rule and the course of its development thereafter. A careful chronological analysis of the Kagoro record shows that the processes by which political change has occurred have a constant form. First, there is a change in the system's external context and next a redefinition of some modes of competition linked with the new principles of contraposition. The order in which the elements of a system change under conditions of equal pressure varies inversely with their significance for the persistence of the system in the current form.


A suggestion, based on a rural development program in Iran, of some sociological tactics for increasing and controlling the process of change in a traditional society. Primary and secondary social groups, the mobility of members, and the means of communication are key factors in controlling the process of change in traditional societies. The ability to control and introduce change in traditional societies is highly significant for the overall process of socioeconomic development.


A survey of some of the significant social and cultural changes that have occurred in Indonesian society in recent years and in the wake of the eight-year development plan for 1961 to 1969. Unlike the preceding five-year plan, which emphasized economic development almost exclusively the eight-year plan provides for a balanced development on political, economic, mental, and cultural levels. Social integration has been emphasized, perhaps somewhat to the detriment of political pluralism. Administrative officials have been given most of the power on both national and local levels. Insofar as they are compatible, administrative strength and cultural nationalism are being used as the primary tools of development.


A general discussion of the need for and the possibilities of a changed racial climate in South Africa. It is hoped that as race prejudice loses some of its virulence, the white man's fears and feelings of insecurity can be lowered, emotionalism can diminish, and then perhaps it might be possible to see the realities of the political and economic situation.


A general examination of the separate roles played in politico-economic development by theory, by ideology, and by other relevant noneconomic values. The course and rate of politico-economic development in a country depends largely upon the contents or "elements" present in the minds of such country's inhabitants and above all upon the contents of the minds of the elite.


An investigation of the nature and extent of the economic interactions between the residual nomadic sector and the national economy in contemporary Iran. The persistence of nomadism expresses the failure of the national economy to evolve alternative, more productive opportunities for these people, as well as for the peasants who still subsist in marginal agriculture. In view of the present stage of Iran's development and the problems arising from the current land distribution programs, the government would be wise to allocate funds and efforts to areas where the economic and social would be both higher and more immediate —while carefully avoiding upsetting the productive balance in the pastoral sector. The tribal nomads, if closely disciplined but otherwise not harried, can sustain their present contribution to the national economy, and nomadism will expire as the expanding economy incorporates the tribesmen into the modernized agricultural or industrial framework of the nation.


A discussion of agrarian reform as the cause of the
economic and social changes in Mexico during this century. Because of agrarian reform the rural economic and political power centers have moved from the *hacienda* to the regional towns; a ruling class of large landowners has been displaced by a regional bourgeoisie whose locus is in the cities but which dominates rural life; two new social classes have developed out of the peasant class of peons—the private minifundists and the landless rural workers; a particular social stratum—the *ejidatarios*—has appeared; and various strata of medium-sized and large farmowners have developed.


A broad examination of underdeveloped areas on the basis of levels of fertility and mortality and a comparison of areas on the basis of socioeconomic characteristics. The common tendency to make broad generalizations about characteristics of underdeveloped areas does not give sufficient attention to the substantial differences that exist. The demographic differences among underdeveloped areas are strongly associated with the social and economic differences that exist among them: the more primitive the nature of the demographic balance, the lower the level of social and economic well-being.


A criticism of Philippine sociologists for ignoring the vital interrelationships between their increasingly industrialized society and the larger society of which it is a part and for failing to study the social changes that are likely to come with economic development. Economic development clearly is a necessity for the Philippines. Sociologists must determine the implications of the developmental process, however, and subsequently make them explicit to the administrators who are entrusted with the formulation of development plans.


An overview of approaches to the ideal socioeconomic system. In the East the weak spot is too much centralized decision making. Decentralization of secondary decisions may have to be increased, reducing the burden of the central planners and the central government.


A consideration of attempts to mobilize village society for economic, social, and political activities whose ultimate purpose is national. The concept of the panchayats runs counter to all the traditions of one thousand years of Indian government. India’s principal inheritance from the British period was an administrative service of unrivaled integrity and efficiency. The idea of the panchayats appears to be a gamble that deliberately discounts the known failures and disappointments in village reconstruction in the recent past. Yet, if India is to be true to its declared purpose of creating a society based upon consent, molded together by voluntary cooperation, and including the ordinary people’s working together as equal citizens, then the idea of the panchayats is a major step forward.


An examination of the relationship between social stratification and social mobility and economic development. Long-term improvement, which leads to more self-sufficiency, requires the mustering of the will of the given population so that the people become voluntarily committed to the goals of their society and become willing and able to do what is required to achieve these goals. But such commitment is not easy to secure, and the greatest obstacle is the social, political and economic inequality that pervasively characterizes most nations.


An examination of behavior patterns created, shared, and learned by men of different societies who are in the process of relating their societies, or sections thereof, to others. Wherever there exists a viable, coordinate third culture, there is greater probability of more effective administration—and as a direct result, more successful cross-cultural programs. When a third culture has yet to become patterned or is not significantly strong, then any specific program must surmount high obstacles to accomplish long-range goals.


A discussion of harmful developments in acculturation that impede rather than encourage multilateral contact of nations as coequal partners. In the shrinking world where cultural isolation is an impossibility erring acculturation is a serious threat to a progressive development of friendly relations and better understanding among the nations. Applied anthropology must promote a better understanding of these problems by a study of the factors impeding and promoting progress among backward peoples and by a careful investigation of the implications of successful acculturation.


A discussion of the social structure’s sensitivity to the implementation of various development plans. Every Southeast Asian country still is largely a nation of nations, a union of diverse societies that defies uniform programs of directed economic change. The technical specialist who works under such programs must apply a separate methodology and approach for each region, society, or cultural group.
A review of diffusion research in developing countries. Diffusion research can offer useful guidelines to such programs as extension services, health services, and education. Highest priority should be given to completing well-designed diffusion research in traditional cultures. Ultimately diffusion research techniques must be transmitted to and then modified to fit the cultures of the developing societies.

An examination of the role of the go-between in arranging marriages in the development of Japan. Special institutional forms may take on crucial importance during the transition stage and operate with relatively little disruption until later replaced by other institutional forms.

A review of the problems of integration facing new nations and an exploration of major options available to governments. During the transitional phase of political development, as governments begin to assume or attempt more functions, integration problems become most acute. The most common involve problems of national identity, territorial control, the establishment of norms for handling public conflict, the relationship between governors and the governed, and the organization of individuals for the achievement of common purposes.

A consideration of the effect of Buddhism on economic development in Burma. A basic requirement for economic growth and development is at odds with the social value system of Buddhism. Foreign economic aid efforts in Burma should be guided by the scope and nature of such efforts consistent with the dominant thought and culture.

A look at the role of the extended family in the process of cultural change in a small Lebanese rural community. The traditional extended family has remained a strong social unit in the village of Haouch. The current status of kinship relations may be a transitional one in which the larger structure acts both as a vehicle of, and buffer against, change. Clearly, the extended family can and is being used as an instrument of socioeconomic development. Whether it will continue in this role remains to be seen, but there is little evidence that progress inevitably will destroy the extended family.

An examination of problems of managerial leadership in a transitional society. Political and social changes in nations that have undergone successful revolutions have altered the staffing patterns of organization and the sociocultural determinants of organizational behavior. Indigenous personnel cannot resort to arbitrary measures in maintaining discipline without arousing strong opposition among their subordinates to tactics now labeled "colonial." They must therefore obtain some degree of consensus.

A survey of Asia's progress at the midpoint of the 1960s—the "development decade." Despite the record of internal and international conflicts and inadequate progress, the 1960s seem to be the decade in which Asia is recognizing the all-important priority of economic development. Perhaps the 1970s will be the decade in which Asia will make sustained efforts to overcome poverty.

An examination of the problems hindering the movement for unity in newly independent nations with special reference to Ceylon. Once the unifying independence movement is destroyed by its own success, sectional, economic, and linguistic differences predominate in new nations, impeding stability and unified growth. Also, the new awareness of cultural backgrounds stimulated by independence tends to magnify stress between different cultural groups. Attempts by majority groups to impose their languages or sectional preferences on the whole country in the interest of unity often aggravate the tensions.
Japanese villages, one considerably more isolated from an urban center than the other, indicate the inadequacy of the hypothesis. Both villages had a capacity to maintain equilibrium while absorbing fundamental changes. What appears to operate as a causal variable is the community's continued reliance on wet rice cultivation, which makes for limitations on mechanization and demands cooperation.


A review of some problems of research in semi-literate societies. There are fundamental difficulties of methodology and techniques of investigation in semi-literate societies. The investigator frequently must adjust his research design and field procedures to the demands of the situation, which may be unexpected.


A description of various phases of an action research project relating to family planning in Pakistan. For a welfare state to achieve the maximum benefits of development it is necessary that growth of population be regulated. A major goal of this research is the testing of the effectiveness of cooperative organizations for family planning.


An examination of the agriville programs with a view to revealing problems of rural resettlement in Vietnam. While the agriville program has been abandoned in favor of strategic hamlets, much can be learned from the earlier attempt. If implementation of the strategic hamlet program is more effective than the agriville plan, and if the commitment to social and economic improvement is in fact fulfilled, the new undertaking will provide a better test of the potential of rural development schemes in winning the peasant population.


A development of the hypothesis that different social types will react differently to the process of industrialization, as demonstrated by applying Talcot Parsons' classification of social systems to the three broad groups comprising the contemporary rural population of Latin America. An application of Parsons' five variables to the indigenous population, plantation labor, and peasants of Latin America reveals that the peasants are least capable of adjusting to industrial development. Plantation labor, on the other hand, is best prepared for industrialization because it tends toward self-orientation and functional specificity, which Parsons sees as two of five social correlates of industrialization.


A review of India's political, economic, and technical development problems since 1957, and an assessment of the difficulties facing India's leadership during the next five years.

(b) Education


An examination of the relationship between education and development. The major issues concerning international assistance are: (1) the developing country is sovereign and hence must ask and define and must agree to any aid; (2) international aid is good business, opening new markets and increasing purchasing power; (3) an educational plan is a prerequisite for development, but even in this matter of educational planning, aid is needed; (4) priorities of educational aid exist; (5) forms in intraregional cooperation are necessary to make educational investment viable and the educational effort meaningful in terms of quality; and (6) the great-
est obstacle to international assistance in development is the supply of trained and specialized personnel.


An examination of the necessity to reorient education in relation to socioeconomic development in India. The United States cannot afford to forget that India is experiencing rapid social and economic change and the recognition of the different educational standards of students and the provision of special supplementary training to increase the knowledge of the less efficient are essential.


An examination of the role and responsibility of education in a developing state. Any attempt by Nigeria, not only to hold its own in the technological and highly competitive world of today, but also to reduce the development gap between herself and the advanced countries, implies an elaborate and immediate expansion of education.


An exploration of the relationship between education and development in underdeveloped areas. Individual countries follow different patterns in weaving together educational programs with economic improvement. Increases in levels of schooling seem to be as much by-products of development as sources of it. This raises questions about the economic roles played by the educated men in different societies. Subtle cultural factors no doubt influence the ways that education affects economic behavior. Data imply that education of the populace is more important than education of elites.


A study of some problems of education resulting from disruptions and lack of integration caused by the conflict between western and traditional values. Western education of government administrators in underdeveloped nations has created a lack of harmony between them and the people. Western education has also accentuated disparities between social values and home values and between society and school graduates. An integrated system that fits the transitional period and takes the recipient culture into account is needed.


A review of recent changes in Latin American education. New emphasis in social science research would make possible a greater understanding of national realities, remove from chauvinism and misguided national pride, but this can only come about through better universities.


A discussion of major misconceptions relating to educational planning and policy in the developing areas. Educational planning must start with a detailed plan of socioeconomic development. It cannot start from some arbitrary global hypothesis on the interrelation between educational input, which is assumed to be homogeneous within each stage of the educational structure, these stages differing only in their quantitative relationship to global “progress.”


An examination of the relationship between education and development, with special reference to the U.S. foreign assistance program. The U.S. is now experimenting with methods of involving universities at earlier stages in the process of planning projects, rather than bringing in the university simply as an agent to carry out a project, as has too often been the case.


A discussion of the need for local educational authorities in Africa. It is difficult, if not impossible, to organize an efficient, expanding educational system in Africa without the use of local education authorities as the administrators in close contact with the community and the schools. Such authorities cannot be created by administrative fiat but must be permitted to evolve at a rate governed by the capabilities of the Africans to discharge the functions of local government.


An evaluation of the applicability of current views on the planning of education and training systems to the developing countries; a suggestion of measures that would improve the viability of these systems; and an indication of areas where intensive research would yield fruitful results for these education and training systems. Certain anomalies have arisen from the efforts of developing countries to expand education and training as a productive investment. Two remedies for these anomalies involve the adaption of systems and curricula to the education and training required rather than on the functions involved.


An analysis of the formation of a special army corps of teachers in Iran to spread literacy in rural areas using the principles of the “community school,” which have been developed in the Philippines and elsewhere. The
Education Corps is a multipurpose instrument designed to contribute to the overcoming of rural poverty, to reduce the level of unemployment among educated youth, and to provide a stabilizing influence while far-reaching rural reforms are carried out. If the present success continues, the Education Corps may play an important part in dealing with Iran's urgent problems and may provide useful experience for the establishment of the permanent institutions needed for the development of rural areas.


An examination of facts and fallacies in educational planning. Two propositions should guide educational planning. The first is a special, limited one—the case for public encouragement of “infant training industries.” The second is more general, concerning search processes and the assessment of alternatives in a more analytical, creative approach to human resource development planning.


A discussion of questions relating to the role of education in the development of the emerging nations that might prove answerable by extensive research. Much needs to be done to elucidate this relationship, but five basic propositions underlie an approach to growth through education: (1) economic growth is a process of structural transformation; (2) many alternative combinations of factors can foster growth or prevent it; (3) attitudes and preferences within a population strongly condition the interplay between education and other aspects of development; (4) the “multiplier” and “external economies” concepts of the economists and the rates-of-diffusion analysis of sociologists constitute a promising framework for dealing with development; and (5) the concept of “balanced growth” either is a contradiction in terms or it is a highly ambiguous expression.


An examination of the relationship between education and agricultural development. In most developing countries the number of men trained in the agricultural sciences is inadequate, and the quality of training—at home as well as abroad—must be improved. The limited human and physical resources of the new nations should be utilized in establishing a limited number of first-class institutions. Many of the numerous capable high school, normal school, college, and university teachers in the United States who reach the mandatory retirement age each year could be utilized as a “Senior Peace Corps” to instruct the teachers of science in developing nations.

201. Braithwaite, L. E., “The Role of the University in the Developing Society of the West Indies,” 14 SES (March 1965) 76-87.

A discussion of the adaptations needed for an educational system in a developing country. All underdeveloped countries, and more particularly small societies like those of the West Indies, will always be dependent on substantial intellectual assistance from and contact with the more developed societies. An emphasis on the role of West Indianization does not necessarily mean that one loses sight of this necessity. It merely means that one seeks to specify the conditions under which intellectual contacts with more developed societies are more worthwhile.


A consideration of characteristic development problems, with special focus on Central America. The most valuable resource that these small countries have is people. Without basic mineral resources but with land conducive to cultivation and stock-raising the people of these countries should aim at getting the most out of agriculture. More and better education is the logical instrument.


A discussion of British educational policy in Africa. It is a disservice to the cause of Pan-Africanism to ignore their differing educational histories. The study of comparative education in Africa is very significant.


A discussion of the education of rural people in developing countries. Primary education has long-term payoff implications. Secondary education with a bias for college preparation along with training in practical vocational skills is fundamental. Much of higher education at the college level needs to be critically reviewed from the standpoint of practical utility, job opportunity, and contribution to basic needs of a developing economy.


A review of the role of education in a developing economy, with special reference to Pakistan. As a general rule, education, though invested in people and not in the material tools for production, actually amounts to capital formation. Underdeveloped countries like Pakistan would be wise to switch considerably more of its resources to the developments of education, which conditions and probably is conditioned by economic development.

206. Coombs, Philip H., “The Adjustment of the Educa-
A discussion of the clear interrelationships between educational structure and economic development of underdeveloped nations. With the realization that the economic development potential is largely determined by human, cultural factors the significance of education for economic development has become evident. Economic development policies now may be expected to include the examination of educational structure to see that it is consistent with developmental goals. Education must be utilized as a social force in the process of national development.

A survey of programs in Latin America concerning adult basic education. In most countries at least 40 percent of the adult population is illiterate. The importance of the diminution of illiteracy is emphasized by the fact that national budgets for education have been increasing funds for literacy programs.

An examination of the role of universities in African nation-building. The new African nations are excellent laboratories for social scientists to study the factors that relate to the acceptance or rejection of innovation.

An examination of the role that education has played during severe periods of Japanese economic growth. The report published by the Japan Ministry of Education in 1962 is a fine attempt to relate Japanese education to overall economic development.

A review of the role of education in Japan’s modernization process. The Confucian education of the period, which preceded the drive to modernity, in many respects provided a solid foundation for that drive. The bureaucracy quickly and effectively established its own academics for training its successors, and the products of these institutions until the present time have continued to dominate the elite groups of the Japanese nation. The predominance of public over private education, the uniform control over public education, and the wide diffusion of opportunities for secondary or higher education have minimized class divisions.

A review of the Karachi Plan, which by 1980 provides free and compulsory primary education of seven years in fifteen Asian states. The potential of utilizing education as a tool of nationalism is now being recognized throughout Asia as a legitimate function of the school. The success, or even partial success, of the Karachi Plan signals the real beginnings of mass education in Asia, which may play a significant role in the modernization process.

A discussion of the salient trends and policies in adult education in India, a concept that is inextricably connected with socioeconomic development. A considerable increase in adult education possibilities has come about in India, largely out of the government's desire to educate the people to the need for economic development. Consequently, adult education programs are, to a large extent, being administered through the community development program. There is, unfortunately, a dangerous tendency for the government to lose patience with the tradition-oriented populace and to turn the education programs into propaganda organs.

A review of significant developments in adult education in India. Two general developments are the realization that lifelong learning is essential for survival in the present age, and that universities must play an active role in the promotion of adult education.

An examination of the relationship between education and political development. There are several ways that the educational system may block political modernization. First, in some cases the educational facilities and orientations created at the center and extended to the broader strata may not stimulate a breakthrough to modernization. Education may create demands among these groups for various political rights and benefits without making them either more productive or more responsive to central political problems. Second, such blockages may be manifest in growing cultural and social cleavages and in divisive and stagnant cultural symbols. Third, they may be manifest in the ossification and freezing of status symbols and systems, in the growing rigidity of social aspirations, and in the consequent impediments to the development of new paths of social, economic, and political activities.

A review of special educational problems in Israel. The main problems of educational administration stem from the rapid changes in the functions of education in society, producing difficulties of adjustment to the administrative patterns of changing conditions and functions.

A survey of primary and secondary education in the
Arab countries. Arab states are concentrating their energies on planned development; hence, education, which is central to this process, is receiving increased attention. Progress has been made in both primary and secondary education, but the necessary balance between educational development and overall economic and social progress is wanting.


An evaluation of the economic and social development curriculum at the University of Pittsburgh. Because of the newness of development planning and administration as fields of study and teaching, researchers sometimes feel isolated in their experimentation. There are major problems of content in curriculum design and in teaching methods so that educational institutions supporting work in this field, both in the industrialized and the developing countries, might enrich one another. A greater flow, not only of raw research data, but also of curriculum ideas and pedagogic methods, is needed.


An examination of problems of educational aid, concluding that theoretical work on the means for deciding the priorities for a given country in the disposition of its income and its resources is needed. Is it the building of power dams, the increase of irrigation, the building of communications and transport systems, or the increase in education? The Society for International Development continues its interest in this problem, but there is need for basic research and theorizing by universities.


A consideration of the effect of western education on the life of rural Africa. Western schooling, together with other aspects of western culture, implants expectations that are basically aimed at the improvement of material conditions. It is therefore unrealistic to expect children who have undergone such schooling thereafter to accept depressed social and economic conditions.


A discussion of an experiment in literacy training. India is 80 percent illiterate, and with a five million population increase each year it is imperative that the percentage of the population that is literate be increased in order to maintain growth in democracy.


An examination of literacy and education as predisposing factors in exposure to information about modern farming methods. The influence of literacy and education on agricultural development may not be direct. Quality of education and the linking of education with available means of increasing economic productivity are among the factors that should be analyzed for policy decisions regarding investments in education in underdeveloped areas.


A discussion of the problem of maintaining Chinese education and cultural heritage, yet integrating the Malaysian political identity. One of the many problems of binding a multiracial society is that of educating the various cultural groups in order that they may become useful citizens who retain the strengths of their own traditional values while being able to identify with the new nations.


An analysis of the role that the Turkish school system has played in the political modernization of Turkey and particularly in the evolution of a modern political structure in that country. Evidence from surveys of literacy percentage, degree of education, and attitudes of young people indicates that Turkey has progressed in resolving the cleavage between the educated elite and the general populace, a cleavage that is typical of underdeveloped societies and is a major hindrance to political modernization. The growth of secular education in Turkey has inculcated western political ideas and practices and has produced leaders who place high priorities on political programs amenable to political and economic development.


A systematic study of illiteracy, based on the Brazilian experience and in view of a worldwide literacy campaign. Illiteracy is a continuous variable where the following different levels can be distinguished: pre-literates, absolute illiterates, semi-illiterates, regressive illiterates, functional illiterates, and finally, literates. Semi-illiteracy tends to become the major problem in an industrial society, which is not only relevant to the developing countries, but to the developed countries. The process of attaining mass literacy must be diversified so as to be applicable to all types of illiterates in any one country.

225. Cable, William R., "Concurrent Programs for Public and Business Administration: Problems of Educational Change in Taiwan," 8 PJPA (July 1964) 190-201.

An analysis of problems of educational change in Taiwan, with special attention to the University of Michigan program. Institution-building is a slow process. A start has been made in Taiwan. The future will
determine the lasting impact of this program on government and business administration.


A discussion of education as the key element in modernization. The Bedouin want their children to be educated, as they have seen that education can be important in material progress. The two main problems in education are the lack of girls enrolled and the lack of participation by the adults.


A view of the community schools system, which was established in the Philippines in 1950. A community school is based on four principles: (1) it draws on the community to improve its teaching; (2) it conducts a survey of the needs of the village or its surroundings; (3) it assists the community by engaging in practical activities to meet the needs it has listed; and (4) it bases its curriculum on those needs.


A consideration of the role of the African university in development. The African countries are faced today with two basic manpower problems. The first is rising unemployment and underemployment, particularly in the urban areas. The second is the shortage of high-level manpower to carry forward national development.


A comparison of the approaches to education taken by four underdeveloped nations, and their implications for development. Nyasaland is faced with the critical problem of determining educational priorities. Columbia, somewhat more developed than Nyasaland, must provide free secondary education for its population and seeks to improve the technical and agricultural faculties of its universities. Communist China is employing an overall program of political education and is trying to transform itself into a nation of technocrats. Egypt, in some respects an unusual case, seems to be investing more in some facets of education than can be absorbed. Since Egypt has concentrated on augmenting university facilities, it has amidst a nation of illiterates numerous college graduates who are unemployed.


An examination of the barriers to higher education in the developing areas. There is no clearcut causal relationship between investments in education and economic growth, but growth makes it possible to expand and develop education.


An examination of the process of educational planning in modernizing societies. In the modern world it may take only a few months to build factories or a few years to construct large dams, but it takes more than ten years to train technicians and more than fifteen years to train engineers or top-level managers. Likewise, the training of teachers—who are in effect the “seed corn” for the development of a society's human resources—is a lengthy process. Thus, of all the facets of planning, education requires the longest “lead time,” and it presents the most difficult, yet the most vital, problem in the programming of a nation's future.


An indication of the nature and extent of the influence of education on the problems of employment and underemployment in developing economies. As an employing industry, education is one of the largest sectors in newly developing countries. In all economies it is an inherently labor-intensive industry, and in most it is among the fastest growing sectors. Any plan for expanding employment in a newly developing country is incomplete if it fails to incorporate a program for expansion of education and the rational gearing of educational policy to economic policy.


A study of the reforms, largely administrative, in the Latin American university and an examination of possible United States responses to them. In the last few decades, “political,” as contrasted with professional, universities have arisen in Latin America, emphasizing the democratization of the university and the consequent increase in student control, and attempting to define national and continental culture. The response of American universities has been specific—training of library science personnel and such. Russia has taken a horizontal approach, supporting student movements in general. The U.S. must demonstrate long-term commitment to institutions and geographical areas.


A survey of the problems of cultural communication, based essentially upon international exchange in education. Since exchange programs are largely tied to foreign policy preferences and since U.S. foreign policy has changed considerably since exchange programs were legislated—particularly those toward the underdeveloped areas—a revamping of programs and techniques is needed.

A consideration of the role of education in Philippine economic development. Philippine conduct of the educational system has resulted in a broadening of the base and a weakening of standards. The system, however, is furnishing the nation with an educated elite ready to assume roles in an industrialized economy.


A consideration of the role of education in economic, political, and social change. Faith in the power of education, although seriously questioned by the few existing empirical studies, is widespread in academic, political, and administrative circles.


A broad discussion of literacy and basic adult education, vocational and liberal adult education, citizenship education for adults, and adult education in international understanding and cooperation. Education is the key that unlocks the door to modernization, and education for adults who are active participants in the modernization process is immediately needed. In addition to vocational and technical training, study of the ways of living and unique features of other races through history, geography, folklore, and cultural anthropology is needed to enable adults to discover the characteristics and values common to mankind.

238. Jennings, W. Ivor, "Universities in the Colonies," 17 PQ (July-September 1946) 224-244.

A description of the English system of education in the British colonies, based on the experience of Ceylon. The defects of the English system may be resolved by making the system more elastic, giving greater attention to local conditions, achieving a balance between the academic and professional subjects, emphasizing research, and developing university autonomy similar to that in England. Thus, the education system would become more suited to the people's needs and the requirements of development.


A review of Nigeria's efforts to develop the educational system needed to transform the character of the labor force and thus sustain economic growth. Examination of decisions about the exact function of a system of technical education, administrative problems of organizing all the necessary inputs for its efficient operation and the pitfalls in the area of assessing long-term skill requirements, reveal that the Nigerian experience in these areas offers important lessons for other developing countries in the process of redesigning their educational systems.


An examination of the content of education in Africa, with special emphasis upon the adaptation of education to Africa's economic development. If education is to be better suited to Africa's future economic development, it must be regarded as a productive investment. The program of a department of education necessarily must be closely tied to the general development program, a requirement that has direct bearing on the content of education. Content no longer can be the same as in colonial days, since the needs of economic development are new.


An analysis of the relevant social roles of the family and school in the process of amplifying partisan conflict in Jamaica. Although enrollment in government secondary schools has a moderating influence on partisan intensity, only a small minority of the population enjoys this experience. If the Jamaican citizenry and its leadership are interested in curbing the potentially threatening amplification of partisan conflict, they examine the sociological function of the government secondary school and attempt to broaden the base of the system.


An analysis of the role of American universities in the political development of emerging nations. It is essential that all parties to overseas contracts involving universities recognize openly that American universities properly can engage in the building of an institutional and behavioral structure supporting the democratic polity. Financing agencies, particularly the United States government, must not insist on a close supervision of the university's programs abroad. It is desirable that the universities launch an aggressive, coordinated research program on the meaning of "institutional development" or "institution-building." It is both probable and desirable that American universities will be affiliated with counterpart institutions in the developing countries. American universities should frankly acknowledge that many whom they send abroad are ill-suited for their assignments. A feedback system whereby the successful and unsuccessful experiments in political development are brought to the attention of the universities must emerge.


An analysis of the difficulties arising from the fitting of educational policy to the terms of the Christian-National Education Manifests, which assumes a separate cultural identity for each section of South Africa's plural society. Education lies at the heart of a power struggle, where it provides an excellent illustration of official dilemma. For example: How to reconcile the administra-
tive need of uniformity in education with the existing ideology. Should the CNE be officially acknowledged? Should education be used to differentiate white children according to language or to unite them as South Africans?


A review of some aspects of educational television's role in developments. It appears that television as an audiovisual communication has universal application and that it is needed by developing countries to enrich the slow, traditional, expensive methods.


A definition of the content of development education by an analysis of the various kinds of knowledge that in the present political and social situation in Africa seem necessary for economic development. Significant and lasting economic development is possible only if it produces radical transformations in occupational structures, with a decrease in the importance of traditional rural occupations and the auto-consumption sectors, coupled with industrialization, expansion of tertiary activities, increased monetization, and expanded administrative action. Developmental planners for the African nations, and especially for their educational structures, must understand this.


A discussion of an interesting educational technique used to make citizens of underdeveloped nations amenable to developmental programs. In developing countries the growth of the economy is conditioned by the progress of man. To impart knowledge is insufficient; individuals and groups must become active and creative with respect to their material and social environment. To this end a team of teachers brought the technique of "mental training" to Morocco. Immediate results in Morocco were very satisfactory, and men in important posts understood more deeply the value of economic development. Moroccan development is still hindered, however, by the lack of a sufficiently well-defined development policy, weak administrative organization, and the reactionary tendencies of Islam.


An attempt to answer, using the economic concept of absorptive capacity, the question of how much and what type of education a community—in particular the African states—needs for development. Besides the fact that the overly rapid expansion of education may generate serious social instability, the economies of developing countries can absorb only a limited amount of augmented spending on education and a limited supply of educated and skilled manpower. To maximize educational facilities and absorptive capacity a balanced, reasonably steady program is necessary.


A discussion of the importance of the proper timing of educational investment. The influence of technical progress on the efficiency of educational investment must be considered. The result may be a special timing of these investments.


An examination of the role of African and Madagascar universities in economic development and social progress. One can imagine the university in these countries operating much as it does in the industrialized countries, contributing to the development effort only through the elite which it trained. But this would be unworthy of the universal values to which it is dedicated. The mission of the university in developing countries must be to take part in the development process. One good technique seems to be to establish within a university a special institute with an inter-disciplinary faculty which would undertake the special research and other activities. It would work closely with the government and would be the focus of the university development effort.


A study elucidating some of the economic implications of the victory of African nationalism in Kenya. Newly independent African states have had difficulty in maintaining colonial administrative structure and services. Because of the acute lack of trained personnel and the complexity of the administrative structure, this problem is extraordinarily severe in Kenya. The consequent incipient civil service collapse, combined with sagging public revenues and racial conflict, do not bode well for economic development in Kenya.


An appraisal of the possibility of using semi-developed environments as training grounds for students from underdeveloped areas. Experiences in Greece, plus the Soviet Union's difficulties in satisfying African and Asian students in Bulgarian and Rumanian environments, indicate great problems. The faculties of the world's larger universities will have to face the issues directly. Semi-developed areas can help with differentiating the output, but they will not be able to add much to the capacity.

An analysis of various types of discrimination and their pertinence to Indian conditions and a description of practical measures taken at various levels to promote effective equality of opportunity. Discrimination in employment and occupation has been officially repudiated in India through legislation and administrative practices, but the elimination of inequalities takes time and in the final analysis is a question of improving the economic condition and educational status of the extremely poor and ill-educated people.


A study of the role that sociocultural factors should play in the programs for the development of education in the new African states. The two avowed goals of the African states are modernization and assertion of the African character. These, in a sense, call for parts of the new and the old and are not both easily attained because of several obstacles: ethnic and cultural homogeneity varies considerably within many African states because of their arbitrarily drawn colonial borders; the degree of economic and social changes within the states also varies markedly; and rediscovery of traditional culture may impede modernization.


An examination of the importance of innovation in development. In the past the problem of assisting development has been conceived of much too narrowly as the simple transfer from the developed to the underdeveloped countries of knowledge, technology, institutions, and practices in common use in the U.S. and Europe. Slowly planners are coming to learn that the underdeveloped world has an enormous advantage in being able to draw upon the experience of the developed world. An adaptation of that experience to the problems of the underdeveloped countries, however, requires a process as creative, innovative, and experimental as any the advanced nations went through.


A discussion of the changing agricultural research and education in India. There are still deficiencies in the pattern of agricultural research and development, some to be remedied by Indian decisions about the assignment of responsibility for conduct and coordination of research efforts, education, and extension. Others can be remedied by action of the external participating agencies in improving the effectiveness of the cooperating personnel.


An examination of the content and changing fortunes of the educational principles embodied in China’s half-work, half-study system. The sterile, authoritarian habits desired by leaders intent on a politically orthodox population may well inhibit the initiative sought in workers on the job. For many reasons the question keeps recurring: Will the educational policies of the cultural revolution produce the skills needed by a country that demands great leaps forward?


A review of the initial problems encountered in setting up an adult education center in the Comilla Kotwali district of East Pakistan. Administrative difficulties, the dearth of technical facilities, the lack of social attitudes to support such an institution, and human psychological problems all are present. A long list of recommendations is included.


A consideration of the use of radio and television for adult education in underdeveloped countries with special reference to Kenya. Adult education through radio and television should be aimed at the lowest level, where the need is greatest, and standards should be raised gradually. Follow-up is important, and the necessary funds should be made available.


An examination of the limitations of education as a key component of economic development. Although the view that education is the chief missing component is more plausible than the older view that material capital is the chief missing component of economic development, that view is in danger of being carried too far. It seems unlikely that any single factor, such as more education, will prove to be the magic key.


A review of the common problems and interests of universities in Southeast Asia in their attempts to aid economic development of the area. Too much attention is paid to the aggregate expenditure on education, both on capital and current accounts, without a further attempt to analyze how much of this educational expenditure really promotes development. While a detailed budgeting of trained manpower would be difficult, some estimates should be made to match demand and supply in broad terms with generous allowances made for errors by creating pools of more versatile personnel in various broad sectors.

261. Nash, Manning, "Education in a New Nation: The
A review of the role of education in the process of social change and development. Education becomes a force for change through the process of social change, and in new nations like Burma the solutions of political and economic problems are likely to initiate modifications in the educational system. These conclusions are offered partly as a goad to a recasting of thought on the role of education in nonwestern societies and partly as admonishment to the holder of the unexamined article of faith that education is the royal road to change and development.


An examination of the role of village schools in the modernization process. Three general propositions about village schools are possible: (1) changes in the economic, religious, and interpersonal relations on the local and regional levels are antecedent to change in the educational system; (2) local schools tend to be conservative agents, transmitting by means that reinforce local tendencies toward stability; and (3) education becomes a force for development only when the process of social change is well underway.


A review of the training programs for Nigerian journalists. Nigeria needs to expand the supply of trained journalists with sound educational backgrounds to staff the expanding communications industry.


An examination of the role of education as a factor of production in the developing economy. Several aspects of the socioeconomic situation in an underdeveloped country make it doubtful that education in the formal sense, unaccompanied by a comprehensive change in the attitude of the people, will be fully fruitful from the point-of-view of economic growth. Contempt for physical labor, low regard for economic pursuits, and high preference for civil service jobs are only some of the barriers to economic growth that an educational system established without regard to the requirements of economic development may foster. Therefore, in developing economies educational reform should accompany educational expansion.


A review of the status of Korean education today, dividing the subject matter into the educational system, compulsory elementary education, secondary education, college education, teacher training, curricula of various schools, and educational research.


A review of the development of economic and business education in Indonesia. Economic education in Indonesia as provided by the various state and private universities shows an uneven development, ranging from faculties that have reached the stage of self-propelling growth to those that are still in their initial stage.


An examination of the problem of supplying adequate personnel to enable the realization of long-range goals of the five-year plans for economic and social development. Educational facilities that will provide engineering, administrative, and medical personnel necessitated by progress toward long-range goals must be supplied. It is useless to work toward better health without providing doctors.


A commentary on the projected aims and output of African schools under Northern Rhodesia's Draft Development Plan for 1961-1965. The aim of the plan is to improve the rural economy in terms of agriculture fisheries and rural-based secondary industries. Thus, education must encourage Africans to remain on the land. A partial technique may include raising the status and standard of agricultural colleges, initiating a group of successful master farmers, enhancing the existing rural development centers, and increasing adult education as related to national needs.


An examination of manpower needs in educational planning. The educational system must be reasonably well geared to the production requirements of the economy. Because of the long "lead time" involved in producing qualified manpower, the requirements for manpower a decade or two in the future must underlie current educational decisions.


A study of the relationship between education and economic and social progress in the French-speaking countries of Africa. Some specialists believe that education must be accelerated to make it an instrument of social change. Therefore, the very bases of the education process are being examined. Although lacking sufficient data and lacking the proper administrative structure, these nations are trying to reconcile community and school and to build educational programs suited to the realities of rural Africa.

A discussion of manpower and education as a basic factor in economic and social development, using statistical evidence drawn from some of the more highly developed nations of the world. The clearest economic test of the value of a particular educational program is whether it enables manpower needs to be met in employment of importance to the economy. Throughout the world there seems to be a strong correlation between educational level and income. Problems of allocation of resources to education, as opposed to other sectors, and of financing education must be met with the absorptive capacity of education fully understood.


An analysis of the training of Latin American economists in the United States. Presently there is little possibility in the Latin American university to carry out the fundamental research that could serve as a base for an analytical interpretation and an abstract model or theory of development. It is not now possible to take advantage of the student who returns from a foreign country with training because, on the one hand, he cannot dedicate himself to research and, on the other, his professional work will have little relationship to what he has been taught and will teach.


A discussion of the role of education in national development. Education must help to develop human and social capacity so that the nation can pursue a rational course to development. In order for educational development to have a maximum positive contribution the nation must achieve through adequate planning a balance between economic expansion and manpower development.


An examination of educational assistance and economic development from the context of American foreign policy. Educational assistance for economic development is closely integrated with foreign policy. The distinction between propaganda and education becomes more subtle and less readily recognized as the foreign policy interests of the United States become genuinely associated with the aspirations of other countries for economic development. A major problem is that of communicating this fact to students and influential citizens abroad.


A discussion of manpower and education as factors in economic growth. By thinking of manpower and educational needs almost wholly in terms of numbers of people we fail to identify and to face what may turn out to be the most intractable problem of all—the cost of education.


A review of planning in world education, including the contribution of the World Bank and the International Development Association. In the last few years there has been a change of emphasis in many countries in the nature and objectives of education. Recently it has become fashionable to pay attention to education as an element in the development of human resources and to regard it as an organic part of the whole social and economic development of a country. Educationists have begun to think in terms of economics, and economists have begun to pay special attention to education.


A comparison of the educational position of the British Caribbean with other areas, showing that by comparison with other developing countries the British Caribbean islands enjoy a relatively favorable position.


An examination of the prospects for a unified Africa. Out of the millions of Africans only a very few understand the problems of the continent as a whole. Instead of being directed toward unification, which as a cure for Africa’s problems often is overvalued, the energies of Africans could more profitably be directed toward such things as: lowering tribal barriers, internal improvements that will convince the population that improvements increase their welfare, increased modernization, the inauguration of elements of democracy and socialism, and, most important of all, a wide-ranging educational program. Thus, among the problems of Africa social reconstruction ranks first; it will be achieved by basic developments and by training local leadership to carry out these developments.


A comparison of the economic value of education in Latin America and California. There is danger facing Latin America that the U.S. record will be misread with exaggerated notions about the economic benefits that flow from high marginal rates of resource use in the higher echelons of formal education.


A review of some difficulties in economic aid programs and some possible solutions. The first disturbing observation is that the great majority of the people are apathetic. The greatest need is to get work for the unemployed. Social and political stability demands this. This must involve development of “intermediate technology” that will help the people to develop within their
limitations (caused by lack of technological development). It means gearing aid programs to the real needs of the populations and not emphasis on "showcase" developments. It means developing ways in which labor is used extensively, with less capital.

281. Sigel, Efrem, "Ivory Coast Education: Brake or Spur?" 12 ARE (January 1967) 48-51.

A discussion of the Ivory Coast's failure to bridge the gap between education and development. The education offered bears little relationship to the pressing need of this developing country and, thus, is at the core of the obstacles to Africanization. Rather than integrating the student into the traditional and natural milieu, the present school system gives him the means to evade it, without permitting him to insert himself into the structure of modern economic life. It is not logical to maintain an educational system geared to the production of a small elite when the Ivory Coast needs farmers, agricultural agents, mechanics, and engineers. Most of the well paid jobs in the economy must still go to foreigners, and unless some way is found to channel the increasing number of the semi-educated into constructive work, the Ivory Coast will be inviting serious trouble.


A discussion of the role of education in political and economic development in Southeast Asia. Education is an important instrument of political development, but it must be recognized that the educational process is never an activity of government alone. Political power can be used to limit certain kinds of education and encourage others. The greater the required modifications of the culture in the direction of uniformity, the more certain kinds of educational activities will have to be restricted and others subsidized. Yet in several Southeast Asian countries the maximum change required for political viability is considerable.


A discussion of the relationship between education and economic development. Underdeveloped countries believe that to create wealth they must first create a capacity for wealth, largely through education. Knowledge and technology allow economic growth, and these are products of educational capital. Educational deficiencies of underdeveloped countries can, in the short run, be dealt with through external aid. The longrun establishment of good educational systems will be necessary, however, if underdeveloped countries are to progress.


An examination of the advantages and disadvantages of foreign vs. indigenous higher education from the standpoint of economic and political development. Apart from the sheer unavailability of the indigenous alternative, the one consideration favoring foreign over indigenous undergraduate education is the greater malleability of the younger student in personality and basic attitudes. This very feature has as much potential for raising problems as it presents opportunities. However, at the undergraduate level there is greater danger of alienation of the student from his home society, greater likelihood that his morale may become dependent on facilities and consumer benefits that will not be available to him at home. Given the intrinsically lower costs of indigenous undergraduate education, planning should aim at shunting the sponsored segments of the undergraduate flow to indigenous institutions as soon as feasible.


A discussion of programs, problems, and issues in adult education in Liberia. There are now four principle types: continuing, vocational, inservice, and literacy and fundamental. None has yet been developed on a large scale, though all show substantial foundations.


A discussion of fast expansion in higher education as a base for economic development and a question about whether this need is fully recognized in the former British colonies in Asia. In addition to administrative shortsightedness three other major factors appear to be working against higher educational development. First, there is little public pressure to make authority aware of the need. Second, the suspicion that too many tertiary-level graduates will produce revolution arouses political support for the gradualism that the present rates of expansion represent. Lastly, the fact that educational spending is not a part of the social welfare budget but instead a highly productive economic investment must be recognized.


A look at the work of Italy's National Union for the Struggle against Illiteracy. Italy's needs are material, technical, and social. In the effort to meet them the human factor is basic. Much of the effort must be devoted to the training of potential leaders, especially educators.


An analysis on some contemporary barriers to development in Peru. The basic fault is that the vast proportion of the Peruvian population is economically disenfranchised. To resolve this problem vast amounts of
public resources need to be raised for at least two basic purposes. The first is for agricultural development. Second, the hope for the future basically rests on raising the quality of human capital and equalizing economic opportunity through an expansion of educational opportunities.


An analysis of the sociology of education. On the whole the level of education, the gross national product, and the level of political democracy in a country seem to be associated. But the independent effect of education in the past, and still less the possible impact of education in the future, are not clear.


An examination of the present educational system in Nigeria, which reveals its inadequacy for the solution of important problems of nationhood. In an emergent nation like Nigeria organized education should develop characteristics necessary for effective participation in social improvement; improve the standard of living; induce change in accordance with the times; prevent sickness and assure sound health by improving sanitary and food habits; develop inquiring minds and modern men; teach about and make available new ideas; and blend the old and the new harmoniously and avoid disruptive consequences.


An address calling for better planning by governments, assistance agencies, and educational institutions in administering educational programs. Economic development in many nations has been handicapped by a lack of training and experience of administrators. With the stress on economic gains the role of education has often taken second place, ignoring the fact that by increasing education and training of workers a nation can increase its economic growth. There must be an increased amount of educational facilities, educational incentives, and educational planning to ensure growth in the long run. Also there must be better and more widespread planning for health and welfare.


A discussion of the importance of the development of an academic spirit in East Africa. The idea that research, whether applied or pure, should for the time being be left to expatriates is not in the best long-run interest.


A review of the common educational problems of the Arab countries. In their totality all the problems presented point towards a central educational need—providing an education that will meet the unique needs of the Arab world.

(c) Innovation and Change


An examination of the process of social change in Venezuela. The problems of transitional societies are distinguished from those of traditional or modern ones. They include cultural heterogeneity and power dissociation resulting from a differential rate of change in various social roles and an imperfect evaluative mechanism all along the social continuum. Slow response to rapid economic development introduces lags that are difficult to correct: the case of Venezuela is a good illustration.


A discussion of developing societies that brings into focus social change and attitudes toward social change. The following hypotheses are formulated: (1) Individuals living under conditions of few items for exchange and high pressure towards uniformity are apt to resist and to be hostile to social change; (2) Individuals living under conditions of few items for exchange and low pressure towards uniformity are apt to be indifferent to social change; (3) Individuals living under conditions of many items for exchange and strong pressure towards uniformity are apt to have favorable attitudes towards social change and hostile attitudes to those who resist social change; (4) Individuals living under conditions of many items for exchange and a low pressure towards uniformity are apt to have favorable attitudes towards both social change and the existing social system.


A discussion of contemporary change in Ceylon. Religious reform may have important social repercus-
sions. If the systematization of religious action and proselytizing by modern Sinhalese intelligentsia are continued and are successful, then they may well extend the Buddha's ethical revolution into the midst of secular life. This would allow both for a more universal expression of enthusiasm free from sectarian and routinizing tendencies and perhaps for radical and far-reaching social changes.


An analysis of the process of social change in a village community of Jordan with emphasis on the forces that evoke a demand for tradition and status quo and therefore impede change. Economic, ideological, spatial, structural, and psychic variables can all be forces supporting social conservatism. To effect social change and socioeconomic development and simultaneously maintain stability men must utilize these traditional forces for new purposes.


A discussion of the peasant's capacity to increase productivity greatly without abandoning either all their customs or all their lands. The peasant does not accept innovation easily and especially not for purely economic reasons. Therefore, the transfer of knowledge must be carefully done and requires protracted interchange between developer and recipient until the innovation has been reworked and amended to fit into the fund of existing knowledge and the established belief system. The entire process calls for considerable subtlety and patience—qualities with which many in the assistance business are not liberally endowed.


An analysis of the relationship of people to the land in Iraq. In spite of recent efforts of the government to redistribute rights to the land and to improve tenure conditions, many land problems are likely to persist.


A brief note on employment problems during industrialization. A technical-minded managerial class is rapidly evolving and, simultaneously, scientific management training institutions are being built up. So far as the working class is concerned, with the progress of education and the breakdown of resistance to undertaking manual and industrial work, the younger workers in the factories are perhaps better equipped for vertical advancement than their counterparts in an earlier generation.


A discussion of historical and social research on the impact of technological change on the local community, the enterprise, and the family. In considering the impact of a specific change researchers are likely to overlook the impact of technological change as such and to ignore the significance in industrialized societies of the widespread acceptance of the view that men should seek to change the world.


A discussion of the revolution in economy and social organization in Mongolia. The collectivization of the Mongolian herding industry was attempted in 1929, but it failed because of managerial incompetence and popular opposition. But by 1954 these collectives were back in operation, and they now include considerable agriculture as well. Growth of the collectives has made it necessary to introduce new regulations in the collectives and to set up formalized institutional structures.


An examination of planning goals and achievements in Latin America. The progress envisioned by such plans as the Alliance for Progress may contain changes not foreseen or desired. Change in society is dynamic. To infer change from one culture to another by a process of parallelism is to court disaster.


An examination of social aspects of underdevelopment in Asia. However well intentioned a government may be, the establishment of an efficient public administration in which the people have confidence becomes a key requirement. In most countries there is the need for extension of the civil service and especially for more public servants of the lower ranks concerned with action programs rather than regulatory functions.


An examination of the economic case for revolution as a precondition of economic development. Economic progress may in some countries depend upon a social revolution difficult to spark and difficult to control. In such countries financial assistance from overseas by assisting those in power may sometimes hinder rather than assist progress.


A review of the current level of planning for development in Africa. In Africa today there is an attempt to reexamine the ideological foundations and economic concepts of planning in the light of their different stages of development and specific national conditions.


An examination of the concept of modernization and
an attempt to examine Chinese development before 1919. The development of a modern society in China was both limited and uneven prior to 1919. Probably the most far-reaching changes had taken place in communications and transportation. The new education and new professional and technological opportunities made for somewhat greater social mobility. There were, however, almost no changes in the old kinship system or in most other traditional social and economic groups.


An exploration of the relationship between national integration and political development. Generally, national integration is sought for achievement of specific ends, but political development will ensue, of course, from effective integration and the institutional needs evoked thereby. Thus, integration establishes and political development thrives on a cultural-ideological consensus.


A case study of the complications of a relatively simple technical innovation in a society well prepared for it. The introduction of the wagon not only displaced some parts of the technology and established new techniques and specialties; it also resulted in important shifts in the division of labor, had far-reaching effects on the economy, became for a period a strong factor for greater community solidarity, and influenced the relations of Papagos with surrounding peoples.

310. Bondurant, Joan, “Traditional Polity and the Dynamics of Change in India,” 22 HO (Spring 1963) 5-10.

An exploration of India’s traditional belief system and an analysis of the relationship between this tradition and the movement for development in India. Indian traditional polity is not fastened in dogma. Central to India’s tradition are concepts that are dynamic and that lend themselves to the process of change. In the hands of creative leaders, changes may be effected that have not yet been thought of.


An examination of the essence of Chinese national psychology. The axiomatic concept underlying Chinese national character is “face.” The high flexibility of Chinese decisionmakers under conditions where such concepts as honor, ethics, and morality often obscure objective self-interest is noticeable. The general Chinese system of operational strategy is identified as a manipulative mechanism. Chinese emphasis on influencing the opponent’s view of reality, and turning this to one’s own advantage, is set against western emphasis on the physical aspects of the objective situation.

312. Bose, A. B., “The Process of Adoption of Agri-

An examination of the process of adoption of innovations in a village about eighty miles west of Jhadpur. The findings indicate that: (1) almost all information sources concerning innovations are personal and informal; and (2) information sources vary with the innovation at the awareness stage. At the trial and adoption stage, however, they are generally the same.


An attempt to predict innovativeness by considering relevant socio-economic variables in the farming situation in western Rajasthan. From the analysis of the data it is evident that the most important factor for predicting innovativeness is participation score, followed by the extent of commercialization of farming. From the point-of-view of agricultural development the findings suggest that it would be useful to encourage as much participation in various activities as possible, as this predisposes the farmer toward adoption of innovations. From the sampling point-of-view the findings suggest that in surveys in which the objective is to estimate the mean adoption score stratification of villages or individuals within a village on the basis of participation score will estimate the mean score with a greater degree of precision than will simple random sampling.


A test of two hypotheses concerning economic development using data gathered from a study of India. In Redfield’s model of the folk-urban continuum the peasant society is considered to be intermediate between the folk society and the urban society. In a peasant society some persons have the value systems expected in a folk society and others have those of an urban society. Testing in India demonstrated that people with folk value systems would resist change in agricultural techniques, and those with urban value systems would accept change.


An analysis of the effects of the conflict between tradition and change on administrative action. Two important points are that: (1) development should not be restricted to economic activities; and (2) success largely depends on the nation’s active participation in the government’s ventures and on the administration being identified with the nation. (In French with English summary)


An attempt to outline and contrast the beliefs and value systems that form a basis for the traditionalism so prevalent in underdeveloped countries and those that form a basis for the western ideology of modernization. To understand the very important noneconomic factors
associated with underdevelopment in much of the world it is necessary to understand the views that the indigenous people take toward work, investment, and such. The aspiration for status seems to be a universal psychological phenomenon. This aspiration functions as a powerful inhibitor of economic growth, however, if it is guided by the belief that dependence upon economic employments is evidence that one lacks capacities of mind and character that entitle him to high positions. In developed countries, however, aspiration for status functions largely through economic channels. If economic development is to come to the presently underdeveloped nations, traditional status aspirations must be transformed into modern ones.


A discussion of the relationship between technological change, political ideology, personality, and economic productivity. Some technological changes may promote short-run productivity increases but may be self-defeating in the long run because they lead to a centralization of decision-making authority and a corresponding decrease in individual initiative. The application of techniques which increase income but which result in the agglomeration of people in large-scale organizations in which they are over-specialized members of over-functionalized departments can result in the concentration of decision-making and property and a concomitant decrease in initiative, morale, and long-range productivity.


A discussion of social values in the Philippines in relation to the modernization process inevitably affecting the nation via modern transportation and communications. It has been asserted that modernization has vitiated some traditional social values of Filipinos, particularly moral and religious ones. However, it is equally true that certain values have not changed enough and that Filipinos have refused to accept the social consciousness and individual responsibility concomitant with modernization. This lack of key values is having a debilitating effect on the morale of government employees who hope to use development programs based upon popular support.


A criticism of diffusion research. There are few studies in which scientists have tried to measure the rate or extent of practice adoption in relation to the technical adequacy of the change agent or the technical appropriations of the practice advocated.


An examination of the historical roles of capital, labor, education, and the state in economic development. Many economists and policymakers, especially in developing nations, persist in believing that the historical experience of industrialized nations is irrelevant to the problems faced by developing nations. There are, however, "lessons of history" that policymakers must learn, or they may condemn themselves to failure and their nations to perpetual poverty.


A review of recent developments in Peru with the conclusion that despite dismal living conditions for much of the populace and political unrest, the government is making some progress. With the aid of the U.S. loans some roads and public housing have been constructed. The government has launched a domestic Peace Corps program that it hopes will help development in interior villages. There is an elaborate land reform law on the books, but the reform program is still in the planning stages. The program is wide in its scope, envisioning division of lands, introduction of modern techniques, and formation of cooperatives. There is no assurance that land reform will be sufficient to integrate the peasants into society.


An examination of the techniques of social development employed in Britain's African territories. Beginning their programs after World War II with the immediate goal of providing remedial services, these territories now need programs to constructively attack the underlying social ills. Specific administrative organization in Uganda, Kenya, eastern Nigeria, and Ghana are covered.


An outline of development theories of three modern papal social encyclicals.


An examination of differing views on resistance to change and the relationship between these views and development. Group discussion and group decision making are effective, but changes in work habits in organizations do not persist unless there are other changes, such as in the relationship between the supervisor and workers or in management practices that can sustain and support the changes introduced at the worker level. Insights from Lewin, Mayo, and Roethlisberger are all useful.


A discussion of the social changes now taking place in Brazil. It is not the social changes in themselves but the resistance to them that is chiefly responsible for the problems and tensions confronting the administrators and political leaders. In order to understand the prob-
lems one should bear in mind an important characteristic of the Brazilian social structure. Brazil has a social structure in transition, where the old patterns persist but do not prevail any longer and where the new patterns, although present, are not yet dominant.


A study of the implications of the use of controller communications media for cultural and social change in Morocco. The effectiveness of the different media in Morocco is limited by the unpredictable, shifting policies that control general programming and content. Blatant interference for political expediency is a problem. It may be expected, however, that King Hassan will make proper use of communications to enhance his own image and to facilitate the further economic and social development of Morocco.


A review of Theodore W. Schultz’s Transforming Traditional Agriculture. Spending more money on schools and multiplying the prevailing type of school is not enough. What is needed first is a fresh look at agricultural—and general—education in the less developed countries. A critical appraisal of the educational programs might point to successful reforms. But in addition to this planners must know more about the operations of traditional agriculture. An agency or a foundation should collect the studies that exist, subject them to careful analysis, and finance further surveys of traditional farming in various parts of the world. Land reforms are multiplying the number of small traditional farms, and learning more about such farms is imperative.


An examination of structural differences between African and developed economies. To Africans the welfare state and strong central control are techniques for rapid economic development and political unification, which at the same time express social responsibility in accord with traditional usages. It could be unwise to deny the Africans material aid or sympathy because—like the U.S.—they insist upon having institutions shaped both by historical experience and by current needs.


An examination of the postwar surge in efforts in social development by underdeveloped countries. The question of priorities in development is significant. In India, for example, social development is frankly subordinated to economic and industrial growth. In Pakistan and the Philippines developers have attempted to strike a balance between these concerns. Most importantly, each nation must decide on its own growth priorities.


A view that Islam is in need of modernization. Many believe that Islam is the source of its own decay and must be remade at the roots. Western diagnosticians wish Islam to westernize. Many exhibit anxiety over the failure of Islam to modernize while retaining its own identity. However the question of whether or not Islam can or must be reformed may be beside the point, as among Arab intellectuals, the defense of Islam has been just that, more often than a practical confrontation of the problems of westernization. It is by no means certain that ideological systems determine social and material development, and westernization has undeniably taken place in various aspects of Arab life.


A brief tracing of the development of Lourenco Marques and an examination in detail of the component parts of the central business district.


An attempt to clarify principal concepts of diffusion studies. Diffusion studies of the adoption of innovation can provide a basis for a quantitative, empirically based theory of social change.


A consideration of the role that should be assigned to welfare work in the programs of economic development. In economically less developed countries research is directed mainly toward the gathering of basic statistical data essential for sound planning and administration of welfare programs. In many countries even the census data collection needs improvements to give information for effective welfare administration.


An approach to the concepts of economic and political development, which tries to demonstrate quantitatively that facets of social mobilization are significant determinants of growth as manifested by income and population. Social mobilization is an overall process of change occurring in countries moving from traditional to modern ways of life. Aspects of this mobilization, such as the change of residence or occupation, increased voting participation, linguistic assimilation and increase in literacy, by the process of feedback, have causal connections to economic and population growth.


An attempt to describe farmers’ images of government in the Philippines and to relate this to developmental problems. Resistance and apathy of the farmer suggest that there may be some serious oversights in the planning and implementing of these developmental sched-
ules. Some variables that may be as crucial in advancing developmental growth escape the notice of policymakers in their efforts to concentrate on economic items in planning.


A description of the marginal social role of village-level workers in India's community development programs. There are varying social contexts of the role, crucial to one of the most important development programs in the world, and they demonstrate the need for giving close attention to the social organization influencing work. Effective work can scarcely be expected from men who are surrounded by pressures that undermine the manifest purposes of the jobs to which they are committed. If development programs are to be effective, these social forces must be carefully engineered.


An examination of particular problems for analysis of innovation and invention in less developed countries. This presents special problems because of the unique organization of less developed economies and their relation to well developed economies. In analyzing innovation and the relation of profit-maximizing potential to it, social and political factors that make possible other potentials for incentive must be considered. Analytical development in the field of technological choice has outstripped empirical evidence, thus making suggestions about choices of technology hard to find. Invention in less developed countries, and the research that must be developed has the problems of competition with education and development, and of finding the proper policy toward the support of limited research goals.


An analysis of two types of socio-political regimes that develop at the second stage of modernization—the phase of "mass modernization." The regimes discussed are characterized by the continuous structural duality and instability of center most clearly seen in several Latin American countries and the type that can be defined as national revolutionary regimes, as exemplified by Mexico and Turkey.


A discussion of some social implications of technological change, focusing on the social problems involved in the Egyptian migrant's adjustment to an industrial setting. The shift from an agricultural environment to an industrial one brings about changes in the behavior patterns of the migrant workers. These may be categorized as changes in individual and family patterns, changes in community organization, changes in work organization, and changes in economic patterns.


An attempt to synthesize personal observations into a discussion of the patterns of resistance and acceptance demonstrated by the peoples of underdeveloped areas in connection with attempts at directed change. Not everyone can at once be induced to share the values of the innovators, but by the planners' working first with those who already share the values the changes may eventually have far-reaching results without the expense of using promotional methods.


A factor analytic study of regional patterns in the indices of modernization and the differing roles that the media variables play in them. A need for further research is indicated.


A study attempting to identify some of the major variables that may account for press freedom. The results suggest some of the large-scale associations needed to begin to understand the role of communications as a factor in the development of national systems.


A discussion of the effects and limitations of communication media being used by the Korean government to mold the social and cultural values of the people. Illiteracy, popular suspicion of the government's motives, prohibitive cost of communications receivers, and an unreliable transportation system all inhibit the effect of communications in promulgating and carrying out economic and social programs. Despite the problems, it is essential that Seoul organize some network of national communication if Korea's development programs are to succeed.


A discussion of problems involved in communicating a program of planned change to farmers. Communicating such a program involves a consideration of a continuum of variables—social, economic, political, cultural, administrative, institutional, and others.

345. Finkel, Herman J., "Attitudes Toward Work as a
A discussion of the shift of labor away from agriculture as a result of a negative or hostile attitude toward farmwork. This study, conducted on the islands of St. Kitts and Nevis, reveals that the distasteful attitude toward agriculture is a prevalent characteristic that has been variously ascribed to the influence of the estate structure, the inadequate economic returns, the aftereffects of slavery, the weak family structure, the moral problem as manifested in the theft of agricultural produce, and the temptation of migration. Remedies are not easy to propose and are even more difficult to carry out. No simple formulas or rapidly applied measures can bring about a quick change. Perhaps time and education, occasionally aided by the catalysts of crisis and necessity, will result in new attitudes. Until then plans for agricultural development must be gradual, evolutionary, and not greatly in excess of the capacity and will of the human factor of production to better itself.

An analysis of forces operating for both continuity and change in Southern Asia.

347. Fliegel, Frederick C., “Differences in Prestige Standards and Orientation to Change in a Traditional Agricultural Setting,” 30 RS (September 1965) 278-290.
An analysis of the association between prestige standards and orientation to change in rural, southern Brazil. Prestige orientation based on giving inhibits the seeking of information about new ideas, and this, in turn, results in nonadoption of modern farm practices. The implication is that the ends of industrial society must be accepted before means to those ends will be accepted.

An examination of conceptual aspects of technical change. Only experience and a knowledge that exhibits clearly the full burden of change can prevent needlessly hasty and disorderly development. Too often a socially uneconomic development is undertaken because those who initiate it are unaware of its cost or not responsible for its unavoidable accompanying economic and social changes. But change that is not in harmony with the social resources and needs of a community may prove to be not a blessing but a curse.

An examination of development problems generated by existing social structure in southern Italy. While the land reform has engendered a considerable change, it has not markedly influenced the landowning or tenant peasantry with their archaic techniques, their insufficient holdings, and their poor living conditions.

An inquiry into an approach to development. A comparison of communities differing in their degree of differentiation, solidarity, and articulation should be useful in relating the preconditions involved in the development of communities.

An examination of modernization attempts in Cambodia. Cambodia aims at a progressive socialization of the economy in line with Buddhist tradition whereby people are advised without coercion, persuaded without compulsion, and invited to subordinate their personal interests to the national interest, while enjoying free enterprise and individual initiative.

An examination of the implications of technological advance for social life in India. We generally speak of technological advance purely in terms of technical and economic issues. It is important to the study of more fundamental issues of social change, for technological and social advance should go together. The two major problems of social change in India relate to the immense prestige attached to the possession of land and the division of the society into castes, subcastes, and exterior castes.

An examination of the Alliance for Progress program. The new central theme of the program, at least as a stated intention, is fundamentally sound. In aiming at broad cultural changes beyond the more limited concept of economic development that has often dominated policies in the past, it would appear to be centering more surely on the latter objective as well.

An analysis of the implications for social change of a country’s educational status as compared to its industrial status. Although literacy is an excellent index of a country’s socioeconomic development, countries may be more or less literate than their industrial development would indicate. Countries that are more advanced educationally than industrially are making faster economic than social progress and vice versa.

An examination of the reasons that a culture might logically reject the preferred assistance for increasing its production capacity. Some conclusions are justified: (1) the introduction of technological developments must
be made in terms of the needs of the native society; (2) technological improvements must be analyzed in terms of their consequences and involvements both physical and social; (3) newer techniques must be fitted into the organizational principles of the native society; (4) a detailed understanding of both the cultural system of the developing society and of the possible consequences, physical and social, of the proposed innovations is necessary.


An examination of the hypothesis relating the composition of the staff of secondary schools to changes in the general labor market that accompany urbanization and industrialization. Chiefly when there are no languages or political barriers to communication, ideas and practices in education travel faster than economic development. Many of the problems that afflict Latin America today result from changes in the structure bases of society that lag behind the changes in ideas and aspirations.


An examination of development motivation in India. When all economic conditions such as area under cultivation, irrigation, and investment were the same, the differences in the input-output ratio could not be explained by economic analysis alone. When their socioeconomic characters were correlated and compared, however, the factors accounting for this difference were revealed. The finding proves that the efficiency of the farmers and their capability of production will not increase as a result of giving them mere physical assistance. The farmer's education, caste, land tenure, social participation, and business attitude must also be considered.


An examination of tradition and modernity and the manner in which they relate to development. It is incorrect to view traditional societies as static, normatively consistent, or structurally homogeneous. The relations between the traditional and the modern do not necessarily involve displacement, conflict, or exclusiveness. Modernity does not necessarily weaken tradition. Both tradition and modernity form the bases of ideologies and movements in which the polar opposites are converted into aspirations, but traditional forms may supply support for, as well as resistance to, change.


A noneconomic theory of the generation of social change and economic growth. Because of cultural differences necessary preconditions for economic growth vary considerably among nations. Low income societies cannot advance technically simply by imitating the technical methods of the West. However, there does seem to be one pattern common to successful economic and social growth everywhere—the existence of a group of highly motivated, innovation-oriented people who are able to gain administrative influence.


An evaluation of the utility of the voluntary association for change with particular reference to Ethiopia. It may be hypothesized that there are two prerequisites for the utilization of voluntary associations to bring about socioeconomic change: historic tradition for group cooperation and a national policy that sanctions the growth of voluntary associations into more inclusive structures. Voluntary associations may be useful structures not just in bringing about urban change but also in effecting the transition from tribal and semi-peasant societies to segments of more inclusive national economic and political systems.


A discussion of practical problems facing field researchers in developing and emergent nations. Many new nations resent the presence of researchers studying traditional kinship or religious systems on the grounds that such studies concentrate on the old order and emphasize the colonial past. When studies associated with the new economic and sociopolitical problems are attempted, researchers may be faced with strong government resistance. Even in areas where there is still relative freedom in conducting research, the fieldworker may be required to exercise special caution and may encounter new problems during the course of his inquiry.


An examination of the problem of adapting societies to new tasks. Programs that cut across cultures must take into account the intangibles of established custom if there is to be any positive, lasting gain. It must be recognized, first, that there is no single answer to the problems that are faced by mankind. What we term technological and economic "progress" cannot be achieved without integrating the new into the old; moreover, this integration can only be suggested, not forced. The diffusion of ideas and even of technology is more than a unilateral process.


An examination of different processes used by less developed societies in gaining new skills and the implications of these differences for assistance programs.
the longrun the importation of skills in itself is not conducive to sustained development. Societies and economies that have developed rapidly are the ones that have adopted rather than imported needed skills or have, after a brief period, adopted the skills that were imported earlier. Programming for the transfer of technical skills and their adoption by less developed countries may have to be adjusted timewise, considering the institutional obstacles that are present in the host country.


A discussion of several facets of cultural change as they relate to Philippine development. The Philippines are predominately Christian with some Moslem and pagan minorities. Interaction between these cultures is not extensive, and consequently, when foreigners or urban Christians bring technological or administrative changes to these minorities, they remain cognizant of and sympathetic toward cultural idiosyncrasies. When urban Christians bring innovations to rural Christians, however, they assume complete cultural similarity between themselves and farmers, an unfortunate hindrance to progress. Urban administrators are not equipped culturally to carry out rural programs; decentralization would be a favorable alternative.


A general description of the Cornell University experimental program of induced technical and social change in Vicos, Peru. The major lesson of Vicos for Peru as a whole is that its serf and peasant population—once freed and given encouragement, technical assistance, and learning—can become productive citizens.


An examination of methods for the analysis of cultural change. The present process of westernization of nonwestern peoples is one of introducing modern fundamental assumptions into cultures previously lacking them so that they assume the status of at least cultural alternatives to functionally equivalent but different basic assumptions existing in nonwestern cultures.


An analysis of the proper role for social science in development. The social scientist's contributions in the area of economic development should not only uncover the springs of social change and their points of intersection with social structure, but also discover the traditionalist biases of the investigators and theorists. Not to carry on this "inner dialogue" is to permit the corruption of an area hardly out of its infancy—the sociology of development.


An examination of the responses of different ethnic groups to similar stimuli in developing areas. The more rigid the sociocultural prescriptions of an indigenous group, the more difficult it is likely to be for them to replace old behavioral patterns with new ones. Successful adaptation is an indirect function of such factors as degree of social stratification and those family interaction patterns conducive to plasticity and achievement drive.


A discussion of the modernization process and the modern man. The main purpose of economic development is to permit the achievement of a decent level of living for all people. Development alone encompasses the ideas of political maturation, as expressed in stable and orderly processes of government. It also includes the attainment of popular education, the growth of the art, and development of communication. In short the idea of development requires the transformation of the nature of man, a transformation that is both a means to the end of yet greater growth and at the same time one of the ends of the development process.


An attempt to assess the effects of belief system styles on the communication and adoption of farm practices. Nonperson or institutional forms of authority figures can be empirically defined and their effects on human behavior investigated.


An illustration of some of the important elements of managed organizational change found in the conceptual design developed by the writer. A skillful agent of change, who is thoroughly trained in the knowledge of behavioral science, can to a considerable extent manage rationally, intelligently, and effectively change in organizations.


An examination of successful cases of planned organizational change in traditional societies and an attempt to isolate, define, and classify some of the strategies used. Studies have shown that such tools as use of bilinguals (a tactic of marginality) and injection of new practices on a basis of their use to the social system (a strategy of empiricism) can aid organizational changes in traditional societies. By using these and other strategies in a skillful way it is possible to telescope the processes of change.
An examination of resistance in social work education and practice and a review of the means employed to break resistance in one specific case. A frequent assumption is that opposition, hindrance, or antagonism are synonymous to resistance. This assumption is questionable when one speaks of resistance in terms of educational diagnosis. In the field of education a distinction is maintained between resistance in a literal sense and resistance to the learning process.

A study of the social effects of the farm mechanization program in several Turkish villages. The farm mechanization program was initiated without overall coordination and without proper understanding of traditional village social structure. Thus, the process has directly benefited only a limited number of villages and a limited number of individuals within those villages. While material improvement has been negligible, steady social and cultural effects can be seen. Individual lethargy has been largely eradicated, a desire for broad communication has arisen, and a concern for village growth has been induced.

An analysis of the processes involved when attempts are made to introduce and convey innovations from the psychological point-of-view. Modern ideas will never be suitably assimilated unless a change is made in intellectual frames of reference, which essentially depend upon culture and therefore upon social frameworks.

An analysis of the types of resistance to a sanitation program encountered in an Indian village. Caste interference is present, but several new social stimuli operating on the caste system as well as the village society must be examined so that points of interference are recognized.

An examination of contemporary efforts toward modernization in Korea and an assessment of their effectiveness.

A study of the interrelationship between social and economic aspects of development as they are reflected in programs of national development in different countries with a discussion of different indices by which social processes are measured in such programs. Social progress is closely interlinked with economic development.

Many aspects of social progress are prerequisites to economic growth. Alternatively, the level of economic growth defines to a large extent the character of the social problems that arise.

A discussion of the influence of technology on the population, family, and enterprise in both rural and urban Japan. In spite of widespread social changes in postwar Japan, there have been two relatively stable features of Japanese society throughout this period. One is the fact that the vast majority of Japanese enterprise is still small-scale production. The other is that agricultural production, while applying scientific knowledge, is essentially still dependent upon small-scale farming and manual labor.

A broad discussion covering a definition of the terms "social policy" in India. It examines the contents of Indian social policy, as assessed in the context of the socioeconomic facts, as they existed between 1947 and 1950 and trends and prospects of the welfare policy. The term "social policy" is used to denote three specific areas: (1) the social objectives of state policy; (2) the policy with regard to social services as a sector in a developing economy; and (3) the policy governing the promotion of social welfare services as part of development plans. Policy formulation should be related to the time, place, and circumstances with which it is supposed to deal, since it is as much conditioned by these factors as it is intended to influence them. It must be emphasized that to the extent socioeconomic conditions are subject to change, as they must be in a developing society, there can be no static policy. Rather, policy must be kept under continuous review to be in step with the changing realities.

A discussion of one approach to the study of economic development in underdeveloped areas. Recent theories of social change and economic development have considered the individual as the primary source of change and the controller of its future course. The important role assigned to the individual has raised problems about the relationship between the individual and the social environment as both a determinant and a consequence of his action. A behavioral approach has done much to effect an understanding of the conditions favoring the emergence of the entrepreneur in developing societies.
The principles formulated in experimental psychology, for the purpose of understanding values in economic development. The behavioral model of man leads to the conclusion that if behavior is to be changed, changes must first occur in the reinforcing stimuli, in their presentation and schedule, and in the discriminative stimuli. This can be accomplished only through the alteration of those aspects of the social context that influence the components of the conditioning process. The analysis of economic development, within the framework of the behavioral and societal prerequisites outlined in this study, does not lead to the pessimistic conclusions that have marked many studies of the psychological requirements of the industrialization process.


A suggestion that the simple, inexpensive, and expendable printing be used for development programs. In developing areas offset printing seems the most versatile beginning mass production process because it allows good reproduction of photographs and drawings. However, at the rudimentary level for simple jobs in small quantities letterpress is much less complex, delicate, and expensive than any alternative that allows quantities of words to be produced legibly in small sizes. It is much less difficult to work with than offset printing.


A discussion of the relationship between the military and society in Burma and, by analogy, in many underdeveloped countries. Unbalanced social and political changes in Burma are creating new patterns of exchange of services between the military and other sectors of society. A relatively new type of military elite has emerged in underdeveloped nations—an entrepreneurial or production-oriented group. With little administrative machinery to handle the new desire for social mobilization and economic growth in developing areas the military has assumed this administrative role.


An illustration of the relationship between the development of the film industry and industrialization in Communist China, where film is used as an agent of development. Chinese leaders view the process of modernization as a concomitant transformation of technology and ideology. The mass media system is partly designed to contribute to this process.


An examination of change in views about public health within an Indian village. A gradual shift of attitudes has taken place. The coordination of official and nonofficial functionaries, institutions, and organizations has enabled these people to adopt innovations.


An examination of the structure of social relationships in transitional societies and the consequences for the absorption of change. The transitional society is especially vulnerable to political stimuli, and within such societies the struggle for survival of key institutions may occasion violence and provide powerful obstacles to successful change. Explosive political expression then becomes the means of redirecting social change. Such a social system eventually will perceive itself as being persecuted and exploited and will develop techniques for controlling the direction of social change. Under these circumstances a nativistic movement with a well organized underground will develop or more subtle forms of resistance may appear. This may take the form of opinions that innovation represents an attack on the indigenous culture and must be resisted.


An examination of the effects of slum clearance on family life in Nigeria. If slum clearance is costly, difficult to achieve without hardship, and cannot fairly be charged to the people rehoused, then it is perhaps better postponed to concentrate first on other urgent problems. Where the population of a town is growing rapidly, overcrowding may be stopped more effectively by building up new neighborhoods as yet undeveloped than by displacing those already settled. The worst housing meanwhile can gradually be improved and rebuilt.


A discussion of the application of industrial psychology to the developing countries. The argument that industrial psychology is of greatest importance in highly industrialized countries and, conversely, little importance in the developing countries is neither logical nor valid. Only by adopting modern ideas, such as human engineering, can a developing country hope to avoid many serious errors that still are being made in industrialized countries. At least some branches of industrial psychology have an immediate part to play in the industrial progress of a developing country.


An analysis of the major defects in India's long-term development effort. India's problems lie only partially in the increased availability of money and overwhelmingly in the social and psychological areas.


A comparative study of the national character in
Turkey and Iran to test the hypothesis that economic development is facilitated by a high degree of concern for personal achievement. Through an analysis of imaginary stories thought up by a sampling of people from Iran and Turkey, there seems to be a considerably higher motivation for achievement in the Turkish personality than in the Iranian personality. Statistics demonstrate that Turkey has attained a higher level of economic development than Iran. Thus, it would seem that motivation toward achievement is a significant component of economic development. Foreign aid programs should experiment, consequently, with programs that try to raise motivation toward achievement.


A discussion of the factors contributing to a development of satisfactory health programs that can justify their need for some of the available development resources. A science of national health planning that uses good management techniques is developing. Specialists must develop adequate techniques within the political needs of underdeveloped nations. Medical needs must be presented in an understandable form for political decision making, public support, and cooperation of the medical profession. Hence, planners must develop adequate public relations techniques.


A review of contemporary worldwide cultural change patterns as they relate to development. In the 1960s planners must be able to dissect a problem into a set of relevant variables and to assemble their total data to include in each case those elements that are peculiar to a specific situation. Where it is necessary, ways must be found to channel special forms of aid to small groups within national units as well as to groups that, for some particular purpose, are composed of more than one nation. Aid so given must fully respect the dignity, the authority, and the motive force for change lodged in each national government.


A study of resettlement, health improvement, and economic development among the Hausa in northern Nigeria. Coercion can produce compliance without any fundamental cultural alteration.


A preliminary examination of economic change in the tribal economies of the Congo Basin. A good deal of the literature on the 1830-1884 period is concerned with denouncing the slave trade, but data suggest that the Arab slave traders made a considerable contribution to technical change. Other evidence indicates that the prevailing notion that African tribal economies are stagnant systems in which peasant farmers continue generation after generation in the ways of their ancestors needs reexamination.


A discussion of the relationship between social change and the new urban areas of Bantu Africa. Any study of this sort must take into account certain determinants or imperatives that arise from the technological system out of which these towns have grown. The technological system itself is only part of a larger cultural whole, and certain basic patterns of social relationships, such as those between employer and employee, are defined by the culture as a whole. The relationships of people in the new African towns are considerably determined by the administrative, industrial, and commercial structure that has been erected by those who brought the towns into being. A second imperative is the demographic. Because of the peculiar relationships of town to rural areas in Bantu Africa the towns tend to possess clear-cut demographic characteristics, and these in turn must set certain limitations to the pattern of social relationships within them.


A description of Thailand’s nondaily newspapers, radio stations, television stations, and daily newspapers. It appears virtually certain that journalism is going to have an increasingly important influence in the society of Thailand, and that nondaily newspapers and radio-TV will be important in the total growth of Thai journalism.


An examination of organizational, methodological, and ideological barriers to research in Asia and South America. An emphasis on teaching, the operation of French-type universities, and little political and administrative autonomy of university research agencies are problems the American researcher may face. The lack of concern for methods and little sophistication of present investigators may hinder good research. Intrusion of unnecessary ideological concerns, especially in South America, also is a handicap to sound research. Higher standards by researchers, better development of overseas cooperation projects by American universities, improvement of data archives to facilitate study of these areas, and development of better means to exchange information are needed.


An examination of the relationship between ideas and
political and economic change, using collectivized agriculture in the Soviet Union as a case study. The tentative theoretical conclusions are stated as five propositions: (1) the historic experience of social groups provides them with formulas through which they interpret tension in society; (2) goals develop out of the awareness of various tensions; (3) if a group puts some of its goals into practice, then new tensions may result with subsequent modifications of the original goals; (4) at the same time a certain stability in goals is maintained; (5) the degree of stability or modification of goals depends largely on its effect on the power position of the elite.


An analysis of social factors as they relate to economic development. Economists explicitly recognize that entrepreneurship, capital formation, labor transfers, technological innovation, or rationalization of production and distribution depend upon and interact with a complex social matrix. Both for empirical and theoretical research and for counsel on developmental policies identification and analysis of the "factors" in economic growth require crossing conventional disciplinary boundaries. This the economists have explicitly recognized. The blunt fact is that they have been asking pointed and often acutely perceptive questions of other social scientists and getting vague answers.


An inquiry concerning some of the assumptions of American social scientists who have been studying political and social modernization in new states and older poorer nations. These assumptions are ideological in that they involve normative views of the social order. Four distinct traits appear to constitute a discernible point of view in the literature on political and social modernization and to reflect a bias in basic perspectives. These traits are: (1) novel conceptions of the nature of political democracy; (2) pessimistic evaluations of the viability of democratic system and their capabilities for economic and social modernization; (3) favorable assessments of the efficacy of the military to institute reform; and (4) a growing disenchantment with the force underlying the aspirations of the emerging nations. The bias reflected in these traits is similar to that which has characterized domestic social science in the United States, and is deleteriously affecting scientific construction of the social realities of underdeveloped areas.


An investigation of the value of social research in discovering programs to aid economic development in India and elsewhere. In an experiment to test whether a radio program on farming methods followed by a forum discussion of the program could facilitate the use of new farming techniques in backward Indian villages, the rough data indicated that such a program would be useful. Such instances of social research, however unsophisticated their methodology might be, surely are helpful in the determining of administrative policies for economic growth.


A consideration of the use of Buddhism as a vehicle for technical change. Buddhism, particularly the southern variant (Theravada), has been consistently singled out by western specialist-technicians as a resistance factor of primary importance, impeding the introduction of new ideas or techniques into Southeast Asia. The negative aspects of doctrine have been stressed almost exclusively, and although these exist, they are probably no more important than the positive ones. In fact, there is adequate evidence that the attitudes stemming from Buddhist religious tenets can be usefully employed to introduce change.


A discussion of the importance of fatalism as a barrier to change in peasant societies. Forms of fatalism are significant to the extent that innovations will be rejected only when the innovating techniques are poor or the motivations for change are low. Negativism can be counterbalanced by good innovative techniques.

405. Nimkoff, M. F., "Is the Joint Family an Obstacle to Industrialization?" 1 IJCS (March 1960) 109-118.

An examination of whether the joint family is a deterrent to industrialization. The extended family appears to be less suitable to industrial society because, among other things, in a money economy there is no paid employment available to many, thus increasing the number of dependents. Those who write from this perspective assume that the tie between industrialization and the nuclear family must be invariable. But the evidence from some other cultures raises a doubt about the validity of this assumption.


A consideration of decisions involving change in underdeveloped countries that have as their purpose economic growth and as their means the utilization of technical aid. To aid stability during a transition period and to prevent unnecessary dislocation the existing institutions should be used in advancing programs of technical aid whenever possible. In many
instances this may result in the retention, revitalization, and reinforcement of long existing social institutions rather than their elimination.


An examination of recent shifts away from traditional practices in an Indian village. The changes taking place have caused much tension in the joint families and have created uncertainty about the future.


A sociological analysis of the implications of planned development in India. The problem of leadership in the rural areas emerges as one of the rising small entrepreneurial class that would consolidate with the setting up of the panchayats. A lag exists between planned development through the legislative measures and the existing rural society, which absorbs and modifies the anticipated changes and thus slows down progress.


A discussion of African adaptation to urban conditions. The nature of the rural structure would seem to be of prime importance in determining whether or not the integration of urban and rural expectations can be made smoothly.


An analysis of recent developments in Indonesia. Foreign aid and advice from whatever source and for whatever purpose should be of only marginal and temporary importance to a country with Indonesia's natural endowments. In essence its problems are domestic, and if the state of mind of the present regime and of the new generation remains as purposeful as it seems to be at present, Indonesia should have a great future.


A suggestion of several ways in which the forces of tradition and stagnation can be overcome through the process of development planning. Individual acceptance of new technology is effected in three stages—awareness, information and trial evaluation, and adoption. Individuals in underdeveloped countries can be brought through these stages by proper approaches on the part of development planners. Fitting new technologies into traditional social systems is clearly more than a direct transfer across cultural boundaries. Suitable adaptation and innovation by both engineers and program administrators, with the help of social scientists, is needed.


A review of Peru’s historical developments with special emphasis upon the present regime. Whether in the longrun Belaunde makes notable advances toward amelioration of his country’s problems or is forced to bow to them, it is significant that his administration in its early stages did succeed in creating a climate of opinion that was at least permissive of and sometimes conducive to reform among previously hostile groups.


An analysis of successful innovation. The Maya example demonstrates many correct innovative procedures. Retrospectively, however, it appears that as many positive factors were fortuitous or uncontrolled as resulted from “correct” procedure.


A brief examination of the role for social science in analyzing the cultural roots of technical change. Social science disciplines, and particularly sociology, may soon enjoy a larger share of the advantage so long monopolized by the physical and applied sciences: the recognition that they are operationally relevant in the real world. Western technical skill and economic organization remain barriers if they cannot be integrated into the cultural values of poorer countries, and social science provides conceptual and analytical tools that ease this integration.


A review of Greek modernization in social and economic terms. More has been done to modernize Greece in the last decade than in any comparable period since 1921. The desire of Greece to integrate with Europe is solidly based on national needs and requirements; the changes in Greece are a part of the larger European change that began after the war. Although setbacks may occur in the process of social, economic, and political integration, Greece must continue to integrate into a far larger economy in order to meet the demands of its modernizing society. Also, for security reasons Greek efforts at modernization must surpass, or at least equal, similar efforts by Yugoslavia, Bulgaria, and Turkey.


A review of research findings on acceptance of changes by the rural artisans in the Comilla Development Area of Pakistan. A high percentage of the artisans are aware of changes and are interested in improving their trade by adopting better tools and designs and receiv-
ing necessary training. Acceptance of change is positively correlated with literacy and outside contacts during the period of learning. A major need is extension programs for artisans at various technical institutions.


An examination of the effects of misunderstanding social research and the consequent difficulties in modernizing Iran. In developing societies there are too few competent social researchers, and the isolation of scholars from the community continues to be a dominant cultural pattern. Western scholars also face great difficulties, largely because of their unfamiliarity with the cultures, histories, traditions, and values of the cultures they are studying. Until a more homogeneous and representative elite emerges and is entrusted with the task of making and executing public policy, modernization will continue to be hampered by numerous deficiencies, including the slow recognition of the significance of social research for planned socioeconomic transformation.


An analysis of the terms "modernization" and "revolutionary change." In all cases there are many historic, cultural, social, economic, and religious factors that have gone into the concepts of modernization and revolution, but neither can be fully explained with reference to ideology, be it nationalism or communism. Ideology is not a basic factor in the process of modernization.


A discussion of barriers to development among certain Filipino Moslems. The main drawbacks to modernization among them are the lack of understanding and the slowness, if not altogether nonsusceptibility, in accepting technological and cultural changes.


A note on the relationship between economic development and social research in Latin America. Extensive applied social research as a prerequisite to intelligent planning and development is necessary.


A discussion of "trusteeship," as Gandhi conceived of it, and its applicability to the desire for social and economic change in India. Trusteeship means that government should strive for a relatively egalitarian society without dispossessing the rich of their property but by persuading them to channel their wealth into social welfare. The Indian government has utilized this concept to preserve the Gandhi myth, to prevent class struggles as the caste system decays, to let the populace feel that their traditions are not being completely undermined, and, in general, to make the society amenable to social change and economic growth.


A review of efforts to make available improved preventive health and medical care services to the people of Latin America. The role of social scientists in reorienting Latin American health programs is becoming more important.


A review of theoretical explanations of modernization. It is evident that differentiation among the Southeast Asian societies, both mainland and insular, is a function of historical forces that led to differences in the traditions. When the societies became urban-based, these traditions were immediately observable. In order to gain an adequate understanding of the value systems and the social structures of the societies of this region empirical study of the diffusion of essential elements of the great tradition to all levels or institutions of the society is necessary. More study would reveal, for instance, how much resistance to modernizing influences can be attributed to Christian, Buddhist, or Hindu elements, or to strictly indigenous forces, or an amalgam of both.


An abstract sociological approach to the question of technical assistance and Philippine society. Until adequate study of the implications of technical assistance for social change has been completed, it is dangerous to rush headlong into programs of planned change. Developing societies must come to a better understanding of themselves in order to determine if any assistance relationships with other societies might be fruitful, or even possible.


An examination of how innovations initiated by state-sponsored community development schemes may be blocked for reasons other than irrational and apathetic aversion or the usual sociocultural factors. In this specific case most resistance to suggested innovations can be traced ultimately to the failure to provide economic incentives of sufficient strength to justify in the eyes of the peasant the reform's substitution for the traditional pattern.


An exploration of the power of noneconomic forces in the initiation and pursuit of development in the new nations. Undirected societies can make no thrust against stagnation and underdevelopment. Laissez-faire techniques will not bring growth, but Keynesian and Marxist principles are rarely applicable to underde-
veloped situations. The underdeveloped nations must discover principles and ideologies fitting their programs. Conscious political control of growth patterns must be combined with the educational utilization of individual initiative.


A case report of the role of the adviser in helping traditional societies modernize their cultures. The advisory role is performed in a cross-cultural setting and entails all the problems of culture shock associated with initial exposure to unfamiliar surroundings. It is basically a professional relationship requiring the exercise of responsible judgment based on technical competence. The adviser also plays a symbolic and representational role and performs various liaison functions between the agency he is attempting to assist and the bureaucratic organizations that employ him or help to finance operations. Finally, the role of the adviser is inseparable from one’s other continuing relationships.


A short review of the kinds of obstacles to research in the underdeveloped and emergent states of Asia. The interviewer must remember that many data are imprecise and that government officials and government party representatives are reluctant to talk about politics. A major problem is that the western researcher cannot apply the conceptual framework of western democracy to the pursuit of his data or to the normative evaluation he interviews.


A testing of a general hypothesis raised in the book The Family and Population Control by Hill, Stycos, and Back. The main finding of this study was that the employing and the educating of wives were associated under specific conditions with a decreasing number of children per family. High education and employment, combined, were consistently related to equalitarian or near-equalitarian-type family, and low education and unemployment, combined, were consistently related to the patriarchal type of family.


A discussion of the philosophy, plans, and first results of the United Nations Research Institute for Social Development. Early results show quite strikingly that a high level of social development tends to be a precondition for more rapid economic growth, as measured by per capita gross national product. While favorable social levels tend to produce more rapid economic growth, and vice versa, more rapid economic growth tends to result in subsequent improvement in levels of social development. Overall, the notion of social improvement can be pictured as forming a kind of infrastructure that by itself has only limited feedback effects on per capita incomes; but once the infrastructure has been completed—i.e., the critical level reached—itself makes possible a much more rapid increase in per capita incomes, and the necessary further additions to this basic infrastructure are modest.


A discussion of the possibilities of transferring advanced technology from industrialized to underdeveloped nations. Availability of resources for investment is not a guarantee of development. The social capacity to assimilate advanced technology must also be present. This capacity may be limited by unusability of certain aspects because of differing social and physical environments, such as the difference between most nations (tropical climate). In order to adopt advanced technologies successfully there must be a recognition of what can be transferred directly and what must be adapted, adapting some technologies and changing the environment to make it acceptable. Many of the solutions to these problems depend on social action within the underdeveloped nation.


An analysis of the psychological determinants of economic development, based on research done in British Honduras. The fact that most respondents indicated dissatisfaction with their economic plight indicates that communications have sufficiently exposed British Honduras to possibilities of economic development. Indeed, the common belief that improvement is possible is a prerequisite for development. Also, it is clear that long-range planning programs are more acceptable to tradition-oriented people because such programs allow for the gradual, sometimes imperceptible, displacement of traditional values with new ones that are compatible with growth.


A discussion of the serious housing problem in the Philippines and its implications for the social and economic development. Professional social workers clearly recognize the shortage, but the problem requires the attention of all sectors if the elimination of the decaying areas of urban communities and their concomitant evils is to succeed. An overall planning mechanism to coordinate and integrate services is needed. The proposed National Housing Authority augurs a good beginning.


An analysis of Castro’s ideology of social change as contrasted with the United States’ hope for political stability in Latin America. Castro has put forth in Cuba a program under which economic development is con-
tingent upon political revolution. Particularly in Latin America, where authoritarian government is the rule, one may expect that economic development will be expedited largely through the work of revolutionary government leaders. Exile of traditional dictators leaves a power vacuum that revolutionary leaders necessarily exploit. Economic development and democracy seem dangerously incompatible in Latin America.

An appeal for a new development philosophy consistent with automation. The West has just as much to learn from the poor countries in terms of social values as the poor have to learn from the West in terms of scientific and technological skills. Many of the present values in the poor countries are highly suitable for a cybernetic age. They must be preserved where they are still strong, and ways to introduce them into the countries already rich must be found.

A discussion of some social implications of technological change, with special reference to India. Urbanization has increased in importance because of the limits of livelihood available in villages. The transition from village to city life is not so severe as before, as the disparity between villages and cities has narrowed, and urban centers arise through gradations from small towns to metropolitan cities. Nuclear families, equality in social relations, wider communities of interest, and change in economic status are more readily accepted in social life today; regular hours, discipline in work, and change in work habits now are also more readily accepted.

A comparative study of three Asian underdeveloped societies. Whatever the psychological motivation, a certain degree of individual or collective acquisitiveness—in the sense of a desire for the material rewards of the modernization process—is probably indispensable to the success of the economic development schemes throughout the world. The presence or absence and the character of the acquisitive tendency in the indigenous society can affect the development process significantly.

An examination of the role of the Indonesian entrepreneur in view of the government's socialist policies. The government hopes to achieve a hybrid economy in which there is strong collectivist control and private enterprise. The entrepreneur in Indonesia is untrusted because of the Marxian influence, the value system in Indonesia (which is strongly aristocratic), and the frequent changes in his status under different regimes. The prestige associated with government employment draws many of the white-collar educated away from business, and more and better trained persons in business and public administration are needed at middle levels.

A review of the traditional values of Hinduism and the ways that these could be reoriented and mobilized to further modernization. Progress has to be envisaged in the context of Indian conditions, specifically those of a developing economy with its own special background. Three features of the background merit attention: (1) the administrative endeavor of planning; (2) a population that is vast, multilingual, and regionally differentiated; (3) a socioeconomic pattern that is still predominantly rural and agricultural.

An evaluation of the objectives and methodology of the pilot study in farm development conducted in four barrios in the Philippines in 1957-1958. The underlying hypothesis states that lack of technical and business skills constitutes a serious bottleneck in the desired transition to a dynamic agriculture. The conclusion is that many farmers will participate in agricultural development by changing farming practices and by increasing output if technical information applicable to specific local problems is presented in an acceptable manner.

A discussion of the importance of cooperation in agriculture and other projects in the economic growth in underdeveloped regions. By providing channels for innovation and by strengthening the individual citizen's desire for growth cooperation among the urban and rural citizens of underdeveloped areas enables the governments of these areas to devote more energy to long-term plans and less to emergency relief measures. Apart from its economic role, cooperation provides valuable lessons in citizenship for the people.

An examination of the relationship between community power structure and sociocultural change in Latin America. The movement from folk to national cultural orientation at the community level is stimulated by an expanding population and is brought about when community power no longer is dependent upon local religious-magic institutions and is more autonomous.
A discussion of the Village AID program in Pakistan and its role in socioeconomic development. Although Pakistan fully realizes the long-term value of industrial development, it also sees a need for the immediate improvement of rural life and in farming techniques. The Village Agricultural and Industrial Development Program has been instituted to meet this need. Run by a decentralized administrative structure, the program has proved to be a valuable tool in the political education and socioeconomic growth of rural Pakistan.


Reflections on the necessity for increased training of indigenous social workers in less developed areas that are demanding improved living standards. A growing worldwide effort to provide leadership in social work is now being carried on by many international, national, governmental, and voluntary agencies.


A study of factors precipitating community reaction to the infusion of industry into rural areas of Mexico. Population size, as manifested by the level of institutional development, and distance from industry, compounded by efficiency of roads and transportation in covering that distance, are two prime determinants of industrial effect on rural villages. Knowledge of these determinants should have practical value in the formation of administrative structure and policy.


An examination of the psychological problems encountered during the transformation of Pakistan from an agricultural, rural economy into a semi-industrial, urban one. Traditional values and beliefs are no longer firmly established, and the psychological problems of adjusting to new standards are considerable.


A discussion of the social and economic structure of Pakistan in broad perspective with emphasis on social change and its repercussions, an examination of the social forces that are stimulating the evolution of a new way of life, and an evaluation of the implications for the Pakistani social scientists. Social change is evident in Pakistan in the economic institutions, immigration and settlement patterns, population growth, land reform, industrialization, technological advances, the position of women, commercial activities, and consumption patterns. For social change to be a positive force in socioeconomic development, considerable social research that will elucidate the determinants of the process is necessary.


A discussion of nation-building, which refers to the fabric of a national community; to the elements that compose it; the relationship of those elements to each other, and, collectively, to the world outside. Thus, nation-building concentrates on national integration, and an examiner must analyze the strengths and weaknesses of the links holding a community together. However, nation-building involves the belief that there can be no nation and hence no national development until a majority of people within a state recognize that their personal interests are linked to that state. Thus, the merging of personal with national interests is at the heart of nation-building and is the primary task of leaders of developing countries.


An examination of the origin, characteristics, sources of recruitment, functions, and achievements of the Nahal, a youth project created to meet the particular needs of Israel in furthering of defense and development. Primarily concerned with training for collective and cooperative farming, the Nahal also engages in educational and social work and recently has begun the formation of industrial and handicraft cooperatives. It has served as a model experiment to several developing countries.


A discussion of change in Saudi Arabia. Saudi Arabia is slowly beginning to change. Saudi Arabia is the holiest of Arab countries, one of the richest, and, in comparison with itself five years ago, on the move toward social improvement. What it is not is what it is often presented to be: a counterweight in terms of potential power and present ideology to the forces of Arab nationalism.

An examination of economic growth and social change in Poland. Prewar Poland, though not a typically underdeveloped country, suffered from an inert economy, an entrenched bureaucracy, and exploitation by foreign capital. The 1945 political revolution through its economic and social measures provided opportunities for intense upward mobility, but values did not entirely keep step with this change. Changes in relative value strengths were found to be suitable categories for stratification analysis in the resulting fluid situation. Research shows an increasing proportion of the skilled and educated among the local elite and a trend away from ideology to managerial technology as a qualification for elite membership. This causes certain frictions.


An examination of political factors affecting Afghanistan’s social and economic development. Two are important to an understanding of Afghanistan’s social and economic development: (1) since the country is small and a direct neighbor of the Soviet Union, it cannot follow a policy that would antagonize the Soviet Union; (2) since the interior stability of the country in the past has always been threatened by the independence of the tribes, its present government desires to weld tribal and nontribal groups into one nation, developing the country into a modern national state under a constitutional monarchy.


An attempt to define more precisely the role of intellectuals in economic growth. The intellectual makes distinct contributions in at least three problem areas: (1) the mediation of new social values; (2) the development of a new ideology; and (3) the creation of an adequate national self-image.


An analysis of key communicators in urban Thailand. Key communicators showed the following key characteristics: above average education, heavy exposure to the mass media, and responsible roles in word-of-mouth communication.


A study of the role of the intellectual in Latin America aimed at the determining of his attitudes and ideologies about his locale and the assessing of the degree of influence he can exert in the fulfillment of his role. The underlying hypothesis is that the necessity for modernization puts the intellectuals in a strategic position as agents of social change. Thus, the intelligentsia of the underdeveloped countries plays an activist role in the transformation of societies from traditional to modern.


An analysis of the attitude of some Latin American intellectuals toward social change. The intellectuals cover the whole gamut of issue positions about the direction of change. Some see history as progressing constantly and others see constant regression; some advocate a cyclical concept of change and some believe that history is trendless.


An analysis of the causes and dimensions of emigration from Argentina of qualified professional workers, specifically engineers, and a discussion of its implications for economic development. Possible remedies are suggested. This “brain drain” may be even more harmful to a developing country than the loss of capital, since development depends in great extent upon the capacity of a society to execute change, which in turn depends upon the capacity of groups with advanced training.


An examination of key aspects of social transformation in the Middle East and North Africa. The identity of the contemporary power elite has become obscure socially as it has become precise intellectually; the new power elite is composed of those who have mastered the technical skills demanded by a modern society.

459. Qureshi, Saleem M. M., “Brain Drain from the Developing Countries,” 18 PH (Second Quarter 1965) 164-170.

A discussion of the loss of trained personnel by developing areas. Since the need of developing countries for trained personnel is great, the countries must make their return rewarding.


A study of African politicians and why they adopt
intellectual resources more wisely and by fostering a feeling for concrete reality among the administrators, academics, and journalists.


An examination of some characteristics of communication at different stages of adoption of innovations. In those practices, which involve substitution for the old product by a new one, communicators at the evaluation stage are usually those persons who have themselves tried the practice. In practices that involve adoption of an entirely new technology, communication emanates more from the influencers in the community.


An analysis of the role of contemporary elites in West Africa. The middle class groups in power are in a precarious position. Their political and economic systems are fragile, and they probably have promised more than they can deliver in the coming ten years.


An examination of the economic response of small farmers to the introduction of a new crop. Small-holding farmers in a traditional type of underdeveloped agriculture respond to economic incentives. Unfortunately, the view at the top administrative level in ministries of agriculture and among the extension personnel trained primarily in technical agriculture is that peasant farmers are not rational men.


An assessment of the role that technology may be expected to play in expanding the capacity of natural resources to support increasing numbers of people. The most critical problem of production is the increasing of the food supply at the same or greater rate than the population. Technology must play a key role in any plans to increase food production. The technology exists for vast improvements in agricultural production in the deficient countries, and there are few obstacles to its export from the source areas. However, there are important obstacles to the flow of technical improvements in the deficient countries themselves. Resources exist for a possible severalfold increase in the world’s population. However, there is doubt that improvement of food production can keep pace with population increase, and either a marked acceleration of the flow of technology or a marked reduction in population increase will be needed to avoid a world food crisis within this century.


A discussion of population growth and the contribution social workers can make in successfully handling
the problem. The critical aspect of population of developing countries is the timing of the increase. Rapid population growth would not be such a major problem if it occurred along with rapid economic and social development. However, while most of the developing countries are facing population explosion, their rate of economic growth is fairly low so that the standard of living is in fact decreasing, not rising. Lowering the rate of population growth would stimulate economic development. However, fertility rates do not respond to changes influencing only the external surface and leaving the belief customs and social organization of the masses relatively unchanged. Since family planning is a part of the process of social change, the social scientist can play an active role in initiating needed changes. A family planning action program should be transdisciplinary, and the social scientists should run it.

A discussion of the Cornell University project at Vicos, Peru. The project provides an early case study of the reciprocal relationship between population and development that may be experienced by hundreds of Indian communities in the modernization of Peru.

A discussion of the unreliability of Nigeria's 1963 census figures, which are very controversial. It is unfortunate that planning and budgeting have to be based on such controversial figures, because reliable data of this kind are the first ingredients of successful planning.

A discussion of family planning as both a major development program and a nationwide movement embodying a basic attitude toward a better life for the individual, the family, and the community. Communication and motivation in family planning has to be established with emphasis on health of the mother and children and total family welfare. The individual and the community should not be given a dark picture of population growth or frightening figures of birth rates. Instead they should be convinced of the objective of a happier life.

A hopeful review of the population crisis. The world population crisis is a phenomenon of the twentieth century and will be largely if not entirely a matter of history in the twenty-first century.

An examination into some shortrun prospects of population growth. The new element in the present situation of the developing areas is the widespread determination of governments to act and to lead their people toward population control; but they need at least another decade to see if they can produce results.

An anatomy and analysis of demographic facts in textual and tabular form. As the imbalance between births and deaths grows, the problem of population control becomes more pressing. The urge to find an answer has led to oversimplification and avoidance of the fact that there are a multitude of specific problems that affect different countries in different ways.

An analysis of the problem of man's apparent inability to balance his numbers and his food supply. It is now a people-rich, but land-poor, world, and if the ratio is ever changed it must be through more intensive cultivation of available crop land. The formula for doing this is: (1) whet farmer incentives with price policies that favor producers and not consumers; and (2) attract foreign investors who will not simply provide and distribute the inputs, but will also teach farmers how to use them.

An exploration into regional fertility attitudes in Ghana. The Ghana case suggests that high fertility in conditions of anything but very high mortality is only a rational response to the environment in a subsistence economy, where the use of money is limited and where modernizing governments are not imposing schooling systems. The establishment of a cash economy and education can strengthen desires for relatively small families, even among people with such deeply entrenched high fertility traditions.

A summary of findings of a recent study of health expenditures in Sierra Leone. Investment in health is relatively more expensive, in terms of local and offshore costs, than investment in education or even in directly productive economic services. For Sierra Leone and other African countries with a similar demographic pattern investment in health, though expensive, is a prerequisite to profitable investment in education and an increase in productivity.

An examination of the relationship between population growth and development planning with special attention to family planning. While attempts must be made to popularize family planning in every part of the country, there may be a need for intensifying work in some selected areas and among certain classes of people.
By censuses and surveys it is possible to spot some high-growth-potential areas and classes of people. If campaigns supporting family planning work are intensified in these areas and among those classes, it may be possible to lower the birth rate quickly. An educational program for imparting fundamental education to the masses should concur with any scheme for checking the growth of population through planned parenthood.

A statistical summary of past population growth, population projections, and the effect of future trends in population on social welfare. The population of India has been growing at a faster rate since 1921, and because of high levels of fertility the age structure of India's future population will be governed by trends in the birth and death rates. The expenditure on school education, maternal and child care, housing, and other welfare purposes will be relatively higher if fertility continues to be high and can be reduced considerably by a decline in fertility.

An analysis of the importance of using contraceptives to ensure the success of any family planning program. Increased sterilization rates are also discussed. Universal and voluntary use of contraceptives will result in stabilized populations. Sterilization rates must be increased before they will have a significant effect on birth rates.

An outline of a national population policy that should be all embracing. Many projects attempting to promote birth control have failed to produce tangible results, and now the time has come for birth control measures to be accepted by the masses and become a part of the cultural pattern of society. In addition, the present-day national policy needs reorientation to focus on eugenical measures, since the nation that will best survive today will have a large number of superior individuals at different levels.

A description of the effects of automation upon employment in the United States during the past twenty years. A growing population may be unnecessary to supply the manpower required for the further development of a modern economy. Input-output analysis, linear programming, and simulation are methods by which it might be possible to determine optimum population for economic growth under any particular set of circumstances.

A survey of the world's population explosion and the factors and prospects involved. Unless population stabilization takes place, no amount of effort—either external or internal—will be sufficient to offset the economic and agricultural drain of an unchecked increase in population.

A consideration of the factor of population size in the process of cultural change and development. Inasmuch as population size is dependent upon noncultural as well as cultural factors, cultural development through population size is subject to noncultural influences. Thus, where the size of a population is severely limited for any reason, no cultural advance is likely.

A summary of existing knowledge about the effects of population growth on economic development in emerging countries. This does not warrant any cleard generalization about the effect of population growth on economic development, and the evidence on the association between growth rates of population and per capita income does not point to any uniform conclusion, though the time relationship may be obscured in a simple two-variable comparison. None of this means that per capita income growth, currently and in the past, would have been higher or lower. But it is possible that the effect of population growth on economic development has been exaggerated or that no single generalization is justified for countries differing so widely in growth rates, population densities, and income levels as do today's less developed areas.

A discussion of recent trends of population growth in developed and developing regions, as well as the expected trends through the end of the present century.

An examination of the four main ethnic groups in South Africa and the South African government's goal of separate development. The population trends of the past ten years have shown that there is increasing urbanization among both whites and nonwhites and increasing participation by both in all levels of activity of the Republic. These trends pervade every aspect of the social, economic, and political fabric of South


Africa. However, the government's goal of separate development is an attempt to increase physical separation of the races.


An attempt to isolate factors relating to an increase in birth rates. There is no simple relationship between population growth and economic theory.


A survey of recent developments in Sinkiang in terms of the rapidly changing characteristics of population that have resulted from the post-1949 economic, social, and political events in the region. Both the great extension of pastoral and especially agricultural land through reclamation and the particular form of collective organization employed have had pronounced effects upon population distribution.


An examination of changing patterns of fertility in Taiwan. Fertility decline in Taiwan may take place even while important characteristics of the traditional Chinese family are maintained. There is some evidence that the younger generation in Taiwan is beginning to adopt family planning methods to achieve modern goals.


A discussion of the importance of and the problems involved with the collection of current population statistics in developing countries. These countries often have no systems for the collection of census data, so the speed and accuracy that large-scale periodic inquiries demand require considerable preparation. The 1960 census carried out in Ghana suggests that conditions necessary for success are public information campaigns, training of personnel, preparing and explaining of questionnaires, breakdown of the country into geographical units, and scientific control of operations. Developing countries, instead of choosing the “easy way out” that may appear best suited to existing conditions, should try to adopt modern statistical methods. Ghana's example provides proof that such efforts can be successful.


A review of fertility and birth control in developed and underdeveloped societies. What is needed in underdeveloped societies is not just better communication on birth control but wider, cumulative social changes that will help to create new social pressures toward controls on reproduction. This may require a new examination of priorities in economic and social planning. It may be useful to focus more heavily on urban centers than has been done. More funds may need to be spent on compulsory education and adult literacy campaigns than would seem justified by a strictly economic calculus, because these provide the bases for other phases of social change.

494. Green, Lawrence W., and Karol J. Krotki, “Proximity and Other Geographical Factors in Family Planning Clinic Utilization in Pakistan,” 6 PDR (Spring 1966) 80-104.

An examination of social forces that affect the people's use of existing medical facilities in Pakistan. It is not enough merely to convince couples of their own need for family planning. Social support for birth control must be engendered in the community.


An examination of the population problems of developing Asian and African states. These problems have social and economic effects and cannot be ignored in world politics. The majority of newly liberated states are planning economic development, but this cannot be achieved unless population factors are taken into account and efforts are made to ensure a better combination of population growth and economic progress. Also, birth control measures can curb population problems only if they are based on socioeconomic transformation and conform to the objective social processes that arise in the course of these transformations.


A discussion of Latin American fertility and its relationship to economic development. An increase in the level of economic development leads to an increase in fertility as married couples become more optimistic about their future economic status. On the other hand, economic development then sets into motion other forces that tend to reduce fertility.


A consideration of the effects of variance in the rate of natural increase of population on a less developed country's efforts to improve its economic well-being. In the growth outlook for a country like Pakistan the international political and military situation, or new technological breakthroughs or resources discovered, will be more crucial than the amount of domestic and foreign funds that can be channelled into development.


An examination of some problems in the assessment of educational needs within the context of economic development planning. The problems involve the coordinating of the functions and the work of economists.
and other social scientists; the matching of the long-term nature of targets of educational and social development with plans for productivity growth often considered in the short term; and the distinguishing between the needs generated by demographic change and those relating to human resource development.


A warning to the users of Brazilian statistics that the census department comparison of the 1960 and 1950 figures is misleading. The detailed results of Brazil's 1960 census have not yet appeared, but significant data of a general nature have been released. However, before planners can know how employment has evolved in the urban economy as a whole, as well as in its several branches, the complete results must be made public.


An examination of prospects for reducing the birth rate in underdeveloped areas. Reductions in the birth rate may be expected to spread, accelerated by national programs operating within the context of rapid socioeconomic change. But these changes will not occur fast enough to forestall massive growth and continuing critical population problems at least through the next decade.


An examination of population policies in developing nations. It is apparent that the great majority of the world’s people support family planning, and there is increasing evidence that the population problem of the modern world could be solved at least partly by government provision of voluntary family planning services.


An attempt to estimate the impact of economic development on birth and death rates for the period 1922-1960. The tentative conclusion is that both birth and death rates are negatively related to economic development, with the death rate having a stronger relationship at the present stage of development. These results need to be confirmed, especially with regard to the negative influence of economic development on the birth rate.


A discussion of the means used to estimate population size and growth from inadequate data. In certain underdeveloped countries a slight difference in any one variable in the economic analysis can make all the difference between stagnation, even failure, and slight success. It is in these same countries that available data are usually unreliable.


An examination of the needs implied by President Johnson’s 1965 State of the Union message concerning his promise that U.S. scientists would do research in the field of population control. Explosive growth has an effect upon this nation’s security, upon the ability of any nation to use its resources correctly, and upon the relation of the individual to the state.


A view that successful economic development and a wide availability and acceptance of contraceptives appear to offer the best prospects for the slowing down of population growth, which will facilitate further advance in standards of living. Population control is necessary, or population increases will offset the benefits of economic development. However, economic development could provide sufficient increases in the standard of living, if it were accompanied by widespread literacy and higher education, on a scale sufficient to justify hopes of a slowing down in population growth rates.


An examination of the rates of population growth, specifically the recent levels, for some seventy countries with five million or more population to discover what relationship if any exists between these rates and the present stage of educational development. Those countries most advanced educationally have low or moderate birth rates, which have been falling since 1945. Countries least advanced educationally have higher rates of population growth; their birth rates also are rising further. Countries at intermediate levels of educational development also show current demographic growth.


An investigation of the relationship between certain sociodemographic factors and fertility. Ecological correlations show that the fertility of Puerto Rican women is associated with measures of income, education, labor force status, population, and length of journey to work. The highest correlations are found for the variables of income and education. Thus, the findings indicate that the traditional inverse relationship of fertility with income and education existed in certain areas of Puerto Rico in 1960.


A review of observations on national character. When pluralities interact in national collectivities they develop common suppositions, pursue conjoint objectives, measure performance against similar ideas, and form national
characters. Since national character refers to properties that pluralities display in national communities, the sociology of national character has potential significance for anyone dealing with conflict situations—national uprisings, international blocs, and cold and hot wars in which nation-states are the ultimate antagonists.


A discussion of urban population increase in developing countries. It is necessary to consider both industrial development and rural development as inseparable and to avoid approaching either from too strict an economic point-of-view.


A discussion of how population growth intensifies, but is not alone responsible for, the unrest created by increased crowding and competition for scarce resources. Perhaps the explanation for the neglect of such an apparent problem lies in the lack of historical precedents and in the common approach to economic development. The lack of precedent refers to meaningful policies for dealing with such a problem in an acceptable way. The common approach to economic development lacks concern for the forces that move human groups to the necessary action for modernization.


A review of educational problems created by population increases, with special reference to Korea. More students are concentrated in urban areas than in rural areas; an overwhelming majority are enrolled in academic courses rather than science and vocational courses, and male students heavily outnumber female students. In the future efforts must be made to enhance the qualitative aspects of education to the maximum, to increase productivity in education, and finally to gear educational facilities toward meeting socioeconomic needs.


An inquiry into the social factors in the political development of Pakistan. In population Pakistan with Indonesia is sixth among the nations of the modern world. In recent years Pakistan's international status has grown. Thus, it is important and appropriate to attempt to understand Pakistan's problem of trying to act as a modern, strong nation in international politics while still being characterized as a premodern society in much of its internal social structure.


A review of the problems of implementing a family planning program at different levels of education and among different population groups. The communication of information and the distribution of materials involve many problems. Because of the shortage of trained personnel a program cannot rely too heavily upon personal contact by high-level professionals. One approach would be to have teams that visit villages periodically, holding clinics, showing educational films, and distributing contraceptives. Mass media could be exploited more fully. The possibility of working with existing organizations is attractive, but there are dangers in trying to channel a program through existing groups that may work along traditional lines. They have had little experience in performing administrative tasks; their traditional functions are judicial.


An examination of variations in reproductive performance and reproductive capacity. Although the theory of demographic transition postulates that with changes in social and economic conditions, declines in both rates ultimately are to be expected, and although statistical investigations can estimate threshold values at which fertility controls will be accepted, the evidence now seems to point to continued high rates of population growth, unless fertility control becomes an accepted policy of the governments.


A review of population policy contained in Pakistan’s third five-year plan. The family planning scheme represents a good test of whether or not firm, dedicated government-sponsored action programs can take hold in a basically unfavorable environment. Other criticisms are: (1) means for evaluation are not adequately spelled out; (2) the scheme is excessively ambitious; (3) the supply apparatus is not adequately detailed; and (4) insufficient attention is given to publicity and propaganda.


An examination of the characteristics of fertility. The fertility of modern nations will depend primarily on the relative success of their respective governments in bringing individual decisions about childbearing into correspondence with the demographic requirements of the society.


A plan combining fiscal incentives and penalties for strengthening the motivation for family limitation. As the economic motive has been stronger than any other for the desiring of a smaller family, it may be assumed that a system of economic incentives and disincentives on reproductive behavior will affect it substantially. The suggested incentives are: (1) an increased bonus for couples undergoing sterilization or using an IUCD; (2) a pension or bonus scheme for poor parents if they have no more than three living children. The suggested disincentives are: (1) a tax on couples responsible
for the fourth or higher order births when they have three living children; (2) the withdrawal of maternity benefits for the fourth birth onward, if the couple has three living children.


An examination of causes of mortality and of attempts to reduce mortality. There have been rapid reductions in death rates in many developing countries, even in the absence of important improvements in living standards. It is unlikely that death rates will fall as rapidly in the next few decades as in the recent past.


A discussion of the political implications of population growth. Larger populations are pressing increased demands on the governments of the underdeveloped nations. Governments, paradoxically, can put themselves in a position to meet such demands eventually only by serious immediate deprivations of their publics. For obvious political reasons they are unlikely to do this. The developed nations must be ready to accept authoritarian governments in underdeveloped countries and to aid them as much as possible.


An examination of selected demographic characteristics of countries at different stages of economic development. The characteristics that differentiate underdeveloped areas from the rest of the world are closely related to the circumstances that handicap economic development.


An analysis of population movement in Puerto Rico from 1950 to 1960. The Puerto Rican case supports the general claim that the economic development of a country tends to involve redistribution of the population.


A consideration of recent trends in the relationship between population and food supply. In many countries institutional changes are necessary to enable farmers to benefit directly from increased production and to make available the information, credit, tools, and supplies needed to increase yields. Higher average educational levels are an essential element in programs for such increases.


A review of Indian family planning. Development planning in India has encouraged family planning, but a lack of workers has hindered the establishment of new rural clinics.


A review of China's annual growth rate, the birth control policies, and the implications of population increase. This increase may pose a threat to economic growth, and perhaps this means that the Chinese leadership will not allow the problem to get out of hand.


A general review of the relationships between size of rural populations and stage of economic development. As a community progresses beyond moderately advanced economic and social development, the absolute size of its "basic rural" (or "landward") population will stabilize after an initial period of growth and then begin to decline.
2. ECONOMIC FACTORS AND PROBLEMS

(a) General and Comparative Economic Development


A description of the establishment of a sound monetary system and a fully convertible currency in Saudi Arabia. Because of income from oil Saudi Arabia is one of the most prosperous areas in the Middle East. Although its position as a rich developing country is unusual, its difficulty in achieving monetary stability was not. Thus, the methods it adopted are instructive.


An examination of appropriate institutional forms and optimal use of resources for development. Clearly, the "optimum allocation of resources" will never actually occur. Many noneconomic considerations are an integral part of a government's decisions. Nationalism, local politics, religion, and many other forces all play their parts. These considerations do not diminish the importance of the economist's role, however; only when the economic advantages and costs of different policies are known can the decisionmaker hope to approach an overall social optimum.


An evaluation of the potential economic contribution of formal integration in less developed areas. The basic contribution of integration is the achievement of economic gains by the improvement of resource allocation. By itself integration does not necessarily improve investment prospects or promote growth. The economic structure of the less developed areas considering integration and their specific plans do not indicate any significant economic contribution. Less formal means of cooperation may be more useful.


A discussion of the merits of micro planning, with special reference to Brazil. Project Brazil was based on the hypothesis that in economically underdeveloped and poor regions sufficient capital resources for the initiating of industry development programs exist. A major problem is the mobilization of this relatively unavailable capital by drawing together the fragments. Corporate mechanisms and psychological climates that favor investment of capital in enterprises that can help to raise the economic and social levels are needed. Otherwise local capital tends to become immobilized through investment in land, office buildings, pretentious homes, and other capital-consuming, nonproductive activities.


A review of approaches to economic development for Africa. It is a mistake to consider sub-Saharan Africa as a whole and to disregard the vast differences in political organization, economic development, demographic characteristics, and ethnic background within the area.


An examination of India's fourth plan with a consideration of the unsatisfactory achievements of the third plan. The most significant factor in planning is public participation. The plan must be a blueprint of achievable targets. If there is a gap between promises and performances, the resulting frustration might make the people lose faith in all planning.


A comparative study of economic development in two Asian countries. Both Japan and Thailand came into frequent contact with European technology and industrial orientation. While Thailand changed very little as a result of this contact and remained a tradition-oriented society, Japan made sustained and successful attempts at modernization after the western model. The divergent paths followed by these two nations can be explained by a comparison of their value systems, the syndrome of general rules, sanctions, and goals underlying the activities of the societies. For economic development to come about the value system of the underdeveloped society must be amenable to it.


An examination of motives and incentives in tradi-
tional and modern societies. The economic development schemes and technical assistance programs have revealed the decisive part played by psychological and cultural factors when financial and technical problems have recently been solved. Cultural features, affecting the production, distribution, and consumption of wealth, should be taken into account.


A recommendation of a new approach to Latin American development, especially development through American aid. Broad efforts by the United States to aid Latin American development through the establishment of economic infrastructure and through educational improvement of human capital may cause serious unrest in Latin America before they lead to development. The knowledge that development programs are functioning, compounded by the rise of an educated class, may create trouble unless programs that bring almost immediate, tangible relief to the poor are initiated.


An examination of the role of free enterprise in ideology of developing nations. Under present conditions in most less developed countries it seems essential that government play a commanding role in economic decisionmaking and exert major controls upon the means of production and distribution to generate economic growth. The American model is not directly adaptable to the less developed countries in the context of their current beliefs about political economy and sociocultural orientation.


A discussion of implications and results of price controls in underdeveloped countries. The choice of different measures requires delicate assessment of political conditions and economic effects.


A discussion of some approaches to the study of underdeveloped economies. Interdisciplinary research could be furthered. Various phases of development as yet imperfectly understood might be fruitfully studied through cooperation.


An examination of the need for partnership in achieving economic development. Those countries will develop fastest that rely most heavily on multiple sources of private and local initiative and energy—in contrast to countries that rely heavily upon central direction and control. A remaining problem is that organizations that carry out aid programs have not built into those programs strong elements of research and evaluation.


An analysis of three models of economic growth—the Feldman (Soviet) model, the Harrod-Domar model, and the Mahalanobis (Indian) model. The Soviet model is superior to the other two models because it recognizes the significance of a number of factors: (1) the pattern of income distribution; (2) the increased effective utilization of the existing capital stock; (3) the distinction between degrees of effective utilization of the old and new capital stocks; and (4) the consideration of the rate of growth in terms of capital capacity, as well as in terms of the absorption of a growing labor supply. Some striking similarities between the Soviet and Indian models exist, despite the differences in economic and political conditions between the two countries. These are: the Marxian setting of two departments of a closed economy; the aim of achieving a high rate of investment by expanding the capital goods sector; and a relative neglect of propensity-to-save as a crucial variable in the process of growth.


A discussion of the socioeconomic conditions of the three newly formed states resulting from the split of the Punjab state on the basis of language. The new Punjab state has an area of about 21,630 square miles and a population of 11.4 million. The Haryana state has an area of about 16,670 square miles and a population of about 7.5 million. The area merged with Himachal Pradesh is about 9,000 square miles with a population of 1.35 million. The Haryana state is comparatively backward in socioeconomic conditions as compared to the Punjab state. However, agriculture is the dominant sector in both states.


A discussion of balanced and unbalanced growth models for development. The nature and extent of the role of the state in the planned process of development in terms of either balanced or unbalanced growth will vary from country to country. This role will depend upon the nature, ability, and efficiency of the state, as well as of the private sector, and the policy instruments at the disposal of the state and its ability in wielding these instruments. In some countries overall development planning, together with appropriate monetary-fiscal policies, may suffice.


A critical analysis of the Indian economy and planning. The plans appear to have become rituals, perpetuated with the aim of seeming busy on a grand job, not for successfully meeting the goals. Some relief for India's sick economy might have come from a well-worked plan, but the present conditions are the consequences of errors of judgement and faulty administration.

A consideration of private investment in African economic development. Invitations by emergent states for joint projects, involving a degree of public participation, need not be regarded as an overriding obstacle to private investment. Given the limited supply of local private capital and the underdeveloped and often monocultural nature of African economies, some government participation may provide compensatory advantages. For example, land tenure laws are often complex, and clear leasehold or freehold titles to land sites perhaps could be acquired more effectively if the government-shared in the venture. Also operational problems involving power, transport, and communication, which are public sector activities in Africa, could be solved more effectively.


Reflections upon the concern for economic development in Latin America as evidenced by the United States’ foreign policy. As Rostow has shown, economic development is an evolutionary process, proceeding through observable stages—the traditional stage, the period of preconditions, the takeoff, the stage of sustained growth, and the mature economy. U.S. foreign policy objectives in Latin America during World War II were to form useful allies; our present policy of aid seems directed toward developing nations who have the economic and social conditions necessary for stable democracy.


A critique of the response of the United States and Western Europe to economic problems in Latin America. Recent disillusionment with the Alliance for Progress is just one of several examples of an improper orientation toward Latin America. It must be understood that traditional European and American administrative, political, and social institutions may not be the proper channels in Latin America through which to stimulate economic and social progress. Because of possible further Communist infiltration, such as in Cuba, the necessity for readjustment in U.S. policy is clear.


An examination of the economy in the Philippines. Most of the economic problems in the Philippines stem from lack of internal capital, hostility toward foreign investment, and inadequate development of basic processing industries and infrastructure.


A discussion of the impact of the petroleum industry upon the economic development of the new nations. A resolution adopted at the U.N. General Assembly in 1962 proclaimed the right of the people of underdeveloped countries to sovereignty over their natural resources. This should lead to growing complexity of administration in oil-rich underdeveloped countries and should be a large factor in their development process.


A consideration of whether or not the experience of Mexico has relevance to development elsewhere in Latin America. For several decades the Mexican Revolution has implemented programs of reform remarkably like those outlined in the Alliance for Progress. The Mexicans have managed to draw together their political, economic, and social institutions in a way that has brought steady progress and the promise of a bright future.


An analysis of the political and economic factors and problems involved in Mexico’s economic achievement. The economic growth is explainable in terms of Mexico’s physical and human resources, its proximity to the United States, and the nature of the policies and institutions that have been devised to guide the development process. It may be that a combination of political expediency and economic necessity will provide sufficient support for solving Mexico’s agricultural problems and for easing the transition to a new state of economic and political development.


A discussion of Stanford University’s Pakistan project, the Institute of Development Economics in Karachi. The characteristics of an institute that are most strategic in carrying out training and research are: (1) it must be independent of political pressures; (2) given the quality of the formal education systems in both teaching and administration, it is necessary that such an institute be outside the customary educational administration; (3) the job of director must be filled by a man who is on top of the field and who has the imagination and understanding to recognize that modifications of traditional approaches are required; (4) it must have access to young trainable people; and (5) it must produce publications, for the effectiveness of an institute depends very much on its publications.


A discussion of the increased taxation needed to provide stable, domestic, investible funds for financing Turkey’s 1963 development plan. However, tax reform work has been influenced by two conflicting approaches: (1) an increase in the incentives of the private sector for capital formation; and (2) the creation of the necessary funds for investments through public compulsion.

A discussion of the possibilities of economic development in Cuba in light of the political revolution. Castro inherited a Cuba that already possessed a well-defined economic infrastructure on which to build his economic development programs. The development of a socialist bureaucracy in Cuba may detract from the importance of Castro in the development process, but the nationalization of industries and other measures will render Cuba a Communist showcase for Latin America if the country's economic development is impressive.


A discussion of the important role that Iran's oil resources must play in the economic development of that nation. Awakened to the possibility of economic development, Iran has recognized the importance of its oil resources. Iran now gets fifty percent of the profit from its oil, and the Italians and Russians have made several more promising offers. For the first time Iran is putting its oil revenue back into the economy, specifically for economic development according to the guidelines in the second seven-year plan.


A review of the rapid industrial development in mainland China since the inauguration of the first five-year plan. The recent dislocation in the nation's economy, associated particularly with agriculture, reflects how far the regime has overstretched itself in its drive for industry. There is little evidence to indicate, however, that once conditions again allow it the frenzied drive for greater industrial production will not be resumed.


A discussion of the implications of international politics for the socioeconomic growth of the underdeveloped nations. Underdeveloped nations that approach economic development in terms of western democratic principles have some obvious disadvantages in comparison to Communist nations. The latter, by subordinating the interests of the people to those of the state, can insure huge savings and, therefore, investment and capital development. In contrast the free world system accepts and tries to build upon the existing social and cultural order. This sometimes impedes economic development and may cause political instability.


An analysis of the weaknesses of growth models currently in use and a discussion of Israel's alternatives. Current growth models have serious deficiencies because they exclude important factors, such as the changing structure of demand, the role of foreign trade, and the allocation of resources. As a result formal growth theory fails to clarify the relations among the several instruments of development policy.


A study of economic growth in China since the 1930s with particular attention to the level of growth that the Communist government has stimulated since 1949. Communist propagandists prefer to base their economic growth statistics on a comparison with statistics from the chaotic period of 1949. It would be much more enlightening to compare present statistics with those of the 1930s. Such a comparison shows that although the Communist government has stimulated considerable industrial growth, per capita food consumption is presently lower than it was in the 1930s. An undemocratic government is able to channel much more capital into the industrial sector than is a democratic government, and this is the secret of industrial growth in China.


A consideration of five major structural changes that may be regarded as necessary for substantial acceleration of Uganda's economic growth. The reasoning behind structural changes may be suggestive for other countries at a similar stage of development, particularly those in Africa.


A description of the Rhodesian economy, with special attention to the role of the Kariba power station. Several recommendations are necessary: (1) alternative avenues of employment must be created for those for whom land cannot be made available; (2) cheap fertilizers and farm implements are essential; (3) development of manufacturing industries of all kinds must be accelerated.


An attempt to view social security programs in many countries on the bases of levels of economic development, literacy, urbanization, and breadth of representation. The degree of social security coverage is most strongly correlated with a society's level of economic development. When economic development is controlled, the more representative countries appear to have introduced programs earlier than the less representative ones. Also, new social security programs are more likely to follow changes toward a more progressive regime.


An analysis of the pattern of national development in postwar Australia with particular reference to the Department of National Development. The fundamental question of whether it is practical to conceive of a
coherent policy of national development in any country cannot be answered easily. Even if such a policy can be developed in some places, it seems unlikely that Australia will be able to develop any definition of national development that represents a consensus.


An examination of the Soviet environment and proposed models of industrialization in the 1920s and in the 1928-1955 period. The government distrusted foreign investment and used little in the 1920s and discouraged any plan that put reliance on private means. In the 1928-1955 period there was pressure for rapid expansion of output in producer goods, increasing industrial growth at a high rate, inculcating the latest technology into the economy, and basing location policy upon long-term needs rather than short-term costs.


A discussion of the interrelationships among evolving developing theory and official policies, the adaptations in theory and strategy necessary to making policies conform better to the Chilean circumstances, and the implications of newer theory and strategy for development policy. An important part of the strategy of economic development is to educate the government, which is representative of the propertied class and well intentioned. Government leaders did not understand that their policies were frustrating their objectives.


A review of the institutional arrangements imposed on Brazil by President Castelo Branco and their effects. The only people in Brazil who seem to know what they want are the economic planners. The greatest accomplishments in this sphere have been the programs to slow down the inflationary process, but the same policies have also slowed economic growth.


A criticism of the two prevailing viewpoints on economic development and inflation in Latin America and the implications for the International Monetary Fund's stabilization program. Economic development and inflation in Latin America are causing disagreement between the monetarists, those economists who want control by monetary and fiscal means, and the structuralists, those economists who demand radical changes in the political and economic structure in the interest of development and inflation control. Both sides are vulnerable to criticism, as is the stabilization program of the International Monetary Fund, which fails to do justice to the political and economic complexities of curbing inflation in the developing countries without stunting their growth.


An examination of the role of economics in a developing nation and an answer to the criticism that economics should widen its role in assessing the causes of underdevelopment. Since most of the problems in underdeveloped nations are those of development, rather than the economics-centered problem of growth, the contribution of economics is limited. Identification of impediments to growth, such as lack of trained workers and lack of capital, should be the areas involving economies.


An assessment of the potentialities of government as an agent of economic progress. The capacity of the government of an underdeveloped country to aid in economic growth is limited by the power structure of those in control of government, the severity of change, the particular economic problems of the country, and the techniques of development at the disposal of the government.


A comprehensive examination of Argentina’s economic growth since 1930. The economic history of Argentina since 1930, but especially since 1943, should be required reading for planners of developing countries now embarking upon industrialization. It is perhaps the most dramatic example of the dangers that arise in the development process from a neglect of a balance between the production of exportables, importables, and home goods.


A report showing the broad outlines of the financing problems, arising mainly from the increase in public investments, of the first five-year plan. Two theses emerge from the study: an extreme proposal considering a recourse to modify, if not reverse, the political and social structure of the country and a more moderate proposal considering the dilemma from a purely fiscal and financial point-of-view and attempting to solve the problem of financing public investments within the actual social and economic framework. The latter proposition was finally accepted by the government.


A critical view of the Korean economy, which is riddled with various economic problems. Unemployment, with all its intrinsic economic and social grievances, is chief among them. Analysis suggests that Korea needs positive government policies to eliminate
wasteful fiscal and social spending, particularly the pattern of sumptuous spending by privileged people. Without a revamping of policies the Korean economy will not be able to make solid headway.


An assessment of the role of the retail sales tax in the economic development of Honduras. The great advantage of the retail tax is that it does not favor one type of firm over another, or one method of doing business over another, as do all other forms of sales taxation. A retail tax functions with increased effectiveness as an economy develops, rather than encountering greater opposition. A simple, well designed retail sales tax can make an important contribution to the revenue system and to economic development.


An analysis of problems relating to current economic development in Turkey. A solution of the landholding problem must come before the schemes for rehabilitation of pasture, improvement of livestock, reforestation, extensions of irrigation, and rural supplies of electricity can be solved. In Turkey and throughout the near East the solution of the problems of the peasant farmer is the first step toward economic and political stability.


Parts I and II. A survey of the Chinese Communist program of industrialization. In 1949 the Communists inherited a dual economy: a modern economy in the Treaty Ports and a traditional economy in rural China. The overall economic objective for the period 1949-1952 involved: (1) the capturing of "commanding heights" of the economy; (2) the achieving of fiscal and financial stability; (3) the restoring of the economy to pre-1949 peak levels; and (4) the laying of groundwork for long-range planning. In this system fiscal management provides a major tool for developing a highly centralized administrative apparatus of government control. Part III. The agricultural problem is a fundamental dilemma for the Chinese Communists. The planning process has evolved into a national plan from a series of loosely coordinated plans. Part IV. The Chinese economy seems to be entering a self-sustained growth process. However, it faces three possible limitations: (1) the rate of net resource transfer out of agriculture; (2) the conditions under which the means of economic development can be imported; and (3) the level of technological, entrepreneurial, and administrative skill available in the economy.


An examination of the stagnation and contraction in Chinese industrial development after 1960. In addition three successive bad growing seasons, the sudden withdrawal of Soviet technicians in 1960 and the near cessation of plant deliveries contributed to the disruption of industrial production. In addition to great morale problems that resulted from setbacks, statistical services were profoundly disorganized, and technical considerations were set aside.


An analysis of the policies of economic development in Communist China, primarily since 1953. During their first five-year plan (1953-1957) policymakers pursued a Stalinist strategy of economic development with local adaptations. However, since the factor endowments of China in the fifties were vastly different from the Soviet Union of the twenties, Chinese planners were forced to modify significantly their original approach. They thus evolved a new strategy for the second five-year plan (1958-1962), based upon utilization of underemployed labor and promotion of technological dualism, as a means of maximizing the rate of economic growth.


A review of events preceding Tanganyika's 1964 development plan. Planning is a function not merely, nor even primarily, of the current fashions of economics. It must reflect and must draw its basic inspiration from political realities.


A consideration of the importance of remittances from emigrants to the Turkish economy. For Turkey emigration is both a windfall and a boon. There is concern about the effects of the potential "brain drain" on the domestic economy. There is also the possibility that by tying themselves so closely with the European labor market, in the event of a severe depression, they run the risks of a sudden return of a large proportion of the emigrants. But, with Turkey's massive need for foreign exchange and its booming unemployment problem, every effort should be taken to foster the flow of Turkish emigrant labor to the European market. An effort should also be made to increase the training the Turkish nationals receive abroad, and a plan should be devised for reintegrating the emigrants into the domestic economy—thus maximizing the benefits to be gained from this potential dynamic force.


An examination of the relation of exports to economic growth rates. Higher rates of economic growth tend to be associated with higher rates of export growth. The policy implication of this conclusion is that countries eager to increase their growth rates should adopt programs that will stimulate exports.
A discussion of proper techniques for economic development in densely populated areas and in sparsely populated, underdeveloped regions such as Nyasaland and the Rhodesias. In places like the Rhodesias many western immigrants with good educations, skills, and organizational abilities are needed despite the demands they make for social overhead capital. Profitable exporting must be developed. A steady inflow of capital is necessary to intensify economic activity. Also, the indigenous population must be able to share in the market economy of the westerners; otherwise there will be an inadequate labor supply and consequent racial unrest.

An examination of problems encountered by Argentina from 1949 to 1963 and the solutions sought by authorities. The five years covered by the IMF stabilization program (1959-1963) are especially important. Study of the social and economic consequences of its implementation shows that the policy in question, which was inspired by the laissez faire doctrine, is in great part responsible for the critical condition of the country since 1958, which can be broadly characterized as general stagnation punctuated by oscillations in production. With a growing population and labor force, stagnation in production has resulted in a fall in per capita income and a steady rise in urban unemployment. At the same time the country has suffered from a rapid rate of price inflation and from periodic crises in the balance of payments. There can be little doubt that these developments have contributed to the social disturbances and political upheaval experienced in this period.

A review of recent literature on economic development. Lines that might be pursued include development planning and execution and domestic financing. More research into what may be called the agents or instruments of development and the whole range of associated problems of human investment should be added.

A discussion of the political and economic problems facing the Ngo Dinh Diem regime. Both the supporters and detractors of Diem have ignored an aspect of the South Vietnam picture—the extremely serious economic decline the nation now suffers, despite generous aid from the United States. Rather than embark upon ambitious "paper" industrialization projects, the government must consider the development of the economy and of the country's political life in line with the needs of the majority. The population for a long time to come will be devoted primarily to rice farming. There are signs of a loss of contact with people in the countryside, and that is where the wars may be lost in Asia.
flows of foreign exchange, whether earned from the export of goods and services or made available by inflows of public and private capital. Export earnings are the largest single source of foreign exchange for these countries. However, most low income countries are almost wholly dependent upon primary commodities for their export earnings, and world markets for many are volatile, while long-term growth of demand is slow. Thus, the development programs of these countries are vulnerable to unpredictable declines in commodity prices or earnings. An ultimate resolution must be sought through diversification of production and exports, combined with improved access to foreign markets, but diversification requires the successful implementation of development markets.


A study of the economic development of Brazil which attempts to demonstrate that Brazil is well on the way toward self-sustained growth and the status of a developed nation. This is evident because the internal economic activity no longer depends upon the volume of the countries’ exports and the prices that they bring in the world market. Although the market economy has furnished the chief impetus to industrialization so far, the maintenance of the present rate of growth will require increased initiative in the public sector. Care must be taken to maintain political stability, also. In general, however, the level and rate of development evoke optimism.


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groups within society, not by random individuals. As has been the case in Colombia, England, Russia, and Japan, these groups once had a secure position in society, lost this position, and subsequently became amenable to western socioeconomic standards. Also, these groups created tension in their traditional societies, which in itself stimulated change. The implications for American technical assistance policies are that our programs should seek out groups that for social reasons might initiate changes and should try to influence reference groups to formulate such motivation.


A discussion of factors to be considered in the creation of a model for analysis of economic growth in underdeveloped countries. Economists seek an adequate theory of how economic growth begins in a traditional society. They have come to learn, however, that economic considerations alone cannot explain the processes of growth and such things as why Japan developed first among the four major Asian countries or how new values appear in a traditional society. An analytical model, rooted in interdisciplinary considerations and encompassing all aspects of the behavior of a society, must be established.


A discussion of the movement toward development in the Arab world. The common struggle of the Arab countries for economic and social development through individual and cooperative efforts is a most urgent task.


A review of significant developments in the Korean economy that have given rise to a new outlook on the future of the Korean economy. The encouraging developments include: (1) the economic growth of 6.9 percent in 1964; (2) the continued upward trend in exports to $120 million; (3) the end of power rationing as a result of the expansion of power generating facilities; (4) a record high in agricultural production; (5) significant progress in industrial production; and (6) a check on the galloping inflation that began during 1962. The most crucial problem facing the economy appears to be political stability and enlightened government leadership, both of which are inadequate.


A review of the economic reforms accomplished since 1945, the rising Slovak nationalism, and the writers’ campaign of criticism that began in 1963. In 1965 Czechoslovakia celebrated the twentieth anniversary of her liberation by Soviet troops.


A summary of the diverse factors that affect economic development in thirty-three tropical African countries. Africa is too varied to justify meaningful generalizations regarding its economic prospects, yet a need exists for some summarization that can at least crudely measure the inhibiting influence and potentialities of individual countries. Two points should be noted: (1) economic development is likely to be difficult for large parts of tropical Africa; and (2) contrasts among the countries in development are likely to widen.


An examination of the Weber’s and Veblen’s theories pertaining to underdeveloped areas. Many of the central problems surrounding economic development require a broader analytic context than that provided by traditional western theory. Shortcomings of western theory include: (1) an inadequate treatment of economic motivation; (2) a tendency to view the study of economic institutions as a substitute for rather than a complement to price theory; and (3) an inadequate exploration of the nature and significance of alternative institutions in their relations to development.


A review of the Seminar on Asian Trade convened by the Institute of Development Economics, Karachi, in December 1961. The discussions in the seminar suggested that a variety of topics needed immediate consideration by national governments and their agencies concerned with development plans. All of the topics implied some need for a measure of regional cooperation.


An examination of Pakistan’s achievements under its second five-year plan, ending, in June 1965. The country is an example of how planning and economic development programs should be carried out.


An examination of Indonesia’s prospects for the development of its economy. One political problem hampering development is the extreme centralization of government decision-making. Greater authority at the local level might result in considerable economic development.


An examination of social, political, and economic factors relating to transportation for less developed areas. The application of transport techniques in less developed countries needs to be considered in terms of characteristic economic and social circumstances.

A consideration of several standard models of economic growth from the point-of-view of welfare economics. Until now economic theory has neglected the influence of collective preferences on main economic categories, such as prices and income. The relationship between imperfect competition and economic growth should be studied in more detail.

608. Heron, Alastair, "Zambia: Key Point in Africa," 21 WT (February 1965) 83-88.

A review of Zambia's prospects for development. Zambia's resources are adequate to solve its many problems, and, given time, the country should be able to do so. Much depends on Zambia's successful development—both for Zambia and for Africa.


A discussion of the surprising capability of air transportation to promote economic growth in developing countries. One might expect that air transportation would have limited value for underdeveloped countries. However, in many where internal distances are great, where producing and consuming centers are widely scattered, and where terrain and climate are hostile to other forms of transportation, airplanes can speed development with a minimal outlay of precious capital, especially because of the willingness of the United States and other nations to offer aid. Because of air transportation's dramatic qualities it can be significant in nurturing the national enthusiasm necessary for development.


An examination of the need for the study of indigenous economics. As he is not primarily interested in modernization, the indigenous economist will appear to be conservative. The great lack of knowledge of some developing areas, however, makes it advisable to continue the division of labor among economists.


A review of recent changes in Gabon. Gabon has, in comparison with its neighbors, a disproportionate industrial potential. Only the future will show the extent to which this small population may in itself act as a limiting factor upon the country's economic plans.


An examination of the characteristics of underdevelopment as well as some observations about reasons for the failure of programs. The absence of regional planning, the shortage of qualified personnel, and the lack of coordination among programs are major factors in the failures.


A brief examination of factors relating to economic development, which calls for significant adjustments in the national life of a country. One is the strengthening of the central government at the expense of centrifugal elements in the political society. Another is the radical improvement of communications and transportation. Scholars might well interpret economic development more properly as a phase of a general systemic adjustment.


An attempt to classify barriers to development with emphasis on supposed obstacles that are not as great as they might seem. Three classifications are: (1) ambivalence: alleged obstacles that turn into assets; (2) alleged obstacles whose elimination turns out to be unnecessary; and (3) obstacles whose elimination is postponable. The classification is not meant to be exhaustive. There may be obstacles that cannot be accommodated or neutralized. This article is aimed at easing the perception of these possibilities.


A consideration of some knowns and unknowns about economic development. After two decades of intensive study by social scientists the processes of economic, social, and political development remain poorly understood.


An examination of the ideological and economic incentives in China through the material and non-material systems used and with the changing policies over the last ten years. Material rewards today are the major method of motivating the industrial labor force. Work incentive policies have changed substantially, along with the party's economic development strategy, in recent years.


An examination of a simulation model. The study of development programs with the aid of simulation can include more of the dynamics of the entire economic system and a more thorough testing of the effects of alterations in the assumptions than are feasible with other methods. Many more alternative programs can be tried and compared.


An illustration of how the technique of simulation can be utilized to study problems of economic development and foreign trade policy for an underdeveloped country. By use of computers economists have gained great insights into the possible growth of underdeveloped nations by mathematically simulating their economic situation. Simulation allows for a consider-
ably more complex picture of developing economies, and consequently the technique should be useful in the administration of programs for economic development.


An examination of the vexing problem of capital accumulation for economic development. Leaders of the developing nations recognize that capital accumulation is a necessary ingredient of economic development. Particularly in Latin America the cry for economic reform—better wages and income distribution—is difficult to reconcile with the necessities of capital accumulation. Strong private or public entrepreneurial action is one possible way of resolving the ambivalence of economic reform and development.


An exploration of the main elements of the relation between population growth and economic consequences. The discussion concludes with the judgment that rapid, as compared with moderate, population growth is in itself a hindrance to attainment of higher per capita output and income in a given area. However, there are favorable economic effects of population growth. For example, a young rapidly growing population will have a lower average age of workers. An important requisite for economic development is the learning and accepting of new ways, and where seniority plays a smaller role and more of the control of economic, social, and political affairs rests with the younger adults, the necessary flexibility is easier to achieve.


A review of Japanese economic history during the Tokugawa period, and the Meiji Restoration (Japan's "takeoff" point). The old elite in Japan functioned as a new elite in modernization, and this helped smooth the development process. The fact that political leader-follower relations were fairly stable helped Japan to get the money necessary for development through taxation and the issuance of incontrovertible paper notes. Thus, Japan did not rely upon foreign investment for development.


A review of four books offering alternative solutions to the problems of growth in underdeveloped countries. Theorists agree that underdeveloped countries are involved in a vicious circle—they have no industry because they are poor, and they are poor because they have no industry. Disagreement arises concerning the breaking of this circle, and it may be that several types of solutions will be fitting for different countries.


An analysis of theories of economic growth which emphasize a series of stages in the evolution of economic systems and which explain economic growth in terms of successive development of these stages. The consideration of such theories has ramifications in economic, and indeed general, history. It also is associated with consideration of such theories has ramifications in economic, realm it leads to the consideration of growth theories which propose certain relationships between forms of occupational structure and stages of economic advancement.


An examination of the utility of sample surveys in predicting consumption. Sample surveys, particularly household expenditure surveys, provide an efficient, lowcost method of predicting aggregate final consumption demands during periods of rapid structural change in a developing economy.


A review of Japanese economic development. Japan's rapid and successful industrialization after it was opened to foreign contacts in the mid-nineteenth century is today a subject of renewed interest. The more researchers learn of the difficulties of economic development elsewhere, the more they turn to Japan for possible answers. Japan is still the only Asian country to develop an industrial, urban, middle-class society that in many ways is similar to western societies. At present China and India are making tremendous efforts to develop their economies and are having success, but Japan still is the only example of successful industrialization of a nonwhite, nonwestern nation.


An examination of the objects and implications of economic development. In the underdeveloped countries two human factors that cannot be dealt with satisfactorily by the techniques and institutions of the west have to be faced. The first is the latent physical capital in the form of underemployed rural manpower locked up in the countryside and towns. The second is the latent actual skill and initiative in the countryside and towns. Both will respond to organized stimulus, but both are at present outside the stimulus of the cash economy as westerners know it. Programs of economic development and foreign technical aid can provide a much greater stimulus than they do at present if they are carefully designed. The determination of the means of doing so requires special techniques of survey, design, application, and administration.

627. Issawi, Charles, "Economic Development and
Liberalism in Lebanon," 18 MEJ (Summer 1964) 279-292.

A study and historical analysis of economic development in Lebanon. Lebanon is one of the few states in the Middle East in which democratic institutions have taken hold. Lebanon’s gross national product per capita is double that of most nations in the area, and it is reasonable to assume that development is a function of democracy. Also, considerable emigration over the years has kept down unemployment and has helped to maintain the balance of payments. But Lebanon’s liberalism and level of development will be subject in the near future to criticism and coercion from its less successful neighbors. Fear of future instability may decrease private investment.


A review of Guatemala’s development needs and the measures being taken to meet them. Development must take place throughout the country, not just in the capital city. In this concept of balanced development the municipalities can and must play a larger role. Close to the people, aware of local needs and desires, able to stimulate and direct the energies of the people, local government is a logical institution to lead national development activities.


An analysis of the process of economic development. The economic development theorists are right in their insistence that it takes a certain amount of investment to set economic change into motion, but this is not the only thing that is required. There must be what Usher calls "novelty in thought and action"; there must be an institutional setting that releases the inventive and innovating capacity latent in human minds. Also, there must be persons, who may be called entrepreneurs or bureaucrats, who can wisely combine and administer resources. Schumpeter also was right: economic progress is a function of the imagination and the daring of entrepreneurs who blaze new technological and managerial paths. With these essentials and with some endowment of natural resources there can be economic progress.


A view that a moderate degree of inflation, specifically inflation at an annual percentage rate that can be counted on the fingers of one or two hands, is likely to be an inevitable concomitant of a development policy that seeks to mobilize efficiently an economy’s resources for growth. However, a policy of deliberate promotion of development by inflationary means, though it has theoretical and practical attractions, is likely to retard rather than foster economic growth.


A discussion of some problems of development banks, particularly in reference to India. The channeling of funds to the most productive purposes is the most important function of a development bank. This can best be accomplished by cooperation between the actions of the bank and the policies of the government, thus coordinating government priorities on development projects. The bank can be an important factor in development by breaking the finance bottleneck and providing the country with skilled technical and managerial personnel.


An inquiry into systems of taxation relevant for economic development. The efficacy of the tax system is not just a matter of appropriate laws but depends upon the efficiency and integrity of tax administration. An efficient administration consisting of persons of high integrity is usually the most important requirement for obtaining maximum revenue and exploiting fully the taxation potential of a country.


A review of African economic development problems. Systematic knowledge of factors influencing the economic development of Africa is lacking. One important social factor is the feeling of responsibility for one’s extended family, making it difficult for an African to build up his capital, since any success tends to attract more and more dependents.


A discussion of the lack of systematic research on the tropics, specifically as this affects agriculture, climate, disease, and urban unemployment. Lack of basic facts obstructs economic progress in most fields. For example, agricultural progress was delayed until the problems of tropical soils and traditional farming patterns were understood. Lack of data on river flow often hampers decisions on hydropower schemes.


A criticism of the relevance and trustworthiness of macroeconomic growth models, the inherited theory of rational action, and particularly the dichotomy of given means and given ends, for the interpretation and planning of the development process in traditional societies marked by cumulative stagnation. The continued use of such theoretical structures may be one of the reasons for the recurrence of serious gaps between plan and performance and the current disenchantment with the slow rate of growth in many underdeveloped countries. Economists might find it useful instead to develop pragmatic indicators of incremental improvements that could be derived from an awareness of the content of "welfare" in terms.
of so-called existential minima representing minimum levels of satisfaction of essential human needs. Combined with the use of such indicators would be the search for alternative possibilities by means of technical, institutional, and economic feasibility studies. These must be considered the crux of the planning act, especially in underdeveloped countries that endeavor to introduce modern technologies.


An analysis of Friedrich List's thought as it relates to economic development. His national system of political economy in its practical and normative implications is an appeal to underdeveloped nations to consider the primary importance of what classical school and model-builders assume as given and omit from their analyses.


A review of goals and means of Kenya's government. Some envisage a Kenyan welfare state with equal opportunity and in which free enterprise is not discouraged. To be achieved this program must involve rapid economic growth, which can come only through planning and selective state participation. The government has instituted investment priorities to show the entrepreneur where to expect government subsidy. Foreign capital is being used to build up Kenyan resources, and it is expected that this will reduce foreign investment in the future. There is an emphasis on agriculture, for this can have the most immediate impact, can reduce unemployment, and can be achieved more easily at present than industrialization. The tourist industry and education are also being encouraged by the government.


A survey of significant changes during one year in India. As a consequence of the reorientation in agriculture there is a possibility of achieving the acceleration in production growth needed to support a rapid expansion of the whole economy. The field of foreign exchange management, the devaluation, and liberalization measures have greatly improved the structure of prices and incentives. Despite problems the economy now is capable of moving into a phase of rapid expansion, but this will depend on the willingness of India's friends abroad to provide the requisite aid.


An attempt to determine the proper methodology in decisionmaking about transportation investment in underdeveloped countries, drawing upon the Iranian experience. The transport and communication economists should concentrate more of their efforts for economic development upon long-range, comprehensive terms rather than the more traditional short-range cost-benefit project analyses. Integrated transport and communication development needs to be designed in terms of factors such as land mass, population, natural resources, and trade and in relation to the perspective values of the country's inputs and the technological and engineering constraints. Infrastructure development must be framed more in terms of basic factor analysis than in the detailed translation of individual commodity or trade requirements.


A review of events that took place in Ceylon in 1966. As a first step toward economic development, the government sought to reorganize and strengthen its planning machinery. Frequently cited was a cause of poor past performances was the inadequate access of the planners to the cabinet and other centers of decision and an accompanying failure to secure political support for plan objectives and coordinate plan requirements with other governmental policies. The fate of the development programs may be determined by whether the first requisite for Ceylon's economic progress, political stability and sufficient government strength to resist particularistic and immediate-consumption demands, is maintained over the next several years.


A survey of social and economic development in Eastern Europe since the Communist takeover. The outstanding achievement of economic planning is the elimination of chronic underemployment. The main difficulties of the satellite governments arise from the overstraining of resources by the tasks set in the economic plans. The pace of industrialization hampers balanced development.


A comparison of the developed and developing countries in terms of income, rates of population increase, the widening welfare gap, and attitudes and behavior that may result from these. The contrast between increasingly uniform wealth, on the one hand, and uniform poverty, on the other, is lessened in certain poor countries where progress clearly is being made.


A discussion of the parallel development of democracy and economic stability in Morocco. Largely because of popular support of government development policies, the country has seen healthy democratic institutions evolve simultaneously with economic growth.


A discussion of the course that the economy of Kenya likely will follow as an independent nation. Kenya's economic infrastructure is more developed and its
manufacturing more diverse than that of the other tropical African nations. Consequently, economic growth should be steady, and, hopefully, the process can be integrated with social progress. To this end the widest possible participation by natives in industrial management and ownership will be encouraged to insure harmony and to minimize class conflicts.


An exploration of the present status of the economy and of the political or quasi-political schemes being utilized in the economic development of Nigeria. Nigeria's goal is the development of an economic structure that ultimately will lead to a secure, self-sustaining economy.


An analysis of approaches to investment decision, considering their relevance for economists who make recommendations about government investment in underdeveloped countries. It appears that practical strategy should be more influential than either ideological socialist criteria or academic benefit-cost analysis in the evaluation of public investment projects.


A comparison of the current development plans of India, Pakistan, Ceylon, and the Philippines, chosen for analysis because each has produced an overall macroeconomic document. None of the planners have made a satisfactory balance in terms of economic and social criteria. Also the planners fail to make rational decisions about the size of public investment and can be criticized for their attitude toward inflation. In general, there is a need for more comprehensive plans and greater emphasis on the mobilization of rural manpower.


A suggestion that the classical theory of income distribution relevant to overpopulated unindustrialized areas of the world and a theory designed for a fully employed capitalist economy must be combined if income distribution in South Africa is to be explained satisfactorily. Thus, the Keynesian theory of distribution in a modified form can be used to explain the share of profits in the modern sector of the dual economy, the classical theory to explain the unskilled wage rate, and the marginal productivity theory to determine the factor and price ratios of black and white labor. Dynamic forces that influence the equilibrium distribution over time can be introduced, and the alteration in wage levels in the past and the future is analyzed. The theory is then applied to explain the effects of minimum wage legislation and increased bargaining power of black labor and to consider other methods of raising incomes of blacks.


A discussion of the role of economic cooperation among developing countries as an important feature of the national-liberation struggle in which the basis is being laid for Asian, African, and Latin American political solidarity. However, economic cooperation is not uniform, because it involves different countries in differing stages of development. This is what determines the varied approaches to the methods of economic cooperation.


A consideration of general problems in the study of economic development. The primary phases of economic development lie outside the realm of economics. Economic infrastructure and technology must be preceded by sophistication of mentality and changes in the social organization of economic activity. Institutional and motivational changes are prerequisites for modern enterprise and industrial organization.


A discussion of the basic principles involved in the new system of planning and management in Czechoslovakia. Under the new system the national economy planning will be based on the perspective of the economic program for a longer period. Only a limited number of the quantitative targets of basic products will be established. The plan is to allow the choice of the optimal variant out of a number of possible solutions by use of modern mathematical methods and linear programming. The role of the center will be to rely more on the activities of the enterprises, whose independence will be enlarged in all directions.


An attempt to analyze the distinctive features of world development, concentrating on factors that characterize shifts in levels and dynamics of production, consumption, and accumulation. Socioeconomic developments in the modern world ultimately determine the general evening out of the economic levels of the various countries. The developing countries have alternative possibilities in the leveling process. These depend upon which of the two tendencies is stronger—the tendency toward independent, national development in the people's interest or the opposing tendency toward keeping these countries within the economic system imposed upon them by monopoly capital.


A brief projection of likely scientific and technological changes relating to development. Within underdeveloped economies the principal obstacles are (1)
climate for change; (2) costs of change; (3) scientific manpower shortages; (4) the alien character of technology; and (5) the difficulty of working with a number of variables at the same time.


A consideration of balance of payments in relation to economic development. The problem of international liquidity has largely been solved during the last two years, owing first to the increased supply of capital in the advanced countries whose currencies have now become convertible and second to the increase in capital available from the International Monetary Fund. So long as a country pursues sound balance of payments policies, which is not an easy achievement, economic development can be promoted without leading to unsurmountable balance of payments difficulties.


A review article of recent works on China. The chances of success of China's development process would be smaller, not greater, if western models of development were brought into China, because the western models involve capital-intensive and centralized industries, while China needs labor-intensive and dispersed industries.


An analysis of China's third five-year plan, which was originally scheduled to begin early in 1963 but was delayed because of the economic dislocation of the Great Leap Forward. The intervening years between the second and third five-year plans have resulted in a population increase of almost one hundred million. Thus, it is fairly certain that China is more of an agrarian community today than at the start of the second five-year plan—not it is less able to feed the urban and industrial population.


An examination of Schumpeter's theory. The most important questions concern: (1) the role of government in the economic sphere and its effects on the "social climate," which encourages private entrepreneurs; (2) the financing of innovations; and (3) the nature of the size of innovation—all in relation to underdeveloped countries.


An examination of the economic effects of bureaucratic corruption. Corruption refers to extralegal influence on policy formulation or implementation. The expectation that bureaucratic policy can intervene to overcome the other barriers to economic growth is illusory. In many underdeveloped countries the bureaucracy may be a lagging rather than a leading sector. Direct policy efforts against such deeply rooted psychological and social conditions cannot hope for much short-term success.


A discussion of some interrelated propositions regarding research activities in an underdeveloped economy. Socioeconomic research in developing countries must be geared largely to governmental policy needs. On the other hand, the efforts to satisfy government needs may be self-defeating by increasing rather than reducing the effectiveness of policy decisions and simultaneously leading to a deterioration in the quality and usefulness of the research.

660. Leoni, Raul, "View from Caracas," 43 FA (July 1965) 639-646.

A review of policies of the government of Venezuela in relation to development. The National Agrarian Institute has distributed much land from the public domain, and land reform has been complemented by financial and technical assistance and the construction of irrigation systems. Attempts have been made to convert the industrial economy from its dependence upon oil. The public and private sector work in unison to promote the rapid and harmonious growth of the economy.


An application of the input-output method of economic analysis to the structures of the underdeveloped nations in order to delineate paths of growth. Input-output analysis makes possible a projection of changes in the structure of a developing economy in terms of the underlying composition of domestic consumption, investment, exports, and imports. The predetermined coefficients of inputs required to deliver each type of goods and service to final demand provide modules that can be combined in different ways to draft internally consistent blueprints for the future. Although the mere existence of an elaborate projection will not bring about economic growth, progress will be faster along a road mapped in advance.


A survey of the first decade of Communist China's economic development. Since late 1949 a thoroughgoing revolution has taken place in the economic organization of the Chinese mainland. The revamping of the educational system, the collectivization of agriculture, the socialization of all other sectors of the economy, and the introduction of the people's commune system are some of the major organizational changes. The agricultural problem still is unsolved, but—barring a violent outburst of general discontent,
a shift in party leadership, or war—continuous and rapid industrialization can be expected.


A review of shortcomings in development thinking. Scholars need to realize that physical things—the building of roads and dams and reforms in agriculture practices—are used as a means of training. A chief need is the granting of an opportunity to increase the people’s capabilities to run their own affairs. A new approach to development requires a basic change in the character and spirit of organizations and institutions that promote development.


An examination of the role of the market mechanism in planning administration. If the special view that economists bring to the investigation of the market mechanism as an instrument of plan administration could be supplemented by insights from political science and public administration, the exploitation of this fundamental administrative device would be advanced.


An examination of the structure of the Algerian economy on the eve of the French withdrawal and the implications for Algeria’s future economic development of some of the immediate changes brought about by independence. The Algerian nationalists who took power from the French in 1962 must face the same two fundamental economic problems that France failed to solve: (1) the absorbing of the rapidly growing excess population of an impoverished countryside; and (2) the developing of the backward sectors in Algeria’s economy.


A discussion of some of the structural improvements and problems of Philippine administration in working for economic growth. Creation of new administrative agencies, such as the Program Implementation Agency and the Emergency Employment Administration, have stabilized the economy and have promoted growth. Private investment must be given maximum incentive through tax, tariff, and priority considerations. Conflict between the executive and legislature over these issues must be resolved.


A general consideration of China’s foreign trade and the skill with which the Chinese sell their goods abroad and acquire the foreign exchange to finance their purchases. China has the enviable reputation of paying hard cash for imports. If good harvests continue during the third five-year plan, China’s export trade can be expanded to support increased purchases of food, plant, and equipment from many foreign suppliers.


An analysis of the economic aspects of China’s cultural revolution. China’s economy has probably been hard hit, though Peking has been extremely discreet in releasing straightforward information on agriculture and industry. Good weather has probably helped the harvest, although work has been disrupted. Industry appears to have been affected by the fighting and the breakdown of industrial discipline. The sector most adversely affected seems to be the railways.


A study of the evolution of Chinese economic and political development in order to determine whether or not the Chinese experience might be applied as a model for the growth of underdeveloped nations, particularly in Asia. The success of Chinese economic development, up until the failure of the Great Leap Forward, has resulted largely from techniques of Communist organization, conscious unity of purpose, charismatic leadership, and other unique historical forces that do not make the Chinese example an adequate model for growth in other quite dissimilar nations.


An examination of general problems of economic development. They run the whole gamut of national and international economic problems and involve also the political, social, and religious institutions of underdeveloped countries.


An examination of the relationship between economic factors and political development. Most poor countries are composites of modern and traditional sectors, both of which could benefit from greater interdependence. The economic program must foster such integration, and this requires extensive efforts applied directly in the larger, more backward parts of the economy. Monetary and physical resources are of limited significance for these tasks; administration, guidance, and devoted leadership are essential. This type of program can succeed only under government leadership that gives it priority attention and that researches and develops the most promising actions for growth.

672. Malenbaum, Wilfred, “Growth Model for Asia: China or India?” 15 IJC (Spring 1960) 138-143.

A comparison of the development techniques of China with those of India in an effort to determine which might be used by other Asian nations as a model for growth. India and China have taken divergent courses. China’s economy is centralized and little concerned with light, consumer goods, but this is not true of India. However, it is clear that Asian nations can-
not accept either India or China as a growth model. National growth problems must be seen in light of indigenous experience, administrative structure, and such. Neither a "Communistic" nor a "democratic" approach ensures success.


A study of the resources and structural framework of the Kuwayt Fund for Arab Economic Development (KFAED) and its policies toward the creditworthiness of the applicant nations. Established on December 31, 1961, the KFAED has constituted one of the most constructive and least controversial economic institutions of the decade in the Middle East. Capital surpluses from its oil income have allowed Kuwayt to finance development projects throughout the Middle East. The fund's active lending policy demonstrates that economic cooperation among the Arab countries exists. The assumption that there is no cooperation between the oil-surplus and the oil-deficit nations has been disproven. The KFAED is an example that economic considerations of development can outweigh political problems.


A review of Yugoslavia's 1965 economic reforms. They indicate that an effort is being made to do business and banking in a more commercial way, making the people who utilize money responsible for its use and removing political influence from investments in order to operate only profitable enterprises and to aid in creating a stable currency and economy.


A comparison of various industries for economic development in underdeveloped areas and for economic recuperation in advanced countries in the event of thermonuclear war. This relationship is of interest for several reasons. First, it is of theoretical interest to consider the problem of economic recovery from central war as a special case of economic growth. It is also of both theoretical and empirical interest to consider the implication of received theory for the construction of quantitative measure of importance, or priority, for particular industries in the two contexts. Finally, it is of interest to consider the influence, if any, of U.S. policy toward the less developed areas on the problem of recuperation and the bearing of the recuperation policy on the problems of developing countries.


An analysis of certain required increments for development. Development planners have not overlooked the key role of resources, but they generally have considered resources merely indirectly or at the project level.


A sketch of a comprehensive development plan for Africa. The development decade has been a period of disappointment. Too little has been done, and the developing countries are in great danger of not progressing at all. Foreign aid is needed in the forms of development capital, technical assistance, military aid, and food supplies payable in recipients' currency. An economic development program, for which Africa must take the lead in planning and coordinating should include the construction of a continental infrastructure; the collection and analysis of economic information; the expansion of food production, storage, and marketing; and the development of human resources.


A study of the traditional attitudes of westerners toward underdeveloped areas and the success of development programs. Programs of assistance and welfare indirectly increase the gap between overstimulated material wants and available means of satisfying these wants. In addition to making western technology available the more developed countries should emphasize the values that underlie technology.


A discussion of the utility of "region" as a development concept. To be most useful for development planning the regions should be defined in terms of their technological characteristics. This is mainly a job for geographers.


A presentation of the familiar argument of whether a nation such as the Philippines, which seeks economic development, should maintain economic specialization or attempt a diversification of the economy. The answer is unclear. The highly specialized economy of the Philippines may be subject to criticism, but it rests upon firm ground—the laws of comparative advantage and comparative costs, which ensure the efficient utilization of the country's resources. Diversification, on the other hand, can promote economic stability and reestablish a balance of payments equilibrium. It is aimed at the promotion of balanced economic growth with a certain degree of self-sufficiency. The best course for the Philippines is probably a tariff control to protect new industries in the interest of diversification but also a continued understanding of the value of its specialities in recognition of comparative cost concepts.


A review of the consequences of technological progress in underdeveloped areas. Economic development is affected by all other factors of social life. The devel-
development of resources undoubtedly facilitates the formation of a stable, honest government; it is difficult to fight corruption for instance, when the treasury cannot guarantee the regular payments of civil service salaries. But if there is no effective administrative machinery, economic achievements will be unsatisfactory and incomplete. This interdependence, which is in danger of developing into a vicious circle, is a clue to the difficulties now confronting underdeveloped countries.


A discussion of commonly held misunderstandings about Latin American economic development. There are enormous differences among countries in social structure, in the character and stability of the governments, in economic organization and land tenure systems, and in the stage of development and industrialization. Large-scale crash programs can succeed in highly industrialized countries, but economic development in poor countries, involving the economic and social transformation of the whole population, requires a generation of patient and continued effort. This effort consists of a flow of capital, ideas, skills, and enterprise.


A discussion of the large-scale regional development program initiated in 1962 and extending from Bushire to Bandar Abbar. The initial success of the program is evident, but the creation of more productive structures and the improvement of existing ones will be much more difficult tasks than the early objectives of famine relief and revision of the infrastructural basis. With the political importance of the area, the present availability of funds, the recent administrative reorganization of the entire coast under one governor-general, and the general interest in the gulf, there is little doubt that a new economy can be built.


An examination of the ten-year plan brought into operation in 1959, its modification in the form of the short-term implementation program, and the change that has taken place as indicated in the central bank's survey for 1963. The initial efforts toward economic development in Ceylon were aimed as much at social reform and economic diversification as at an increase in per capita income. The rapid increase in population led to large increases in expenditures on social service and subsidies. Partly as a result of this and partly because of mismanagement and balance of payments difficulties, the government failed to achieve its targets of capital investment. Ceylon has been more successful at social reform than at total output increases.


A discussion of the two different patterns of economic development that have taken place in Burma and Indonesia, on the one hand, and in Malaya, Thailand, and the Philippines, on the other, in the postwar period. The basic economic problem in Southeast Asia is the creation of a favorable economic environment and economic institutions that will lead to a more effective use of abundant, underutilized resources. These countries should adopt an outward-looking development policy, making more effective use of their existing opportunities for international trade, and ultimately seeking to widen the size of their markets by some form of regional cooperation.


An examination of the factors behind the recent growth in the Mexican economy and the remaining problems. Since the Mexican constitution was established in 1917 economic development has been a national goal. Considerable growth has occurred, but private and government investment will have to be stepped up if growth is to continue.


An examination of the role of civil aviation in the aiding of underdeveloped countries. Underdeveloped countries must choose between prestige, long-range air traffic and low density, small-scale traffic. Training of personnel at first must be handled abroad. Newly independent countries have an absolute need for specialized administrative services responsible for air service.


An attempt to demonstrate that agricultural surplus is an important factor in economic development. Mathematics can show the importance of a substantial, reliable agricultural surplus as a basis for sustained economic growth. An undervaluation of agriculture is likely to occur within the next several five-year plans of most of today's overpopulated, underdeveloped nations.


A discussion of the serious financial impediments hindering a sustained program of Turkish development. The financing of development is the most acute issue facing the present Turkish leadership. Unlike many developing countries, Turkey has spent more than three decades in seeking development. As a result every area of national life seeks solutions to various problems. This approach has made the people aware of Turkey's problems and has produced a desire to cure them.


An explanation of the relationship between economic growth and adherence to set patterns in foreign affairs. Critics of the lags in Tanzania's first five-year development plan have suggested that economic progress was
retarded unnecessarily by government actions in foreign affairs. President Nyereu explains his action and argues that his government’s course is the best in the longrun.


A case study of the Indian economy in an attempt to illuminate the structure of income distribution, as this is necessary to understand the pattern of growth and to judge the growth prospects in an underdeveloped economy. The results indicate that the degree of inequality in income distribution in India does not seem to be higher than that in some of the advanced economies. More than 50 percent of the total income of the top 5 percent of the households is shared by the business class, which has a higher propensity to save than any other group. Also, at the existing rates the estimated income tax liability of the business class is more than double the actual tax paid by them.


An examination of Japanese development experience and its relevance to other nations. In a narrow sense the choice of techniques involves the selection of the most effective processes to achieve a given target in production, transportation, or other activities. In a broader sense, as in this article, the choice of techniques is tantamount to the establishment of investment priorities.


A review article with major emphasis on T. Scarlet Epstein’s Economic Development and Social Change in South India. Economic development in itself can bring about certain social changes, but economic change may not always affect all of society. However, even if one accepts Epstein’s contention that economic development is possible without a structural rearrangement of the society—that is, social change—one cannot be sure up to what point the process of development will continue. Therefore, even if one accepts the theoretical possibility of economic development taking place without social change, this possibility is limited.


A discussion of some means for improving the quality of data collection in Southeast Asia. Western statistical methodology may have to be adapted to fit the circumstances of the underdeveloped areas.


An examination of the problems confronting African nations as they attempt economic development and of the roles to be played by the Soviet Union, the United States, and possible multilateral organizations. Political development will occur in Africa as a necessary consequence of sudden independence. Economic development, however, will be a much slower process and will still be going on at the end of the century. This development could be accelerated significantly by foreign aid.


A discussion of transportation and transport technology in the developing countries. Contemporary underdeveloped nations have a great advantage over earlier ones in that modern transportation techniques are available. Technological potentials are being only partly realized, however, and more needs to be known from the experience of the more developed countries about the costs, operating characteristics, and performance records of alternative transportation methods. Another problem is that often each segment of the transport system is separately provided without consideration of alternatives. An overhauling of transport administration is necessary to avoid duplication and inefficiency and to stop the flow of capital into unnecessary transport projects and channel it into neglected housing, health, education, and industrial programs. Perhaps a world center of transportation study would be useful.


An examination of Japan’s increasing role in Asian economic development. Modern economic history indicates that foreign economic assistance may be a necessary but not a sufficient requirement for the development of a poor country. Japanese economic aid can supplement but not substitute for the incentives, the will to develop, and the acceptance of hard work on the part of the peoples of the recipient countries.


A discussion of the abandonment of Mao’s “New Democracy” and the decision to extend economic control over China as rapidly as possible. Particular difficulty is involved because of (1) the atomistic nature of Chinese agriculture; (2) the backwardness of previous industrial development; and (3) the scarcity of managerial, technical, and entrepreneurial personnel.


A discussion of the relationship between foreign capital and Korean economic development. Korea must try to create an economic atmosphere encouraging to foreign investment. Such an attempt must be fivefold: the goods produced must have high international marketability; the profits must be high; raw materials must be supplied locally; the manufacturing process must be labor-intensive; and the accounts must be settled in foreign currencies. All these must be con-
considered if Korean economic development is to succeed.


A review of Korea's economic development since 1962. In an underdeveloped country nationalism must initiate the removal of political, social, and economic subordination or stagnation. Therefore, Korean nationalism, when limited to economics, should help the nation rid itself of economic stagnation.


An examination of the changes occurring on the Pacific coast of Central America. For several Central American countries the long-sought economic diversification seems almost within reach. Given political stability, a favorable institutional climate, and continuing access to world markets, the development process once initiated may be sustained by its own momentum.


An examination of Asia's progress in the changing world economy. Development planning has been adopted almost universally as an instrument for catching up with the levels of social and economic attainments of the industrial countries.


An overview of contemporary economic transition and specific areas of needs for Africa's development.


A review of Japanese experiences that are relevant to other developing areas. Borrowers from the Japanese should be selective, choosing those aspects most appropriate to their resources, social structure, and goals, just as the Japanese have been selective in their borrowing. However, such borrowers should beware of a narrow view of the effects of the particular lesson that they utilize. The Japanese model is a comprehensive system, and any one part of it interrelates with others. Thus, one must think in the broadest terms of the implications of an application of any particular aspect of the Japanese experience.


A discussion of contrasting approaches to development in China, India, and Japan. It is unlikely that the majority of Asian governments would be willing or able to face the implications of income and wealth distribution as the Meiji government did. Rather, Asian governments may follow the Indian example of giving relatively high priority to welfare and of limiting the impact of market forces by partial planning and by some direct controls. In so doing they will burden themselves with problems peculiar to the Indian system, such as slow growth rates, unemployment, and balance of payments difficulties. Whether or not these problems can be solved without recourse to extreme strategies remains to be seen.


An examination of the progress of twenty-one developing countries over the last six to eleven years in translating their progress into social and economic well-being and distributing the increased national income between four basic uses. The first of these, the population component, represents the portion of the increase spent on maintaining the level of per capita income. The other three represent increases in per capita private consumption, government service and investment. A comparison of the patterns of the developing and the industrialized countries showed no great difference in the rate of growth. However, great differences existed in the way the newly created resources were distributed and utilized.


An economic analysis of the stabilization of aggregate money incomes, illustrated statistically by the East African countries of Kenya and Tanganyika. The practical conclusion is that the availability of external finance is extremely important as a stabilizing device. Also, while stabilization is an important objective and may be one important prerequisite for a policy designed to raise the rate of economic growth by budgetary means, the successful operation assumes improvements in financial administration and in the public's understanding of possible benefits.


A survey of major river developments in Jordan, Syria, and Lebanon and their effects on economic progress. Except in Lebanon, where agriculture plays a relatively minor role in the economy, economic development in the Middle East will depend upon effective programs of river developing. Because of the geography of the area international cooperation will be necessary in most of these programs. Such cooperation is, of course, hindered by political problems.


A study of political viability and economic growth in Nationalist China. The 1965 statistics indicate that a high rate of growth is continuing, even with the suspension of U.S. aid. By comparison with mainland statistics, which are difficult to validate, the per capita income on Taiwan appears to be about three times that of mainland China.

An examination of the economic philosophy, goals, and policy objectives of the second phase of Thailand's six-year development plan. Most technical efforts have been concentrated upon project analysis, which undoubtedly is an important aspect of economic planning. To be truly significant, however, economic planning requires both programming and project analysis. An economic development plan is essentially an overall plan, not just a combination of various sectional programs and projects as still is the case in Thailand.


An evaluation of the importance of the banking habit at certain stages of economic development. Too often a policy aimed at the rapid expansion of the number of bank offices is initiated on no sounder a basis than such shibboleths as "promotion of the banking habit" or "mobilization of savings." Implicit seems to be an unquestioned belief that more banks are necessary or sufficient for more rapid growth. Historical correlations and a tradition of acceptance of this belief are inadequate justification.


A discussion of the frequently overlooked importance of development based on internal resources. In the present period both internal and external resources must be utilized. However, as it may prove difficult to increase funds from abroad considerably, the only solution remains the full mobilization of internal resources.


An examination of Chinese economic strategy in the 1960s after the series of setbacks suffered in the late 1950s, and early 1960s. The new programs stress a more gradual approach, a recognition of the vast importance of the rural sector in Chinese development, and an attempt at intersectoral balance. Along with these developments there has grown a "Proletarian Cultural Revolution," which is an attempt to prevent revisionist policy from asserting itself. There has been a de facto dissolution of the commune as a production and accounting unit, a renewed emphasis on maximizing high yield rather than pursuing land reclamation, an effort to increase mechanization and the use of fertilizers, and a tightening of central control over the countryside. This has been implemented through more social education and attempts to make possible better lines of communication. There has also been an emphasis on development of heavy and basic industry to implement the agricultural development on more and better technical and scientific education.


An examination of economic strengths and weaknesses of soviet-type societies in Eastern Europe. In the aggregate the growth performance of soviet-type economies in Central Europe over the last fifteen years has been impressive. The major feature of these economies on both the theoretical and policy levels is rapid and sustained growth generated by the deflection of an important portion of current income in producer goods industries especially into those branches of heavy industry in which the capital-to-output ratio is low. The central weakness is the across-the-board adoption of the soviet socioeconomic model by countries that differ from the soviet prototype in size, resources, dependence on foreign trade, national temper, and levels of economic development.


An assessment of Uganda's economy and its potential for development. The private sector, particularly non-African peoples with their technical know-how, skills, and finance, is a valuable source that should be put to use. This should not jeopardize African interests but should aid in training Africans in the arts of business and industry.


An argument that a study published in the August 1964 issue of the OXB failed to prove its point regarding relative income inequality in India. The study by the Reserve Bank of India is marred by a lack of an appropriate concept of "personal income," an incorrect use of data from a national sample survey for deriving size distribution of household incomes, and a possible methodological error that has resulted in overestimation of households in the high income group.


An argument that private industries of the developed nations that function on an international level can make significant contributions to the growth of underdeveloped nations. The developing nations have four basic needs: (1) capital for industrial development, public facilities, and agricultural modernization; (2) education and training to adapt themselves to industrialized society; (3) the motivational force generated by rewards for accomplishment that can best be provided by a free enterprise system; and (4) a stable, responsible government that will give fair and equal treatment to domestic and foreign investors. The satisfaction of these needs must come largely from the underdeveloped nations themselves, but it is clear that foreign private industry can and must make a significant contribution.


A discussion of economic development in general and of Korean development in specific. The future for
development of Korea is promising. Korea has good prospects in primary production, but agriculture should attain a much higher level of productivity. Korea's fishing grounds are among the best in the world, but fishing and fish processing are poorly developed. Above all, Korea has an abundance of human resources. In light of Korea's natural resources it seems possible that Korea is poor because the given resources have not undergone appropriate technological, social, and economic changes.


An examination of the obstacles to economic growth that are being encountered in Korea. It would be possible to build a model for Korean economic growth based upon purely economic factors that would demonstrate four primary obstacles to growth—population pressures, underdeveloped natural resources, an economically "backward" society, and a lack of capital. All the economic obstacles, however, are built upon social and cultural ones. The pattern of investment, for example, is a function of political, cultural, and religious as well as economic factors. Changes in these institutions, based upon recommendations of sociologists and psychologists, are needed prior to economic growth.

720. Reddaway, W. B., "The Economics of Underdeveloped Countries," 73 EJO (March 1963) 1-12.

A discussion of some general problems in economic development with special references to India. Development requires not only an adequate set of public utilities—notably power and transport—but also a minimum standard of efficiency in the apparatus of government. The fulfillment of political conditions necessary for successful development is a difficult task.


An argument for small steps in economic development, especially in regional planning in Turkey. If pressure for accelerated growth exists within the context of a society with imperfect political and social institutions, deeply sincere individuals will want to rush into the modern world. It takes maturity and often hard experience to realize the many small but essential steps between the conception of an idea and its realization. Western advisers are in a particularly good position to help. The adviser may find himself in the position not of a brilliant thinker but of a producer of sound plans. This is a difficult position to fill, requiring great willingness to "learn" the country and its potential.


An analysis of manpower administration in the development of the North Korean Communist regime. The North Korean regime planned technical education relatively earlier than the Republic of Korea. However, the regime is not producing highly skilled engineers and scientists but rather specialized technicians with an extremely limited area of competence and an intermediate level of skill. The constant shortening of the educational process, the emphasis on indoctrination and political reliability, and the discrimination in the selecting of trainees seriously reduces its quality.


An economic view of methods of production available to a developing country. Where there is only one method of production and costs depend entirely upon the scale of output, the developing country is handicapped by the size of the market that it can provide. Production for export may overcome this difficulty; otherwise, the best installation is the one with the largest capacity that the market will allow.


An exploratory paper, focusing upon dimensions of economic development that are as yet only imperfectly understood. An economy's output may be raised not only by an increase in the supply of inputs or by technological change but also by numerous kinds of alterations in the qualities of the inputs of a sort that typically escape the scrutiny of the economic theorist. Economic development apparently is associated with important qualitative changes in the human agent as a factor of production. These improvements take such forms as change in knowledge, technical skills, organizational and managerial abilities, levels of economic aspiration, responsiveness to economic incentives, and capacity to undertake and to adapt to innovation. The nature of the mechanisms by which these alterations take place is not yet understood.


A discussion of the need for diffusion of modern technology to achieve development. Nations cannot afford to consider the industrial and agricultural sectors simply as competitors for scarce capital resources. In many parts of the developing world the initial basis for takeoff has been established in industry and in urban areas, but the maintenance of that momentum requires that the diffusion of modern technology with all that it carries with it be extended on a national basis, especially to the lagging rural areas.


An examination of empirical evidence to determine the meaning of the failure to react to incentives as typical behavior in underdeveloped countries. In underdeveloped countries labor and capital often do not respond, and occasionally respond negatively, to price incentives. Actually, nonresponse is often only a temporary phenomenon and explainable in terms other than alienation of labor. Governments in underdeveloped
countries, usually should not attempt to control their economies to achieve price and wage equilibria. Evidence shows that problems of labor immobility eventually are resolved.


A review of The Philippines: Public Policy and National Economic Development by Frank Golay. The economic growth that the Philippines has experienced has been largely fortuitous and not the result of systematic planning. Legislation for taxes, price control and land reforms has been enacted but not carried out. Thus, a superficial examination of laws and development administration give the misleading appearance of efficiency.


An examination of the economist's role in exploring strategies for economic and national development. Persistent economic stagnation can be understood in terms of political, social, and cultural impediments to economic improvement. It is unrealistic to believe that these deep-seated obstacles can be overcome in a few years.


A discussion of the importance of cooperation among economists and engineers working in developing countries. Engineers must pay increased attention to balanced longrun assessments of alternative courses of action. Economists, who are trained to keep in mind the wide scope for choice, are too little schooled in technical aspects of the evaluating of projects.


A review of the economic prospects raised by the latest budget of the Kuala Lumpur government. The budget shows some unhealthy trends, and though 1967 was not going to be an easy year for Malaysia, the prospects for 1968 seemed bleaker still.


A suggestion that organization consultants participate in new factories and public works in underdeveloped countries. Consultants can be useful in at least three fields—operational research focused on investigation of efficiency, organization itself, and training or technical assistance.


A consideration of the usefulness of economics for the development of policies leading to growth. The basic approach of the attack on poverty is to formulate social and economic goals for the specific political unit, specify needs, analyze the present situation in terms of obstacles, create ways and means, and determine manpower and finance requirements.


A discussion of various noneconomic implications of economic development. Economic development is a desirable goal, but its social consequences are necessarily profound. However, the belief that substantial social preconditions are necessary for a high level of investment is based upon an oversimplified view of what constitutes useful investment, a view inapplicable to underdeveloped countries. Bold policies are necessary in underdeveloped countries to make use of their idle productive capacity, because activation of this capacity would surely invigorate the development process.


An examination of the role of urbanization in economic development with special attention to the role of demographers. Further research on urbanization is vitally needed. In the developing countries it is important to know the extent to which efficient large-scale production and distribution systems demand a concentrated labor force and market. Perhaps modern means of power generation, transportation, and communication have minimized the need for the kind of huge agglomerations of population that were created during nineteenth-century industrialization in the West. Another critical question is whether or not an advanced urban-industrialism can actually function effectively with seasonally migrant labor.


A critical discussion of alternative methods in the planning of electric power development for India. Technical decisions must be made exclusive of political considerations. Also, national power integration may be more readily achieved by national leadership rather than by regional interests. The uniformity of labor and financial practices that is indispensable to regional development is best instituted at the national level. Finally, the creation of an additional, local layer of government is likely to retard rather than accelerate decision making in power development.


A comprehensive review of the economic goals of federation and the impact of federal financial arrangements on the achievement of goals. As a general conclusion, federal finance must not be shaped to achieve one goal, much less one government's version of that goal. Instead, the pattern of taxes, spending, transfers,
and grants must be built up to permit the explicit consideration and achievement of all goals from the viewpoint of all the coordinate federal units.


A look at interests that coincide and conflict between Latin America and Africa. The keenest friction arises from the dependence of both continents on the export of a similar and limited range of primary agricultural commodities. Another persistent source of contention has been competition for financial and technical assistance from the developed countries and from organizations such as the World Bank. While the picture is discouraging, it is not unalterable, and the promotion of understanding could lead Africa and Latin America toward their potentially most valuable common interest—the sharing of experience.


A methodological note on the problems facing research, planning, and development in Southeast Asia. The study can be greatly facilitated if it is remembered that these societies have not reached the same level of institutional development as the West and generally do not have the same production techniques or bases of allocation. In examination of economic activity there should be an awareness that in the indigenous, Malay economic system the influence of social structure is still very important and that the bilateral kinship system could be very significant in the economic development of the region.


An attempt to apply the postulates of rational behavior to an analysis of allocational decisions in peasant and dual economies. The special features of peasant and dual agriculture made familiar by two decades of development economics fit well into a framework of rational behavior.


A discussion of the use of relative valuation of costs and benefits as one tool by which the developing countries can make technological choices. One limitation of the market solution is that it does not ensure the tolerable distribution of benefits. The price mechanism will automatically determine optimal technological choices where the extra consumption generated by the extra unit of employment is just equal to the wage rate, where a higher share of profits means a higher share of investment, and where private and social costs and benefits are equal. Government interference with the price mechanism is sometimes necessary, but interference often generates new problems, as demonstrated by the case studies cited.


A study of some of the determinants of economic development in Egypt. The coup d'état in 1952 led to the institution of a revolutionary government committed to social welfare and economic development. Though Egypt has limited natural resources, a well-established economic infrastructure exists, and human resources have high potential. Quite possibly, the very existence of a government avowedly revolutionary has done much to shape popular attitudes in favor of economic growth and socialism.


An analysis of the approach to regional planning of Pakistan's second plan and a consideration of this also in the third plan. The third plan, on the whole, shows a greater awareness of the regional problem, though the attention is inadequate and the approach unsound.


A consideration of current economic plans in Czechoslovakia. Important as technical education may be, a successful enterprise director must be more than a well-trained technician: He must also be a competent administrator and leader. The Communist countries have hardly begun to penetrate this area, but its significance for efficient enterprise operation is finally being recognized.


An examination of the implications of economic progress in Libya for social and political structuring. Considerable economic development is occurring because of foreign aid and the recent utilization of vast oil deposits. The necessary conditions for growing economic diversity do exist. Although the social conditions arising from the rapidly changing economy in the long-run constitute the major determinant of political development, other immediate factors inhibiting political change are apparent. These include a dictatorial monarchy, a small ruling elite, and a lack of national identity.


A discussion of the chief motivations for economic development in relation to advantages and obstacles that Latin America is likely to face in its drive for economic growth. National pride and fear of continued domina-
tion of their economies by foreigners seem to be the two main factors influencing economic development among Latin American countries. Cultural, educational and climatic factors will sometimes block rapid development.


A review of theories of economic development and theories of culture relating to these economic approaches. The development economist has a choice of three broad cultural frameworks. He might assume that: (1) cultural structure is evolutionary, with dissimilarities then being merely a manifestation of evolution; (2) cultural change is relativistic or functional, and hence that dissimilarities are the result of cultural differences; and (3) cultural structure is a means to an end and summarizes man’s efforts to survive and to improve his lot. In the latter case development economics becomes an outline of strategies.


An ideological discussion of the effect of the economic competition between socialism and capitalism on Latin American thinking. The problem facing Latin America today, and the one responsible for slowing down development, is a growing awareness that within the traditional social and economic structure it will take Latin America decades to attain the levels of the industrialized countries, and the people will not wait. However, the Cuban revolution has provided a striking illustration of the possibilities for development.


A review of Burma’s political and economic problems during 1966. Burma is no closer than before to a well regulated, growing economy, although there are indications that the government leaders have learned some economic lessons.


A review of the Menderes government’s conduct of the economy in 1950. Among the key factors discussed, three relate directly to development. First, in 1950 economic development as a process was only partially understood. Second, in 1950 Turkey was propelled into full partnership with the West and received huge amounts of foreign capital. Third, a question is derived from the preceding two points: What was and still is the responsibility of a rich and powerful nation, the United States, when it encourages and materially assists a weak and underdeveloped nation to embark on a full-fledged process of “development”?


An examination of the “big push” and “minimum effort” theories of economic development. To overcome the inertia of today’s stagnant, feudal societies a broad-based push is needed. The very nature of the problem of underdevelopment forbids a step-by-step, trial-and-error approach. And if these countries are left to themselves, it is doubtful whether they will ever succeed in developing economically.


A local politician’s views of regional development and administration in Britain. The underlying philosophy of such plans must be maximum efficiency with maximum freedom for the individual. Also, political leaders at local, regional, and national levels must see their activities as being relevant to the activities of others. Most problems and solutions seen departmentally seem sensible, but as related to each other, they often add up to ineffective administration and to the achievement of the wrong sort of economic and social objectives.


A review of the reorientation of development economics and its implications for the economic growth of the underdeveloped nations. The capital-accumulation theory of traditional economics does not offer an adequate explanation of economic growth. Rather growth must be understood in terms of a framework of general values and of the change-generating activities within that framework. In the modern organizational economy, creative change itself is organized as the process of research. The underdeveloped society today, faced with the need to move quickly from the craft economy to the economy of organization, must not overlook research as a means of harnessing its own creative capacities.


A discussion of the noneconomic aspects of India’s recent economic development. The major problems of social reorganization facing India are: (1) the lack of emotional integration of the Indian people; (2) the weakness of political and democratic processes and institutions that support social change; (3) the strength of the institution of caste; and (4) the scarcity of new and good leaders.


A look at the political development, economic prospects, and external relations of Lesotho, formerly Basutoland. Lesotho’s progress is limited by the country’s great economic dependence upon South Africa.

755. Spencer, Daniel L., and Alexander Waroniak, “The

An attempt to measure the relationship between the growth of output in Japan produced by the application of borrowed technology and a group of significant explanatory variables. The transfer of technology is governed by a complex of factors which create a setting or an institutional milieu conducive to the transfer mechanism.


An attempt to demonstrate that the process of economic development is facilitated by adherence to the principles of collective economy. Although political circumstances require different variants of collective economy in countries that utilize the concept, it is clear that collective economy aids economic growth because economic waste, duplication, and competition are replaced by efforts toward economic advancement. Even more important, perhaps, is the fact that a collective economy produces the harmony between the interests of the producer and the interests of general development, which a profit economy often undermines.


An examination of some problems involved in following a successful economic policy. In theory no contradictions should exist between aims and means, as the former should be adapted to promote the fulfillment of the latter. In practice inconsistencies arise for three reasons: (1) confusion in political and administrative circles between targets and means; (2) poor understanding by economists as to the working of the sociopolitical system as a whole; and (3) lack of unity between economic thinking and decision making. A successful economic policy involves a clear understanding of the questions of which agencies will draft the plan of economic policy and which will make the final decision and which departments will be entrusted with the implementation of the policy and which will supervise them, coordinate their activities, and control the results.


A review of the progress of and prospects for the economy of the Cacao Coast. The region's development faces three urgent problems: (1) an excessive dependence on Cacao; (2) a lack of adequate transportation facilities; and (3) a lack of abundant and reliable electrical energy. However, the resources of the Cacao Coast are adequate to provide its growing population with steadily increasing levels of living.


An attempt to determine what is hindering economic development in Honduras. The theory of economic development that currently is most popular is that high public investment and rapid economic growth go hand in hand. By emphasizing only one factor in the productive process, capital investment, political leaders free themselves from the unpleasant but necessary task of examining their attitudes and the people’s to determine whether they facilitate or hinder the union of land, labor, and capital required for economic growth.


An analysis of the effects of consumption aspirations on behavior leading to economic change. Achievement alone does not create consumption aspirations, so long as there are no persons with a higher standard of living in the social environment of the individual.


A study of the important interrelationships between economic concepts and concepts of development administration and an examination of two misconceptions that are widely held—that modernization and economic growth are equivalent and that economic growth depends solely upon economic activities. Development administrations and governments should recognize that the growth of underdeveloped nations is a highly complex process of which economic development is only one aspect. However, economic growth is probably the most easily controlled and understood factor of development. Also, there is a worldwide demand that government play a major positive role in economic development. Consequently, development administrators, although recognizing the numerous factors of development, must be prepared to utilize all the economic controls that have a bearing.


A review of Japanese financial policy during its developmental stage. Japan’s development, since it was based on capital industrialization, was similar to but shorter than the experiences of the nations of western Europe. Government protection and aid was an important part of this process. The reform of the land tax to make it a productive revenue source to meet increasing need, the equipping and firm establishment of financial institutions, the reform of the currency system, and the use of government enterprise to transplant or introduce productive and managerial techniques for expansion are some of the government programs that helped Japan’s modernization. Government financial policy also was fundamental in Japan’s participation in the Sino-Japanese and Russo-Japanese wars.

A consideration of the relationship between the distribution of the tax burden and savings and the investment in underdeveloped economies. The best solution is a system of taxation with high progressive rates on the incomes of individuals, coupled with low rates or no tax at all on the incomes of corporations and on unrealized capital gains.


An appraisal of the effects of traditional ideas about caste on the minds of Indians and the resulting implications for economic development. A significant casualty in the struggle between inertia and change will be social restrictions associated with the traditional Hindu caste stratification.

765. Tinbergen, Jan, "International Economic Planning," 95 DAED (Spring 1966) 530-537.

An examination of need for international economic planning, with special reference to the institutions involved and a particular recommended program. The development policies of various governments are coordinated too little.


A study of the economic problems of the countries in the Andean area—Bolivia, Ecuador, Peru, Colombia, and Chile. Although these nations have serious problems, such as the uneven distribution of wealth and the existence of large, poverty-stricken Indian populations, their natural resources and the incipient rise of a vigorous, progress-oriented middle class give some hope for economic development. However, unless serious attempts at growth are made soon, there is a danger of civil strife.


An examination of problems encountered in Turkey in the financing of development. In addition to insufficient funds difficulties arise from the inefficient use of funds and the unsatisfactory operation of institutions. Efforts to improve efficiency may have a high rate of return and can make a significant contribution to the solution of the problem.


An outline of the problems inherent in the increasing of Indonesia's rice production and recommendations for changes in the government's attitude toward development. The need to increase rice production is obvious, but social and cultural traditions inhibit it. A short-
age of land is also inhibitory. If the government does not adapt the necessary reforms, including making land reforms, improving the fiscal structure, and increasing technical aid, it cannot hope to reach its avowed goal of changing Indonesia from a rice importer to a rice surplus area.


Some suggested techniques for underdeveloped countries to maximize their growth rates with a minimum of investment. The economic and social conditions of developing countries demand a fresh approach, and the application of sound but largely unrecognized principles and classical methods would lead to more rapid economic growth and improve human welfare. Three such methods are: (1) better use of existing physical and human capital; (2) well-conceived additions to existing capital; and (3) well-planned new investment in capital.


An analysis of the relevance of the prevailing approaches to inflation to the conditions of underdeveloped economies. The ordinary model of inflationary processes in the growth process is characterized by monetary inducement, the demand-pull, and structural factors. It is difficult to say which of them is more active, as they overlap. In the second stage of the inflationary process it may be expected that prices of industrial goods and the raw materials involved in producing them would play an insignificant role in the inflationary mechanism.


An overview of African economic, social, and cultural problems which concludes that cooperation must not be limited to technical aid alone. It is better to speak of technical and cultural cooperation.


An overview of development problems. Capital assistance, above all for the massive modernization of agriculture, more stability in primary prices, larger entry into the developed lands for a range of manufactures from developing countries, and other means all add up to a strategy of breaking by modernization and new demand the present deadlock. This strategy cannot be tried generally because in the West the capital, the credit, the tariff reform, and the political will are lacking.


A discussion of the belief that the handicaps which
appear universally to afflict the planner in an underdeveloped country have been insufficiently considered in setting the goals of and establishing institutions for planning. The prevailing overoptimism indicates that more pooling of experience, particularly of unsuccessful experience, is needed.


A statement of the economic implications of overpopulation in underdeveloped nations. Indeed, such problems as inadequate skilled labor, lack of enterprising individuals, and inability to use resources are factors influencing the underdevelopment of nations. These and other problems are intensified by the ever-increasing populations of such countries. Simple mathematics, however, show some hope that government investment of a high enough percentage of national income with reasonable yield will be able to raise per capita income, despite population growth.


An analysis of features of Puerto Rico’s development that make it an inadequate model for other nations. No universal developmental model exists. Puerto Rico’s unique status as a commonwealth of the United States, with its favorable tax status to encourage development and its American related problems such as high cost of living, make it unsuitable as a developmental model.


A review of the disastrous economic policies of Kwame Nkumah. These policies were disastrous for both him and his country, for their effect on the army in particular probably led to his downfall.


An examination of the often first-time decisions facing managers of industrial and financial institutions in the United States in the determining of whether or not to invest in new manufacturing facilities in underdeveloped countries. This process is intensely introspective and personal, and careful attention must be given to honest self-appraisal and preparation in dealing with strangers in their homeland. These prerequisites generally are found to be lacking when failures to follow through investment decisions in underdeveloped countries are analyzed.


An exploration of data that relate various economic development measures to degrees of political development. The data show a significant positive relation between indicators of the size of Latin American economies and their level of political development. Figures also show a positive correlation between the per capita gross national product and the level of political development. There does not seem to be a significant relationship between the per capita economic aid and the political level. Other statistical tests show that there is no significant relationship between political change and several economic variables.


A review of the progress of development during the 1960s. The time now is right for the capital-exporting countries to provide the technology and trained professionals that are so necessary for international economic development.


A review of the achievements of the first Korean five-year plan and a discussion of the prospects for the second. During 1962 to 1965 the Korean economy maintained a constant growth. The expansion was characterized by an increase in the volume of exports, greater success in replacing import items with homemade products, growth in industrial production, and improvement in the agricultural and social overhead sectors. Seven factors must be considered important problems for the present stage of Korea’s economy: (1) the level of investment that has to be gradually lifted and the expansion in savings to back it up; (2) the need for self-reliance to meet the demand for foreign capital that increases in proportion to the steady decline in foreign aid; (3) necessary countermeasures against population growth; (4) the need for self-sufficiency in food production; (5) consideration to the infrastructure facilities; (6) the problem of defense expenditures, and (7) a balancing of income with expenditures and the maintaining of balanced progress.


An analysis of the economic factors at work in Red China. The combination of ideological attitudes may determine the economic choice. They point to a higher rate of capital investment, a gradual shift in favor of industry, a lesser reliance upon material incentive, a greater party control over economic and scientific policy, and a push toward the development of an independent, viable nuclear capability, possibly in the next decade.


A comparative study of Mexico, Argentina, and Chile in economic growth. There is a strong case for the deliberate direction of part of the stream of goods and services produced by the economy to the increase of factors in labor output that are more important in fostering economic development and that are not automatically increased at the desired rate when growth takes place.
A discussion of signs of a slowdown in economic activity in Israel and an attempt to assess how much they are a result of normal economic processes and how much of directed government policy. Chaotic government policy to slow down economic growth can be dangerous, as such policies can bring about deflationary developments with serious results. Although urgent measures must be taken to heal the economy, this cannot be done by slowing down the economy but by broad economic planning that will restrain inflationary tendencies and at the same time maintain a high level of economic activity by intensified savings and investment in development.

A survey of Australia's economic and political relationship with Asia. Australia's trade with Asia accounts for 25 percent of the country's total overseas trade. Australia also plays an active role in the development of countries in Asia. It is to Australia's advantage as a large country with a small population to pursue policies that will allow friendly relationships with neighbors in a stable Asia.

A survey of events within China and of the relationship between China and other Asian countries during 1966. A survey at this time is especially difficult to analyze because China is in the ferment of the cultural revolution. The difficulty is compounded by a scarcity of economic information.

A detailed examination of India's 1966-1967 development plan. The annual plan was formulated within the basic framework of the fourth plan and takes into account the existing forces in the economy.

A review of Thailand's six-year plan, the first half of which was completed in September 1963. Progress during this period was encouraging, even though the plan was limited to setting up targets, determining policies, and estimating receipts and expenditures by the central government.

A review of Indian economic trends in recent years and a discussion of future economic policy. In the year 1964-1965 prices rose by 8.7 percent and the gold and foreign exchange reserves declined to the low level of Rs. 250 crores. At the same time both agricultural output and national income increased substantially. The initial outlook for the current year was, therefore, promising. However, despite the good expectations, 1966 was a year of great problems because of adverse weather conditions, pressure on prices and export earnings, shortage of foreign exchange for importation of necessary raw materials, hostilities with Pakistan, and an interruption in foreign aid.

A survey of the tangible and intangible factors at work in the Indian economy in 1965. Parts of the economy, such as industrial production, did fairly well, but the period was one of the worst agricultural years in India's history. In some ways the economic crisis of 1965 was good for economic health because a sense of proportion was injected into the economy and the nation was somewhat united by aggression.

An analysis of Indonesia's economic crisis. Agricultural production has lagged behind the rise in population; food shortages have been aggravated by transport breakdowns and lack of incentives for the farmers. The administration has yet to prove that it can overcome these problems. In the meantime inflation will continue.

A supplement presenting the major features of economic cooperation between India and the Soviet Union. Trade between the two countries is expected to rise to Rs. 400 crores in 1970-1971. Trade is balanced at least in the sense that no balance of payments problem exists.

A comprehensive survey of economic problems in Latin America, dealing mainly with Mexico, Brazil, and Argentina. The cul de sac in the way of the underdeveloped and politically unstable countries of Latin America can be broken only by a major reform in the accepted code of international trading practice and by a second major reform in the international monetary system. The need is to spread Keynesian policies across international frontiers, and the present international monetary and trading system is not the right type to allow this to happen.

An attempt to establish the key parameters of economic growth in both India and the industrially advanced countries and to assess India's position on the international scale. The standard overall indicator of economic growth is the gross national product. However, a high rate of GNP growth by itself is an insufficient indicator and several growth parameters must be considered together.

A supplement describing current economic trends and providing background for the recent economic policy decisions in India. The economic survey for the year
1965-1966 revealed that it was a year of great strain with a substantial decline in agricultural and industrial production.


A survey of the saving function in the Indian economy. The largest component of saving originates in the household sector, therefore, it is essential to know the basic factors that govern the accumulation of saving. Also, the larger cities have made greater contributions to national saving on a per person basis than the smaller villages. As incomes grow, the proportion of India’s population that will be capable of adding to national saving will also grow. The magnitude of saving in a particular year is not only a function of the level of income but also of the new tastes cultivated by different sections of society.


A survey of economic and political developments in Taiwan and of its relations with its Asian neighbors.


A survey of activities in Taiwan for 1966, which shows that Taiwan is not at a high level of prosperity in terms of national income per person. Its people are in no danger of famine, however, and its still predominantly rural economy has not yet been exposed to extreme problems of social adjustment. Taiwan’s future will depend greatly upon the availability of development capital.


A brief economic discussion of Zambia’s first four-year development plan. Much of the plan shows how Zambia intends to extricate itself from the effects of Rhodesia’s unilateral declaration of independence while reducing its economic dependence upon southern Africa. However, it appears that the projected capital investment of £429 millions between 1966 and 1970 is far too big a load for an underequipped economy already threatened with cost-push inflation.

(b) Industrialization and Technological Change


A brief examination of the character of Pakistan’s Industrial Development Corporation (PIDC). The distinctive feature of PIDC is its concept of state control or ownership. Politics or ideology does not enter significantly into the combination that it seeks between private enterprise and government initiative and finance. Its emphasis is on the promotion of industries rather than on the source of ownership.


A review of heavy industry development in Japan, emphasizing the role of direct and powerful government policies of protection in industrial development. State capital occupied a large proportion of the investment with disproportionate emphasis on military goods, high degree of dependence on foreign supplies, premature concentration, and formation of financial cliques, all of which had a pronounced influence on Japanese history.


An examination of automation as a means for economic development. Automation offers a shortcut to development; but poor in capital and other resources, the developing countries must carefully scrutinize all its implications before investing in it. Prohibitive costs, lack of personnel, lack of statistical data, and a developmental framework that may not fit western patterns—all warn against too rapid an attempt at automation. A reasonable approach might be for groups of nations to set up regional research centers, thereby sharing automation costs.


A discussion of implications of resource development. A reconsideration of the part played by natural resources in economic life is particularly important: an abundance or shortage of natural resources cannot by itself explain the success or failure of economic development in any country. The success of economic development depends more on the ability to use and to attract factors of production.


An inquiry into the causes of technological diversity within a developing nation. Since advanced productive techniques are necessary for a significant rise in per capita income levels in underdeveloped economies, a
study of factors that determine the extent and speed of the adoption of new techniques becomes a major part of developmental theory.


An examination of priorities for economic development in Latin America. Economic and social aid programs must be applied to "neuralgic areas" where the sociopolitical conditions threaten to deteriorate, selecting within them small and medium-sized urban centers for concentrated aid. The development of clusters of small industrial plants and also technical assistance and training should be promoted, using the exemption and other investment inducements. The support of municipal governments for this program should be encouraged.


An examination of the social aspects of industrialization in the developing countries, emphasizing workers' adjustments. Based on the data contained in this article, the workers' integration into a more modern economic system would not meet the psychological blocks described in social science literature.


A discussion of the impact of Libya's newly developed oil resources on the rural sector where industry has become an employer. In addition to accelerating migration from the rural sector petroleum development has created a new demand for agricultural produce. Since Libya has ample capital, the burden of raising development funds is removed from its poorly endowed land. Thus Libyans can afford to plan land settlement for the longrun and to focus efforts on maximizing the productivity of a limited labor supply.


An examination of industrial capacity in India. India's condition as compared to other underdeveloped countries cannot be ignored. Inefficient management practices and attitudes may impede efforts to improve the levels of capacity utilization. Traditions may prevent management from innovating.


An examination of a new pioneer area in Ecuador. Pioneer settlements follow the construction of a highway, and these settlements, with the postwar road-building programs, are opening up new areas that were previously unoccupied or only thinly occupied. Unfortunately, not all new pioneer zones have been examined in advance by experts, nor properly surveyed. In some instances disaster can be predicted, for the zone's future is dependent upon the completion of roads and the arrival of newcomers to the area to reinforce the regional settlers supporting a large-scale operation.


A study of the organizational pattern and the political process by which policies relating to industrialization are made and executed and controls are exercised. Industrial administration is the most important element in Chinese Communist public administration and is complicated by the need for cooperation between central and local governments and by the inefficiency of Communist public administration.


A discussion of: (1) the historical background of industrialization in India and the management practices that have emerged; (2) the Indian family system and its influence on management practices; and (3) an identification of social and cultural factors important in determining the objectives and methods of management development programs. These programs, introduced by more privileged to less privileged countries, may produce unfortunate consequences through the creation of social psychological stresses and the disorganization of family and community life.


An examination of the oil discoveries in Libya and the resultant social and economic implications. A danger exists that an oil economy will be superimposed upon the traditional rural economy, concentrating wealth in the hands of a few. Oil will facilitate greater economic and political autonomy but will leave Libya open to internal and external pressures.


An examination of the impact of technology on the traditional agriculture of Peru. Agricultural development activities complement rather than replace the need for migration from agriculture.


An analysis of central African economy to determine the impact of European economic and industrial propensities. Although Europeans brought to central Africa technology and materials born of their own industrial revolution, these had no impact on the indigenous economy. Consequently, in the Rhodesias and Nyasaland there are really two distinct economic spheres with minimal interaction. Prospects for the indigenous economy are stagnant until the quality and quantity of investment is sufficient to give African labor and enterprise access at all levels to the opportunities of the enclave economy.

814. De Hoz, Jose Martinez, "For Progress, the Alliance
Is with the Investor,” 11 CWB (May-June 1967) 77-83.

A discussion of the role of direct foreign investment in Latin America. Presently in Latin America the ability to obtain foreign exchange through trade, debt capital, or gifts is severely limited. Thus, direct foreign investment must increase if goals are to be reached. From a broad viewpoint this investment is the most effective instrument for achieving rapid technological development and social mobility. However, to attract this investment widespread prejudices, many of which have influenced statutory law, must be banished.


A case study of the Jordan River system with its geographical, demographic, political, and legal context, illustrating some of the legal and political issues that affect the rational development of any great waterway.


A study of technological change as a major determinant of growth in the underdeveloped nations and of the value of research for formulating alternative technologies. The problems of technological change arise from the necessity to make optimal choices that utilize technological changes best suited to the economic and political structure and that minimize friction with traditional national predilections. Research provides the proper criteria for making such choices.


A discussion of the proposed urbanization and industrialization in East Pakistan under the third five-year plan within the context of industrial land requirements. Even if proper administrative machinery is not set up for the development and equitable distribution of industrial land throughout East Pakistan, the industrialization for which the third five-year plan is paying will still occur. However, without systematic administration and urban planning the proposal will bring only a duplication of the urban squalor and chaos that exist in Calcutta.


An analysis of the experiments involved in Kuwait’s novel rate of development. Kuwait’s growth has been the result of the discovery of oil, aided by a conscious policy now emphasizing regional development. The Kuwait experience encourages the possibility of mutual help among nations with varying levels of development specialities.


A report on Thailand’s implementation of a vocational education project and a suggestion of techniques for the education of skilled manpower. Presently a wide vocational education project is progressing with the establishment of nineteen training centers allowing a wider distribution of trained craftsmen throughout the country. Formerly craftsmen could only be trained in Bangkok, but there is now considerable hope for a coordinated permanent national program that will create a pool of skilled craftsmen to help promote the economic development.


A discussion of Libya’s economic revolution. As the fifth largest oil exporter in the world Libya is a rich underdeveloped country. It is inadequately equipped to manage its new affluence, for the discovery of oil relieved it of financial dependence upon foreign governments and shifted the responsibility for economic development to the Libyan government.


An examination of the planning and construction of the Turkey-Iran-Pakistan telecommunications project. Effective coordination of a complex technical enterprise among the separate governmental structures of three sovereign Middle Eastern countries required both engineering and organizational decisions. Organizational issues included the need for a strong coordinating influence on the internal and external financing plans and on the work performance of the participating countries.


A discussion of Dr. Raúl Prebisch’s ideas about economic development in Latin America. Latin American nations have been unable to industrialize or diversify their economies because of longstanding theories of comparative advantage. According to Prebisch, these nations will have to industrialize, perhaps through regional cooperation, to achieve fully developed economies.


An appraisal of contemporary science and technology in Africa. The sciences and technologies most essential for adaptation, application, and economic development escaped the attention of the planners of most universities in Africa. Science and technology cannot function as autonomous instruments of development but must be part of the whole structure for accelerated economic and social growth.

824. Gillespie, D. T. C., “Research Management in the
Commonwealth Scientific and Industrial Research Organization, Australia,” 42 PAL (Spring 1964) 11-31.

A description of the origins and structure of CSIRO, an organization devoted to scientific research sponsored by the Australian government. Its purpose is to foster future national development and contribute to the technological solution of national problems. Administration in scientific research differs from administration in other activities and the highly trained research scientist with a strong sense of autonomy is difficult to administer. Thus, administration in research must be directed toward individual goals rather than centrally determined organizational goals. This presents problems in trying to administer directed national development.


An assessment of the successful development of an automotive industry in Brazil, where a middle course between reliance on direct foreign investment and encouragement of domestic enterprise has been charted. Thus, both the national aspirations of an emerging country and a climate that stimulates foreign investment have resulted.


An analysis of technological change as a factor in manpower forecasts. Detailed studies of specific technological innovations being introduced in an industry can provide useful information regarding structural manpower changes.


A review of the relationship between management accounting and industrial development in Pakistan. A growing economy cannot afford a static or conservative manager with outdated policies. Tools to aid management efficiency have recently been developed and improved, and the function of management accounting is to make these tools readily available.


Observations of the alterations in the development and distribution of Yugoslavia's steel industry as they have been influenced by changing, interrelated political and economic conditions. Political factors, of paramount importance in the development and location of the industry, have expanded more rapidly since 1945 than in the previous seventy-five years. This is a result of socialist policies of rapid industrialization, based on a fuller use of domestic resources within the country. But political, rather than economic, factors have been decisive in increasing the industry's spatial adjustment to the location of resources.

Hare, Van Court, Jr., “The Horse That Can Save More Than a Kingdom,” 11 CUD (May-June 1967) 55-62.

An argument concerning the value and relevance of automated processes for the developing countries. The utility of automation begins when intelligence, processing skills, and control features are built into the equipment and need not be added by human intervention at the time the product is made. Thus, when the most complex skill required for production is scarce, an automated device that can supply it, or that comes with programmed directions for supplying it, can remove the bottleneck. Automation can be used to provide selective yet rapid infusion of scarce technical skills into an emerging economy.

Ibrahim, Rashid, “Industrialization and Culture,” 5 PDR (Summer 1965) 173-190.

A consideration of the interaction between culture and economic growth. Little concern has been shown for cultural implications by planners working in underdeveloped countries.


A review of the development of the automobile industry in Chile, especially its response to government development policies, exchange control, inflation, and monetary policy. Chile's recent experience in promoting a domestic automobile industry provides an interesting study of (1) the pitfalls that can arise when a country attempts to combine conflicting economic objectives with political aims in designing trade protection programs to favor a particular industry; (2) the role that foreign exchange control can play in maintaining a chronic misallocation of resources in the industry; and (3) the manner in which general price inflation can contribute to poor industry performance.

Jones, Emily, and Alan Jones, “Taming the Mekong,” 49 FEE (September 2, 1965) 418-423.

A review of the progress of the Mekong Development Program and significance of the international agreements. This project may bring a social and economic revolution to Laos, Thailand, Cambodia, and South Vietnam.


A review of the importance of organization and management techniques to economic development in Pakistan. Workers have been asked to double their management techniques to economic development in Pakistan. A growing economy cannot afford a static or conservative manager with outdated policies. Tools to aid management efficiency have recently been developed and improved, and the function of management accounting is to make these tools readily available.

Khalaf, Samir, and Emilie Shwayri, “Family Firms and Industrial Development: The Lebanese Case,” 15 EDCC (October 1966) 59-69.
An argument that traditional norms in general and family firms in particular may exert a supportive rather than a subversive influence on industrial growth. Compared to other developing societies industrialization in Lebanon has been a slow process. To a considerable extent the sociocultural environment has been receptive to the changes and requirements of industrialization. Thus, the traditional norms of the Lebanese culture have not been swept aside by industrialization; instead, the culture has assimilated and reinforced many demands of industrialization as a rational process.


A suggestion that executive misunderstanding of the human relations aspect of personnel management may be a factor in the low productivity of Korean industries. To facilitate higher productivity an appraisal of Korean personnel management is necessary. Some American methods of personnel management may be applicable to the Korean situation.

837. Kuark, Yoon T., "North Korea's Industrial Development During the Post-War Period," CQ (no. 14, April-June 1963) 51-64.

A study of the economic growth, particularly in the industrial sector, in North Korea. Although North Korean statistics often are questionable, it appears that a centralized economy has utilized foreign aid for industrial growth more efficiently than has been done in South Korea. This cannot be attributed completely to Communist control, because there was a considerable industrial buildup in North Korea during Japanese occupation. Economic growth in North and South Korea has been uneven and cannot accelerate unless the North's industry can be combined with the South's agriculture.


A critical study of China's economic development plans. On the basis of the first five-year plan and the disastrous second plan considerable changes have been made in the approach to economic development. The expansion of heavy industry, as opposed to agricultural modernization, has proved to be an unsound policy. Undue haste in development, as exemplified by over-drawing of farmers into the industrial sector, makes irreparable waste that China cannot afford. The Sino-Soviet rift has also necessitated a new policy of virtual self-reliance for economic development in China.


A discussion of the relationship between science and development. In developed countries scientific research as a vital part of economic development has evolved slowly. However, the historical process that has aided the development of science in advanced countries has not taken place in a systematic, sustained manner among the underdeveloped countries. Thus, the lack of scientific knowledge and technological means is a powerful factor in the backwardness of the underdeveloped nations.


An examination of the proper emphases for India's economic development plans, paying particular attention to the role of industrialization. Because of the nature of industrial returns on investment, it is not surprising that India and other developing nations have emphasized industrialization. In India major economic changes depend not only on national plans for industrialization, but also on the degree to which the nation fits into and is responsive to these plans. Planners must learn that programs in agriculture and other sectors do not detract from industrialization and economic growth in general since industrialization is useless unless concomitant growth can be stimulated in the other sectors.


A review of some critical questions that Malaysian development planners must face in respect to investment and trade policies. By analyzing the nature of natural synthetic rubber competition and the implications of existing trends the Malaysian planners are faced with the question of fundamental structural changes in the economy and trading relationships. A continuation of current policy would place Malaysia in an increasingly vulnerable relationship with the Sino-Soviet economies. Policies to alter internal patterns of new investments and promote economic diversification require extensive changes in attitudes and expensive ventures into many unknown fields.


A consideration of India's industrial growth and entrepreneurship. The failure of industrial growth to make an impact on incomes cannot be attributed to the lack of entrepreneurship. The reasons for the failure of the industrial sector to be more pervasive must be sought in other, mainly political, influences.


An examination of choices available to underdeveloped economies in building transport systems. Because there are good arguments on both sides it is important that a detailed analysis of the needs of each country and the possibilities for development be made to determine priorities and the choice to make. In transport the important consideration seems to be the possibility of capital savings.


An inquiry into the role of technocrats in Latin American integration. Although efforts toward Latin
American integration have urged the creation of new and larger centers to set a regional economic policy, it may be misleading to assume that economic integration has led to political integration in the area.


A survey of the barriers and attractions to industrial employment on the part of peasants in underdeveloped countries. The barriers include both the security of the old ways of life, with its kinship obligations, and the absence of desire for things that money can purchase. The attractions include the desire for monetary wages (assuming that values change), although this is mitigated by the low wages paid unskilled labor, the chances to learn new skills, and the desire for new opportunities. The developing of morale and efficiency on the job, once the native worker has been recruited, involves complex problems that must take into account the total social system, such as ethnic discrimination that prevents upward mobility and thus affects morale.


An exploration of the impact of technological change within the industrial form of productive organization. In either physical or administrative technology there is no single best way, regardless of place and circumstance. The theories underlying these technologies are general and can be implemented only by adding relevant particular information. The forms of administrative organization have elicited critical attention for more than a century. Yet an ignorance remains concerning the theoretical range of productive organization, the actual range that empirical experience affords, and the correlates of particular types.


An attempt to devise a conceptual framework for empirical observations on the attitudes of peasants toward industrial work. The history of conceptualizations of worker motivation and theories of culture contact and change are reviewed. The conclusion reached is that many factors are involved in the motivating of workers to accept industrial employment.


A comprehensive examination of the Mexican government's role in financing economic development. The government has been involved in the financing of industry since 1941, and its experience may be relevant to other nations.


An examination of the development of industry in Meiji Japan, with a special attempt to generalize the structural mechanism of the Japanese traditional industries and apply it to present developing countries.


A review of India's first year of rural industrialization programs. Though the program is still new, it is apparent that problems already exist. At the project level most of the agencies do not have any organizational unit, and it remains to be seen how integration actually will be achieved at that level. Furthermore, programs need to be accelerated by simplifying the usual administrative procedures.


A case study of a Guatemalan peasant village successfully adapted to industrial labor. A regular and efficient wage labor force can be developed if the following conditions prevail: (1) the economic returns of wage labor are significantly greater than alternative opportunities; (2) the income is translatable into customary channels of expenditure; (3) the exercise of authority on the job allows the recruit to adjust at his own pace; (4) new social relations emerge in the context of wage work; (5) a workers' organization that gives workers some control evolves; (6) the institutional setting outside work remains relatively intact and gives meaning to the worker's life; (7) the wage worker does not become highly differentiated from those with whom he has depth of social interaction; and (8) new wants, tied to money wages, develop.


An attempt to define and distinguish between industrialization, development, and modernization. The long predominance of economics is the product of societal and analytical factors, now less in evidence. A redefining of development and industrialization and a subordinating of these concepts to modernization can do justice to important changes of social emphasis.


An examination of the reform of the land tax in Meiji Japan. The policies to encourage industry carried out by the government with the financial resources it had secured by its taxation reform did not perform a sufficient role in the formation of Japanese capitalism, despite the immense sums invested by the state. Only the provision of the preconditions for capitalist development, in the form of the equipment of facilities for transport and communication and the formation of the credit-provision organization, was brought about by government policies.


An examination of capital-intensive and labor-intensive investment, paying special attention to the Soviet industrialization model. The contrast of the modern and
the medieval within a developing economy is not in itself evidence of irrationality. Communist-ruled countries that endeavor to reorganize the planning system also run into a problem of unemployment or of job placement.


A consideration of the problem of localization and economic development. Localization of personnel and ownership is economically beneficial to developing countries and should be encouraged, though it should be recognized that in the early stages of the transformation of the economy many countries will have to rely on imports of considerable capital and personnel. The problem of localization is probably more serious in Africa than in other underdeveloped areas.


An analysis of the influence of science and technology on socioeconomic development. With increased competition between different power groups in recent years the state has assumed increased responsibilities, even within the free enterprise economies. In the developing countries where private industry has fewer resources and development planning is sought, the state normally plays the paramount role.


A report on technology as a frequently neglected variable in the study of labor's resistance to the nationalization of industry in the course of economic development. Examples from Brazil and elsewhere show that in some areas the immediate social and political costs of high levels of unemployment and underemployment will outweigh the current economic advantages of capital-intensive technique of production as compared with a labor-intensive technology. This should be considered in any determination of economic development goals. Administrators should also note that in status considerations differentiating these technologies labor and management are often allied.


An economic survey of industrial development in East Africa. The development of secondary industries suffers from such limitations as the small size of the local market, low purchasing power of the bulk of the population, lack of raw materials, and difficulty in attracting capital to a poorly endowed region. Continued industrial growth depends upon such factors as increased agricultural productivity, improved communications, a more efficient labor force, higher output, and lower production costs.


A discussion of the economic considerations behind development in Pakistan, with some attention to the value of definite, short-range programs. In trying to produce the necessary conditions for what Rostow has called the economic takeoff into sustained growth Pakistan has been utilizing five-year plans. Although such plans are artificial as guides to specific economic growth, they do serve certain noneconomic, administrative functions, such as giving planners a gauge by which to measure their success and by instilling enthusiasm in the people. This latter function has not yet been exploited sufficiently in Pakistan.


A review of achievements in industrial production, government policies that guide industrialization, and questions that policymakers and planners should consider, with special reference to Pakistan since 1947. The industrial economy has doubled its share of the gross national product since 1950. The government offers maximum encouragement to private investment through emphasis on the import of raw materials, protection from foreign investment, and tax concessions. Industrial development has been divided into three phases: (1) from 1947 to 1955 industrial growth was regulated by immediate needs; and (2) from 1955 to 1960 the five-year plan emphasized foreign exchange benefits and an increase in national income and employment. The second five-year plan emphasized development of producer-goods industries. Appraisal of Pakistan's industrial development is limited because decision makers operate in uncertainty, and the lack of information is apparent to outsiders. Policymakers must consider the declining position of jute in the world market, the fact that plants often work at less than capacity, the lack of skilled labor, and the problem that automation presents. The government should encourage the rising entrepreneurial class to direct the economy into modernization and increased efficiency.


An examination of the role of science and technology in country development, with emphasis upon the crucial questions raised by public administration. The magnitude and importance of interaction between science and technology and public administration are increasingly evident as the issues of country development unfold.


A discussion of industrial development in parts of Asia, based on the thesis that capitalist, colonial domination has been the greatest hindrance to economic development in South and Southeast Asia. A comparison of the results of industrial development in India and Pakistan reveals the additional difficulties facing young states that, in their economic programs, fully oriented themselves toward the aid and support of their former colonizers. Political independence is super-
ficial, and the undeveloped nations that look to the West for aid are merely impeding their growth and eventual economic self-sufficiency.


An examination of the interrelations among scale, technology, and other economic characteristics in the Indian manufacturing sector. A policy of promoting small-scale industrial units would be tantamount to promoting those which should be penalized and penalizing those which should be promoted. Large units and labor-intensive technologies deserve a better arrangement.


An examination of particular problems of economic development in rural India. The two most critical needs are a suitable technology and a suitable organizational form. Problems of technology arise essentially from the partial infiltration of a foreign technology vastly superior and vastly expensive. The failure to evolve an effective organizational arrangement results primarily from over-stress on cooperatives.


A discussion of fallacies commonly connected with industry’s role in development. A decision on the rate of industrialization in a plan is only the starting point. Then one has to arrange for the trained labor, the transport services, and such, as well as finding the capital to finance the job.


An examination of the problem of rural industrialization in Andhra Pradesh. Any rural development scheme has to embrace all fields—agriculture, industry, irrigation, communications, electrification, forestry, and general education.


An analysis of the background of increasing problems involved in the United Arab Republic’s plans for rapid industrialization and a consideration of the development of U.S.-U.A.R. economic relations. U.S. assistance to the U.A.R. has been limited. A takeoff of the Egyptian economy has been accomplished, but the main difficulty—the dependence upon foreign capital and foreign trade—may introduce uncertainty and instability. The greatest danger, however, is the possibility of another military conflict with Israel, which would lead to havoc.


An analysis of the need for proper guidance based on experience with suitable monetary and fiscal policies, management, and engineering and enterprise techniques in developing industrial potential. International trade and the resulting inflow of technology must be developed and carefully planned for a nation to develop. For development of international trade, trade diversion or creation must exist. This involves careful planning and maximum publicity for plants that are to be developed.


A consideration of the Colombian transport system as an analytical base for the assumed competitive relationship between various transport modes in developing countries. The Colombian system reveals that it is not useful to think in terms of competition between modes, for there is no clear superiority of one mode over another in any national sense. Rather, transport system evaluation requires a geographical as well as economic frame of reference, and the emphasis is on the effectiveness of the solution of the overall transport problem.


An attempt to determine the extent and types of changes in farm practices in West Pakistan, as well as the motivations for making these changes. The major motivation appeared to be the desire for more food for family consumption, although the desire to make certain types of production investments was also evident.


A discussion of the Development Councils—advisory bodies to the government composed of representatives of private industry—and a review of their role in the Indian economy. The people representing private business are predominantly businessmen. Others represented include labor officials and experts in the various fields. The councils come to grips with general problems, such as technical training and suggest solutions for problems of specific industries. The councils then offer suggestions to the government which it can accept, reject, or return for further study. The councils are machines for channeling the demands of industry to the government, helping industry to become a part of government planning.


A survey of the following aspects of Hongkong’s textile industry: (1) historical background; (2) overseas markets; (3) management and production; and (4) the source of its finances. Hongkong’s experiences with this industry have bearing on the problems of other developing countries.


A consideration of the relative merits of hydro and thermal power as factors in development. The par-
ticular qualities of hydro might be designated in hydrothermal cost comparisons as the benefits of survival, of success, or of training for planning.


A discussion of the industries that are likely to generate investment and development. The initial ranking of industries by the use of the “power of dispersion” measure may be considerably modified by the time the final choice is made. The choice of the prime generator, however, is of paramount importance, because it will condition the nature, direction, and rate of future economic changes in the underdeveloped countries.


A brief survey of economic and social barriers to industrial growth in Pakistan. The concentration of larger industrial enterprises in the hands of a few groups is a serious social problem. Almost all such enterprises are owned and managed by families. As these enterprises grow, the need for experienced managerial skill will increase. It is also necessary to enlarge training facilities for skilled workers, technicians, and other personnel.


An examination of the need for technical knowledge and managerial skill for development. The rate of a country’s economic development depends upon many factors, and deficiencies in any of these may inhibit economic growth. Mere technological knowledge is of little avail; managerial efficiency in an underdeveloped economy determines in large part whether full advantage is taken of new techniques. The more efficient that management is, the greater is the demand for technical knowledge.


A review of the operations of the Compania de Acero del Pacifico (CAP), the second largest integrated iron and steel plant in South America. The CAP’s formation was based upon the principle that the steel industry forms the fundamental base of industrialization of a country and that steel production measures the degree of progress of a nation. However, Chile’s emphasis upon heavy industry has created a serious imbalance that has been aggravated by continuous inflation. Agriculture has lagged, and food production has not met the needs of a constantly increasing population.


An assessment of the role of political and technological factors in the development of the Sahara’s resources. The Sahara has acquired new importance as the developing states seek to capitalize on the oil, gas, iron ore, and other mineral resources and as scientific developments further their exploitation. However, what technology has opened, politics often has closed. Whether the Sahara assumes the character of barrier or bridge will depend upon the ability of states to cooperate in providing the money, skill, and necessary effort for complete Saharan exploitation.


An editorial comment on American businessmen visiting India. The threat of a “dollar invasion” is both conceded and hoped for. The Indian economy is in need of foreign capital and technical knowledge, and the Americans are able, and perhaps willing, to provide more of it.


A consideration of Kuwait as a country that has become the financial power of the third world. Kuwait has 20 percent of the world’s known oil resources and is the fourth in line of the world’s producers. Thus, Kuwait’s greatest problem is not that of drawing capital out of a backward economy but that of finding foreign market outlets for oil products and places to put capital.


A survey of the paper trade and industry in Asia. Newspaper circulation has been retarded by the high rate of illiteracy and the shortage of newsprint and printing machinery. However, there is still a need for newspapers in many Asian countries, which additional education will increase. Thus as papers become more and more indispensable in the daily life of Asians, an industry will develop in the Asian countries.


A survey of steel as Asia’s growing industry. External suppliers and regional contributors are considered. Japan, India, and Red China are the major steel producers in the area, but other countries in Asia are modernizing and developing their steel industries, also.
(c) The Private Sector


A description and evaluation of the Economic Development Institute (EDI) training program. There is no set of “right” constituents of a training program because the program depends greatly on the audience that it is to serve. Also, the program’s success depends to a large extent on the method of instruction and the treatment of the participants. The need for training in underdeveloped countries cannot be met by teaching advanced techniques of economic analysis. It is equally necessary to stress the administrative and institutional factors in development and to impress the participants with the importance of such aspects as engineering, accounting, and management.


An examination of big business establishments and entrepreneurs in Turkey. As a consequence of the new patterns in the educational spectrum of Turkey a dynamic generation of youth is beginning to enter the industrial sectors of the economy.


A brief account of Ghana’s individual taxes, an assessment of their value within the framework, and a contrast between the development of the tax revenue and the total expenditure. Tax revenues will not be sufficient to meet the requirements rising from the demand for accelerated growth because of the characteristics of the tax system and the economic structure. Sources will have to be found elsewhere to finance the various capital projects and the current expenditures.


A statement of the importance of full employment in underdeveloped nations that hope to make economic and social progress and an outline of a plan for the employment of the unemployed and underemployed masses. The outline is based on the principle of self-help and makes modest demands on financial and skilled manpower resources. High employment rates are an effective means of stimulating investment in underdeveloped countries. Thus, national policy in such countries should focus on the provision of as many job opportunities as possible.


An examination of the relationship between economic progress and private enterprise. Indigenous participation in the progressive sectors is not extensive, with specific groups, mainly aliens and their direct descendants, still occupying the main entrepreneurial stages. Differences among countries in the availability of entrepreneurs are as important as differences in the extent of central planning and government involvement.


A discussion of the implications of capital formation for economic growth in the Philippines. Capital formation is a problem for the Philippines. However, in a democratic society capital formation cannot be pursued exclusive of other considerations. Thus, in the Philippines a satisfactory balance must be achieved between capital formation and consumption and between capital formation and economic stabilization.


A study of the increasing need for closer liaison between government, business, and industrial undertakings. Effective action between government and the private sector could be increased through joint councils and similar administrative arrangements. Administrators and managers need to understand each other, especially in relation to increasing government action. Exchange of personnel for a temporary period and joint conferences and courses of training may also be arranged to promote closer liaison.


An examination of the role of entrepreneurship in mixed economies, focusing on Mexico. Little attention has been given to entrepreneurship and ownership of the means of production in countries with mixed ownership patterning, especially those in the beginning stages of sustained economic growth.


An analysis of family and community factors related to the problems of savings and capital accumulation in the Philippines. On the basis of available data, the following conclusions are presented: (1) family obligations for savings and capital accumulation will differ at different income levels; (2) elderly parents’ expectation of support from children is not as widespread as one might be led to believe; (3) the wife has a potential role in shaping the expenditure patterns of the family;
(4) the hierarchy of values in the community influences buying; and (5) the community’s commitment to traditions affects the family’s allocation of earnings and, therefore, its potential for savings.


An examination of the economic role of a private development bank in the Philippines. In underdeveloped economies there is often an abundant supply of unskilled labor, little capital formation or saving, and sociological and psychological forces that work against creating a climate and motivation for economic growth and development. In this setting a properly conceived and directed private development bank can become an important catalyst in promoting saving or capital formation.


A study of the entrepreneur’s role in economic change, based on the theory that although economic development is based largely on social change, a comprehensive model of social change with reference to development is impossible to construct, and, consequently, we must limit the study of social correlates of development to particular focuses such as the role of the entrepreneur in the development process. There are certain sets of social circumstances that allow for the existence of the entrepreneur and stimulate him to generate economic growth. A comparative study of United States and Latin American society indicates that Latin America does not provide the proper social circumstances for the entrepreneur to function, which fact may be one reason for retarded economic growth in the underdeveloped nations.


A discussion of the factors that hinder the free flow of foreign investment into the developing economies of the underdeveloped nations, focusing on the Philippines. Foreign investment can provide a significant amount of the capital necessary in developing economies. However, there are five difficulties encountered by foreign venture capital in attaining its fundamental aims: (1) the economic conditions of advanced countries; (2) the basic economic structure of developing countries; (3) the developing country’s political climate; (4) its foreign exchange problems; and (5) its unsystematic promotion of foreign investment. Generally, political and economic considerations are closely tied in underdeveloped countries, and it is often the political considerations that discourage foreign investment.


A discussion of the extension of the Mexican state, the subsequent higher level of public expenditure, and the tax structure that finances the expansion. The increase in public expenditure is caused by an increase in administrative and collective consumption expenditures and to an enlarged public investment totaling 40 percent of national investment. The finances for the larger expenditure have originated from several sources: (1) growing tax revenues; (2) resources derived from “quasi-taxes” for services rendered by the state and rental of public goods; and (3) new financial resources, including the operating surplus of public enterprises and the external debt for economic development.


An evaluation of the role of foreign private capital in the Indian economy from 1950 to 1966. Complete self-reliance is the wrong overall objective. However, there is a great capacity for optimizing the degree of relative economic independence through better planning and organization of scientific and industrial research and substitution of imported technology.


A consideration of the potential contribution of commercial banks to economic growth in East Africa. The problem of financing the farmer is a banking issue that involves social, political, and technical considerations; and the East African banks will probably contribute a very modest amount. Government assistance in the developing countries is even more necessary in view of the political and social significance of agriculture and the high priority of farm credit in a development scheme.


An explanation of the need for a separate institution in underdeveloped nations to train farm operators in business management, analysis, and planning. If improved business management is introduced to the rural economies of Asia, it would have to be done through a management advisory service, sponsored by the government, for the villagers. Over a long period of time, rural business advisory teams should be formed from university trained specialists having several years of practical field experience. These teams should be used systematically to help plan the rural businesses of cooperating villages in order to introduce rapidly the techniques of rural economic development.


An examination of the social effects caused by introduction or expansion of monetary exchange in a peasant economic system, focusing on the Indo-Pacific region. As the influence of a monetary economy grows and new contacts are formed, the scale of social relations widens.
This is accompanied by a fragmentation and realignment of some social units, resulting in conflicts within the economy and the society. The implication is that developing nations, such as those in the Indo-Pacific region, must be prepared to cope with disequilibrium as an inevitable feature of development.


A discussion of the rotating credit associations that are widely popular in Asia, and their implications for economic development. The associations are a form of symbiosis between the traditional social structure and the more rational new structure to which the people must adapt; they minimize the strain of transition and social transformation. By creating a propensity to save, these groups foster economic development. The associations have valuable implications for administrators of development.


A brief discussion of the role that business management must assume in economic development. In an economy characterized by growth and technological change the primary role of business management is planning. Management must not only be concerned with what its business is, but what its business will be. A well-integrated program of long-range planning is necessary in an economy characterized by rapid technological change.


An examination of Indonesia’s attempts to foster entrepreneurship. Vigorous support from the government for the development of education and encouragement of entrepreneurs could aid economic development.


A discussion of departures provided by the 1962 budget in the tax on capital gains. The first change drew distinction between short-term and long-term capital gains and the second change set off capital losses.


A study of the most effective relationship between government and business in accelerating economic development in the poorer countries of the world. Given a chance, both local and foreign private enterprise can demonstrate its value to the poorer countries, and earn respect as a contributor in economic development. However, the relationship between government and business will differ from the patterns in the more advanced industrial countries. Successful development will best be served if both governments and business concentrate on practical and effective ways of meeting specific needs in specific situations.


A brief examination of the role of the entrepreneur in a traditional society, especially in Colombia and Latin America. Industrialization in underdeveloped countries depends greatly on the development of entrepreneurs. The values imbedded in the culture of a society may hinder or promote such development. In traditional societies, where a low value is placed upon industrial activity, persons will become entrepreneurs in industry only if they are rebels against the society.


A study of the economic aspects of private enterprise and the political and administrative implications of maximizing or minimizing its role in development. There is no formula for determining the roles of public and private enterprise in economic development. Specific national circumstances should determine them, but the determination of roles is often attempted within the framework of misunderstandings about government investment. For example: it is often argued that low income countries must launch large “social overhead capital” projects, for which only government can raise the necessary capital. Actually, social overhead projects are not so fundamental and could be handled on a smaller scale by private enterprise. Another economic argument is that government must expand all sectors of the economy in a balanced fashion so that they can provide markets for each other. Actually, in almost all countries markets are large enough to justify investment in improved processes. Another reason government enterprise is thought desirable is that underdeveloped societies often lack the spirit of entrepreneurship. However, since government is a part of society, entrepreneurship will rarely be more evident in government than in the private sector. Although government has important regulatory and policy-making functions in economic development, private enterprise is also important, and the administrator must understand that private enterprise will be debilitated by abrogating its role to government.


An analysis of the role of development banks in the economic development of Indonesia. Rate of capital formation and capital output ratio, the two prime determinants of economic growth, provide a framework for an examination of banks as viable administrative machinery in development programs. Regional development banks will provide a strong stimulus for savings and investment if they can be coordinated with national planning efforts. Public and private development banks
will be useful tools if Indonesia can improve public administration in the rapidly growing economic bureaucracy.


An examination of the potential role of private business in economic development in less developed countries. Two kinds of instruments are needed. One is a nongovernmental agency operating in the industrial and commercial communities of the less developed countries, capable of accepting management contracts and providing consultant services to private companies. The second new instrument would be an international organization, or at least a network of national organizations, of private companies that could create conditions under which personnel could be made available to operate these agencies. The success of such a program would require the adoption by a large number of companies of a policy of encouraging senior personnel to devote two or three years of their careers to technical assistance in enterprises in the developing countries.


A discussion of entrepreneurial functions in economic growth generally and in developing countries particularly. Entrepreneurship can play a vital role in a developing nation's economy if the development plan provides for the operations of entrepreneurs who are not discouraged from making independent decisions even though many decisions relating to production and investment are regulated by government. From a secular viewpoint, the interests of government, the newly emerging entrepreneurial class, and the mass of the population in a developing nation, are closely parallel. The problem is devising a formula so that parallel interests can be utilized with the least friction and greatest success.


A consideration of the influence of American private industry in underdeveloped countries. With all the potential advantages it brings to underdeveloped areas, American private enterprise disturbs the economic and social life of a region, without providing immediate adequate compensations. The businessman, as the person closest to consequences of enterprise, has more opportunity and incentive to understand the causes of trouble; yet he often ascribes problems to something other than business.


An examination of the problems of capital formation in India. The rate of capital formation must be great enough to increase national income and per capita national income. The vicissitudes of approaching this problem by use of foreign capital, export surpluses, and the like are clear. While private and government borrowing is helpful, sources of domestic capital must be utilized. Saving must be encouraged and taxation and pricing policies must be revamped to make use of the funds of wealthy classes who refuse to make real investments.


A discussion of the role of the insurance business in the economic development of Pakistan. An effective insurance industry mobilizes savings and, through payments to the government, channels them into productive fields. Thus an expanding insurance business is beneficial in a nation concerned with economic development.


An examination of the role of the State Bank of Pakistan in economic development. Banking in Pakistan has grown tremendously since 1948 but facilities remain inadequate. Bank offices are needed in the interior of Pakistan. With increased economic development the need for such facilities will increase. Such requirements should be met by the banking system.


A study of the effect of situational factors on Latin American entrepreneurial behavior. Neither entrepreneurial behavior nor economic development is so unique a phenomenon that the processes operative in other areas of social life or in economically advanced nations are irrelevant. Of course, it is also necessary to specify the particular conditions within which the processes occur in order to account for similar and different outcomes.


An examination of the formation of a managerial group in less developed areas, its attitudinal structure, the ways in which its mode of thinking can influence developmental processes, and the resulting tasks for public policy. In the light of evidence from South America, managerial attitudes in less developed countries should not necessarily be expected to duplicate those of managers in more advanced economies. Premature destruction of older economic patterns before a population is ready for management in the modern sense may arouse resistance and thus slow down the developmental processes it was meant to speed up.


A review of a recent report on trade malpractices in Ghana. Since foreign exchange will be very scarce in
Ghana for many years, it will be necessary to plan the import of both consumer and producer goods very carefully. Such planning does not necessitate state control of distribution, as long as there is a clearcut policy for imports, taxation, and pricing.


An attempt to justify the encouragement of foreign investment as an instrument for the economic development of the Philippines. Those who subscribe to the "pie theory" of economics do not understand that the flow of goods and services produced and consumed is not of a fixed magnitude. The Philippines should not discourage foreign investment on the grounds that foreign profits ought to be in the hands of Filipinos. Rather, foreign investment increases the total capital of the nation and therefore is a positive force in economic development and of long-range benefit to the Filipinos.


A discussion of developmental policy in Gabon. The government is confronted with three policy alternatives: (1) to induce the introduction of high capital-yielding, low employment industry; (2) to support high employment; and (3) to support agricultural growth. The second alternative likely is preferable--to favor industries such as mining, which have wide effect on skill education, employment, and related areas such as town growth, service industries, and transportation. But it may be necessary to work at first for greater interest-bearing investment to raise funds for research in development.


An examination of the roles of American business, labor, and universities in the modernizing of nations. A high degree of cooperation is necessary among all private and public institutions participating in modernization programs. Universities, because of their key role in producing trained manpower, their reservoir of information about the developing nations, and their off-campus education and service functions, should augment and support other institutions in developing specialized personnel among local officials.


An attempt to draw conclusions as to the role of free market institutions in Thai economic development. The microeconomic evidence of the farmers' responsiveness to opportunities offered by the free market is evident. An examination of the Thai farmer on the microeconomic plane reveals the market aggressively seeking activated new sources of supply. The implications for development strategy are clear. Although the problems in the agricultural sector consist of inducing barely commercialized areas to enter the money economy, the first and essential step toward modernization is to promote growth of a vigorous free market.


A survey of management training programs set up in India to produce skilled high-level personnel needed to administer the growing private and public concerns and government agencies. The shortage of high-level resources in a developing country must be met by increased investment of capital to train top-level personnel.


A case study of the investment climate of India as it affects British and American companies. In recent years, the Indian government has made several policy adjustments to attract private investment from abroad. These include: (1) grant of majority control to foreign investors; (2) liberal remittance and repatriation policies despite the tight foreign exchange reserve situation; (3) milder taxation policy and abolition of wealth and super-profit taxes; and (4) freedom of private enterprise to start industries formerly reserved for the government sector.


A discussion of the role of commercial banks in the economic development of an underdeveloped nation like India. For credit to be expanded, it is necessary that the banking habit become established. Banks can serve as an educational force and can maximize credit to allow the greatest possible developmental investment. It is essential that more banking management personnel be trained in India and that this personnel completely understand the importance of economic development.


A study of the problems encountered by industrial management in a developing economy, with particular reference to the situation in India. The transition to modern management techniques in India is an inevitable but difficult one. The older pattern of owner-proprietorship still has its adherents, and conflict between owner and manager has often impeded development.


A proposal for a strategy of economic development in Asia. Since urbanization and industrialization are too expensive and provide too small a basis for development, governments of underdeveloped Asian countries cannot afford to invest in them. This work must be left to private capital. Rather, the governments must invest
in agricultural programs. It has been determined that slight increases in farm labor wages will generate considerable saving and thus have a multiplying effect on the economy.


A study of rural institutions in the Philippines, with emphasis on the implications of these institutions for economic growth. Within the barrio, a rural spatial unit, the “prenda,” tenancy, and fiesta are primary institutions. The “prenda” is a hindrance to economic development, but, in lieu of rural banks, it serves an important credit function. Tenancy is an impediment to increasing production, although it affords landless families a means of eking out a living that they could not do in the overcrowded urban areas. Fiesta is a heavy drag on the productive utilization of time and resources, but it gives meaning and direction to life. The complexities of these institutions must be taken into account by those responsible for formulating policies designed to transform barrio institutions into factors conducive to economic development.


A discussion of the role of entrepreneurship in economic development, focusing on Pakistan. As is evident from the Pakistan experience, entrepreneurs will begin to function if the proper economic environment is provided, one in which there is: (1) a government and civil service that can maintain law and order, provide overhead facilities, and prevent massive capital flight; (2) at least a small proportion of the population that is accustomed to responding to market incentives; (3) a value system and institutions not intrinsically hostile to entrepreneurial activity; and (4) a relatively stable political system.


A study of the role of middle class men in management since Brazil’s “industrial revolution” began around 1930 and a prediction that their role will increase. This industrialization has brought a burgeoning middle class to Brazil. However, the theory that by artificially increasing middle class management a nation can stimulate growth is not valid. A middle class is more a product than a cause of development. Nevertheless, as industry continues to grow and administrative structure becomes more complex, middle class management should experience healthy development.


A comparison between rural development plans in India and East Pakistan. Both programs started with the realization that in any rural development program the small farmer must first be assisted with credit, implements, and technical know-how. Although the Indian project has made considerable progress toward organizational procedures and the elimination of bureaucracy, the project has not yet been able to reduce the paperwork required for effective implementation of credit.


A description of the Egyptian Municipal Savings Banks project. The project has these goals: (1) to change fundamental attitudes of the villagers toward saving and investment; (2) to achieve their needs; (3) to formulate trust in formal economic institutions; and (4) to provide training in skills necessary for collaborative effort in small industry developments. The goal is to begin industrialization of the Egyptian villages without state interference.


A critique of the approach to economic development in David McClelland’s book, The Achieving Society. McClelland believes that it is largely the existence of individuals possessing entrepreneurial values, which they often derive from religious motivations, that generates economic development in any society. It must be understood, however, that in any model of economic growth complex motivational factors must be taken into account. McClelland’s attempt to isolate individual entrepreneurial motivations as the key determinant of economic development is not a realistic appraisal of the developmental process.


A description of the First National City Bank program for recruiting and developing local managers for their overseas branches. As U.S. corporations conduct an increasing amount of business overseas, the development of capable managers for foreign branches has become a pressing problem.


A study of the shortcomings of management in the underdeveloped countries, with particular reference to developmental projects. Because of inadequate educational facilities, underdeveloped countries often have a shortage of industrial managers to handle developmental problems. Foreign management rarely considers the conditions in such countries, such as low labor wages, that might be significant in determining the proper approach to such projects. Foreign management should handle vast and complex projects, and indigenous management should handle local-level projects.


A review of a plan devised to help underdeveloped nations in Latin America achieve efficient use of private philanthropy and channel a large proportion to develop-
opment projects. The foundation will be similar in function to community foundations in the U.S., since they will serve as evaluators and coordinators of the flow of funds to development projects. They will use trained foundation specialists. In order to sustain the foundations, sufficient incentives must be developed.


An evaluation of the operation of the development bank in Japan, one of the most successful eastern countries, to provide insights for Indian development. A development bank in India organized on the model of the Japanese development bank will play a pivotal role in Indian development. However, much depends on whether the Indian bank acquires the stewardship of the Japanese bank by formulating a basic policy of investments, and investigating technical aspects of the projects and the financial position of the borrower.


A consideration of the actual and potential contributions of the private consulting firm and the large international company, in supporting economic advancement among the technically backward societies. International corporations have a vital role in making a vast contribution to economic development. Before this potential can be realized, they must become aware of what their interests are in economic development and in the light of these interests must associate together and with governments in this task.


A study of the terms of trade between the agricultural sector and the industrial sector in relation to India’s economic development. During inflation the terms of trade are generally in favor of the agricultural sector. This is because the balance between supply and demand is greater in the agricultural sector, resulting in a faster price increase. The distribution of national income has a tendency to move to the sector in whose favor the terms of trade have moved. Every increase in agricultural income relative to industrial income reduces the average propensity to save and thereby acts as a drag on savings. Finally, when terms of trade turn in favor of agriculture, marketed surplus of agricultural produce declines, thus sharpening the movement of terms of trade and boosting inflation.


A review of the problems of the developing areas, focusing on management. There are basic social issues in regard to economic growth in general and the establishment of a managerial class in particular which have not been resolved in developing countries. Given the large illiteracy rates prevalent in underdeveloped countries, and the strength of social traditions, it is easy for the governments of these new states to be unwilling to accept the new social attitudes necessary to sustain modern enterprises. Possibly, the governments of these states will not become aware of the inhibitions which traditional thinking must place upon economic progress.


A study of the significant factors in administrative behavior in Turkey, in an attempt to assess the contribution of management to Turkish economic development. Delay in the recognition of the role of the individual in economic development and management improvement has hindered progress toward Turkey’s economic goals. A greater focus on individual development in management must be encouraged. Only then can management processes make their proper contribution to economic growth. Presently, the lack of well-defined goals and organization structure in the presence of a centralized authoritarian atmosphere preclude this contribution.


An approach to public management improvement in the developing nations, formulated on the grounds that present managerial shortcomings are seriously weakening development efforts. A comprehensive approach to management improvement would be characterized by a broad administrative survey of the entire administrative establishment. In consonance with anticipated governmental requirements, the survey report would recommend the following: (1) improved functional alignments; (2) the establishment of needed agencies; and (3) where necessary, the consolidation or elimination of agencies. If staff and service functions were very poorly developed, the survey report would endeavor to place such activities in perspective as aids to good management and would seek to institutionalize means for their coordination and control. It should also seek to institutionalize, at an appropriately high government level, a unit to provide continuing attention, leadership, and stimulation to management improvement.


An examination of the role of commercial banks in financing economic development in Pakistan. Commercial banks have not had much success in the promotion of savings, an important step in economic development. Mobile banking, tried successfully in Puerto Rico, could be introduced in remote areas where the opening of a regular branch would not yet be economical. Government and industry will have to make efforts to increase the use of checks in their payments, thus encouraging the recipients to open bank accounts.

942. Williams, Simon, “Private Investment in World
A discussion of the need for a major movement of private foreign capital and management into agriculture and fishing in the overpopulated and underdeveloped countries of the world. A commitment by private investors to devote part of their resources to world agriculture is easier to make and act upon than it might seem. It can be done entirely within the context of profit and free enterprise.


A discussion of the problems of educational modernization in Latin America. Contributions of educational institutions to the processes of national development no longer depend solely on their capacity to supply well-trained graduates. They must also contribute to the formulation and implementation of research and policy in the applied fields of government and industrial development.

(d) Public Corporations, Nationalized Industries, and Cooperatives


An account of the Employee's State Insurance Corporation in India. As an experiment in cooperation among the central government, states, employees, employers, and the medical profession, the corporation must remain accountable and flexible and must extend its benefits to all factory employees.


A discussion of economic development through the planning of the nationalization of industries. The question of nationalization has to be viewed in its proper perspective by taking into account the objective of nationalization and the possibility of realization of these objectives under the economic conditions prevailing in the country. Also, in an underdeveloped economy, the role of nationalization in the development process has to be ascertained in terms of its desirability as well as the efficient management of nationalized industries.


A description and analysis of the organization and control of public enterprise in Southeast Asia as it existed in the spring of 1954. When these countries gained independence in the 1940s, few possessed modern industries and all faced the problem of industrialization. In the absence or lack of organizational skill and private capital, governments had to take on the responsibility of establishing private enterprise. The several countries have various ideologies concerning the permanency of public ownership; various mixtures of public and private capital formation also exist.


A discussion of management planning in public enterprise in India. In some matters outside expertise may be of help. Exchange of experience with other enterprises, both public and private, can be of value. However, each enterprise has to identify its own problems and seek its own ways of solving them.


A review of the relationship between collectivization and economic development. Collectivization is not a necessary condition for industrialization. It does not tend to accelerate the rate of economic development, instead it probably hampers it.


A review of development activities in East Pakistan. In East Pakistan the existence of two creative institutions, the Comilla Academy for Village Development...
and the Basic Democracies, both led by men of stature, produced impressive results. How the program was planned, organized, executed, what it has accomplished, and what it can produce make an exciting story with lessons for all developing countries.


A comprehensive discussion of government enterprise in developing countries where different "public sector" problems are derived from unusual circumstances. The main task of the government of a developing country is not to assume ownership and control of existing industries, but to pioneer new ones. These governments also extend the range of public enterprise to include a wide scope of development tasks that were formerly regarded as outside its scope. In these developing countries the creation of new economic units in the public sector has been confined to institutions known as development corporations, which vary widely in their responsibilities and importance.


An analysis of the role of government corporations. The choice of a solution depends on several factors, particularly the stage of development reached and the policy of the public authorities regarding development. This is particularly true of industrial development corporations.


A comparative study of public enterprise in non-Communist underdeveloped countries. In the establishment and operation of public enterprises the underdeveloped countries are confronted with problems that, although in some respect analogous to those experienced elsewhere, need to be specially studied in the context of underdevelopment.


A detailed discussion of the relations between the central government and public enterprises. The reasons for the extent of public enterprises vary greatly from country to country. They can be divided by organization, function, or basis of support (whether they are going concerns or whether they are being fostered by development corporations). Certain common features emerge in most countries in relation to transport and energy, which include the industries that form the main part of a country's economic infrastructure, and are necessary to establish and expand the economy. Thus, state control is usually thought necessary, and the objectives can be summarized under four heads:

(1) to ensure the efficient use of resources in conformity with national planning; (2) to support other economic policies; (3) to ensure that the necessary finance is made available since these industries tend to be very capital-intensive with investment spread over long periods; and (4) to protect the public interest.


An examination of the role of public corporations in developing countries, with emphasis on Pakistan. Government departments are appropriate for normal administrative functions of law and order, revenue collection and maintenance of buildings and works, operation of established institutions and facilities, and supervision of small-scale development activities. However, when unusually large operations have to be undertaken and a time factor is essential, or flexibility is required, and a commercial factor needs to be injected, government departments will be neither appropriate nor equal to the task. Public corporations provide the answer.


A review of governmental policy in India with regard to the development of public enterprise. The Indian government had no policy toward public enterprise until 1948, at which time it set aside an exclusive area for public enterprise, and a reserved area if private enterprise did not develop satisfactorily. Although this policy did not accomplish much, it stabilized the business sector and showed the people it was on the road to socialism. The industrial policy of 1956 provided a significant advance toward development of a public sector by making a broader range of industry public monopolies. The public sector should play an expanding role in the Indian economy, and the government should build up adequate administrative personnel to support that goal.


An attempt to analyze reasons for the success of a cotton cooperative marketing federation introduced in the East Lake province of Tanganyika and to set forth the problems facing the innovators who now wish to set up similar cooperatives for cattle. The introduction of cotton cooperatives was possible because they dealt with a part of the social institutional structure that was flexible and open. The introduction of cattle cooperatives cuts across a much tighter, less flexible structure that involves the trusteeship system, the extended family, and the affinal family relationships, which appear to be less adaptive to rapidly changing economic practices.

An analysis of some functions of centralized government in effective development, focusing on the Yugoslav experiment. There is a tendency in Yugoslavia to use economic criteria in reaching decisions about development, and the functions of the federal government must be adapted to this. This implies a change in the character of central planning, which must become less directive and assume the role of guidance, serving as a basis for the practical measures of carrying out development.


An analysis of relations between central authority and development, focusing on Yugoslavia. There is an increasing tendency to use economic criteria in decision making concerning development in Yugoslavia. The decentralization of decisions was imperative and the only question that arises is one regarding the methods.


A discussion of state entrepreneurial activity in Greece. In Greece, as in most developing countries, it is generally believed that public enterprises can perform functions that promote a higher degree of economic development. Thus, the Greek government is establishing public enterprises in various vital sectors of the economy.


A comparative survey of the position of public enterprises in relation to legislatures in India, the United Kingdom, the United States, and France, and including the following: (1) the forms of state enterprises; (2) justification for parliamentary control; (3) accountability of the minister concerned; and (4) current means of accountability. The experience of these countries indicates that public enterprises do not escape parliamentary control and accountability and that initiative and efficiency are not impaired under this system. India, therefore, need not fear public enterprises as long as India can improve their efficiency and accountability.


A discussion of the role of entrepreneur in economic development and the government’s possible contribution to development of the entrepreneurial sector. A reasonable amount of political stability is necessary to develop entrepreneurs who will help to build a viable economy. The government should do what it can to expand the limited economic horizon. Building up the infrastructure of the economy and undertaking low return enterprises are two roles that the government can play.


A description of the status of certain public service projects before and after converting them from direct government administration to more efficient public corporations. The test of public corporations in Japan is their ability to function according to sound management principles, increase their efficiency, guarantee satisfactory service, and specify the location of responsibility.


An attempt to assess the effects of increased government participation in Asian cooperatives. In agricultural countries such as those of Asia cooperation is the best means for improving economic and social conditions of the masses. Success of cooperation depends upon the efficiency of the cooperative societies, however, and only an upsurge from the bottom will increase efficiency. For this purpose leaders in the villages should be found, their initiative should be encouraged, their organizing ability should be supported, and the government should give financial and other aids on their request, not thrusting aids on them.


A discussion of the characteristics and problems of administration and personnel in the functioning of nationalized undertakings. Effective decision making and flexibility of operation in these enterprises depend on the specially trained staff and the degree of operational freedom from government regulations.


An approach to integrated economic development. A larger underdeveloped country of ample resources has a growth potential that makes self-sustaining economic growth readily attainable. To reach economic growth on a high productivity base planners must concentrate available resources to promote underutilized resources and to displace unproductive forms of output. Planners must rationalize and develop industries along the lines of balanced geographical specialization of production.


A review of the increasing use of public cooperatives in developing economies. In many societies the pace of development has exceeded the capacities of existing financial institutions. The quasi-autonomous character of the public authority make cooperatives handy devices for developing nations. Their structure is flexible and adaptable for long-range planning, and such agencies have been more efficiently run than comparable public agencies in the same governmental hierarchy, perhaps because they still are subject to the ultimate scrutiny of the public and the legislative body.


An examination of what constitutes a region for planned developmental purposes. Location and investment should not be considered in relation to administra-
tive or political units but in relation to the growth potential. After a generation of planned investment when reasons of political security, social welfare and economic returns all have to be considered in allocation, the primary test of what constitutes a region must be the overall optimum development criterion.


A discussion of Israel's approach to the private and public economic sectors, including the ideological aspects guiding policy and the management methods needed to control the development of the public sector. Israel feels it has succeeded in establishing a healthy equilibrium between the public and private sectors. The key to Israel's relative success lies in the absence of a ready program and in the existence of a pragmatic approach to the problems encountered.


A study of public ownership of industry in several Asian countries. The materials covered include data on each country, showing the types of industries in the public sector and the relative importance of public as opposed to private ownership of industry. The areas included are Burma, Ceylon, the Republic of China, Hong Kong, India, Malaya, Japan, Pakistan, the Philippines, Singapore, and Thailand.


An examination of the problem of autonomy and control of public corporations in Pakistan. For the most efficient operation the railways should be combined into one unit and given more freedom of operation.


An analysis of labor-intensive public works programs in Africa and their role in economic development. Public works are an important element in the development programs of many African countries. Improvement of production within these works can be of great economic benefit because a greater amount of work can be done within the same budget and equipment is replaced by workers, helping to expand employment and, indirectly, investment.

(e) Labor, Manpower Planning, and Employment


An argument that despite Latin American discontent with United States policy, inter-American labor organizations continue to provide liaison with a key element of the Latin American public. United States labor leaders have fostered friendly relations with labor organizations to encourage the growth of responsible, democratic labor in Latin America. The role of United States labor, once challenged by the Argentine Peronists, is again challenged by the Communist-oriented supporters of Fidel Castro in Cuba.


A broad picture of the Brazilian labor force, employment problems and policies, and supply and demand of trained manpower. Study of Brazil's manpower situation is hampered by the poor quality and lack of available statistical data.


A review of Moroccan and Tunisian mobilization schemes for the utilization of unemployed or under-employed manpower in respect to four fundamental problems: (1) the type of projects to be selected; (2) technical and psychological leadership; (3) selection and payment of the workers; and (4) financing of the scheme. These are questions that are worth seeking answers for based on the experience of the two countries.


An examination of the Indian evaluation machinery as it affects agriculture and the cultivator. The success of an agricultural program will be judged by the visible physical outputs, and the index for the cultivator will be an improvement in his standard of living.


A study of the phenomenon of professionalism. For
a country whose economy is relatively underdeveloped, Israel has an exceptionally high proportion of college graduates. But, to the extent that bargaining power is determined by supply and demand, the position of professionals in Israel is worse than anywhere else in the world.


A study of the implications of manpower planning within the framework of overall economic planning in the Philippines. Present Philippine plans contain very little about the manpower aspects of planning, or their relevance to and coordination with educational supplies and requirements and overall economic planning.


An argument that educational reform and extension of measures to increase employment in developing countries are likely to lead to frustration unless they are supported by the reorganization of industrial production in line with opportunities for manpower development in industry. Manpower analysis applied at various levels can contribute to the necessary change in the reflexes of project planners who have been conditioned by past experience of dependence, stagnation, and a predominately illiterate and unskilled labor force.


A study of the considerations necessary in choosing between labor and capital-intensive methods of production in the various sectors of the developing economy. An argument heard against the full utilization of labor is that the nonlabor share in net value will be greater when capital-intensive production techniques are applied. Since the propensity to save tends to be higher for nonlabor than for labor income, more funds will become available for investment when capital-intensive production methods are used. However, this argument is a specious one because the structure of saving and consumption favorable to development can be obtained by adequate social and fiscal measures, and thus the social advantages of a high rate of employment is not detrimental to economic development. In the agricultural and construction sectors there is an opportunity for the application of labor-intensive production methods. In the industrial sector the range in factor proportions is narrowed, but application of the lower mechanized methods is preferable in developing countries in order to save scarce resources.


An examination of the present and potential role of the artisan in developing economies. Developing countries need to adopt techniques of production to the needs of supply and demand. Advancement will be slow if capital is applied to few workers and the growth in demand is thus denied. The replacement of the artisan by factory production seems inevitable but ways of keeping these handicraft workers employed must be found.


A discussion of particular problems in Africa facing those who leave school. Unemployment among these people is perhaps the most serious longrun sociopolitical problem facing African countries.


A review of the Minimum Wage Act passed in 1964 and a brief assessment of its economic effects. No harmful consequences on the economy or labor relation have resulted, and the level of wages has been significantly improved.


An examination of the approach to education in the new nations of tropical Africa. These nations assume that manpower planning at a high level will properly assess future demands for educated persons. A proposal is made to plan educational development according to a scale of priorities that reflect the rate of return to society from enlargement. This would focus talent upon crucial domestic issues, increase the flexibility of planning procedures, and evaluate the importance of the nonproductive components of education for economic development.


A discussion of the importance of the organizational structure in the efficiency and economic or social success of any manpower mobilization scheme in general and those for youth in specific. The work of the camps and projects must be coordinated with the national development plans and integrated into the administrative and social structure of the country. Finance has to be arranged, technical and administrative leadership provided, the work properly serviced, and resettlement assured to the workers on their discharge. These are difficult problems to solve, but developing countries must seek to do so in their own ways if they wish to attain their objectives of economic and social development.


A discussion of Brazil as a developing country in which the human aspects of manpower are of great importance in economic development. The effective integration of the human element into the social proc-
ess of production demands the solution of a series of questions relating to education, health, nutrition, housing, and technical problems. A vicious circle exists: low standards of living make it impossible to mobilize manpower productively and deficient working conditions and low output hinder general improvement of the situation. Thus, more attention and resources must be devoted to the human potential so that it may become both the origin and objective of economic and social development.


A theoretical approach to the problems of unemployment and underemployment in underdeveloped nations. This dual problem must be taken into account in any study of employment in developing areas. There is a vast disparity between employment potential in the industrial sector and the huge supply of labor. Labor seems to get drawn into the backward sector, and low wage labor seems to exert no pressure on the advanced sector—these facts define the problem of tribalism. The solution is highly complex for developing countries have been able to do very little to cope with the problem.


A review of the circumstances in which this concept and mode of development have arisen in Ceylon. Conventional notions of community development conditioned by older concepts of social welfare and volunteer service in developing countries tend to be suspicious of the new developments because the concern appears to be with economic benefits. On the other hand, some western writers tend to stress the economic aspects in the belief that new modes of development should replace older approaches. The East can reconcile these conflicting attitudes in a synthesis at a higher level in which the techniques of using surplus rural manpower for economic development are fused with the techniques for moral, educational, and social development.


A study of the evolution of a national wage policy in Israel and an assessment of its problems and economic effects. Israel’s economic and political situation is unique and its wage experience offers informative generalizations. Some of the lessons to be learned relate to the following: (1) the need for a clear definition of policy objectives to achieve an acceptable balance of interests; (2) the danger of ignoring the political consequences of a rational economic model; (3) the importance of involving strong employer and labor organizations as countervailing forces; and (4) a recognition of the difficulties faced by union leaders in relation to their rank-and-file members if they assume responsibility for national wage policy.


A survey of existing executive training programs for Latin American positions. There is a strong trend toward employment of foreign nationals wherever possible, and international divisions of companies in the United States are increasingly concerned with selecting, training and integrating Latin Americans as managers in their operations.


A discussion of the increase in the growth of Brazilian cities and the inevitable change in the composition of the labor force. The influx of rural workers into the cities has become a veritable mass migration. As a result of the growing urban population, diversification of activities in urban areas has developed, resulting in the need for new trades or occupations. However, in Brazil industrialization developed independently of the urbanization process, and its growth is tied to the main problem of skilled manpower.


An examination of the hypothesis that in order for economic development to occur in the undeveloped states of East Africa, industrialization and the concomitant establishment of an urban-committed labor force are necessary. Urban dwellers in East Africa tend to retain ties with their rural backgrounds. It has been said that this impedes industrialization by undermining the stability of the labor force. This reflects an attempt to apply Western traditions to the African environment. Actually, employees need to gear their management practices to the type of labor force that they command. There is no reason why labor movement should have adverse effects on the development of secondary industry.


A discussion of the participation of the working class in the national liberation movement in Asia. For historical and socioeconomic reasons the working class of the non-socialist Asian countries has not been the leading force of the national liberation movement, but its active participation has made the struggle militant, united, and massive. Despite their varying degree of class consciousness, experience, and organization, which stems from their different levels of development, Asian workers can win a leading role in the near future, but only through wielding together the national patriotic forces in a united front.

Farooki, M. B., “Manpower Planning in Developing Countries,” 3 ACT (September 1965) 21-26.

An examination of manpower planning in developing countries. Manpower planning is a complex process calling for a strong administrative organization, set up at the highest level and given independence to assume
responsibilities of the highest magnitude. It involves close coordination between economic planning and the utilization of manpower resources.


An attempt to discover the causes of the immobility of rural labor in underdeveloped countries and to determine the most economical means of overcoming it to encourage the migration of surplus population onto unused land resources. In most overpopulated, underdeveloped areas, unused land areas can be found that could ease population pressure. Because of cultural tendencies to immobility, the government must take the lead in bringing farmers to areas that can support them. At the same time, the government must make arrangements as economically as possible to obtain maximum economy in terms of mobility per unit of capital invested.


A view of economic development and labor in terms of expansion of employment in the various sectors of the economy. Extensive statistical data seem to demonstrate the following facts about employment in the different economic sectors in developing countries: (1) the bulk of new employment is not likely to be located in the manufacturing sector but in the tertiary sector; (2) the growth of the manufacturing sector is apt to be the dynamic force in generating new employment by eliciting higher demands on the tertiary sector; (3) the promotion of employment is best pursued by ensuring a rapid growth of manufacturing capacity and output; and (4) the fact that new factories in developing economies tend to employ proportions of labor and capital similar to those of factories in developed nations is not easily changed. Thus considerable reliance for employment must be placed on the tertiary sector.


A consideration of manpower planning in an underdeveloped economy. There are two needs created by a concept of manpower planning: (1) a centralized machinery for planning and coordination; and (2) a decentralized program for executing manpower development plans.


Comments about manpower requirements and resources research. The interest in manpower projections arises because most countries have increased their investment in education in recent years and the critical role of trained manpower in economic development is now recognized.


An attempt to contrast the traditional system of labor organization found in the rural areas of the state of Minas Gerais with the modern Brazilian form. Little effective development will occur until the traditional social structure is acknowledged, and policy is formulated in terms of it rather than in opposition to it.


An analysis of the possibilities for high-level manpower accumulation in the underdeveloped nations. High-level manpower development should consider the following components essential: (1) the rational development of formal education; (2) the promotion of effective training of employed manpower; (3) the building of incentives that are appropriate for a productive society; and (4) the temporary use of foreign personnel to fill positions requiring skills that are unavailable within the country. Developing countries should establish a human resource strategy board to plan and coordinate the various programs that are necessary for the rapid accumulation of high-level manpower. This board should have broader responsibilities than a statistical agency, a study commission, or a long-range planning organization. Although primarily concerned with policy formulation, the human resource strategy board should be involved in day-to-day coordination of activities of various ministries and employing institutions.


An examination of problems related to proper development and effective utilization of manpower in developing economies. Apart from the manpower resources programs geared to the particular development needs of individual countries, it is possible to identify a number of human resources problems that are common to all modernizing societies and then to devise a “strategy” of immediate use for countries whose urgent need is for rapid modernization.


A discussion of population in relation to a labor force and economic growth in underdeveloped countries. Economic development is intended to raise the living standards of the population. In the contemporary situation, the following aspects of population in the less developed nations are operating to retard economic development: (1) the high rate of population growth;
(2) an unfavorable age structure; (3) an unbalanced population distribution; and (4) an inadequately educated and trained manpower. These obstructions to economic growth could be amenable to control by lowering the rate of population growth. Attempts must be made to motivate the people of underdeveloped countries to reduce their birth rates.


An assertion of the significance of manpower planning for economic development in the underdeveloped nations. Manpower planning is a relatively new concept that should be useful for the nations that must develop at unprecedented rates. Manpower planning for national development is fundamentally similar to planning for the intelligent utilization of other resources. Although it presents certain unique problems, the development of human resources lends itself to the application of tested principles and practices through effective organizational arrangements. Application of these principles and practices at the right time is indispensable to the achievement of national goals.


A discussion of the manpower policy problems in nations involved in accelerated national development, with national development understood as being broader than economic development. The following are four considerations in determining a development-oriented manpower policy: (1) the selection of priorities and decision on the size of investment in education; (2) the proper techniques and emphases in the development of the present labor force; (3) the achievement of full employment; and (4) the question of the employment of women. Short-term and long-term manpower policy must be differentiated, and an explicit manpower policy should be established to serve the following purposes: (1) to provide an integrated and systematic statement of a nation’s commitments regarding human resources development; (2) to serve as a base for the establishment of institutions and actions taken to effect a national approach; (3) to permit evaluation of manpower administration as it relates to the goals of national development; and (4) to permit conscious changes of policy for improvement or to meet changed conditions.


A discussion of the successes and failures of a program intended to curb unemployment in Ghana. In response to a critical unemployment problem, the government of Ghana instituted a National Workers Brigade in 1957 to create jobs for young men. Eventually the Brigade became an instrument of socio-political education and economic development as well as one of employment. Lack of administrative caution and the demand for quick results have hurt the Brigade and, at great expense, only twelve thousand jobs have been extended. It is unknown whether the Workers Brigade can develop into an administrative asset within the present seven year development plan. A clear reorientation of government attitude toward the Brigade is necessary.


An examination of prices implicit in the allocation of resources among production alternatives made at a peak period of agricultural activity on a sample of forty-three Indian farms. Farmers in a technologically stagnant agriculture are probably aware of the resources substitution possibilities and the production responses of their agricultural enterprises. The problem of agricultural development is introducing new resources, skills, and techniques. Little progress can be expected from efforts that merely tinker with the traditional production functions or seek to reallocate traditional resources.


A study of the effects of the variables of culture, employment pattern, and urbanization on female participation in the labor force. Malaya has a plural economy and the level and pattern of female activity rates is different in urban and in rural areas. However, economic, social, and cultural factors apart from urbanization and industrialization are important in determining the female activity pattern. The increasing proportion of girls receiving education and the growing share of the fifteen to twenty-four age group ensure a steadily improving female labor force. However, its suitability for the more varied employment opportunities becoming available will depend on the ability of government and industry to provide training opportunities. If jobs are not provided rapidly enough to meet the labor force "explosions," female employment will be the first to suffer in many occupations, particularly those in which a narrowing of the differential between male and female wages has been achieved.


A review of the problem of securing trained manpower for international management. A company's success in international operations depends on finding managers with the combination of abilities and aptitudes needed to operate effectively in a foreign country.


A discussion of the importance of concerted action
by the cooperative movement and trade unionism as an effective means of encouraging migration from rural areas to bring about balanced economic and social progress and close the gap between urban and rural standards of living. These are problems that both industrialized and developing countries must solve. Though population shifts occur everywhere, a basis exists for correcting resultant imbalances. In highly industrialized countries, the basis is in the potential reaction to excessive urban growth. In developing countries it is in the possibility of avoiding the mistakes made due to the priority given to the development of large-scale industry.


A discussion of urban unemployment in developing countries. At the present time little progress is possible because people are just beginning to recognize that development can create more unemployment than it absorbs.


An examination of economic planning and development of trade unions in the nations of West Africa. There have been two main approaches to economic planning. One is an emphasis on balanced growth in the agricultural and industrial sectors, including the training of rural cadres. The second is an emphasis on getting the people actively involved in the effort. The nations have the dual problem of freeing their economies from foreign control and developing a self-sustained, rather than mercantilist, economy. They also suffer from a shortage of capital, technical aid, and trained workers. The various nations are working to solve these problems by trying to develop common markets, better educational facilities, and solutions to chronic unemployment. The trade unions have begun to cooperate with the governments through consultation and support of central planning.


A concern with the nature and functions of manpower projections. Examination of the various uses of manpower and occupational projections reveal that their deficiencies are not the limiting factors. Action, not information, has been the absent factor.


A comparative study of the economic history of labor force recruitment during the early stages of cotton development in Bombay, Great Britain, and New England. The following propositions applied to all three movements: (1) labor recruitment was not the major problem; (2) social structure determines the kind of labor; and (3) labor’s cultural homogeneity or diversity affects the character of labor administration.


An investigation of planning techniques revealing that each stage of general economic planning entails a corresponding step in manpower planning. If economic planning is to be effective in developing countries human resource planning must be integrated with it from the start. The following six stages are involved in the planning process: (1) assembly of basic data; (2) fixing of provisional overall targets; (3) fixing of provisional sectoral targets; (4) selection of projects; (5) development of sectoral plans; and (6) adjustment where necessary of initial targets and completion of the development plan. The human resource specialists can make a substantial contribution to ensure a realistic plan by detecting imbalance and reaching conclusions that may lead to the initial choices being questioned or special measures adopted. A plan can only be a forecast of what appears desirable and possible based on estimates that are inevitably somewhat unreliable. Thus a plan must never be regarded as complete and must be continually revised to meet practical requirements.


A framework within which to consider current research in human resource development in an attempt to single out areas for further research and action. The concern for human resource development is relatively new. However, for developing nations economic growth and human resource development are interrelated and require the cooperative and coordinated effort of governments, employers, trade unions, and international organizations.


A review of methods to improve trained manpower capabilities in the Middle East. Almost all governments in the area have consistently set high goals for themselves regarding trained manpower. However, the actual results have been far below expectations. Belatedly, these countries have been shocked to realize that despite their new political and social momentum-nationalist in concept and free of foreign domination—they must continue to utilize foreign specialists, technicians, and occasionally relatively simple skilled labor to fill the huge gaps in their local manpower capabilities.


A statistical illustration showing how planned economic development has led to full employment and how resulting changes have occurred in the social, sectoral, and occupational structure of the labor force and its
distribution between productive and nonproductive activities. Mechanization of agriculture has made rural workers available for employment, especially in industry and construction. With the spread of agricultural cooperatives the socialist sector of the economy involves almost the entire labor force. Technological progress has necessitated improvement of levels of skill, which has been made possible by an expansion of education and vocational training. This has resulted in an increase in the proportion of skilled workers, especially in the leading branches of industry.


An illustration of the schematics of linking a national labor force projection to the development of further manpower indicators within a national and regional economic projection model, and a critical review of selected analytical and empirical aspects of the manpower forecasting process.


An examination of differences in managerial goals and motivation between private and public sectors. There is little appreciation of the importance of proper motivation and control of managerial personnel in the public sectors of developing countries. Top policymakers must realize that the motivation on the part of managers to pursue company goals efficiently will depend on the creation of the appropriate climate and measures of performance.


An analysis of worker response to change, using data on separations typical of those maintained by many large corporations. The Aramco data support the idea that information on separations may be employed to analyze aspects of the interaction between worker and employer not revealed by studies of individual worker movement. More refined interplant and interindustry comparisons might be used to identify environmental variables affecting worker adjustments to change. Correlated with appropriate data on personal and situational attributes of the work force, separation data could yield valuable insights into worker characteristics associated with either the ease or the difficulty of adjustment to change.


A review of the manpower and educational planning in the Philippines. The integration of education and manpower into the overall development plan as an acceleration of economic growth is being expressed. Longer term measures directed toward specific areas of action indicated by the requirements of economic development will be formulated as manpower planning progresses in this country.


A review of the importance of skilled manpower for economic development. To the well-known preconditions of industrial development, physical resources, capital formation, organization of the market, entrepreneurial ability of the people, population growth, and legal, political, and financial institutions, the availability of skilled manpower is now being added with increasing emphasis by development economists as a significant component of growth. In recent analyses of economic growth of underdeveloped countries, education has a key role as a powerful tool for human resource development.

1024. Riddell, John, "The Housing Needs of Developing Countries: Some Recent Trade Union Initiatives," 15 CIV (no. 1, 1965) 31-44.

A discussion of trade union activities attempting to deal with housing needs in developing Africa. While trade union activities may appear to be modest, they are at least a beginning of practical international action—distinct from investigation and discussion. Apart from any success they may achieve they could by force of example provoke similar action on a larger scale by governments and international agencies.


An attempt to determine the proportion of a total population that will be economically active, based on demographic magnitude and the propensity to participate in the labor force. The ratio of the economically active to the total population tends to be lower in developing than in the more developed countries. At the same time, the high birth rates of less developed countries make for rapid growth of the economically active as well as the total population. The peoples of these countries are doubly unfortunate since they suffer from a heavy dependency burden and have to accommodate large annual increments in the number clamoring for employment opportunities. With limited natural resources and inadequate capital formation such opportunities are insufficient to satisfy the demand. In various ways it is possible to mobilize and channel this idle labor to increase the productive capacity of the economy and to raise levels of income.


An analysis of the scope, nature, and limits of the participation of workers' organizations in development in answer to three major questions: (1) How can the trade unions make their influence felt? (2) What is their role in the struggle against underdevelopment? and (3) What kind of obstacles do they encounter? The unions in Maghreb are very conscious of the economic situation in their country and believe that progress toward development should be the principal
task of their governments and the motive force behind their own actions. Thus, trade union support of government development policies exists in principle; but obstacles must be overcome before the principle can be given practical expression. The ability of trade unions to defend the workers’ interests within the framework of their governments’ policies will determine their ultimate role.


A description of the manpower situation in Peru and of probable future developments. A major problem is a large Indian population that does not share in the general development of the country; has very low living standards, different customs and languages; and is engaged in primitive forms of agriculture. Regional differences in branches of the economy frequently are great. The economy also suffers from heavy external trade patterns. Peru does not possess an economic and social development plan although one is being prepared for the 1967-1970 period with assistance from the Organization for Economic Cooperation and Development (OECD). Peru has not worked out an appropriate national manpower policy and isolated efforts which have been made must be coordinated. At this stage in the planning of human resources and vocational training, large-scale international assistance is needed in both technical and financial matters.


A look at the Kenyan government’s attempts to alleviate the unemployment problem. As rural Africans are attracted to the cities by cash wages and the rising expectations generated by independence and increased education, urban unemployment becomes another problem for the government. Although the extended family system cushions the problem of survival for the jobless who have employed relatives in the towns, the influx intensifies the problems of overcrowding, slum living, and the breakdown of hygiene and moral standards. In addition, the frustrated jobseekers provide ideal raw material for political demagogues urging radical measures.


A projection of Philippine management manpower needs. It will be necessary to correlate the investment of an economy in capital growth with its investment in human capital. The latter must keep pace with the former if successful development is to occur. Housing requirements must be met by an ever greater response in terms of education, training, and planning.


A discussion of the unemployment that is rapidly becoming India’s most challenging problem. India has not only the largest labor force in the non-Communist world but also one of the highest rates of unemployment. The retarding effect of unemployment on India’s struggling economy is enormous. It is imperative that a new and determined attack be made on unemployment.


An examination of the problems relating to idle manpower in India. In a developing economy any peaceful means of securing the people’s support and desire for further improvement should be strongly supported. The village cooperative, the panchayat, and the school can play an important role in the mobilization of surplus manpower in the rural areas. The extent to which this approach can be carried out effectively depends partly on the promotional activity of the government, but in the longrun chiefly on the initiative and organizational effort of the peasants and their village leaders.


A look at Hungarian results achieved in the utilization of manpower, the liquidation of unemployment, the improvement of the social conditions of the working people, and in education and public health. Hungary cannot be classified among the newly developing countries. However Hungary’s rapid economic development in the last twenty years offers valuable experience for newly developing countries.


An examination of the machinery of planning and of the plans elaborated between 1947 and 1965 which reveals that economic planning in Japan is optional Business and the public have been well represented in the planning bodies. Trade unions, while strongly established in individual enterprises, have not been significantly associated with national economic decision making. It is through the public sector, where the authorities must deal as employers with the representatives of their employees, that increasing participation by the workers may eventually be introduced.


A review of research findings and observations on the state and evolution of wage differentials in developing countries in an attempt to answer the following questions: (1) Are wage differentials wider or narrower in developing than in developed countries? and (2) Have wage differentials widened or narrowed in certain countries in the recent past? Geographical wage differentials defy international comparison due to difficulties in the standardization of data. Interindustry wage differentials reveal that they have been narrowing for both developed and developing countries. Wage differ-
entials between skilled and unskilled manual trades are wider in developing countries but appear to be narrowing in both. Wage differentials between manual and nonmanual occupations seem to be wider in developing countries.


A case study of labor-management controversy in the Palaua following World War II. Although individuals possessed general qualifications for the positions, they lacked specific capabilities to perform some functions required of their offices. Whether formal training would fully offset the idiosyncratic personality factors is unknown. Perhaps it would create greater sensitivity to the dimensions of the crisis and instill a mode for approaching the problem. Without this training the individuals displayed no marked capacity for gaining pertinent information and little facility for undertaking the assignment, even though they were intellectually competent. The expert had not learned from his experiences with other ethnic groups the truism that cultures vary and that techniques successful with one group may be failures with others.


A survey of Arab unemployment in Israel and the efforts to combat it. The future of Arab labor in Israel is a cause for concern. The failure to find more far-reaching solutions may lead to a situation detrimental to the relations between the two peoples in the country.


An examination of the unemployment problem in the Philippines and how it is being handled in conjunction with regional development. There is a chronic unemployment problem in the Philippines because 85 percent of all industry is located in the Manila area. The Emergency Employment Program is stimulating depressed economic areas by sponsoring public works projects to decrease unemployment. At the same time regional development is facilitated by allowing local citizens to run the projects. It is in the national interest to equalize the wealth and stability of the various regions.


A suggestion of the necessity of statistical data for planning the labor force. The planner of the labor force in developing nations should have a clear idea of the method most appropriate to his country of collecting the data for statistics he needs and the nature of the analysis required so that his demands upon the statistical organization will be practical. In most developing countries some data will already be available from administrative records and little from statistical field work. Developing states are beginning to see the value of statistical fieldwork and of training administrators in the techniques of the statistician.


An examination of the role of trade unions in skill development. It is becoming evident that the trade unions offer their greatest potential as contributors to filling a major gap in development programs by the provision of skilled manual workmen. To do this the unions are becoming the actual trainers of needed skills.


A review of various schemes for employment, rural resettlement, and the development of agriculture. Dahomey appears to be one of the African countries least equipped for industrialization and the labor force can only find employment in agriculture. However, farming is presently viewed with distaste and offers a bare living. The schemes reviewed are of rather recent origin but for the most part have been successful.


An examination of the national employment policies and programs in Kenya. These policies are directed toward achieving a situation in which employment at all levels will reflect the racial composition of the country’s population. In Kenya, the imbalance in the racial distribution of employment resulting from past practices makes the attainment of this objective difficult.


A review of the development works scheme launched in Tunisia in 1954. It is a voluntary employment scheme forming part of a general policy to provide full employment. The Tunisian experiment appears to be a success, which is largely due to the setting in which it has operated. However, in the final analysis, the value of the scheme will depend on the number of permanent jobs it creates for workers who were formerly unemployed or underemployed.


A brief survey of the special schemes under which young people undertake service for a period of one or two years at the end of adolescence. These schemes are of particular interest from an institutional standpoint because of their duration and intensive nature. In spite of their common characteristics they clearly involve extremely varied administrative, technical, economic, social, institutional, and policy considerations.
A discussion of Colombia's land reform law. Efforts to accelerate changes in Colombia's land tenure system are hindered by the following obstacles: (1) deficiency of funds; (2) paucity of reliable data; (3) political opposition; (4) time required to develop personnel and procedures to carry out reforms; and (5) lack of historical perspective from former changes.

An examination of land parcelization in Colombia and its effects on agrarian reform. Commercial land parcelization is not a cure for agrarian problems in Latin America. It may, however, be a useful tool until laws are modified to speed up expropriation. Commercial parcelization can compete with alternative techniques of agrarian reform.

A discussion designed to aid in the process of evaluation. Evaluation is one of five phases in the rural development process. It is a process of identifying through scientific inquiry, methods, and procedures what is happening as a result of a program and what adjustments need to be made. Six major considerations are involved: (1) objectives of the program; (2) action taken to reach the objectives; (3) collection, analysis, and interpretation of data; (4) comparison of actual and anticipated results; (5) reaching a conclusion; and (6) using the findings to improve and guide future action.

A discussion of the historical background of land tenure, the defects in Turkey's agrarian structure, and land reform legislation since 1960. Under an unreasonable and maladjusted land tenure system farmers have neither the interest in increasing production nor the ability to improve land utilization. Experience has shown that well-designed and well-administered land reform improves the efficiency of agricultural production and increases total production, thus raising income. In Turkey a land reform program is urgently needed to improve income distribution, reduce the poverty among peasants, minimize the bargaining power of landlords, and reduce excessive fragmentation in farming lands.

An analysis of changes in the economic and social pattern of occupancy in arid lands as a result of the technological revolution and the resultant changes in social and economic patterns outside the arid zone. Modern technology has unbalanced the traditional order. To keep their places in the world economy, semiarid and arid lands must compete for manpower with other areas. Fortunately the arid zone offers certain possibilities for development.

An examination of the Dominican experience in using the agriculture colony as a technique for the opening of new frontiers. The Dominican experience throws light on the general problems and processes of colonization due to the following factors: (1) it has been in operation for more than thirty years; (2) it has used both nationals and foreigners as colonists; and (3) it has functioned under a multiplicity of physical conditions. Enthusiasm for the program is increasing, indicating a greater success in this country than elsewhere in Latin America.

An analysis of the reactions to and effects of the Land Reform Bill of 1962. This measure has aroused political, religious, tribal, and intellectual opposition. Some opposition is directed toward the Shah; however, part must be attributed to the modernism that the technical aspects of these reforms will bring. The government must overcome this opposition to realize results of the desired reforms.

An examination of the scope for national and international action in the interdependent development of agriculture and other industries. Structural defects in the economic organization of most underdeveloped countries render it dangerous for economists to apply theories worked out within another historical context to the problems of the underdeveloped countries. Although agricultural development is largely a matter for national action, there is considerable scope for international action in supplying requisites for the development of other industries through loans, grants, and aid facilities.

An examination of the effect of Egypt's agrarian reform. The agrarian reform has changed Egyptian society considerably but it has not solved the problem of the landless peasants.


A discussion of price policy in India. Price policy should be conceived as a long-term policy because Indian agriculture is moving from subsistence farming to commercial production under planned phases of development.


A discussion of the problems in evaluating agricultural economic development and points for improvement. Huge sums of money have been given to the rural sector of India to equalize the rural-urban income gap. However, little progress has been made, which reveals the need for an evaluation of rural development programs. It is obvious the existing indices are too insufficient to meet the requirements of agriculture in a developing economy. Quantitative applied research is needed to provide guidance for and answers to the agricultural economic problems of India.


An examination of the general objectives of price policy. The objectives vary according to the situation in a country but in general they are: (1) to adjust supplies to demand; (2) to reduce violent or abrupt fluctuations in prices; (3) to encourage production of needed commodities; (4) to ensure balanced production; (5) to ensure a reasonable income to the farmer; (6) to ensure a proper price relationship between the goods produced and the inputs required; and (7) to protect the interest of the consumer.


An analysis of agrarian structure in seven Latin American countries and possibilities for reform. No general rules for overcoming administrative barriers to reform are possible, but an initial positive step is the recognition of the unique role of the reform agency as compared to the traditional government ministries.


A study of farmers' inhibitions in adopting new, tested techniques. If production can be the only basis of national development the Philippines is relatively stagnant. Most farmers are hostile to change. Unless the economic implications of the Masagana system can be socially sustained by farmers, the system may prove wasteful. In a developing country economic principles must be compromised with social acceptance to insure economic growth.

1058. Becket, James, "Land Reform in Chile," 5 IJS (April 1963) 177-211.

A comprehensive and well-documented examination of land reform in Chile from the viewpoints of history, law, agriculture, and possible political machinery for reform. Economic analysis indicates that Chile needs agrarian reform. Whether reform will be instituted is a question of power because agrarian reform implies a shattering of the basic social structures and a change in social rules can only be effected through political processes built on power.


A review of recent literature in agricultural development. Peasant systems of agriculture are different from plantation systems, feudal systems, and settler-homestead systems. Countries with mixed systems have special problems.


An account of the planning framework and background policy considerations involved in the transformation of Cuba from a plantation economy into a centrally-planned economy. Before 1964 planning and organization were not well developed. Since 1964 they have been rationalized as a result of the settlement of basic policy issues and the establishment of enterprise control units in the public sector. A five-year plan for the period 1966 to 1970 has been prepared as a "perspective plan." The five-year targets are subject to annual revision and the implementation of the plan is well organized and tightly controlled. The complete socialization of Cuban agriculture is regarded as a long-term objective.


A description of the variety and patterns of basic food crop combinations, and an examination of the distribution of the individual crops. Java has a widely diversified crop pattern. A knowledge of the combination of crops and the importance of each in an area can be useful in understanding aspects of the economic and social geography of an area.


A discussion of problems of technical progress in Indian agriculture. Human energy, liberated by mechanization, will have to be directed to the urgent needs facing India and to speeding up the progress of the farming community and the entire country.

A description of ownership patterns and size and fragmentation of holdings in the former North West Frontier Province in Pakistan, and a relating of this information to the provisions of the West Pakistan Land Reforms Law of 1959. It may be necessary to relate future land reform laws in West Pakistan to the high degree of salinity in the Indus Basin. To date salinity has only been considered as a technical problem without emphasis on the institutional factors that might be involved.

Bhatia, Shyam S., "A New Measure of Agricultural Efficiency in Uttar Pradesh, India," 43 ECG (July 1967) 244-260.

A presentation of a method for the measurement of agricultural efficiency in areas where livestock enterprises are not an integral part of the agricultural complex. A study of spatial variations in agricultural efficiency appears useful for differentiating between poorly performing areas and productive areas, but because land is scarce the agricultural efficiency of the land must be improved to meet the pressure of population. The technique for measuring agricultural efficiency in Uttar Pradesh seems useful in generalizing the relationship between acre-yield and share of crop land in order to predict future trends. Thus the technique has potentialities of wide application and immense value in the developing countries.


An analysis of the crop patterns of India on a regional basis. The predominance of one crop in an areal unit results in less diversification, and vice versa.


A look at the problems and objectives of price support measures in India. The broad objectives in the context of the third five-year plan are as follows: (1) maintaining stability of all prices at lower levels than the existing ones; (2) guaranteeing minimum incomes subject to variation according to changing circumstances, through a forward price policy; (3) maintenance of a parity between agricultural prices and product investments, including a minimum living standard; (4) a limited degree of price manipulation to allow planned allocation of resources between crops; and (5) a slow, long-term manipulation of prices to cause a shift of men and resources away from agriculture to achieve the goal of rapid industrialization and reduced dependence on agriculture.

Bottomley, Anthony, "Agricultural Employment Policy in Developing Countries: The Case of Ecuador," 19 IAE (Spring 1966) 53-79.

An analysis of problems relating to agricultural employment policy in developing countries. Various forces operate to prevent development in poor countries and their removal must be the primary concern of those who devise employment policy. This involves eliminating institutions and conditions that hinder the movement of labor, prevent it from increasing the area of cultivable land, and retard agricultural knowledge. Since most poor agricultural workers are land-hungry and the majority of underdeveloped lands are sparsely populated, the quickest results can be obtained by creating conditions in which labor can move into the cultivation of the extensive margin.

Bottomley, Anthony, "Orcharding in an Underdeveloped Arid Area," 17 IAG (July-September 1962) 35-44.

An extensive crop examination to determine the reason why tribesmen in the Libyan Province of Tripolitania have failed to use orchard extension as a means of capital formation and economic development. Land and labor are the plentiful factors of production while capital and managerial ability are scarce. Therefore, it appears that Tripolitaniens should concentrate on the production of crops with a high land and off-season labor component.


An examination of the effects of large landholdings on economic development. In cases where the social and political pressures for land reform are greater the consequences of an inordinate fragmentation of large estates will be most disadvantageous. The one instance in which economic reasons definitely point to the advisability of dividing large landholdings among those desiring to cultivate the idle or underutilized land is the situation of extremely low population density.


A discussion of the land reform problem in the two provinces of Pakistan that are concerned with the redistribution of land from the large landowners to small farmers and agricultural workers and with the changes in tenure arrangements associated with such a program. Land reform policies in Pakistan, especially prior to 1956, have done little to increase production, promote social welfare, or affect tradition-oriented political and social structures. Aspirations for the rise of middle class farmers who might add vitality to agriculture have not been realized and the tradition-oriented landlords remain in control. It is hoped that recent legislation will correct these problems.

Choe, Ung-sang, "Korean Agriculture at the Crossroads," 6 KJ (September 1966) 4-14.

A view of Korean agriculture. The problems facing Korean agriculture are the following: (1) the large

An examination of current developments in land tenure and agriculture in Kenya, including comparisons and contrasts with the English enclosure movements. If the peasant farmer is to survive, road and rail facilities and communication systems must be developed.


A study of the land reform program instituted in the Philippines in 1956 and the effects it has had on Philippine development. Although the Philippine land reform program has done much to cure social injustices and reduce income inequalities, it has done little to augment agricultural production. Land reform in the Philippines should be revised so that agricultural production can balance with the goals of national economic development.


An attempt to clarify the issues involved in the objectives of land reform. The Venezuelan land reform problem involves creating a farm organization adjusted to the prospects of a country capable of rapid industrialization.

1076. Dorner, Peter, and Juan Carlos Collarte, "Land Reform in Chile: Proposal for an Institutional Innovation," 19 IAE (Summer 1965) 3-22.

A proposal of an institutional innovation relating to land reform in Chile. It is not land or people that needs reforming; it is the institutionalized relationship between people that must change.


An attempt to measure underemployment in traditional agriculture. Inherited land tenure systems often restrict output by less intensive use of land and labor when the interests of individual landlords are not identical with those of the community. Too much emphasis is placed on the rate of return to resources actually in use; no private account shows the loss to the community from not using part of its labor force. For this reason the underemployment issue must be kept under continued scrutiny.


An assertion of the importance of agriculture for the economic development of Mexico and a discussion of the forces that have facilitated agricultural growth in that country. Mexico is typical of most underdeveloped countries in that its economy is primarily agricultural, and the industrial development and standard of living are dependent upon the agricultural development. The material progress that Mexico has recently achieved is largely a result of the political, social, and economic consequences of the revolution fifty years ago, and particularly of the agrarian reforms then initiated, that have given the Mexican people a stake in the agricultural development of their nation.


A discussion of current thinking regarding market agricultural surplus and economic growth. The problem of agriculture in underdeveloped economies is one of increasing productivity; not one of combating a peasant psychology.


An analysis of the difficulties of accomplishing agrarian reform in Colombia. Political opposition has contributed to the financial problems facing the agrarian reform effort. Even if the problem of political opposition is solved to the satisfaction of the reform's proponents, financial problems will continue to mitigate the reform's success.


An examination of Bolivia's present colonization as one of the most significant of the resettlement programs being promoted in Latin America today. Redistribution of land is no longer a useful approach to the social revolution. Colonization provides a major incentive for national unity and development.


An examination of problems in the Latin American nations and solutions for those problems. Since 1930 Latin American governments have pursued policies...
that take a huge tax bite out of the farmer’s income. The failure of capitalism in the depression and the theories of Keynesian economics led governments to adopt expensive government programs financed by hidden taxes and government-sponsored inflation. This has caused a great influx into the slums of the cities. The governments have sponsored unsuccessful land reform movements based on land seizure and redistribution. The need for true land reform is obvious in looking at projected population increases. The two goals of a good program should be to increase productivity and enhance human dignity. Land seizure does not satisfy this definition. The governments should contribute advice and reasonable public works.

A discussion of the agrarian reform movement in Iraq. Although Iraq has allotted a large sum of money for agrarian reform, the main problem is human material. Great short-range efforts will be needed to train the supervisors and instructors but even greater and more persistent long-range efforts will be needed to raise the peasants’ educational, social, and health levels to guarantee the fulfillment of the plan.

A consideration of farm management in making decisions concerning the use of farm resources and accepting the consequences of these decisions. These decisions rely heavily on the natural and physical sciences plus practical experience, especially in business administration. Therefore, the more the farmer understands the contributions of the agricultural sciences and the greater his direct experience in the practical operations of farming and business administration, the better equipped he is to efficiently use farm resources, land, capital, labor, knowledge, and managerial capacity.

A view of progress and problems in the development of agriculture in India. The intensive districts are proving there is enough agricultural technology available in India today to increase food production substantially—if this technology is applied effectively.

A discussion of the various programs and techniques, international and domestic, that have been utilized to foster agricultural development in such countries as India where economic and cultural obstacles to growth are of major proportions. Various community development programs, such as the Package Program, have been made toward rural development in India. It is encouraging to see India making progress toward producing sufficient food to support her population. This rural development must take priority over other development considerations in a country like India because only when an adequate food supply exists can democratic institutions and stable development exist.

A review of the problems faced in Pakistan’s agriculture and the improvement undertaken in recent years. Results have been patchy, with benefit from the large-scale irrigation works falling below expectations. An essential condition of agricultural progress is a spirit of enterprise in the farmers which can be promoted by the diffusion of small-scale irrigation equipment.

An outlined plan of progress for Indian agriculture that might have unsatisfactory social effects. To believe that the Indian agriculture is in dire straits is a misconception: economically its structure is reasonably satisfactory.

A discussion centered on the development of Nigerian natural resources. Nigeria has much agricultural potential—a large expanse of land, an abundant moisture supply, and a favorable climate. Thus agriculture could underlie the nation’s independence.

A discussion of the unsuccessful Alliance for Progress land reform. The high principles of this development program to peacefully do away with social, economic, and political injustices in agriculture conflict with the political realities of Latin America.

A summary of three methods to appraise the adequacy and effectiveness of a social reform and a review of problems encountered by the legal approach to land reform in Colombia. The first test establishes criteria based on political judgments, such as what is necessary to prevent increases in social tension. The second is a comparison of objective effectiveness between different reforms. The third is a judgment as to whether the goals established and their means are realistic and adequate. Land redistribution is not adequate in itself for it must have laws that protect the rights of producers and workers. Land reform in Colombia has encountered difficulties due to a lack of information about the scope. This reform will probably need a massive amount of time and effort from the administrative agency to be effective. The recent effort in Colombia was hindered by too many political situations and too little rational planning. It is also hindered by vague legislative enactments and lack of money.
program for rural development. Coordination with the government planning program was brought about by the creation of a Ministry of Rural Development. Management has been the biggest bottleneck to the Authority; technical knowledge and sympathetic leadership are difficult to find in native administrators.

1093. Finkel, Herman J., "Patterns of Land Tenure in the Leeward and Windward Islands and Their Relevance to Problems of Agricultural Development in the West Indies," 40 ECG (April 1964) 163-172.

A study of readjustment of land tenure patterns as a prerequisite to further agricultural progress. In four small islands of the West Indies the existing patterns of land tenure are distinctly different and in each case exert a decisive influence upon agricultural development and prevailing patterns of land use. Technical programs for agricultural development, such as proposed by agronomists and engineers, are often dependent for their success upon the prior solution of fundamental socioeconomic problems, such as faulty land tenure patterns.


An examination of the effect of land tenure arrangements on the economics and the social development of the agricultural sector of the northern coast of Peru. Earnings of farm laborers can increase when the productivity of agricultural wage workers is increased by training them to use improved methods and tools. Land redistribution cannot achieve improved levels of living unless levels of resource performance are also raised.


A discussion of land reform in which current thinking is reviewed to reveal misconceptions, a definition of land reform is formulated, and three types of reform are distinguished. Three sources of error in current discussions are: (1) the prevalence of dogmas inherited from the classical economists; (2) the failure to exclude from discussion policies that postpone reform; and (3) the tendency of leading authorities to refer to land reform as if it were a measure designed to achieve the same set of objectives regardless of the economic, political, and social conditions in a nation. Land reform is a revolutionary measure that passes power, property, and status from one group of the community to another. Thus its political, sociological, and economic aspects must be studied. Three different types of land reform can be identified: (1) for highly industrialized countries; (2) for countries with access to savings or subsidies from abroad or for underdeveloped countries with no serious problems of balance of payments; and (3) for underdeveloped countries with severe capital shortages.


An analysis of efforts of the Eastern Nigerian government to inject scientific agriculture into the region through farm settlement projects. The farm settlements represent a practical demonstration of a new type of farming. The thesis is that the most satisfactory way to educate the farming public is for them to see the new methods being carried out. The program is also designed to change the attitudes and social aspirations of drop-outs and young men in the rural areas for whom farming has little appeal. Thus the farm settlements are planned to become future Nigerian communities, having enough attractions to check the increasing labor migration from rural areas to the major urban centers, and to remove the drawbacks to development inherent in traditional agriculture.


An examination of social and economic barriers to the development of the agricultural sector in Eastern Nigeria. The economic factors are of greatest importance because they are readily identifiable and more easily manipulated than the social factors. Although social barriers may be overriding in select cases, one can generally find enough predominantly economically motivated people to absorb the capital set aside by the government for agricultural development.


An analysis of the problem of Indian agricultural development strategy. It is possible that the persistence concern with egalitarian and socialist values will prompt too rapid an expansion and reduce essential supplies to the intensive agricultural areas below the levels needed to make a substantial impact on production. The most likely victim of continuing economic inertia will be the democratic system of parliamentary government.


A look at Asia's backwardness and potential for growth in terms of agricultural production. Asia's agriculture is in a crisis; however, the best Asian farmers are doing as well as the best in Taiwan, Thailand, and India's states of Punjab and Madras. The large gap between the best and the average is evidence of the continent's general backwardness and its potential for growth. Asia's statesmen and administrators must discover the favorable combination of circumstances that has allowed a few areas to move ahead while the rest of the continent barely manages to keep food supply ahead of population growth.


A case study of mechanization of Brazilian agriculture initiated by the International Basic Economy Corporation (IBEC). Geographically, IBEC chose the com-
paratively better developed parts of the country for its activity, leaving the least developed areas of the north and west. There is little likelihood that improvements in farming methods will eventually spread to the north. The two regions represent two different economies and cultures; a gulf that may be unbridgeable. If this is true, technical advancement confined to the more developed sections of the country may widen the gap.


A study of the farming situation and problems in West Africa and the implications for economic development. Economic development in West African countries cannot be achieved through foreign aid alone. The basic problem is one of agrarian change—the modernization of the economic and social structures of these countries to permit sustained economic growth. Solutions to the agrarian problem await action by the indigenous government which must act as a prime mover in any plans of reform. The time has come for a reappraisal of the entire system of land rights, the scale of agricultural organization, and the need for adjustments in social institutions.


A discussion of the system of land tenure, use, and transmission found among the rural folk of the island of Barbados. The understanding of an aspect of culture such as a land tenure system requires diachronic as well as functional analysis.


A comprehensive look at Algerian agriculture. In terms of its contribution to national income, the balance of payments, and employment, agriculture is the most important activity in the Algerian economy. Algerian’s experiment with socialism began in the agricultural sector when landless laborers started managing the estates abandoned by departing French. This principle of self-management later extended to the nationalized industrial establishments. Thus the dynamic impulse behind the post-independence revolution was and continues to be the modern socialist agricultural sector.


A discussion of the role of price policy in steering the growth of an economy through a chain of disequilibria. The price policy in an underdeveloped country that has a plan for economic development assumes importance in creating conditions that would enable and induce farmers to adopt new techniques in production.


A theoretical framework for measuring rural change in terms of progress of objectives and activities of the program, and to measure the cost of effects involved in attaining the results. The primary objective of a program of rural development is to change the existing socioeconomic conditions in the rural sector. In planning such programs it is essential to have knowledge of the process of economic and social progress.
to help farm population become an effective consumer of industrial goods.


A discussion of factors related to the development of agricultural institutions in underdeveloped countries. The development of an effective educational and research institution in a newly developing country usually requires ten to fifteen years. Few U.S. universities are organized to help this task effectively. It is important that the leaders of assistance missions engaged in long-term institution-building activities be available to serve for a minimum of five years. For outside assistance to be effective, it must be organized on a long-term basis at the established level to enable the developing country to take care of itself.


An attempt to highlight the activities most essential to improving managerial decision making and husbandry practices by individual farm operators in underdeveloped areas, and to encourage the coordination of these activities at the local level. Attention must be focused on the alternate combinations of practices available to the individual farm operator and the potential rewards associated with these alternatives if substantial agricultural change and development is to be achieved. For agriculture to go successfully from the traditional to the transitional stage, a production program must meet the following requirements: (1) a provision must be made for developing locally tested combinations of improved practices for increasing production; (2) the production supplies and equipment requisite for such combinations must be locally available; and (3) the individual farmers must be convinced that the recommended practices will increase production and be to their advantage to adopt.


A discussion of the interrelation of the major social problem of poverty in the Middle East and the economic factors inherent in the system of land ownership as well as the physical conditions of the land. More data are needed as well as social responsibility on the part of those in power in these countries.


An examination of West Indian rural community structures. West Indian rural community structures range from tightly integrated, corporate-like systems to open, loosely integrated ones. Associated with the farmer is a peasant economy, based upon exploitation by households of small plots. Associated with the latter is a plantation economy, based upon modern techniques of sugar cultivation with labor supplied by landless workers. The demands of these two types of agricultural activities has much to do with the kind of integration extant in the community.


A succinct analysis of the interrelationships between land reform, industrialization, and economic development in the developing Asian nations. From a logical standpoint, land reform and industrialization can set in motion a process of an increasing income and productivity. The creation of employment opportunities in the nonagricultural sector provides a means for assimilating persons set free from participation in agricultural production. The improvement of agricultural productivity provides additional income to farmers which they may spend on industrial products. However, this process is hindered by a lack of capital to build up a nonagricultural sector, the culture-bound dilatory response of those affected by this program, and the cultural predilections against change. Thus, it is clear that land reform can do little to stimulate economic development unless concomitant industrialization occurs.


An attempt to highlight basic factors in Pakistan's agricultural development particularly in regard to inadequate governmental policy. The shortcomings of land reform, fiscal policy, credit, and soil erosion point to a need for considerable revision of government policy toward agricultural development. Agriculture should be a salient factor in Pakistan's overall growth but at present, it cannot adequately play its role.


A review of Takekazu Ogura's Agricultural Development in Modern Japan. The book is suggestive for the study of agricultural development on a general basis, but studies must still be done before one may have any specific conclusions with regard to the relevance of Japanese experience to the developmental problems of Asian agriculture.

1118. Ishino, Iwao, and John Donoghue, "Small Versus Large-Scale Agriculture," 23 HO (Summer 1964) 119-122.

A consideration of small versus large-scale agriculture in developing areas, focusing on Japanese agriculture since 1948. While the Japanese farmer did not increase the scale of landholdings in order to become more proficient, he was incorporated into a vast interpersonal and interorganizational communications network. He
became part of a huge corporate enterprise devoted to the advancement of farming. While farm operations were limited to three-acre plots, farmers were organizationally joined into an effective large-scale communication system that transcended neighborhood, village, and prefectural loyalties. If economic development in the rural areas of India, Viet Nam, and Ceylon is to take place, conscious attention to the establishment of a comparable reticulated organizational structure will pay high dividends.


A consideration of industry versus agriculture, and collective versus individual ownership for the Middle East. Agriculture has the important functions of providing employment for the growing population and supplying the greater amount of produce needed for home consumption and export. This implies far-reaching technical, institutional, and social reforms that are necessary and feasible.


A review of the sociological and legal aspects of types of landholdings in areas subject to economic development. At every stage of development agrarian reconstruction is the right instrument to provide the existing tenure system with the degree of flexibility needed for the adjustment to economic growth and changing land use patterns.


An examination of the role of agrarian reform in the underdeveloped economy. Land reform must be distinguished from agrarian reform. The former refers to change in ownership and the latter refers to methods of increasing production. On the basis of experiences cited in Japan, India, and Mexico, the following are needed to increase agricultural production: (1) active government support; (2) education of the farmer; and (3) changes in the economy that set up the possibility of an improvement of the nonagricultural sector. In order for these to be successful, the population must be responsive to the need for changes in aspirations and attitude.


A consideration of evaluation techniques in the context of a community development program. Total dimensions of the techniques of evaluation should have an integrated and objective approach comprehending economic growth indicators as well as people’s attitude, response, and participation in the program.


A consideration of the importance of land ownership in a land reform effort. In countries with large concentra-
tions of land ownership the establishment of more owner-operated farm units is desirable in the interest of agriculture and the economy as a whole.


An assertion of the thesis that rural welfare and overall economic growth demand a transformation of a country’s economic structure, involving a relative decline of the agricultural sector, and a net flow of capital and other resources from agricultural to the industrial sector of the economy. Agriculture’s contribution to the requirements for development capital is especially significant in the earlier stages of growth. Policies that consider secular transformation are of interest to the farm population as well as the entire country. Reduction of the farm labor force is necessary in establishing factor proportions that yield returns to labor in agriculture. Although agriculture is crucial to the development process, balanced development is most important.


An examination of the interdependence between agricultural and nonagricultural sectors in economic growth. A necessary condition for the modernization process, which includes agricultural development, is that structural transformation must take place. Attention in this process should be given to development of yield-increasing technical innovations. Decisions about the level of resources that should be allocated to expansion of farm output should be based on the various attributes and problems associated with certain countries. Agriculture research and extension education programs should be emphasized. These are public supported programs and therefore are dependent upon political attitudes. There should be concentration on an institution-building approach aimed at increasing productivity of land and labor.


An inquiry into the development of apple production in Lebanon. The mountain villages of Lebanon have been devitalized by many of the enterprising populace emigrating to America, by the disappearance of village industry, and by the strong attraction of Beirut. Thus, the role of Lebanese apple production has been that of an unplanned revitalization of a declining agriculture and of a disintegrating village structure.


A discussion of land tax as a levy imposed by the state to raise revenue. The incentive effect of land tax on optimum land utilization is uncertain since the incidence of land tax in India is rather small. Thus comprehensive measures may be adopted including awards, penalties, and negative tax-like subsidies.
1129. Kan, Aline, and Wing Kwong Lam, "The Agricultural and Industrial Development of Taiwan," 

A general review of Taiwan's agricultural and industrial development. The government is to be commended for Taiwan's power and transport systems, general education, and mobility promotion. The government's aim is to gradually turn over some public enterprises into private hands. Thus ways must be found to encourage greater private industrial development. The success of such measures will depend greatly upon political security. In the present economy it is unlikely that any large industrial project can be undertaken without heavy foreign financial and technical assistance.

5 AS (November 1965) 558-565.

A study of the effect that the transfer of resources from the agricultural sector has had on economic development in postwar Taiwan. The government has made this transfer compulsory in three ways: (1) a low government purchase price of rice; (2) a high government exchange price of fertilizers to rice; and (3) the land use tax. These policies make the farmer a large source of government revenue, with resulting economic development. The empirical studies show there is little disincentive effect due to these policies.

1131. Karve, D. G., "Plans of Agricultural Development in India," 
43 JFE (December 1961) 1081-1091.

A discussion of how agricultural development is being approached in India, focusing on such agricultural considerations as land use, conservation, fertilizers, tools, marketing, and research. In its first three five-year plans, India has shown a recognition of the significance of agriculture for planned economic development. Agriculture will have to meet the rising demand for food and industrial raw materials as well as supply a surplus of net income to help finance nonagricultural development. Presently, India is correct in placing great importance on programs for agricultural growth.

2 JDS (October 1965) 38-58.

A discussion of factors favoring the increase of productivity in Japanese agriculture during the period from 1950 to 1962. Significant factors that were favorable to the adoption of improved techniques were: (1) the initiative of farmers; (2) the organization for promoting inventions and the extension of technology; (3) the price policies and increase of industrial productivity; and (4) the fiscal and credit system. The government played an important role in each factor.

1133. Kawana, Shigeto, "Conflicts Between Local Interests and National Plans in Relation to Agricultural Development," 
4 IJAA (May 1964) 176-188.

A study of conflicting local and national interests in agricultural development, viewed within the framework of the Japanese experience. The orthodox approach of developing countries is to utilize a national policy of pushing technical innovations in agriculture and working for efficiency through economies of scale. This creates friction at the local level where farmers are tradition-oriented. It seems wise to allow the transfer of resources from agriculture to the nonagricultural sector to follow its own course. New conflicts are arising from local demands for national policies of raising producers' prices.


An examination of agricultural progress in Zambia. Urban employment and rural underemployment are urgent problems in tropical Africa. An agricultural revolution is needed in order to rapidly raise rural standards of living to make them comparable with those of urban workers.


An assertion of the theory that agricultural development, especially in the underdeveloped countries, can only take place when the farmer and farm program administrator recognize that agricultural development is generated by the proper interaction of four basic conditions. These conditions are: (1) a balanced supply of plant nutrients for high yields; (2) adequate moisture in the rooting zone of the soil; (3) a variety of crops; and (4) protection of plants. Failure to grasp the vital importance of the interaction of these considerations is the greatest technical handicap to agricultural development in the newly developing countries.

5 MER (October 1960) 66-80.

A review of the issues and questions involved in comparisons between Chinese and Indian economic growth. Cooperative forms of endeavor under certain conditions permit technical advantages. Except for the producers cooperatives, these organizational forms should be
utilized. Human and political realities of life make it likely that agricultural producer cooperatives will be used as stepping stones toward the commune system.


A survey of agricultural development in tropical Africa. The prospects for development in these areas lie primarily in reshaping their agriculture by utilizing modern technology. It appears that highly mechanized projects operated jointly by public corporations and private interests are superior to other suggested approaches to development.


An attempt to measure the impact of the land reform program that was introduced after World War II. Qualitative analysis of crop production during this time shows a marked increase in production and income. Land reform has been one of the contributing factors to a remarkable rise in numbers of children educated. Improvement in the agricultural sector is a first step toward industrialization.


An examination of advantages in cooperative farming and a discussion of investment and organizational problems in agriculture. The problems of Indian agriculture are organizational because if not undertaken as such, agriculture will provide a paradox of unutilized facilities in the midst of infinite potentialities.


An analysis of land reform in general, its specific manifestations in India, and the prospects for increased social welfare and economic development in India in light of land reform concepts. Although the productive value of “democratic collectivization” is now recognized in India, small family farming will remain in practice for a long time. Consequently, immediate land reform programs must be concerned with the following: (1) tenancy reform to diminish imperfections in the market for land and improve rental contracts; (2) a once-over redistribution of wealth and land; and (3) a rational scheme of agricultural taxation. Utopian solutions to agricultural problems must be abandoned.


A discussion of interrelationships between the industrial and farming sectors of a developing economy.


A study of the organizational procedures, investment policies, and output statistics for agriculture in North Korea since the Communist takeover. Investment in agriculture in North Korea has generally been industrially oriented—attempts to build fertilizer and farm machinery industry. Agricultural organization has eschewed the Chinese commune system in favor of something more similar to Russian procedures. There can be little doubt that collectivization along Marxist-Leninist lines has increased agricultural production in North Korea, although agricultural development lags far behind industrial growth in that nation.


An analysis of the current campaign of intensive industrial aid to agriculture in Communist China. The basic interrelationships between various sectors of the national economy are essentially the same. Growth in agriculture and industry interacts and problems of one sector affect the development of the other. This is illustrated in the attempt of the Communist regime to industrialize China since 1949 and the current campaign of intensive industrial aid to agriculture.


An outline of an evaluation study specifying the steps involved in planning such a study and an analysis of its applicability to the rural development program. An evaluation based on scientific methods—systematic, comprehensive, and objective—is needed.


A study of the contributions that the agricultural sector can make to economic development. Agriculture can aid economic development by a mere increase in its output thereby increasing the national product. In underdeveloped countries where agriculture is generally the dominant economic sphere, it can provide opportunities for other sectors to emerge through national and international trade and investment. Also, in an agricultural economy, transfer of capital from farming to other sectors can be effected by government taxation and lending.


An analysis of the budgetary process at various levels of government structure, especially in Communist China. This analysis sheds light on the decision-making process in Chinese economic planning.

A suggestion of an agriculture program to meet the long-term industrial development and social stability needs of Vietnam, based on a summary of agricultural conditions in Vietnam, their historical evolution, and a discussion of those forces at work in Vietnam that necessitate a new approach to agriculture. If those living on the farms in Vietnam are to enjoy the goods and services that are a part of modern life, a program entailing the following measures must be utilized: (1) initiation of a crash program for education in modern agricultural techniques; (2) buying up of land by the state to sell to modernized farmers in lots large enough for commercial use; (3) industrial priority to plants producing farm machinery; (4) high taxes on land to make commercial farming a necessity; and (5) government hiring of farmers taxed out of agriculture for public works projects.


A suggested revision of the analytic framework for discussion of underdeveloped countries. The "reference region" is South Asia and the key problem is agricultural population growth. The author argues that South Asian poverty, backwardness, and immobility have led to the adoption of styles of life that invalidate most existing development theory. The author presents facts concerning recent and perhaps future South Asian population growth and points out that any development theory, to be useful, must concentrate on interactions between land and population. He suggests that a suitable combination of several concepts of "decreasing return" and "variable returns to scale" based on Ricardo, Malthus, and Marshall, as well as on the Cobb-Douglas production function, provide the proper theoretical framework. The author discusses the ways agricultural environments can adapt to an unfavorable relationship. He relates the analysis to the Cobb-Douglas production function and presents some implications for international aid.


An evaluation of Philippine land reform policy in relation to long-range economic and social objectives of agricultural development. In the Philippines land reform was a prerequisite for agricultural growth and political stability. Improvement of landlord-tenant relations, reduction of tenancy by purchase and redistribution of landed estates through an organized resettlement program (NARRA), improvement of land surveys and title issuance, and creation of special agencies to adjudicate conflicts, have all helped. Limited finances have hindered progress. Tax policies should be used to discourage large land holdings and speculation in the acquisition of public lands. Farm labor and other questions must be attacked. Land reform alone cannot effect great agricultural growth.

1150. Mahdavy, Hossein, "The Coming Crisis in Iran," 44 FA (October 1965) 134-146.

A review of the land reform program in Iran. As a result of political instability, a desire for gaining prestige, and increasing chances of foreign assistance, a two-stage land reform program was begun in Iran in 1964. In the first stage holdings were to be bought by the government and resold to the peasants. As of 1965, 10 percent of the total number of villages in Iran were redistributed. The second stage, recently started, is almost counterrevolutionary. It allows landlords various alternatives, such as a leasing system or sale of their holdings. Perhaps the weakest part of the land reform is that it has failed to implement technological and organizational changes in agricultural production. The extension service program has suffered in transferring its agents to the land reform agency for clerical work.


A discussion of how managerial practices can be utilized to promote agricultural development. The rapid improvement in agricultural development requires improvements in the application of human intelligence as well as improvements in machinery, materials, and technical methods. In government planning the application of human intelligence is called policy making and in the regular work of government it is called administration. In business and farming these responsibilities are divided among management, supervision, and labor. The managerial aspects are important in each case. In a less developed country improvement in management is just as important as additions to capital and technology. In fact, if policy is to be followed and capital resources are to be used well, improved management is a prerequisite.


A discussion of the problems that arise in an evaluation of the immediate physical targets and ultimate overall objectives of a development program. Many factors can be studied as indices of development but an ultimate appraisal of development programs must emphasize consumption and capital formation.


A suggestion of approaches to the role of processing agricultural produce in Indian rural economy. The questions for analysis suggested are: (1) processing of what type of produce; (2) processing by whom; (3) processing with what emphasis; and (4) processing for whose benefit.

1154. Maung, Mya, "Agricultural Cooperation in Burma: A Study of the Value-Orientation and Effects of Socio-

An analysis of agricultural change in Burma. The process of social change and economic development can not be initiated and sustained by the aspiration and large-scale socioeconomic action of the leadership without effective implementation and social acceptance on the part of the cooperators, nor can it be assumed a priori to come about smoothly and spontaneously without the sacrifice of traditional values and customs.


An analytical framework to study changes in the level and techniques of production of agricultural commodities in low income countries. Rapid population growth and relatively high income elasticities of demand for agricultural products require that large increases in the supply of agricultural commodities accompany economic development in low income countries.


A discussion of three phases for agricultural development in underdeveloped countries and a statement of the importance of agriculture in economic development. By evolving through a phased development agriculture can do much to expedite economic growth in underdeveloped nations. Agricultural production will increase to meet the growth in demand generated by growing population and per capita income. Agriculture will provide a labor force for the expansion of the nonfarm sector of the growing economy and capital for the economic transformation from an agrarian to an industrial society.


An examination of two problems of prices: (1) avoiding sharp fluctuations in prices resulting from changes in supply and demand; and (2) integrating prices among the regions of a country. Avoiding sharp price fluctuations is a prerequisite for the stability of level of prices and for the attainment of planned production targets. If unregulated, the development of an economy may reflect sharp and recurrent terms in prices. The necessity for regional prices integration stems from two facts: (1) the progressive integration of the national economy and the elimination of unnecessary regulation requires movement toward uniform producers' prices; and (2) the differences in these prices among regions should not be higher than warranted by reasonable calculation of transport and other costs.


A discussion of price regulation in a society where direction and control of prices are necessary. A price policy for agriculture in India should aim at a maximum production in different individual commodities, achievement of the targets of production in these commodities, and apportionment of a fair share of the national income to agricultural producers.


An analysis of malnutrition and undernutrition in India. The science of nutrition is too young to answer many questions accurately and confidently; but the state of diet and nutrition of a majority of the people in India demands that something be done immediately on the basis of the information available.


A critique of proposed techniques for inducing agricultural development in underdeveloped countries such as Pakistan. Some experts have called for the modernization of all inputs in agriculture—such as seeds, tractors, and irrigation. Others have suggested model areas for research development. However, the fastest and most economical technique for increased food production would be the improvement of two inputs—water through irrigation, and fertilizer.


A case study of the possibilities of land reform in Taiwan. Although industrial development would be hindered by a shortage of indigenous managerial skill, foreign technicians and advisers could fill the gap temporarily. A labor force to keep abreast of the requirements of industrial growth could probably be trained.


An estimate of how much of West Africa’s food requirements is satisfied by imports, an assessment of the factors governing the import of food, and an examination of the role of food imports in West African economies. Food imports are mainly the result of concentration on export crops and the postwar boom in primary products.


An examination of Philippine land reform policies. It has been acknowledged that land reform is necessary for the social, political, and economic health of the country although there has been little action on this issue, aside from settling of legal disputes. The explanation for this paradox can be found in the self-interests of the various parties. Assuming that past failures at land reform could be overcome by providing all the essential elements and that society was aware
that land reform could be carried out, there may still be apathy toward this issue. This apathy is very prevalent among the tenants and herein lies the greatest negative force toward implementing a land reform program.


A study of the adoption process related to nitrogenous fertilizers focusing on the farmers' personality characteristics. Farmers' attitudes toward and knowledge about the fertilizers, as well as the self-rating of innovation proneness, economic motivation, and closeness with extension agents, were significantly associated with the levels of adoption of nitrogenous fertilizers.


An examination of the relationship between land tenure policy and agricultural development in Taiwan under Japanese rule. Gradual institutional and organizational change to encourage the traditional village leadership (the landlords) to adopt new farm technology as a pattern for others was the method used by the Japanese to improve agricultural production.


An argument that the suggested price policy is too narrowly and rigidly conceived to induce agricultural development in India despite the adequacy of institutional and technological resources, which with planning and implementation could form the basis for expanding the agricultural output. Unless some kind of agricultural/nonagricultural price parity is utilized, the objective of a balanced growth cannot be achieved.


A review of agricultural development during Pakistan's second and third plans. The second plan improved the organization for the implementation of agricultural programs with the establishment of the provincial agricultural development corporations in 1961. The corporations can now be expected to undertake greater responsibility in implementing agricultural programs.


A discussion of the relationship between agriculture and economic development in developing countries. Too little attention has been given to purely agricultural matters in most of the recent assessments of development programs. Comprehensive, macroeconomic approaches have their purposes but in underdeveloped countries whose populations are growing at devastating rates, attention to food supply is expedient. Only after food demands can be met does preoccupation with industrial and urban growth become justified.


A review of problems in Japan's agrarian sector. Rapid economic growth since 1955 has induced gaps between agricultural and nonagricultural sectors. Through the Agricultural Basic Law of 1961, the government is helping to bridge this gap. The main emphasis has been on improving the structure of the farming sector by emphasizing cooperation and coordination.


An interpretation of the development of land reform in Mexican history. The several periods of land reform have been capitalist, never socialist in nature. The differences between the periods are that, in the first two, the administrative aim was a mixed precapitalist and capitalist economy, while in the third the aim was for a purely capitalist system. It will not be enough for the government to concentrate on more intensive land redistribution, more credit, or extension services; it should reexamine the goals of agrarian reform.


A review of land reform in Japan. The land reform's efficacy resulted from its diversion of the radical farmer's movement into a tranquil state. The land reform had a great effect on increasing productivity in Japan. The government's agricultural law has been effective in controlling the land reform movement by controlling tenancy relations.


An analysis of how the Philippine land reform is being financed. The government's program for economic growth has been hampered by budgetary deficiencies. If fiscal discipline through savings and intensified tax collection is not enough to decrease budgetary deficits, there must be an increase in taxation measures. Taxation plays an essential role in economic development, and from the fiscal point of view, it should be used not only for revenue but also as an economic and social control.


An examination of how available information can be used in evaluating rural development programs without encumbering field workers with special statistical steps and without conducting special ad hoc surveys. An overall assessment of the change brought about by various development efforts may be useful, however. Such an evaluation can be made periodically by ad hoc surveys specially designed for the purpose.


A study of the role of information sources in influencing adoption, especially the usefulness of information as a notifying, intercreating, informing, legitimating,
or reinforcing change agent. These conclusions emerged: (1) change agent is important at the need stage; (2) change agent combined with other farmers within the village are important sources for awareness; (3) the coverage of the two are near equal at the awareness and interest stages; (4) a small number becomes aware from "other farmers’ fields" and watch other farmers at their interest stage; (5) farmers are likely to discuss more with farmers of the other villages in case of enterprise involving specialized farming operations; (6) at the deliberation stage other farmers within the community are important; (7) a small fraction makes decisions only by discussing with family members; (8) at the evaluation stage only fellow farmers are important; and (9) impact of the mass media has been less at all stages and completely absent at the deliberation and evaluation stages.


A demonstration of the potential contribution of farm management to the economic growth of underdeveloped countries. Too often, investigators have promulgated industrialization as the only worthwhile tool for economic development. Actually, lucrative opportunities for raising productivity and employing labor exist on the farms of underdeveloped countries. In primarily agricultural economies, self-generating factors for development need to be sought in agriculture just as vigorously as they are being sought in the industrial sector. By understanding and utilizing this knowledge, farm management can make great contributions to economic development.


A discussion of issues and problems that need considerable thinking while carrying out evaluation work. Different approaches are used in evaluating any program. To understand them, one must know the different processes and methods used in carrying out the program, and the different procedures and techniques that are utilized in evaluating the program.


A view of agrarian change trends in Latin America. If present tendencies are continued, the traditional sector of the agrarian structure cannot be expected to develop, but rather to disintegrate under the impact of governmental development and reform measures, and the changing temper of the peasants and economic competition. It will be replaced by the urban-based incursions of commercial producers of various sizes. The latter group, in conjunction with the industrialized enterprises of the plantation type, would carry the main burden of agricultural production.


An outline of the administrative procedures involved in the land reform program established in Guatemala in 1956. The program establishes a large number of zones of agricultural development that consist of farms for peasants who had little or no land. Each zone is considered individually as to conditions that affect its development. The government has created a cabinet-rank unit to deal with the program. There is close cooperation between government officials and the inhabitants, with assistance from American technical experts.


A review of a research project investigating the degree of coordination among officials and nonofficials in agricultural districts in India. The project attempted to pinpoint problems of coordination, lack of interest and initiative, and difficulties in communication. Coordination and initiative were best when personal contact between officials and farmers, and formal meetings to supplement this contact, were used.


An examination of the major physical and institutional factors that have prevented a higher rate of development in Greece. Greek developmental policy should be directed primarily toward agriculture and the industries that provide agriculture with its inputs or that process outputs.


A review of the various methods that the Chinese government has been employing to increase agricultural output. Although agricultural development has been subordinated to goals of political and industrial development, it is recognized as a matter of vital concern for the Chinese economy. Consequently, the government is attempting a wide range of output-increasing programs ranging from reformed land organizations to new techniques of fertilizer and pesticide production. Realizing that China is in urgent need of increases in agricultural production to meet the food requirements of a rapidly expanding population, the needs of developing industries, and to secure foreign exchange through exports, Communist leaders will probably continue to emphasize agricultural research and the application of useful results.


A fragmentary approach to problems concerned with identifying factors that determine progressive changes or stagnation in a rural economy of a developing country. The main objective of this microeconomic study, based on eighty-five farms over a six-year period, is the determination of the interrelationships of factors of production and consumption at the farm level in order
to help toward a better understanding of the working of the decision-making unit of East Indian farm households. The magnitude of and interrelationships between these factors can only be achieved when time series are studied. No significant change in the farm groups took place over the time period covered by the inquiry.

An investigation of the major problems in applying the statistical methodology to farm cost surveys. The statistical methodology relevant to the following four problems is developed and illustrated: (1) the comparison between the cost accounting and survey methods of collecting the dates; (2) the efficiency of the design adopted in the survey; (3) the sample size required; and (4) input-output relationship.

A study of appropriate price policy in relation to agricultural development. A study of the components of retail prices and their possible changes with agricultural development is essential. A knowledge of the allocation of the consumer's rupee between the items contributing to production and distribution reveals the worthwhile policies, the priorities between them, and determines the methods of working out the various policies.

An analysis of problems of agrarian reform in Iraq. The reform has met considerable difficulties, mainly noneconomic in nature, that inevitably impeded the effectiveness and utility of the agrarian reform law.

An investigation of the adoption of improved practices as a function of socioeconomic characteristics of farmers. Based on data obtained from a community development block of Delhi state it was observed that some of the socioeconomic characteristics considered—farm size, economic status, social participation, and education—were associated with adoption of improved practices and that they functioned toward the adoption of recommended practices. This suggests that cultivators should be stratified according to broad socioeconomic groups indicating responsiveness to extension contacts. Working with selected groups may then yield higher returns for extension effort.

An examination of the relationship between land reform and economic development and social change in underdeveloped areas. The following points are made: (1) land reform is necessary for the economic growth of underdeveloped countries; (2) sociopolitical forces in many underdeveloped countries by working through institutions that are amenable to change. Even countries with low literacy and primitive agriculture have adequate leadership among their small farmers. Working with and through the power structure—the governmental hierarchy, landlords and tribal chiefs, religious, business, and industrial leaders—a country can begin to pinpoint a working nucleus of these small-scale leaders representing the different sections of the country. Acting as demonstrators and good will ambassadors from the government, these men can remove backward traditions.

An examination of the significance of Korean agriculture in the national economy and the economy's development. In developing the economy, emphasis should be placed entirely on industrialization. Nevertheless, industrialization should be carried out with consideration due to the fact that agriculture supplies raw materials and a market for manufactured goods. The problem of submarginal farmers can be met by buying their land at good prices and reselling it to farmers who can operate the land.

An examination of land reform programs and suggestions for approaching the problems. It is important to train technicians for administering the program who will be able to train others. The success or failure of land reform will depend on the existence of auxiliary services for credit, marketing, and training, as well as on measures designed to adapt the land tenure and social systems to the aims of the program through changes in attitudes, customs, and social relations. (In French with English summary.)

An examination of the relationship between land reform and economic development and social change in underdeveloped areas. The following points are made: (1) land reform is necessary for the economic growth of underdeveloped countries; (2) sociopolitical forces
must be changed if land reform is to be successful; (3) land redistribution is a decisive step in land reform; (4) a nonconfiscatory program is likely to fail unless compensation is adequate; (5) effective land reform must go beyond mere redistribution of land; (6) effects of land redistribution are closely related to modes of cultivation; (7) land reform does not necessarily result in a decline of farm savings and investment; (8) land reform makes for political stability and economic development; and (9) land reform must be accompanied by industrialization if underemployment in overpopulated countries is to be abolished.


A discussion of the development of a proper price policy for coffee. Such a policy is important not only to provide an incentive to growers, but also to build up markets for Indian coffee.


A study of an agricultural system based on the hired labor of a landless peasantry, specifically considering the relationships between land tenure and sugar cane production on the haciendas producing under a cooperative farming system. The analysis reveals that tenure pattern and its association with production are important in evaluating the use of space of the Philippine sugar cane plantation.


An analysis of the difficulties of the transition from traditional to modern agriculture. Several conclusions are justified: (1) many farmers in poor countries are under the restraints of traditional agriculture; (2) no rewarding investment opportunities are open to farmers within traditional agriculture; (3) many of the agricultural extension programs abroad with which we are identified are attempting to induce farmers to adopt and use one or more new agricultural inputs that simply are not productive enough to make it worthwhile for farmers to use them; (4) where farmers in poor countries are not responding to our agricultural programs, the cause is probably that no really profitable agricultural inputs have been developed and supplied to farmers cheaply enough to make it worth their while to adopt them and learn how to use them efficiently.


An analysis of policy implications for agriculture related to urban developments. Agricultural institutions have been seriously obsolete and little has been done to clarify the sources of this obsolescence. The power structure of agriculture, with its strong bias in favor of income from property and its narrow commitment to the political interest of the "upper class" farmers, is subject to change for the better.


An appraisal of the effect of the P. L. 480, Title I program upon domestic agricultural production. The results of the commodity programs for wheat, cotton, and vegetable oils in Colombia point up the importance of a balanced attack upon lagging agricultural production. The Colombian cotton program, which embraced favorable price supports and obligatory absorption as well as increased credit and ginning facilities and stepped-up extension and research, was by far the most successful of the three programs.


A discussion of price fluctuations and the importance of maintaining stable prices. A satisfactory level of prices for farm crops is one of the greatest incentives for agricultural production. Thus, the stabilization of prices is the core of any price policy for agricultural development.


An examination of the objectives and methods of socioeconomic rural surveys. The evaluation of rural development programs is an immediate need, for all future schemes of rural development and reconstruction will be influenced by the basic data furnished by evaluation surveys of the existing rural development programs. Thus mistaken objectives and faulty methods could be disastrous.


An examination of the implications of technological advances in plantation crops in India. Technological change in production has increased the resource input per unit of output rather than bringing about a reduction in such inputs.


An examination of the implications of Mexican governmental policies regarding agricultural settlement in the Gulf Lowlands. The state must undertake the introductory survey of resources and use, and provide the legal framework within which land can be acquired and communities established to prevent abuses. It must also supply the means of access, credit, and probably some limited material assistance. Beyond this, however, the maximum possible initiative should be left in the hands of the settlers.
A discussion of the agricultural setbacks in Iraq, which can largely be traced to the persistently misunderstood management factor. Agrarian reform caused serious declines in agricultural production, but the reasons lay in the political struggle within the Ministry of Agrarian Reform, not in the agrarian reform law. While cooperatives had been the basis of the redistribution program begun in 1958, administrators did not begin emphasizing their role by supplying necessary money and credit until 1963. Thus ineffective policies combined with misguided enthusiasm to produce an unrealistic cooperative program. In general, agricultural development received little help from administrators in policymaking positions.

A suggested technique for evaluating only the economic content of development programs. In view of scarce economic resources, it is important that economic analysis is attempted to provide information needed for total evaluation.

An examination of the adoption of improved agricultural practices in India. Through the greater participation of farmers in various formal and informal activities, it is possible to get them to accept more improved technology. Since improving economic conditions through land reforms such as consolidation into viable economic units takes time, the extension worker can use this time for social participation and thereby secure the adoption of improved practices.

An analysis of the price mechanism in India which reveals there are limitations in its effectiveness so far as foodgrains production is concerned. It may be assumed that the more successful the country is in keeping the agricultural prices somewhat depressed, the greater will be the potential economic growth.

An attempt to identify major barriers encountered on a localized level in Pakistan in planning for accelerated agricultural growth and to suggest ways of circumventing these barriers. Largely because of its geographical situation, Pakistan has administrative problems in coordinating all long-range plans for agricultural development. Compartmentalization of function must be eliminated and better communication and comprehensive plans established if the administrative structure is to facilitate growth.

A discussion of the role of a clear-cut coordinated price policy for agricultural development as part of planned economic development. The price policy must ensure that agricultural production is economic. The aim must be to maximize the contribution of agriculture to the total national income.

An examination of the employment potential of agriculture in developing countries, the obstacles to the realization of this potential, and the specific measures of agrarian reform which may be called for. Agrarian reform must be geared to employment objectives which may not otherwise be achieved. Agrarian reform will not provide the additional employment opportunities which developing countries need to lower existing levels of unemployment and underemployment and to absorb new entrants into the labor force without careful planning and the inclusion of specific goals.

A consideration of the economics of land reform for agrarian nations. Land reform involving the fragmentation of large and relatively efficiently operated estates, is likely to result in a decline in national product.

An examination of the relationship between land reform and agricultural development in Taiwan. Though land reform is no panacea for all agricultural problems, it promotes agricultural progress in two respects: (1) it creates a more rational distribution of agricultural income between investors and producers, and (2) it increases production through the release of unused resources of land and population.

A plea for the adoption of land reform as the direct and major concern of the Point Four program. Land tenure in the Middle East presents a serious problem, in part because of confusion over title to the land, communal ownership, and fragmentation of ownership, but largely because of the prevalence of semifeudal conditions of ownership. The objectives of technical assistance programs cannot be attained without promulgating land reform.

An examination of the growth in the economy of Kenya which has been generated by changes in patterns of land tenure in the Kikuyu Reserve. Largely because
of the consolidation of land holdings in one area of Kenya, farm income has risen sharply. Since industrialization has been difficult and slow in Kenya, this agricultural growth should be extended as far as possible.


A detailed study of the agricultural system in Yugoslavia. The pragmatic approach to economic problems, which Yugoslavia professes to pursue, has really not arrived at proper conclusions. The result is a bad state of agriculture, with little hope of improvement.


A review of fundamental economic problems of underdeveloped countries. If we assume that the majority of underdeveloped countries cannot become first-rate military powers, then the progressive accumulation of capital through agriculture is the wisest course to follow, since this means of development is the most feasible and cheapest.


A consideration of the link between agrarian reform and economic development. The land colonization effort in Chile has been slow moving, indicating that Chile has barely taken the first step in the direction of agrarian reform.


An examination of Chilean land reform since 1964. The land tenure structure in Chile might better be changed by somewhat slower but nonetheless steady steps toward individual proprietorship. Although land should be taken quickly from all owners to be affected, it might be held and managed centrally while new proprietors are being trained on-the-farm for their new roles.


A survey of the main stages, characteristics, merits, progress, and difficulties of Communist China’s agrarian policy, which led to the step-by-step collectivization and mechanization of the agricultural sector. The formation of mutual aid teams and “semi-socialist” agricultural producers’ cooperatives are only steps in the direction of full collectivization whereby production can be increased and Communist political organization well entrenched among the peasantry.


An examination of title security as an aspect of land tenure in Latin America. Title insecurity has long been a source of serious problems in Colombia. It stands in the way of promoting an adequate exploitation of the land and preventing social unrest. There are particular problems in the colonization areas of Colombia.


A contention that a narrow conception of a high-productivity system tied to the crops, techniques, and organization of the grain and pasture system has restricted the productivity of tropical agriculture. High-productivity land-use systems can be developed for the tropical region, and this task must be given high priority in economic development research and planning.


An examination of how land-use improvement measures have been employed as a prime mover for agricultural and industrial development in Taiwan. The small size of Taiwan is the most important limitation to its economic growth. Despite the rapid development of industries and the relative decline of agriculture as a source of national income, farming is still the most significant sector of the economy, especially from a trade standpoint. Within this framework, the redistribution of income resulting from land reform and the vertical land-use improvement programs have done much to advance economic development.


A look at the problems involved in the establishment of collective farms. In solving the problem of organizing farm work, the underlying premise was that the organization and remuneration of labor should ensure the performance of all agricultural operations and guarantee a constant increase in labor productivity.


A detailed look at coffee production in Angola. Since World War II coffee cultivation has made rapid progress in Africa. Angola has been the prime African coffee supplier for the United States.


A reply to an article on the same topic by S. D. Neumark. The process of economic development in East Africa and of agricultural development in particular is complex. It cannot be expected, as Neumark asserts, that transport and marketing improvements will, of themselves, lead to a developed agricultural sector and to the growth of internal trade and specialization. The task of increasing the volume of exports is of at least equal importance.


An examination of planning in Jordanian agriculture.
The task of training farmers to new, more formalized practices such as are required of complex irrigation systems is long and arduous but essential to success.


A critique of the present trends in research on agricultural development in Southeast Asia. Agricultural economists have too often devised purely economic models for agricultural development in the underdeveloped Southeast Asian nations without recognizing the strong cultural factors involved. The combined work of economists, sociologists, and anthropologists and empirical study in the rural areas themselves is necessary to determine the best course of action for the economic development of agriculture in Southeast Asia.

1225. Wickwar, Hardy W., "Food and Social Development in the Middle East," 19 MEJ (Spring 1965) 177-193.

A review of rural levels of living in the Middle East and a look at positive steps taken to augment the food resources of the region. Insofar as national planning is economically rather than socially oriented, it meets the food problem indirectly rather than directly. Economic development planning is becoming a complex interrelationship among many variables; and among them are the production, importation, utilization and distribution of food and feed.


An inquiry into the varied problems associated with planned settlement in the tropics, as evident in Malaya with specific reference to the state-aided venture at Endau. State-sponsored settlement is an important aspect of recent land-use trends in many tropical territories, because of the underdeveloped status of the local sectors of land being occupied.

1227. Wilson, Dick, "Must India Starve?" 47 FEE (February 18, 1965) 295-297.

An analysis of India's most pressing complex of problems—stagnation in food production, sluggish development of agriculture, and the ever-rising population. The production of foodgrains has remained almost static during the past three years, and yet the population has increased 8 percent in that time. Whether the food deficit can be narrowed gradually over a reasonable period of years is questionable.


A survey of the several stages of agrarian transformation under the Communist regime in China, and a preliminary evaluation of the effect of collectivization and communization on per capita consumption and savings. Communist China has gone from a mild land reform to cooperatives and finally to communes. China's impressive agricultural growth, however, may have little connection with the use of communes. Other important factors have been: (1) expansion of acres under crops and of multiple cropping; (2) broad technological innovations, intensive use of fertilizers, better tools, and improved field management. It cannot be denied that the communes, with the complete mobilization and limitation of consumption they allow, have stimulated Chinese agriculture.


A discussion of a Brazilian attempt to diversify agricultural production. Brazil, which produces nearly half the world's coffee, has launched a $70 million diversification program with the two-year objective of uprooting 400 million coffee trees. Alternative crops range from corn and maize to soybeans and cotton, as well as tropical fruits like avocados.


A look at two schemes launched to modernize traditional agriculture and combat rural underemployment. The civil service trains young rural leaders to promote village development, while the "Work for Honor" program encourages the local populations to undertake simple works for the improvement of agriculture and conditions of life in the countryside. The first scheme provides civic and vocational training for the young, and the second stimulates local interest and participation in national development.


An Indian Ministry of Commerce report indicating priorities in allotment of monetary and nonmonetary inputs to be made available for commercial crops during the fourth five-year plan so as to increase exports. The strategy is to increase the yield per acre through intensive cultivation. The more important commercial crops are: cotton, jute, groundnut, cashewnut, tobacco, pepper, and lac.


A supplement designed to analyze the factors involved in fertilizer use so that proven deficiencies in Indian practice may be corrected. The major failure in agricultural production in the third plan was due primarily to the misuse of chemical fertilizers. To improve fertilizer use for the fourth plan requires greater availability of fertilizers, overhauling marketing and distribution, changing credit facilities, use of subsidies in areas where fertilizer use implies risk, and a broader strategy of sales through private as well as cooperative agencies designed to harness aggressive selling to a national purpose.

A discussion of Latin America's land reform laws and the actual results. The new agrarian reform laws have been so cautiously written and so blunderingly executed as to have had little impact on a land tenure system under which nearly two-thirds of farming land is in the hands of one percent of all landowners.

1234. "Who Feeds India?" EST (December 17, 1966) 1211-1212.

A discussion of the factors contributing to India's food shortage and what can be done about it. In India the gap between knowing what is wrong, and correcting mistakes appears to be far greater than usual.
3. POLITICAL FACTORS AND PROBLEMS

(a) Nation Building, National Identity, and National Character


A review of development in Latin America, as contrasted to that in the northern tier of industrial nations. In the northern nations technology was the leading factor in the industrial revolution. It evolved through a process of trial and error and was adopted and adapted slowly by the society. In Latin America, however, the technology is immediately available and the central process in this development is the invention of social forms that will enable the nation to accept the technology. To be successful, social invention needs a strong government to direct or back it. Among these needs are control by government of labor unions, intervention by armed forces, and development of strong single parties. Argentina and Mexico seem to have been trying to accomplish this.


An attempt to assess why socialism has failed in Asia. The decline of socialist ideas and practice in most parts of Asia has occurred over two decades. Two reasons for this decline are the socialists' failure to meet the challenge of nationalism and to adjust their thinking to Asia's interstate disputes and problems. By adopting a passive attitude toward these issues, socialists cut themselves off from the mainstream of national thinking.


An analysis of Madagascar's disillusionment with regionalism, as expressed in the Organisation commune africaine et malgache (OCAM). The OCAM attempt at regional development failed largely because Madagascar found greater rewards in selective ties with other industrialized powers. Thus, Madagascar's future expansion will probably come from a general enlargement of the range of Malagasy relations, not from another attempt at regionalism.


An analysis of the potential conflict between nationalism and economic growth. The United Nations' "development decade" will be recorded not as a period of spectacular growth but as one of sluggish progress, marred by socioeconomic chaos, political upheavals, coups d'état and mass discontent with entrenched establishments.


A discussion of some problems of revolutionary reform in Latin America. The argument that political pluralism is a natural consequence of economic development is neither logically nor empirically compelling. Like the argument that the fruits of enhanced economic productivity will "filter down" to the less advantaged sectors, reliance upon such automatic mechanisms of change is seldom, if ever, totally adequate. It is essential to stimulate intentionally the mechanisms that lead to political maturity.


An analysis of the appeal of Communism in Black Africa, which gives the impression that Africans are not impressed with the ideological teachings of Communism but in the practical support they get from Peking. The Chinese leaders are becoming aware of this, and their immediate goal is to eliminate western influence and, if possible, to substitute their own image.


An analysis of the independent nations based on their political characteristics. The independent nations resolve themselves into several distinct governing patterns: (1) polyarchic—virtually all developed western nations; (2) elitist—largely African; (3) centrist—Communist states; (4) personalists—Central America, except Costa Rica, and several Asian states; and (5) traditional—Yemen, Nigeria, Laos and Iran.


An examination of the effects of corruption within a developing polity. Corruption in developing nations
is not necessarily antipathetic to the development of modern economic and social systems; in part it serves a beneficial function.


A proposal for the fusing of the states of the Middle East into a Federation of the States of the Middle East. Israel, having taken back part of the Arab refugees and compensated the others, would no longer seem to be a sovereign and hostile state but rather a federal state linked to the others within a framework.


A consideration of the place of ideology in nation-building in the new states. In its formative stages a new nation's need for a belief in itself is demonstrably greater than the use it can make of realism, logical completeness, and consistency.


An exploration of the ethical character of political action within the broad spectrum of political and social philosophies used to deal with Indian realities. The power considered most worth having is that which falls to a leader whose means are unsullied and whose motives are perceived to be free of self-seeking. The influence of this perception on a complex set of patterns for approaching social, economic, and political problems must be realized before contemporary India can be understood.


A discussion of problems relating to the development of the Comoro Islands, which presents a microcosm of those encountered by developing countries. The islands too are undergoing the difficult transition from a colonial system to independence, and they have to reckon with the strong traditional structures of a civilization which still influences the lives of most of the population.


An attempt to identify traits of national political character and to cite political institutions and events that illustrate them. National character must be distinguished from national characteristics and must be assessed over an adequate period of time. Also, the question of whether political institutions shape national character more or less than they are shaped by it must be considered. The outstanding attributes of national character discernible in recent centuries are particularism, atomism, orderliness, otherworldliness, restraint, a sense of mission, herrenvolk tendencies, mysticism, and humility, anthropocentrism, experimentalism, and resoluteness. It would appear that with the passing of the bipolar political world and the growing independence of the third world, there will be an intensification of particularism, both within and among separate countries. Also, it appears that political loyalties will be based increasingly upon hate rather than love and that the state as a concept and political entity will fade. Governments are becoming more ephemeral, but they are real and comprehensible, whether they take on the form of a republic, a one-man dictatorship, a one-party dictatorship, or a charismatic executive.


A consideration of the usefulness of the model of the Cuban revolution for Africa. The pattern of the Cuban politicoeconomic revolution must be studied closely. One salient lesson is that the construction of socialism is difficult to achieve in present times, even if the experiment is heavily subsidized.


An examination of the social, economic, and political contrasts in Ecuador. Considerable economic progress has been made, but the majority of Ecuadorians live in a depressed state. Instability, military rule, dictatorship, personalism, and revolutions have long been the dominant features of the political process, and the political system gives little evidence of being able to sustain a democratic process. The achievement of meaningful and lasting stability in Ecuador requires social, economic, and political modernization.


A discussion emphasizing local administration of the continuity that has existed in public administration since the 1963 revolution in South Vietnam. In order to smooth the way for a successful social revolution a department of rural reconstruction was established in 1965 to pacify the rural areas and to improve the living standards of the people. This program is being carried out through the traditional administrative channels and by the use of cadres.


A review article considering the role of revolution in development. Before the problems of economic development can be attacked, an even more difficult political problem has to be solved. A country's development effort must be total, and the government must be able to secure the participation of all. The problem of participation is awesome, but in the longrun all barriers yield. The only question is how they are going to yield.


An examination of the main factors in the European pattern of modernization, bureaucratic institutions, and
the relationship between the two. Much of the public administration literature is preoccupied with problems of the status quo, the maintenance of equilibrium, and rationalizing-maximizing concerns. These three characteristics alone seriously limit the applicability of this literature to modernizing systems.


A consideration of the first five years of the Federal Republic of Cameroon. The federation has survived the most crucial period of its evolution. The creation of a Cameroon ethos as a concomitant of nationalism will be the most urgent problem for Cameroon politicians during the next few years.


An attempt to analyze and interpret the national character of Brazil. Scholars, depending upon which component of Brazil’s complex nature they have emphasized, have conceived of Brazil as essentially Dionysian or Apollonian. According to the Apollonian approach, which is taken in this article, the core of Brazilians’ character comprises spiritual volition, adventurousness, and poetical vision, shared with an important segment of their Portuguese ancestors. However, this Old World heritage has undergone expansion, differentiation, and creative transmutation in the course of creative synthesis with New World elements. Since early days Brazilians have tended to harmonize idealism with response to reality, political independence with traditional political forms. It is likely that this process of creative synthesis of old and new will continue as Brazil meets the future.


An analysis of various explanations for underdevelopment advanced by leaders of six West African states. Africans who blame colonial rule and colonialism have the dominant voice. This suggests that explanation of underdevelopment strictly from an African point-of-view is now noticeable.


A review of Taiwan’s experiences in 1966. The political rigidity contrasted with a number of ambitious economic and social undertakings that pointed to a firm commitment among the leadership of Taiwan’s development into a modern, progressive state.


A view of the role of revolutionary strategy in China’s foreign policy. Three propositions emerge. First, Chinese Communist revolutionary strategy is best analyzed as a whole, not as separate military, political, or economic strategies. Second, since 1958 the Chinese Communist party has become increasingly specific about the universal applicability of its revolutionary experience to Asia, Africa, and Latin America. Third, Communist Chinese leaders have tended increasingly to base their approach to foreign policy upon concepts and experiences drawn from the Chinese revolution. The fundamental ingredients of the Chinese revolutionary model are such conditions as profound discontent with existing conditions, especially among young people and intellectuals, stagnation in the rural areas, and misrule by a corrupt but weak central government. These conditions exist in some Asian and Latin American countries, and the outbreak or success of one or two people’s wars in these areas could prolong the life of Chinese universalism.


An examination of the East African Common Market, which shows that if the common market survives, it is likely to become increasingly important. East Africa still is in the very early stages of its industrial development, and it will later establish industries in which economies of scale are important. A dissolution of the common market would deny to East Africa the opportunity for much development.


An attempt to demonstrate that the doctrine of rapid economic development, coupled with organization theory, is an inadequate basis for a nation-state. As much as the doctrine of Arab socialism may abhor politics, its choice of rapid economic development as a goal and organization as a structural strategy will not make politics vanish. It will, though, hinder the Egyptians in developing political institutions and a national community.


A review of events in Bolivia since the revolution that brought the Nationalist Revolutionary Movement (M.N.R.) to power. The M.N.R. rule completely changed the social structure of the nation. Nationalization of mines and widespread agrarian reform were some of the changes. The unpopularity of some of the Paz government’s policies led to his overthrow. The military junta has extended government control over mines and rural areas. The past twelve years have had a profound effect on social life in Bolivia, an accomplishment of the Paz government.


An examination of the factors underlying political conflict potential in peasant societies and an exploration of the nature of the politicization process as it affects the peasants. Peasant societies embrace the great majority of the population of the underdeveloped coun-
tries. Each of these societies contains political conflict potential and is linked to a larger regional, national, and, ultimately, international society. Thus, the possibility for intersocietal conflict and tension is always present. Despite the ubiquitouness of potential conflict, the world’s peasants are strung out along the politicization continuum. However, an understanding of the politically relevant aspects of a given peasant society and of the nature of the politicization process at work within that society should make it possible to predict with some accuracy the rate of politicization and the nature of the ultimate political action.


An attempt to derive a model of economic nationalism in developing states. An investment in the creation of a middle class, financed by resources extracted from the mass of the population by nationalistic policies, may be the essential preliminary to the construction of a viable national state.


An examination of the background of today’s crisis in Argentina. The immediate postwar years promised much, not only in terms of new political alignments but in the tractability of economic problems. Today the obstacles to economic development appear to be innumerable and elusive. It is easy to forget that ten years ago developers tended to assume that “takeoffs” followed automatically upon the fulfillment of a few specific preconditions, such as an ample level of investment.


An analysis of South Korea’s politics. South Korea as a developing area has the general characteristics of a predominately agricultural economy with a low level of productivity and a sudden disruption of the old order. The Republic of Korea also lacks nationalism and a revolutionary ideology. This fact makes South Korea an anomaly among the developing countries, not only in a descriptive sense, but in an analytic sense as well, because both ideological elements are functional requisites for political development.


An overview of the problems facing the Central African Republic. With present resources it is unlikely that the CAR has much of a political or economic future over the longrun, except in close cooperation, perhaps even integration, with its equatorial neighbors. The most important element contributing to the political uncertainty is the unfilled void left by Barthelemy Boganda, the first CAR chief of government and the architect of independence. Symptomatic of the political and economic uncertainty is an increase in embezzlement and misappropriation of public funds. Another element of political tension is the pressure of the so-called “Young Turks” within the administration and the Army for more radical change in a wide range of domestic and foreign policies. Above all, the Central African Republic finds itself at an economic deadend. However, if there were to be continuing government stability under pragmatic leadership, increased external aid, and rational cooperation with neighboring states, the CAR could make a modest contribution to Africa’s overall development.


A review of three significant proposals emerging from the Nouakchott Conference, held in Mauritania from February 10-12, 1965. The three developments are: (1) a new organization, the Organization Commune Africaine et Malgache (OCAM); (2) an overt condemnation of Ghana and “certain countries” that “welcome agents of subversion and organize training camps on their national territory” for the purpose of interfering in their neighbors’ internal affairs; (3) the first significant African declaration of support for the legal (i.e., Tshombe) government of Congo-Leopoldville.


A consideration of corruption in developing countries focused on Africa. Although it cannot be assumed that economic development is impossible without an effective public morality, conditions in Africa would seem, however, to support such an assumption. For if the political elite of a country devotes its time and energy to personal aggrandizement by corrupt means, it is not likely that development can take place.


Mexican psychoanalysts have focused on conflict between the sexes generated by the conquest and subsequent revolutionary upheavals; this conflict they see as the most crucial determinant of Mexican psychopathology.


A discussion of Philippine Asianism since the country’s independence in 1946. In the Philippines, a formerly American-oriented nationalism has been transformed into Asianistic nationalism; and a formerly American-centered foreign policy has moved into a new Asian orbit. In the Far East, Philippine Asianism remains fundamentally security-oriented with Communist China, not Japan, the object of fear. In Southeast Asia, Philippine Asianism is both security-oriented and fraternal.


An examination of the content of African socialism and its effect on development. The world balance of power indicates a moderate position for Africa in its
economic policies. Private enterprise is usually encouraged, but it is controlled. Governments have undertaken economic planning, the extent naturally being influenced by circumstances and ideas peculiar to each country. If private capital desires to invest, that is acceptable. Where it does not, the alternative is state involvement.


A review of the progress of the Organization of African Unity. The OAU is confronted with serious political problems, arising partly from the diversity of its membership. The member states vary in the extent to which they are committed to the short-range and long-range goals of the organization, in their interpretation of such commitments, and in their ability to carry them out. In the longrun it will be these problems and the mode of their resolution that will decide the future.


A review of Japanese democratic growth emphasizing the conditions necessary for political modernization. The history of the Taisho period in Japan shows difficulty of achieving political modernization in a backward capitalistic country at the stage of imperialism. It also suggests what kinds of political forces must come together before democracy can be realized.

1273. Milne, R. S., "Political Modernization and Development," 34 PA (Spring, Summer 1966) 135-144.

A review article considering recent literature relating to development. David Apter's The Politics of Modernization is a genuine contribution to the study of political development, although some of its hypotheses are misconceived.


A prescription for survival against the Communist expansion in Vietnam. Before Vietnam can become a truly independent, self-governing state, the West must build a political structure that will permit the central government to extend its authority to the peripheries and the people to register their needs and desires in the capital city.


A discussion of the problem of corruption in the public services in India. Sociological, economic, and ethicoro-religious aspects of corruption are long-term problems that will not be stopped easily. The problem of corruption in administration can be attacked by reducing inefficiency, by granting more publicity to administrative dealings and by a reduction of the discretion of public officials in matters of hiring and firing. An independent body to check on corruption, reform of the legal system to let it deal with the many types of corruption that are evading the law, and reform of political elements to encourage higher ethical standards is also part of the necessary strengthening of the public services in India.


An examination of Indian national character in the historical contexts of the long political subjugation, the value system, the social structure, and the socialization process. Of particular importance was the experience of conquest, first under the Muslims, then under the British. The collective "inferiority complex" generated by these historical circumstances is confirmed and reinforced by some features of family and caste. Salient traits of Indian character that have resulted have included an absence of commitment, a peculiar identification with the mother, a peculiar attitude toward authority, and various contradictions in the Indian personality.


A review of Thailand's political development during 1966. In the economic sphere striking progress continued. However, the rapid economic development did not spread its benefits evenly throughout the country. Although progress is being made to bring irrigation, health facilities, agricultural improvements, and other benefits to the Northeast, the question is whether the progress is rapid enough to give villagers there an increased confidence in the government.


An attempt to make the debate between "moralists" and "revisionists" about the effects of corruption on development more fruitful by presenting specific hypotheses about probability. The conclusion emerges that statements about corruption and political development can be refined to "it is probable that the costs of corruption in less developed countries will exceed its benefits except for top level corruption involving modern inducements and marginal deviations and except for situations where corruption provides the only solution to an important obstacle to development."


An examination of the 1966 crisis in China, which will probably have a long-term impact and which will display considerable continuity with developments in China since 1962. The most important among these are the encroachment by the military upon powers previously reserved to the party, the accent upon youth, and the concern with the maintenance of revolutionary momentum.


An examination of Indonesia's political developments during 1966. Little happened, either domestically or internationally to alleviate Indonesia's financial crisis and to put the country back on the road toward economic development. The sobering facts that awakened the political consciousness of the "generation of 1966"
have not resulted in the nation's total commitment to a new course.


An attempt to develop a moral analysis leading to a normative set of rules for such particular situations as those of development. There is an urgent need in developing countries to find a normative set of rules that is adequate to the transitory situation. These rules can only be found out in the confrontation between a clearly analyzed situation and an equally clear moral consciousness or moral article.


An examination of Brazil's search for political stability and economic reform. In its paternalistic, moderate style the government has returned to something resembling the monarchy of pre-1889 Brazil. However, perhaps the Brazilian tradition of pragmatism, moderation, and compromise allows for a distinctly "Brazilian" revolution that incorporates traditional aspects of the country's politics.


An assessment of the performance of Pakistan's political system during 1965. All governments in Pakistan have tried to keep the country united through institutions like the army and the bureaucracy, but no government so far has tried to build unity of a durable nature that rests upon political foundations.

1284. Segal, Aaron, "Where Is Tanzania Heading?" 10 ARE (October 1965) 10-17.

A review of the developments by which the Tanzanian state is becoming a nation, subordinating tribal sentiment to a new sense of unity. Tanzania is relying upon political, economic, cultural, and administrative centralization to achieve a national nontribal society. The resulting discrepancies between ends and means in this ambitious determination to build a new society are sometimes great, but the hectic pace and the sweeping nature of the objectives make Tanzania one of the most exciting countries in Africa.


A discussion of the radical changes taking place today in the political and economic system of the Arab world. These changes represent an ideological rebellion against Europe and western social and political values. The rebellion of the revolutionary elite of the present generation completes a long repudiation of western values. The standard of the West, as a pattern of evaluation and thought, is again being opposed in the name of other values and independent systems of thought.


A review of the factors contributing to Venezuela's material growth and political stability. The elements are, in part, the oil boom, the policy of "sowing the petroleum," and the increasing of popular confidence that the future will be free of political manipulation and overt political violence. There seems to be a popular consensus that the basic reforms are possible within a democratic framework.


An analysis of the social structure that has given rise to various demands and aspirations voiced by various socioeconomic groups and the effects of this structure on the political system. The social structure of Turkey has traditionally been split between the peasant village and the small upper stratum of notables, officials, and soldiers. Today, the intellectual gulf between the two persists, but the physical separation has been broken down, and social and economic differences are being affected by the resultant changes. These social changes have also had an impact on the Turkish political system: (1) the adjustment of the political system to the new social conditions has not yet run its course; and (2) at the present stage the social changes have given rise to a greater degree of political instability than at any time since the early days of the republic. These observations are reflected most clearly in the party system.


An essay introducing readings in political modernization, emphasizing the comparative aspects. Several conclusions now are possible: (1) modernization is complex and results in a fundamental transformation of society, economy, and polity; (2) modernization is not guaranteed—it is subject to disruption; and (3) it cannot be assumed that the wide-ranging changes will occur peacefully.


A consideration of the terms "modern" and "traditional" as analytical tools with special focus on Northern Nigeria. Analytically or normatively antithetical social elements may in actuality be compatible under certain conditions. If so, the occurrence of a dysrhythmic process of change ultimately indicates a need for hypotheses about political change that are at once more limited and more inclusive than the concept of modernization allows.


An appraisal of some of the premises underlying much of the thinking about South Africa. Observable developments in South Africa no longer point to the elimination of white economic and political domination.
as the inevitable climax of the African revolution that began to gain momentum after World War II. While the prospects for early revolutionary change are dim, however, longrun evolutionary developments within the framework of the established social order are inevitable.


An analysis of recent developments in Turkey. Despite vigorous efforts of the Marxists to arouse hostility against the present social and economic system, only 2.5 percent of the total electorate responded. So long as social policies enable the masses to share in the rise of income and wealth of the country, radical and revolutionary appeals will probably have little effect.


A review of recent books on the Congo. The Congolese model fits the situation of many other African countries, regardless of formal constitutional arrangements or the composition of the central authority. The major difference is that in other countries the stresses on the system did not occur simultaneously.


A consideration of Egypt's attempts at economic and social advancement, through the first and second five-year plans, in an effort to reveal the successes and shortcomings. The first five-year development plan achieved almost all the targets set for it. However, several factors prohibited complete success. Among these were the poor 1961 cotton crop, the 1961 socialization of the economy that led to the confusion in recording data and increased the state's responsibilities in the public sector, the fear among officials of all ranks of assuming responsibility or of making any major decisions, and the growth of consumption beyond all estimates. In view of the difficulties encountered by the Egyptians in their economic experiment, there is some question of whether socialism is the most appropriate method of ensuring a rapid and harmonious development.


A detailed survey of southern Africa, presenting reasons that the West should seek to initiate change and proposals that might lead toward some concessions from the white leaders. The apartheid system covers almost all aspects of life, affecting whites as well as blacks. However, the way to change in South Africa does not lie in punishing white South Africans but rather in helping them change the situation.

(b) Leaders and Leadership

1295. Abueva, Jose V., "Bridging the Gap Between the Elite and the People in the Philippines," 8 PJPA (October 1964) 325-347.

An analysis of the gap between the elites and the common people in the Philippines and the experiences in bridging that gap during the Magsaysay administration (1954-1957). As long as peasants and laborers are not more economically secure and better organized to support new national leaders in extracting reforms from the traditional powerholders, the mass leverage needed for long-range success in effecting social and fiscal changes and economic development will not be realized.


A brief account of tribal leadership patterns in India. Before undertaking an action program, the developer should have some idea of the theory and the general morphology of tribal leadership, relatively static in the past and fluid in the present era of rapid change. A great deal is known about charismatic and religious leaders of tribal groups but little about other types of leaders, past and present.


An evaluation of the theory of charismatic legitimation, which still is too incoherent to merit serious consideration as a realistic response to the problem of integration. The cultural fragmentation and greater competition among the elites of the new states discourages charismatic leadership.


An analysis of the political elites in colonial Southeast Asia in terms of pre-modern social structures and the variegated influences of different European colonial regimes. This analysis may provide a useful tool for the understanding of the emergence of intelligentsia-ruled polities and of politics governed by modernizing traditional elites in postwar Southeast Asia.


An appraisal of the current political situation in India, concluding that leadership may prove to be India's Achilles' heel. Nehru's long tenure gave India a sense of
An assessment of India's attempt at development since 1951. Whether it will be possible or practicable for a government that believes in persuasion rather than coercion to call for the necessary sacrifices is uncertain. It will involve a severe test of Indian political leadership and of democracy and the democratic method to achieve self-reliance soon and without aid.


An examination of events in Vietnam in 1966. The still tenuous prospects for access to political power by a wider group of civilians injected a note of challenge into politics that had not existed the previous year. But the possibilities for markedly more effective leadership still appear remote.


A study of leadership values in a small peasant village in the Philippines and possibilities of effecting innovation within the leadership structure. The legal-based leadership and the tradition-based leadership, although holding to some different norms, cooperate in running the village. Through acculturation the village has come to understand both orientations. Those who desire to bring innovation must recognize the necessity of working through traditional institutions.


A historical examination of changing patterns of political leadership in India. Increasing conflict between politicians and administrators, particularly at the state and local levels, has been noted in recent years. If present trends continue, the very competent top administrators may become the final arbitrators of policy and the guardians of the unity of India, relegating Parliament and the state legislatures to the status of debating societies.


An examination of the effect of land reform on rural social organization and leadership in Taiwan. The land reform program, which has caused many landlords to withdraw their interests from the rural villages, appears to be leading to some equalization of status in rural Taiwan. Thus, new village leaders can take power.


A description of a typology of power, a tool for evaluating the relationship between power distribution and social change. Social change largely is brought about either by those in power, through exercise or non-exercise of power, or by those seeking power. Models of four possible combinations of elites can be used to evaluate the potential for change: (1) single elite, undifferentiated mass; (2) primary elite challenged by the lesser elite; (3) power diffused among many competing, relatively equal elites; and (4) a vertical elite...
structure, two or more strata of competing elites. The models are not intended to fully explain social changes but to show that political power is an essential part of any explanation of social change.


An examination of a potential role for the military in economic development programs. Military civic action would put the military to good use. To the advocate of foreign aid it proves that under proper circumstances the money spent for the military can be spent on education, economic development, and social and cultural betterment. Finally, military civic action gives the arms controller a means for engaging the army in peaceful pursuits until true disarmament becomes more feasible.


A discussion of political recruitment in Sarawak and its relevance to development. If a society is engaged in a gradual but continuous process of industrialization and modernization, one would expect to see a change from purely ascriptive recruitment based on traditional family and racial ties to one of advancement according to skill, level of education, and technical competence.


A study of the role of the military in the political modernization of Japan. From the beginning the Japanese military has enjoyed the superior position traditionally held by the samurai class. Although the Tokugawa shogunate was based on military support, it fell to the Meiji Restoration forces, which were committed to the building of a modern army and military elite. Thus, the modern Japanese government has maintained the superior position of the military and at the same time made it a force for modernization. The development of a powerful, complex military establishment has helped to develop a national identity, promote social mobility, and create a progressive elite.


An evaluation of the social and political changes that have taken place in Cuba under Castro. The motivation behind the frequent changes in Cuba’s organizational base and policies reflect a deliberate policy to prevent the institutionalization of the revolution, which can only be ascribed to Castro’s inordinate love of power.


A description of leadership types in East Pakistan villages of which village workers should be aware.


An examination of Colombia’s political developments and economic problems. The Frente Nacional has not accomplished what it was designed to do. Despite the eight years of peace, it appears to have become a device employed by the oligarchy to return to political power. The economy shows both superficial problems, such as political mismanagement of the money supply, and structural problems, such as population growth and the rural agriculture dilemma.


An examination of the problems that modernization poses for traditional political systems. It seems certain that the existing monarchies will lose some or all of any capabilities that they may have developed for policy innovation under traditional auspices before they gain any substantial new capabilities to cope with problems of political participation produced by their own reforms.


An examination of the role of political leadership and political parties in Japan’s modernization. Prior to 1945 Japanese political parties failed to perform such vital functions as the recruitment of political leaders and the establishment of popular participation in government. The parties did serve as vehicles for diffusing western political thought in the Meiji era. By educating and mobilizing some of the people, however, they influenced the form of government established under the constitution of 1889. Yet that government was parliamentary in form only. Today the division of the parties into two ideological camps materially impairs the effectiveness of parliamentary institutions. If modernization involves the creation of political instruments, including parties, that can gain popular acceptance by accommodating the varying demands made by diverse political interests, then Japan has not yet attained full political modernization.


A review of methods to prevent Communist exploitation of the rift between the poor rural population and the government in Chile. The landlords’ traditional role as go-betweens for the peasants in legal and cultural matters has declined, and the Communists have filled the resulting vacuum. Other agencies must take over this role and compete with the Communists. They can do so by educating the peasant and increasing the number of agricultural technicians, as well as by working through two important contacts with the peasants, the merchant peddler and the priest (delegado). These, plus the Peace Corps volunteers, as nongovernment agents have provided a two-way flow of information.

1319. Kroll, Morton, “Political Leadership and Admin-
istrative Communications in New Nation States," 16 SES (March 1967) 17-33.

A case study of leadership and administrative communications in Trinidad and Tobago. The term "transitional" frequently applied in the analysis of developing areas indicates a state of flux from what is normally regarded as a "traditional" society to a "modern" societal system. Even the term "traditional" needs significant qualification in the West Indies, however, for no traditional society exists in the sense that it is found in Africa, Southeast Asia, and elsewhere.


An examination of the Turkish experience in working toward economic growth and political stability, which, beginning with Ataturk, Turkish leaders have sought through conscientious civilian government. The new nations seek to achieve in decades what was accomplished in the West in centuries and to accelerate mobility yet maintain stability. The military institution, historically the instrument of stability, can, as in Turkey, promote mobility within a framework of urban control. Turkey's modern military organization, subordinate to the civil government, is a powerful educative force.


A discussion of the need for new approaches to the growth process. Continuous foreign aid and continued dualism mean no self-sustaining economic development. Modernization can take root only where the traditional sectors are stirring. Government programs must disturb—and bind.


An analysis of the tasks of leadership in India's developing economy. An expanded capital supply, even low cost capital from abroad, cannot itself eliminate the problems, and its effectiveness and volume will depend upon prior domestic activity and, more specifically, activity by India's elite groups.


An examination of Pakistan's "Basic Democracies," which were introduced to bridge the gap between the administration and the people. Based upon the presidential form of government, the plan reduces the governing areas to small ones in order to keep the illiterate populations aware of the government's work. The system starts with a small governing unit, the Union Council, which has a wide variety of functions—administrative, municipal, judicial, and several other levels. The Union Councils are assisted by appointed administrative officials and serve as props while the system grows. The system has given new spirit to the people, changed their attitudes, and helped Pakistan on the road to modernization.


An examination of a colonial society where economic reforms have taken place within a wider institutional framework designed to preserve the traditional social order as a basis for administrative control. The traditional chiefs, who enjoy advantages under this arrangement, have a vested interest in its continuation. The arrangement involves bureaucratic direction that is not conducive to sustained individual effort, however. The rise of an educated middle class has drawn attention to the desirability of long-needed change.


An examination of political leadership and parties in Japan's modernization. Political modernization entails change in political institutions, specifically in the structure of the political forces that vitalize the institutions. Among these forces political leaders and parties are the most important. The emergence of a political leadership out of party organization is itself a modern phenomenon. In Turkey the original nucleus of party organization underwent a long process of development before any such leadership developed.


A note on the development of community leadership for development in rural India. Two sets of people are required for directed change—the outsiders who will introduce new ways of life and insiders who, after accepting the new ways, will persuade others to change.


An analysis of the consequences for national development of military-inspired contributions to education. There is a need for systematic research into the potentialities of military establishments for the guiding of economic development and the assisting of the administration of national policies. Such research would determine the reasons that the military in different underdeveloped countries have had varying degrees of success in furthering economic development.

An examination of an attempt to orient leadership groups to development so that the process could be extended among other officials and groups, referring specifically to Libya and Afghanistan. A variety of skills and approaches are necessary for development, and one must recognize these skills and approaches as the foundations of development.


An analysis of the role of the military in Turkey’s modernization. The political modernization of Turkey occurred for the most part under military aegis. The "New Order" proclaimed by Sultan Selim III (1789-1807) when he undertook a program of westernization consisted of the creation of a new army. The final victory of constitutional and representative principles came in 1908 as a result of a threatened military rebellion. A decade later Ataturk and other generals transformed the Ottoman Empire into a modern nation-state.


An analysis of Hassan's assumption of full government responsibility and of the economic pressures that threaten Morocco. In Morocco, as in other newly independent African countries, leaders have been faced with the task of creating unfamiliar bonds of nationhood among a diverse citizenry accustomed to thinking in terms of local loyalties. Because of its size and geographic, ethnic, and political heterogeneity, Morocco's independence process alone has proved insufficient for molding national unity and solidarity, and irredentism has been a useful device for rallying mass support for national goals and symbols. But irredentism, while useful in solving shortrun internal political problems, tends to give way to the pressures of economic and social malaise. Today Morocco must concentrate upon economic and social development, not political manipulation.


A case history of a village panchayat between 1949 and 1961 with a tentative exploration of the failure of the panchayat in light of the relations of the president of the panchayat and his resource group. This relationship adversely affects the achievements of village panchayats.


A comparison of the leadership techniques of Victor Paz Estensoro and Romulo Betancourt. An understanding of successful leaders and their parties is important, because they are viewed by many as the one hope for a relatively peaceful, non-Communist social transition in the area. The important question and key difference between the Paz and the Betancourt leadership is to what extent political continuity and respect for legitimate institutions can be achieved by one person at the expense of a party of diversified leadership. Betancourt proved that personalism does not have to be the key element; Paz demonstrated the danger of a party and a revolutionary government based solely on personal leadership.


A critique of the thesis that demagoguery or rhetorical charisma is an effective shortcut in the mobilization of the masses and to the political and socioeconomic development of the underdeveloped nations. Far from being a shortcut, demagoguery is a great menace to development. It causes commotion; it produces changes that are only short-lived; it generates conflicts that impede political growth and order; it advocates crash programs that consist largely of irrelevant clichés reinforced by the coercion of the laggardly and the dissident. To offset the negative effects of this phenomenon a moderate, foreign-educated elite is growing in many of the underdeveloped countries. According to C. P. Snow, there is a danger that such elites, highly specialized in their education, may not choose to play a significant role in political development, but such fears seem unjustified, and the members of these educated elites tend to identify with each other and recognize that they are needed.


A summary statement of theory, research, and implications of Latin American leadership patterns. Ideological solutions, international aid programs, and the work of technicians will be only evocations of ignorance until more is known about the patterns of Latin America's human resources and their potential uses for political development.


An examination of the role of the military in Middle East development. Among the countries now undergoing the developmental revolution, the military as an institution and former military personnel as political leaders have assumed crucial roles. A military regime, while somewhat authoritarian, may provide the best shortrun hope for constructive development toward democracy.


A consideration of the importance of political ideology in a culture's receptiveness to new institutions. Pro-
grams and institutions developed in the United States, particularly homesteading, were not successfully transplanted to Hawaii because of the scarcity of arable lands and the successful attempts of the entrenched sugar elite to block them.


An analysis of problems relating to the transplantation of institutions of American democracy. The peculiar characteristics of the regime in the recipient area must be considered in the assessing of which democratic institutions, if any, can be transferred easily.


A discussion of the formation and development of the Zaibatsu from the point-of-view of the men responsible. These men varied considerably in the degree of their involvement with politics, though, interestingly, they all placed a common emphasis on the Japanese people and the state.


A study of the utilization of traditional symbols by Arab leaders, especially in Egypt, to achieve community consensus to maintain power and effect programs of modernization. There are inherent problems and inconsistencies in government support of Islamic growth and pan-Arabism to effect social and technical modernization, since social and technical modernization normally imply secularism and nationalism.


An assessment which challenges conventional views of the significance of frequent military intervention in developing areas. Too often, military intervention is dismissed simply as "military dictatorship" without an inquiry into the nature and dynamics of the affected political systems. In Africa, Asia, and Latin America, where low levels of political awareness and experience limit the available leadership, the military almost of necessity may play a major political role. Military politics can be justified only as interim solutions, however.


An examination of the role of the military in Burma's development planning. Economic prospects in Burma are threatened by social and political tensions and instability. These tensions perhaps are as likely to bring on civil war, deteriorate over time into apathy under a series of corrupt military regimes, such as in Latin America, or even to lead to a foreign master as they are to bring the benefits of modernity to Burma. Development under the Burmese military, therefore, is necessarily limited and is not the fuller development that can be achieved by a free society.


A review of factors leading to Ben Bella's overthrow. The unfortunate aspect for Ben Bella and for Algeria is that he was thrown out by his military protector just when he was moving toward a reconciliation with some of his political rivals and, therefore, toward a more solid civilian base for his government.


An analysis of the opposition to President Ayub, based mainly on the deep alienation of many intellectuals from the regime. However, President Ayub appears capable of retaining firm control.

(c) Parties, Groups, and Elections


An analysis of Latin American student opposition and its relation to development. The Latin American educational system still works through aristocratic channels and is impeding changes in the social structure. Students may provide the conscience of social change, but the means and actions must come from a combination of students and forces from other sectors of the society.


A discussion of party politics in Colombia. Social and economic change has not been matched by any large-scale transformation at the political level, but a number of basic social changes must eventually be reflected in the institutions and processes of politics.

1346. Apter, David E., "Some Reflections on the Role
An examination of the role of a political opposition in developing nations, concluding that opposition is essential if the problems of the governing of new nations are not to engulf public officials and impel them to coercive solutions. By representing interests, providing information, and criticizing and offering alternative policies to government, the opposition can aid in three critical spheres of a democratic system—preserving an acceptance of democratic values, exercising a control on the acts of the executive by conciliar control and advice, and giving a coherence and meaning to the representative system.

A consideration of political constraints on agricultural policy. Politics are too serious a matter to be left to the technicians or the economists alone, nor should they be left unconditionally to the politicians. Each has a specific role and acts under specific constraints in policy making.

An examination of Developmental Change of a political opposition in new nations, concluding that opposition is essential if the problems of the governing of new nations are not to engulf public officials and impel them to coercive solutions. By representing interests, providing information, and criticizing and offering alternative policies to government, the opposition can aid in three critical spheres of a democratic system—preserving an acceptance of democratic values, exercising a control on the acts of the executive by conciliar control and advice, and giving a coherence and meaning to the representative system.

A discussion of the apartheid in South Africa. A modern economy cannot rest upon racist lines for long, and thus it seems that South Africa’s booming economy is apartheid’s greatest peril.

A consideration of the role of a political opposition in new nations. Exclusive nationalism does not coexist easily with peaceful government-opposition relations, nor does the inclination of a small vanguard to hurry history along seem to be conducive to the development of a tolerant political culture.

An analysis of political opposition in the new states. Exclusive nationalism does not coexist easily with peaceful government-opposition relations, nor does the inclination of a small vanguard to hurry history along seem to be conducive to the development of a tolerant political culture.

An analysis of Chile’s 1964 presidential election. The voting patterns of men and women suggest that certain perceptions about economic status, political influence, and religious sentiment, combined with contact with party organizations and the communications media, played prominent roles in determining voters’ choice.

An analysis of the disparity between voting preference and ideological position and the ideological change that this disparity implies. The 1965 election by introducing a more rational and less charismatic element into Israeli politics demonstrated that many Israelis did not perceive the present as a time for change. Yet despite the consistency in voting, documented evidence reveals a general shift to the right in the ideological positions of many Israelis.

An examination of the development of interest groups in the panchayats. Some significant changes in group behavior and intergroup relations as a result of the panchayats are slowly becoming evident. The anomaly of social inequality coexisting with political equality has accentuated tensions in village society and has created a new alignment of social forces. One characteristic is the formation of a village elite, which previously came from the upper castes exclusively but now is more widely diffused. All interest groups in the village have begun to exert pressure for advancement through their own leaders, who are beginning to constitute the village elite.

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An examination of the role of the Tanganyika African National Union (TANU) in the development of the country. TANU has penetrated virtually all social spheres; as the government it controls the program of rapid social and economic change. In an attempt to create effective state institutions the TANU government is organizing the economy into corporate segments and is supervising each segment, sponsoring comprehensive national planning, and converting the bureaucracy into a combined party and government administration. At all levels TANU is an instrument of education and agitation.


An examination of political parties in Africa. An infusion into African societies of the western presuppositions of bipolar judgments and irreconcilable social opposition might subvert existing democratic values by producing dogma and intolerance where traditionally there was tolerance. A likely consequence of this change will be disregard for the wishes of an outvoted minority where the traditional political ideal was consensus, and a crystallization of economic differences into a disruptive dichotomy of opposed classes struggling for power.

1359. Gusfield, Joseph R., “Political Community and Group Interests in Modern India,” 38 PA (Summer 1965) 123-141.

An examination of the development of political unity on a national level in modern India concentrating on the problems that arise when modern, western democratic forms (political parties, elections, parliamentary and secondary associations) are fused with Indian traditions (caste, religious communities, factions, villages). It cannot be assumed that the establishment of democratic forms alone will create a national authority and lead to a viable party system. The diverse, decentralized Indian population and the tradition of regional unity threaten the goals of economic and social reforms, insofar as these programs depend upon the authority of national elites.


An exploration of the reasons for Lebanon’s success in dealing with political problems resulting from both the country’s sectarianism and the lack of confidence in the permanence of the state. The harmony between the electoral process and traditional pluralism of the society has averted these dilemmas; elections have legitimized the constant power struggles among the factions and have to some extent institutionalized structural change. Thus, the Lebanese case is an exception in that democratic institutions contribute to, rather than depend upon, stability in the modernizing polity.


A discussion of the role of the peasantry in the anti-colonial struggle as demonstrated by the Algerian revolution. By 1962 the revolution was a social rebellion of the poor. In a peasant country without a fully crystallized progressive party and without trained staffs, however, it is more difficult to administer the state than to seize power or to wage a liberation war.


A discussion of the modern, secular left-wing movement in Turkey. The movement is aimed at the establishment of a new social and political system and depends upon the elimination of the traditional concepts of authority and social organization. After the revolution of 1960 the basic ideas of Turkish socialism took shape as a new elitist doctrine of power, which was justified in terms of economic development.


An examination of the rapid growth in the size and militancy of trade union movements in the new states, especially in Ceylon. The bureaucracies contain many tensions, often resulting from or exacerbated by the social and political change and instability of the country, the great demands for development made to the bureaucracy, and the harassment and hostility by nationalist and reformist politicians. Militant trade unionism in Ceylon reflects tendencies present in more subdued form in many bureaucracies of the new states.


An examination of the character, intensity, and extent of student political involvement in the developing nations. The study of the selection and formation of elites during and after their university experience concentrates on a crucial determinant of the process of national development. Such efforts can be fruitful only within a systematic context.


A consideration of Tanzania as a developing African state that is making socialism a reality. Although for a developing nation substantial government direction of the economy is needed, socialism is more difficult to establish in poor nations than in developed ones. With the lack of domestic capital and the timidity of its few local possessors, the socially alienated and politically vulnerable Indians, where will Tanzania find the resources to implement its development plan? The answer may be the concept of self-reliance, which places the burden of development in Tanzanian hands in the same manner that nationalization places control in local hands.

An analysis of the emotions and political power of the youth, particularly the students, in developing countries. In Asia the political role of the students has been less clearly defined by tradition than in Latin America. It is clear from two cases—Indonesia and Korea—that underlying the student movement in politics is a whole system of education and change that inevitably sets apart the new generations as a distinct and restless entity. At the same time the political direction of this new generation is shaped by other factors—the political situation around it, the organizational forces that seek to control it, and the culture and character of the individual nation.


An analysis of the role of the opposition in Turkey. The institutionalization of the opposition in developing countries would seem to be inseparable from the institutionalization of the values, roles, and patterns of behavior that are associated with the growth of western civilization.


A discussion of political trends in Mauritania, which since 1964 has been one of many African countries attempting to modernize with the help of mass party organization. Its practical leaders seem to be fully aware that the revolution will take a long time.


An analysis of politics in three Bengal villages. Changes of regime and of theory in India's political capitals have influenced village life, but the pace of social change outside the cities is slow. Slow rural development means that in addition to the institutions of modern political democracy in India there is a framework that belongs to the structure of traditional village politics and supports the weak fabric of political parties and elections that have appeared so recently in Indian village life.


An examination of Peru's recent middle class revolution. If one takes revolution to mean a fundamental change in a society's ruling class, the backgrounds and loyalties of the men who hold political power today indicate that a full-blown revolution has taken place. The new programs emphasize the development and integration of Peru's forgotten provinces.


An analysis of the 1965 Congressional elections in Argentina, which reaffirm the continuing presence and influence of “peronismo” in Argentina. Failure to dissolve or integrate the movement once more is apparent, although there are signs of the changing content of “peronismo” as it adjusts itself to a new political reality.


An examination of the history of the Buddhist movement in South Vietnamese society. The continuing political involvement of the Buddhists can be attributed to several factors. First, in a country without effective political parties or democratic institutions a group such as the Buddhists becomes a natural focus for opposition. Secondly, there has been a widespread feeling that a genuine popular revolution is needed in South Vietnam.


An analysis of recent political developments in Guatemala, specifically the successes and failures of the ousted Peralta regime. The hopes of the October 1944 revolution have been fairly well institutionalized in Guatemala, despite the resistance of traditional forces. Rightist leaders, who have dominated Guatemala's governments since 1954, have not been able to wipe out the reforms and programs started by Arelvo and Arbenz. However, this envisioned economic progress has taken place largely because of the financial support and influence of the United States.


An examination of electoral behavior in Andhra Pradesh. If the development block is so demarcated as to maximize its potentialities, whether they be geographical, economic, or social, the task of proper planning becomes easier and the people's interest in their betterment will increase. Such a situation would augur well for more enthusiastic response to democratic elections.


Observations of various aspects of fascist movements. Comparative study of fascism is needed to warn new generations of old dangers before they recur. For example, the new African dictatorships pride themselves on being “socialist.” However, revolutionary nationalist regimes, applying techniques of mass mobilization, injecting into their quasi-socialist ideologies strong doses of racism and of historical mythology, and moving from simple dictatorship toward totalitarianism, may end up more like the Third Reich than the “socialist” Chinese or Soviet model.


A consideration of the expansion of the Histadrut—the Israeli labor organization. The expansion is largely the result of the mass immigration and the intensive economic development of Israel. However, despite the organizational and financial achievements, a feeling of general dissatisfaction prevails throughout the Histadrut. The once prevalent consciousness that the Histadrut was created in order to fulfill a historic national and social role has faded and given way to narrower material interests.

An analysis of the role of opposition groups in new Asian and African states. In many states in which the rulers strive for modernity and for progressive and differentiated societies, the leaders are highly intolerant of opposition, particularly of open opposition in the form of constitutional parties that are contending and criticizing in public.


An analysis of the Nigerian political system. There are three basic contradictions in the Nigerian political system: (1) the machinery of government is basically regionalized, but the party machinery retains a strong transregional and anti-regional tendency; (2) the main opposition party has relied upon the support of a clan-conscious, regional power group in its drive against the system of regional power; and (3) the constitutional allocation of power is inconsistent with the real distribution.


An examination of the usefulness of interest group theory in certain developing countries. The more traditional features of Filipino society operate much more strongly on associations the closer to the barrio level one takes his sample. The larger national interest groups will be less penetrated by these traditional features.


An argument that the development of a network of specific associations or interest groups might serve as a measure of modernization in the larger society. The study of interest groups is a useful supplement for other tools of measurement; however, its utility is limited by the nature of the political system being studied. In many developing countries conditions exist permitting interest groups to emerge. Because such groups are highly researchable and because they lend themselves readily as tools for measuring a variety of types of social and political change, they deserve much more systematic attention than they have received in recent years.


An examination of the 1965 elections in light of topics such as socialism, capitalism, land reform, foreign policy, and economic development. For the first time these were debated as campaign issues by parties with differing ideological perspectives. Turkey stands at a turning point in its political development, and the future of democratic processes depends primarily upon the ability and wisdom of the new Adalet Partise (Justice party) leaders. If the government should prove unable to achieve rapid economic development and a new political consensus, Turkey will probably become increasingly unstable. If, on the other hand, the new government successfully resolves these basic issues, Turkey will regain its former position as a model for modernization within a democratic framework.


An examination of the Nigerian Trade Union Movement between 1939 and 1960. Some of the principal elements in Nigeria can be found in many African countries in the postwar period. Most of these countries have had, in common with Nigeria, a politically strategic working class at the center of a turbulent, rapidly changing political situation.


A consideration of the political role of the Catholic Church in the transition from the Trujillo dictatorship to a short-lived democracy. The church in the Dominican Republic is not a large property owner and cannot, therefore, back up its political pronouncements with economic force. However, the moral suasion that its statements on politics carry is considerable and at times decisive.


A review of the Dominican labor movement after Trujillo’s assassination. The major problem remains the low political strength of labor as a force for democratic development and modernization. Other problems are the lack of trained and experienced union leaders and the low literacy rate among the unskilled. There is still a suspicion of unions on the part of the workers and open hostility to them by employers.


An editorial discussing the relationship between the Catholic Church and state, historically and recently. Anti-clericalism and revolution have had a direct bearing on the relationship between church and state. The position of the Catholic Church in recent years has favored the gradual independence of the church from the state and movement toward the social revolution in Latin America.


An examination of the aims, methods of recruitment, organization, activities, and results of the Young Pioneers Movement in the Central African Republic. Agriculture is expected to account for the greater part of the economic development of the Republic. By grouping young people in Young Pioneers organizations for the purpose of rural settlement and resettlement, leaders hope to commit youth to the economic and social development of their country and at the same time to restore public esteem for manual and agricultural work.
An analysis of current development legislation in Africa. The investment laws, like the development plans in Africa, lack a coherent and comprehensive development strategy. There is little harmony among economic and legal aims.

An examination of the extent to which the western conception of the rule of law is incorporated into the African legal systems and modes of government. Although traditional legal structures seem alien to western concepts, the substance has some respect for the rule of law concept.

An examination of the relationship between economic growth and legal development in Africa. The development of a new economy inevitably means a break with the past—a break with both the traditional peasant economies of subsistence agriculture and local markets and the colonial-style extractive or monoculture economies that colonial relations often implied. The development of the legal system is highly significant for economic development.

An analysis of the impact of democratic institutions on a traditional African kingdom. Until recently Bunyoro in Uganda was run by a static, feudal hierarchy. Contemporary social strains and conflicts cannot be resolved by such a political structure, however, and to a large degree democratic institutions have been introduced. Although these new institutions exist, their concomitant political and social ideas have not always made similar inroads. The common people have been somewhat reluctant to grant their rightful power, and the feudal elite has been reluctant to give up control. Social and economic progress can be expected only when democratic ideas as well as institutions are incubated. But the inculcation of rule by consent itself requires consent.

An analysis of the development of political institutions in Pakistan and their relationship to the avowed goals of economic and social development. At the time of independence in 1947 Pakistan attempted to establish a parliamentary government, but the people were bound to a tradition of executive authority, and thus the military regime of President Ayub came into being. Democracy has been established at the local level, largely as an educational force that will eventually make possible a national democracy. This is an adaptation of the western concept of universal suffrage to make it fit an eastern, traditional society lacking most of the social prerequisites for intelligent political participation. Constitutional forms of government eventually will be utilized; however, for the present the efficient administration of development programs must be the primary concern.

A discussion of the comparative efficiency of public policy making in a model developing country and in developed states. Because of a lack of policy-making resources, the process as yet cannot be as useful to underdeveloped nations as it is to developed ones. Nevertheless, underdeveloped states can make improved policy decisions by utilizing more fully their available data and manpower.

A study of the relatively successful application of the British parliamentary system in Uganda. African governments in their desperate attempts at economic development demand power and efficiency, generally through charismatic executive leadership and one-party rule. In Uganda, however, the slower, compromise-inducing parliamentary system seems to be providing a satisfactory political framework for economic development. If the success continues, Uganda can serve as an African example of the efficiency and justice of a parliamentary system.

An analysis of Chile's political stability. Despite the country's traditional respect for the rule of law and legal continuity, Chile seems to be on the verge of a social upheaval that traditional political structures seem unable to prevent. Chile has been shackled by institutional and organizational handicaps, which counter balances its assets, in the last decades.
An examination of the problems inherent in the use of western legal concepts in developing Korea. The existence of countervailing pressures against omnipotent government power protect the western nations from excessive government control. In countries like Korea, however, it may be advisable to limit government activities in the developing period until such countervailing pressures can develop.

A statement of the implications of political realities in Brazil for the necessary economic development it needs. The parliamentary system, which modern Brazil has had no previous experience with, can survive only if the leadership can maintain the uneasy balance of power between the wealthy landowners and the newly rich industrial elements, on the one hand, and the rising working groups and public bureaucracy, on the other. This will actually mean survival by inaction and does not offer much hope for concentrated economic development.

A discussion of some of the problems of law that confront the new nations of sub-Sahara Africa and their implications for national unity and social justice. Among the legal problems are those resulting from pluralism, whereby the various elements of the society, even the different tribes, have their own legal structures and institutions. Overly quick correction of the problem likely will arouse hostility. Other problems are the dichotomy between customary law, such as it views the rights of women and land tenure, for example, and the modern legal legacy of the colonial powers. There is a necessity for establishing a viable system for administering justice throughout the nation. Used with caution and wisdom, the law can be a powerful tool to integrate a nation and thus be a concomitant of economic development and education. However, law must not develop so far ahead of realities that it induces discontent, separatism, and resistance.

An analysis of political and economic problems in Uruguay. There is an awareness of a need for political change as a requisite for economic recovery. The experience of the last fifteen years under the national council system has demonstrated dramatically that only a prosperous nation can afford the luxury of a weak administrative branch of government.

A historical examination of political institutions since independence in Indonesia and of the implications of political change for the social climate of the nation. Dutch parliamentary traditions have not been able to take root in the Indonesian mind, indicating that if progress is to be brought about, indigenous political institutions must evolve. Charismatic leadership and an inability to define clearly the role of parliamentary machinery have necessitated considerable authoritarian rule on the part of President Sukarno in the interest of national economic development, which has been sporadic since the decline in rubber prices and exports after the Korean War.

A survey of developments within China during the year 1964-1965 and of the relationship between China and other Asian countries. The general picture in China is of solid advance and progress since the years of post-Great Leap retrenchment. However, the success at home, including the successful detonation of an atomic device, may have led China into overplaying its hand in foreign policy.

(e) Civil-Military Relations

A review of the recently installed military regime in Argentina. The initial widespread enthusiasm is beginning to wane. Most Argentines have new confidence in their government, but inflation continues, the country is divided, and the government has set forth no specific programs.

An analysis of the civic role of the military in developing areas. The local armies and governments best suited to the official American image of civic action are those already best qualified to meet popular aspirations and frustrate Communist maneuvers. Those indigenous armies and governments whose unsatisfactory performance caused Americans to adopt the civic action
The techniques of democracy only solidify the lines of conflict; externally, the western democracies are an integral part of the turmoil.

An examination of the role of the military in Sub-Saharan Africa. Africa appears destined for conflict, and the convergence of conflicting outside influences and the internal dichotomies of traditionism and modernity seem geared to the perpetuation of turmoil. Democracy does not offer a solution. Internally, the techniques of democracy only solidify the lines of conflict; externally, the western democracies are an integral part of the turmoil.

An analysis of Latin American revolutions in light of several theories of revolution. The application of violence to politics is more probable in Latin America than in certain other areas. Much of the population is and has been particularly well placed to exercise violence, either because of the availability of weapons or because of physical mobility. In addition, agreed authority is lacking in the newly independent states and the role of the charismatic leader in giving form and expression to military as opposed to civilian power with its rigid structure is encouraging recruitment to the new armies as a means of acquiring status.

An examination of the role of the military in underdeveloped countries, concentrating on the problem of coups. With the instability in many underdeveloped countries a military takeover can be viewed as a step in the search for order, but it may be a setback in the process of maturation.

An analysis of military elites in Ghana and Nigeria, which have found it necessary to assume direction of their countries' nationalism. It remains to be seen how well their apparent dedication to the public good can withstand the temptations of continued power and whether they have the humility to decide that others, not in uniform, may be able to administer as well.

A review of the factors involved in the military coup in the Dominican Republic in September 1963. According to Cuban theory this was not an orthodox revolution; the chance of a united left front seems to have been so remote that perhaps the Cuban cause was actually served by the intervention of the United States.

An analysis of Korean society through a survey of military and nonmilitary groups. In well-integrated and politically stable societies operating under effective civilian government, political intervention by the military is more unlikely than in many of the emerging states. A stable social order, however, exists only when there is a broad value consensus among different groups in the society. When any special group with power deviates greatly from the values of the majority of a people, factionalism will develop and political instability is likely to arise.

A review of the factors supporting the boom in the international arms trade, and, in particular, the increasing supply of military equipment to the conflict areas of the developing world. The present situation calls for a dispassionate consideration of the basic problems of arms sales and controls.

An analysis of the end of the monarchy and the military takeover in Burundi. The events surrounding the Mwami's overthrow seemed to fit the pattern of political decomposition noted elsewhere in Africa. The attractiveness of military rule increased in proportion to popular discontent with the civil order. However, in Burundi the end of the monarchy must be seen as part of a long and convoluted process of social and political change with ramifications beyond the country's boundaries.

A consideration of the effect of the military coup that replaced President Ahmed Ben Bella with Colonel Houari Boumedienne. While discontent with Ben Bella's personal methods of rule contributed to his overthrow, the group that seized power indicate that they intend to broaden the distribution of state power and to shift the direction of the government's approach.
to economic and social problems. A coherent program of economic reform is needed, for in many respects the economic structure can crucially affect the power system, as well as Algeria’s chance for sustained growth and stability.


An analysis of the causes of the military coup against Ghana’s President Kwame Nkrumah on February 24, 1964. Ghana was neither a terrorized nor a poverty-stricken country. Civil liberties were uncertain, however, as the dismissal of judges and the retrial of cases that were unfavorable to Nkrumah demonstrated. Thus, the army’s seizure of power was the climax of a long sequence of changes in Ghana’s society and governmental system, and the basic issue underlying Nkrumah’s ouster was the unsolved problem of re-structuring the rural society. Government corruption was alienating the peasant and the civil servants and technicians who worked among them.


An analysis of the army mutinies in East Africa in 1964. The military troubles in the new states in Africa stem from the same basis as political troubles—they no longer are adequately tribal and are not yet fully national. Their armed forces are inspired neither by the dedication of tribal warriors nor by the patriotism that comes with a long-established national consciousness.


An examination of experiments with democracy in the Sudan after 1958. The attempt of the military junta to build democracy on a system of local government, rather than arousing any enthusiasm, resulted in hostility of the people to military rule.


A discussion of the relationship between an external military threat and internal development. A military presence endowed with a higher technical civilization can stimulate a recipient country’s structural evolution. Moreover, military aid, contrary to the frequent negative contrast with economic aid, has long-term dynamic effects in the transfer of higher level technology that can shift production functions significantly over time.


An analysis of the role of the military in modern Africa, which cannot be ignored, as it seems likely that Africa will become increasingly militarized. Special circumstances make African armies, however small, particularly fascinating objects for political analysis during this period of rapid transition from dependency to sovereignty.

(f) Information Transmission


An examination of the role of the mass media as significant agents of public education in Egypt. Word-of-mouth transmission of information provided originally through the mass media is still an important element in spreading knowledge about the outside world. Where the purview of the villager is confined to the community, this is essentially the only communication. However, as the horizon of the villagers broadens and nonlocal events assume a larger place in their world views, this technique becomes merely a complementary method for the transmitting of information, secondary to the media themselves. This method seems also to become ineffective at the second stage of communica-


A discussion of the relationship between relations and public administration, particularly in Africa. There are few development projects or decisions on public policy that do not depend upon public understanding and support. Information services will be able to perform this function well only if the administration uses them in relation to policy as a whole.


A survey of existing systems of mass communication in the Congo. The government recognizes two ways to stimulate action—persuasion and force. To foster
democracy the government must rely on the former, and it does this through "managed information." Despite the harmonizing effects of this technique, however, problems of illiteracy, linguistic diversity, and inadequate communications facilities have impeded political and economic progress through communication.

A discussion of the communications media in underdeveloped villages based on a Colombian village. It is often thought that isolated rural villages are retarded in growth because of a lack of communication with the outside world. Evidence demonstrates, however, that even in villages of low development levels there are persons receiving messages from modern mass media and spreading it further. The building of media audiences may be fundamentally the same in Colombia as in the United States.

A study of the nature, uses, and problems of mass media in the emerging African nations. Mass media are used to accelerate the progress of acculturation. The influence of European culture is apt to supersede whatever influence the government information agencies have on the mass media.

A test of three hypotheses concerning the relationships of politics, socioeconomic development, and mass communication growth in the underdeveloped countries. Empirical data seem to prove that growth in the radio sector relates directly to the type of political structure and that growth in the radio sector is not related to growth of newspapers. Data disprove the hypothesis that growth in the newspaper sector will relate most directly to literacy and economic levels.

A study of 109 countries, which reveals that media development is closely tied to many aspects of a country's development and that a national development continuum underlies correlations among these variables.

A report of the effects on the press of the Rumanian government's policy of "de-Russification." The effect on the media has led to more balanced, objective news reporting. However, reorientation has not lessened government and party control over the media.


A historical examination of some of the relationships between communications and political development in Turkey. The Ataturk takeover in 1920 resulted in the Turkish government's dedication to modernization and political government. Mass media were encouraged, newspapers and journals grew, and a modern army was established. Ataturk, realizing that such changes did not necessarily bring rapid changes in the masses, used communications to establish a reasonably large, educated, and progressive elite, which in turn could expand communications and hasten political development.

A review of the economic progress and political stability that is shaping and directing the system of mass communications in the Ivory Coast. Ivory Coast mass media have two basic needs. First, formal communication media must be effectively extended to the whole nation if the diverse ethnic groups are to be molded effectively into a modern nation. Second, if the Ivory Coast is to have a press independent of both government and foreign ownership, it will have to develop a base of private ownership.

A case study in the development of mass communications. Because of strong democratic and libertarian elements within the government, Kenya's media system embodies characteristics of both libertarianism and authoritarianism.

An examination of the role that communications satellites might play in intraregional communications, the main one apparently being to link large areas of the world. Communications satellites will aid the less developed countries only to the extent that the areas possess or acquire telecommunications nets, educational plants, and socioeconomic systems capable of distributing and gainfully using the telecommunications.

An examination of the effect that the introduction of mass communication media has had on the political modernization in Turkey. The coming of mass media in Turkey during the nineteenth century accelerated the development of political consciousness, involved diverse sections of the public in modernization, and brought the exclusive and aristocratic Ottoman philosophy into conflict with the individualistic liberal views of the West. As a social force, the several media have in some
local instances supported tradition and even reaction. However, in their totality they have created a heightened political consciousness and political, economic, and social democracy. Originally the mass media overemphasized political aspects of modernization and were directed largely toward the elite. Today, however, they recognize the importance of social and economic considerations and have a burgeoning influence over the general populace.


A review of the development of the mass media in Japan from 1870 to 1960, particularly the interaction between the mass media and national political agencies. Whatever political modernity may be, mass conformity in public opinion, political apathy, and the minimizing of minority views hardly represent desirable conditions, according to liberal or democratic thought. The role of the mass media in the political modernization of Japan has thus been paradoxical; they were originally a *sine qua non* of that process, but now they threaten the ideals that a modern democratic Japan hopes to attain.


An analysis of the functions of mass media in the politics of transitional countries. The mass media played a part in the Brazilian political struggle, which ended with the ouster of President Goulart. Their role illustrates how the media can affect politics in underdeveloped countries that try to maintain some freedom of the press.


An analysis of the functions, development, and operation of Communist China's nationwide rural broadcasting system to determine the reasons that government should want to build such a system. The accelerated growth of wired radio in Communist China in 1958 resulted from a desire to motivate the rural population to work hard and think positively about the Great Leap Forward, a program of modernization and industrial development. Since the Great Leap Forward failed, there has been virtually no increase in radio facilities in rural China.


A discussion of a communications innovation in Liberia. A system of mimeographed village newspapers has begun to perform a necessary communication service in the underdeveloped interior. In addition to simply bringing news of the outside world, these papers help maintain literacy at the level being developed in the schools, erode cleavages caused by tribal ties and thereby create a sense of national unity, and provide greater national recognition for rural areas.


A suggestion that two theory-building techniques be combined to further define an empirical model of democratic political development. This would provide a basis for inferring causal relationships by distinguishing between spurious correlations and indirect and direct effects. Because it represents the beginning of a theory of democratic political development, this model enables the derivation of a series of empirical propositions and allows the testing of new techniques and new variables.


A discussion of the relationship between mass communications development and various other aspects of national growth. Studies support a conception of mass communication as not only accompanying economic, political, and social factors in national development but also as affecting these factors and possibly accelerating all aspects of development.


A comprehensive analysis of various factors involved in the process of political socialization in Thailand, including the communications patterns of that country. As an agent of political socialization, the Thai communications system has in many respects both strengthened and accommodated to the process of cultural continuity. While the mass media give the Thai current information, they do not relate information in the manner required by a modern political state. Media behavior is largely a continuation of general cultural behavior. Traditional cognitive habits and opinion-action relationships become practiced rather than unlearned; consequently, participation in the mass media communication system encourages the traditional political culture by providing new ways for playing old roles. In instances where modern political behavior has emerged, it has been the content of communications, not the exposure to them, that is the contributing factor; but the benign paternalism of Thai autocracy has made such instances rare.


An examination of theories about modern mass communications media as indices of socioeconomic development in the developing nations, especially in regard to the Near East. Modern media have been regarded as prime determinants of socioeconomic growth because
they bring modern ideas from urban to rural areas, thereby allowing integrated national development. In the Middle East, however, the traditional communications channels, such as the marketplace, are very important in this process, and rural ideas often come to influence the urban environment. This knowledge can be used to integrate urban and rural development in the emerging nations.


An examination of the educational and developmental value of the radio farm forum for change in Indian villages. The gathering of villagers to a central location to hear a radio program on agricultural techniques, followed by a brief discussion, clearly is effective in improving farm technology. Without the forum, however, the radio program is virtually useless. Success of the forum has brought about the creation of administrative machinery to carry out the program.


A brief discussion of the role of Korea’s daily newspapers since the overthrow of the Chang government. The Korean press faces a struggle for survival as a public institution as well as a business enterprise in a capitalist society. So far because of social instability, economic backwardness, and political uncertainty, and also internal shortcomings, the press has been unable to establish itself firmly as a free and responsible institution in a free society.


An inquiry into the ways in which the United States can assist nations in political developments. Great effort still is needed to create the pertinent and transmissible knowledge, to extend conviction from the specialists to the policymakers, and to convince the world that this aid is legitimate.


A note on the communicating of farm information in India, concluding that progressive farmers can interpret results of a new practice in a more convincing way than an extension officer. Thus, the other farmers involved will understand the importance of new techniques, see them work out successfully in practice, and find in them distinct advantages over the old practices. This means that although the conditioning influences can come through mass media, the influences that lead to adoption must come from reliable agents in the community who can convince influentials among the people to try new practices.


An examination of the interaction among social and economic determinants and the communications process, along with the implications for the socioeconomic and political development of nations. The communications system is highly correlated with the level of socioeconomic development, and the communications system generally grows in complexity as economic development occurs. Conversely, communications—because power lies in its control, mass communication confers status, and communication can be used either as a national stimulant or tranquilizer—can be an active force in generating economic development and political consciousness. In six ways communications can establish Rostow’s preconditions for economic development: (1) communication must be used to contribute to the feeling of nationhood; (2) be used as the voice of national planning; (3) be used to help teach necessary skills; (4) be used to extend the effective market; (5) help to prepare people to play their new roles; and (6) prepare them for their role as a nation among nations.


An examination of tasks that communications must perform in national development. Communication elements should be present in the development plan from the beginning, and communications training and budgets should be provided, even though these seem to contribute only indirectly to the growth of industry or the formation of capital. The overwhelming evidence is that such an investment in human resources will immensely increase the value of all other developmental investments and greatly speed the nation’s development.


An analysis of the role of Indonesian journalism in the decline of constitutional democracy and the ultimately disintegrative effect that this had on the Indonesian society. Had the Indonesian press performed more responsibly, the erosion of the constitutional system might have been slowed enough to allow constructive forces in Indonesian society to rally against the undemocratic trends.


An evaluation of the use of communications as a political tool in Communist China. The Chinese communication system is both pervasive and penetrating. Employing many crude techniques but placing great emphasis on personal contact between the masses and party cadres, the Communists are able to bring the largest number of people in Chinese history into direct, close contact with the central government. Also, the system provides the party with a continuous flow of
information on the people's sentiments. Two major problems have beset Communist techniques. One is their doubletalk—they talk of democracy but practice dictatorship—which may lead to unrest. Another possible problem is the large number of revolution-oriented people whom the Communists have effectively conditioned, and who, as revolutionaries, may upset the stability of the present regime.


An analysis of the Communist approach to mass media as instruments of political development, an implicit contradistinction to the non-Communist approach. Historically the Communists more than any other group have sought consciously to exploit every potential of communications as propaganda. Wherever they have gained total power, the Communists are propelled into a massive utilization of communications for national development. A restless, compulsive concern with control over all communications is the first distinctive characteristic of the Communist approach to political development. The second unique element is the manner in which they seek to eliminate the gap between the mass media and the social and informal processes of communications. It may be that by overusing the mass media for propaganda the Communists are producing boredom and apathy.


An evaluation of the role of communications in civic training in the transitional societies. Clearly new mass communications media often will receive eager exposure from the populace of underdeveloped countries. Thus, political information can be brought to the people readily. However, it may not occur to the people that their information about politics, no matter how extensive, should guide their behavior. These people basically are observing subjects and to change them into participating subjects requires not only the use of mass communication, but its subtle use—new messages and symbols must be related to old ones, and political messages must be "packaged" in action-inducing forms.


A study of the relationship between three of the eight universal functions which, according to Almond and Coleman, are common to all political systems—communications, interest articulation, and interest aggregation. Basically the process of interest aggregation—the reconciliation of various interest groups to form a viable nation-state—cannot be effective until the various interests are articulated. In most underdeveloped or transitional societies the social structure is not sufficiently differentiated for political leaders, working through whatever communication channels exist, to articulate interests. Vague, emotional generalizations are the necessary result and, while this sometimes strengthens the elites' position, it can only hinder the process of interest articulation.


A description of essential characteristics of the communications systems typical of traditional, modern, and transitional societies. Development involves the increasing penetration of the media into all the separate communal dimensions of the nation; while at the same time the informal systems must develop the capacity to interact with the mass media system, benefiting from the greater flow of communications but also maintaining a sense of community among their participants. The process of development is less dependent upon increased investment in the modernized, urbanized, or mass media system than it is upon the adjusting of the informal, rural systems to each other and to the mass media system. Indeed, excessive investment in the modern sector may create an even greater imbalance and thus exaggerate the bifurcated nature of the transitional system as a whole.

(g) Colonial Administration and the Problems of Transition


A survey of the administrative governmental problems of adjustment, growth, organization, and control in the new African states, particularly Ghana. The quick change from colonial to independent status has caused administrative adjustment problems. An indigenous civil service has been established, one that functions as the servant rather than the ruler of the people. Increased government complexity has also
necessitated the development of new approaches to civil service.


An examination of the precarious but certain independence prospects for Mauritius. Following a course of decolonization charted in 1961, Mauritius is now well into the stage of internal self-government. Mauritius’ credentials for independent status are as good as those of many recently independent nations. Despite its assets, an independent Mauritius will require considerable assistance from the developed world.


A discussion of the realities of economic development policies espoused by the leaders of revolutionary governments in Central America. Because of the peculiarities of Central American politics, programs of economic development are largely political tools, and tools subjected to an attenuating paradox. Revolutionary governments have gained control primarily because they have promised sweeping programs for economic and social progress. Nevertheless, these governments find that to remain in power they must enlist the support of certain dominant conservative social groups, whose favor can be gained only by promises to minimize economic and social change.


An examination of Uganda and Ghana’s efforts to impose constitutional forms on tradition-oriented cultures in the hope of promoting national unity and economic growth. The central problem in the building of national as distinct from local political institutions has been the creation of overarching political parties, voluntary associations, and government forms that bridge older parochialisms. The lesson in Africa is that contemporary administrators and leaders who can learn to enlist traditionalism will indeed be contributing to successful political modernization. Ghana’s one-party system has met with opposition from traditional quarters. Uganda’s compromise with tradition may effect change more smoothly.


An interpretation of the evolving role of specific localities within the new African nations. African leaders are currently most concerned with the consolidation of power and the construction of centralized governments through which to administer their developmental programs. As development proceeds, however, the community takes on an increasingly important role, and the political system must be reorganized to recognize this or else risk dislocations between levels of government and thus hinder development.


A note on the need for a social approach to administration in developing areas. The growth of industrialization and urbanization has created complicated problems for the society. To deal effectively with the complexity of problems the administrators need to acquire some working knowledge of all social disciplines. To deal with human beings practical knowledge alone is not enough; for scientific and theoretical knowledge one must look at the contributions of social science to modern administration.


An ideological discussion of the disintegration of the colonial system and the role of socialism. The attainment of political independence by former colonial countries is viewed as a deep revolutionary turn in the life of two-thirds of mankind. However, the present-day national liberation movements, being an organic part of this worldwide process, are intrinsically anti-capitalist. Their historic mission is not to clear the ground for capitalist relations, but, in the course of abolishing imperialism’s political and economic defects, to pave the way for the socialists’ remaking of society.


An attempt to summarize the modal characteristics of the political systems covered in The Politics of the Developing Areas, to analyze the variations among these systems, and to suggest propositions regarding relationships and patterns in modernization. Several characteristics seem to be common to the social and political structure of underdeveloped states. One is the unbalanced degree of modernity of the various aspects of their social, economic, and political makeup. Another is the lack of integrated interest aggregation in the traditional sectors. The third is the wide gap between the traditional mass and the essentially modern subsociety of the westernized elite.


A discussion of the difficulties of achieving independence and the prospects for peace and prosperity in Guyana. The Guyana Independence Act terminated “foreign dominance” of the Guyanese, and if properly applied it can provide statutory limitations on strong executive power and aid in developing national integration.


A study of the problem of underadministration in the
newly independent African states. Leadership shortage, which has come to light only recently, can be traced to the lack of access to the higher administrative ranks for the native elite in colonial times. What new administrative structure has been set up since independence has been largely for show—embassies, air service, and such. Too often, also, public administration is closely linked to politics, thereby undermining efficiency. For the future development of African countries these weaknesses must be overcome by the creation of viable administrative machinery befitting the African and not the European mentality and the recruitment of competent officials.


A discussion of the important interrelationship between the mass communications media and political considerations as it relates to the modernization process. Because the mass media can generate political elites and rising expectations, they often seem dangerous to leaders attempting to hold together a fragile balance in barely viable states. However, the Communist governments, in particular, have recognized the value of these media in the socialization process. Characteristic of non-Communist developing countries is a policy that attaches great importance to literacy and the education but little importance to the media and that disapproves of the popular media which do develop at low cultural levels in the private sphere. Characteristic of Communist developing countries, on the other hand, is a policy that attaches great importance to hortatory communications through the mass media and that uses these not only for political control but also as a major stimulus for the completion of development plans.


An analysis of the social forces involved in growth in underdeveloped countries. The most important seems to be the establishment or existence of an institutional framework capable of continuous absorption of change. Growth programs have change as their goals and, if successful, set new changes into motion. If the administrative and social structure cannot accommodate them, growth is impeded.


A statement of the problems in nation-building in Africa. Strong expectations for the propagation of viable nation-states are unrealistic, if nation-states are viewed in traditional terms. First, there seems to be divergent meanings of nationhood among African leaders, some of whom are interested only in the development of these particular nations, and some of whom, like Julius Nyerere, see nationalism as an instrument to foster pan-Africanism. Furthermore, the arbitrary boundaries of the African states, molded only from colonial interests, did not delineate areas of tribal, linguistic, or religious unity—three strong, if not always necessary, forces of national development. The new governments have often discouraged the disjunctive effects of tribalism by establishing strong one-party regimes, but this often has hindered economic development, because tribal connections between urban and rural areas are effective in inculcating widely the western values of economic progress. It remains to be seen how effectively the new governments can build nations with the available forces—a national mass party that reaches all parts of the country, a national state that implements the party's will and represents the country abroad, a national educational system that strengthens and disseminates the national culture, a national army that builds patriotism and wards off internal and external enemies, and a national money economy that promotes the interdependence and popular well-being.


A review of weaknesses in public administration that block coordinated, effective economic and social development. Many problems presented to the public administration specialist cannot be solved entirely without a simultaneous attack on the broader problems of relationships between the government and the people. An era of intensive research, invention, and action in new concepts, structures, and procedures is needed as a base for reform in public administration. Economic and social aspects of development programs need coordination, and many can be improved at the point of central planning and decision making, in the synchronization of projects, and in the deconcentration and devolution of synchronized operations to the site of operations. Overall personnel and manpower planning to provide for needs over long periods of time required for the training of skilled administrators and technicians is needed. Decentralization is desirable, for it enables local communities to become identified with national programs, gives them a chance to adapt national plans to local needs, and aids the growth of a sense of competence and responsibility in public affairs. A powerful administrative instrument for development is found in the form of the autonomous institution, such as a government bank or a public corporation.


An examination of the concept of institution-building. In the broad context of modernization, institutional development may merit considerably more attention than it has previously received. It has now been incorporated into the philosophy of the Agency for International Development. Research into the process can be highly significant to students of culture change, because it may produce insights about a key ingredient in modernization. Foreign assistance personnel should evaluate their performances less by their success in the transfer
of specific skills from one individual to another than by the creation and strengthening of institutions that can perform and sustain modernization.


A comprehensive study of development administration, a concept relating to public administration toward socioeconomic development in the underdeveloped nations. As development administration has taken form in the underdeveloped nations, it has encountered vexing structural and procedural problems, as demonstrated by the Indian, Pakistani, and Burmese experiences. A critical shortage of trained administrators is a major block, and often the leaders who served in the colonial administration find it difficult to adapt to the development process. Development policymakers and administrators are frequently hindered by a divorce between administration and government power structures. The governments of developing nations tend to form new administrative structures to handle the new administrative roles, and this creates unclear lines of authority. Development policy too is often incompatible with the realities of administrative capability, and development administrators often become disillusioned with their tasks because of resistance from tradition-oriented segments of their societies. Also, administrators in underdeveloped countries tend to eschew the necessary specialties of administration and engineering in favor of elite positions of a general nature.


A discussion of the economic and political problems facing newly independent Nigeria and an examination of the British administration. The inherent danger in Nigeria's federal system is the organization of political parties largely on tribal bases, meaning that none of the three main parties can claim nationwide coverage. The heterogeneity of tribal ideals and cultures was responsible for wasteful, misdirected programs under the British and has immediate relevance for the economic, social, and political development of independent Nigeria.


An attempt to demonstrate significant antinomies between development of national identity, at least among the educated elites, and socioeconomic development, especially conflicts in shortrun and longrun considerations in the newly independent African nations. In attempting to establish viable nation-states, leaders find that they often must build the administrative and political machinery of the state before they can inculcate a wide sense of nationhood. This runs counter to the American experience of a developed national consciousness that generates a revolutionary attempt to establish indigenous government machinery. Furthermore, when necessary political and administrative machinery has been developed, ruling elites, who were able to unite their countries in the cause of independence, now find national unity less easily attained. They must resort to charismatic leadership, which appeals to the traditional sense of authority and may therefore impede socioeconomic progress. Also, economic development and education programs may create a new elite that contests for power and may destroy national unity. A lack of socioeconomic progress may produce widespread disillusionment with the new government machinery. These divergencies must be resolved if the new countries are to bypass the long periods of instability that marked the growth of European nation-states. Education within the new countries can be important in overcoming these obstacles.


A discussion of proper forms of assistance by democratic agencies to underdeveloped regions. Assistance by "withdrawing" colonial powers, a regional international organization, or an agency of the United Nations should be set up according to fundamental principles of civil rights and political and economic democracy, but the programs should be adjusted to the needs, social structure, and present level of development of the countries involved.


An examination of the processes of political development and an assessment of their social costs. The revolution of modernization is the first revolution of mankind to set a new price upon stability in society—namely, it requires an enduring capacity to generate and absorb transformation. This era is marked by rapidly growing imbalances in rates of change among crucial social forces. The multiplication of these uncontrolled forces is one reason that the cost of modernization increases as time passes. A discussion of the alternative costs of failing and succeeding in modernization concludes that for most nations success will depend upon the capacity of international society to deal with system transformations.


A comparison of economic and political development in Southeast Asia with that in sub-Saharan Africa. A comparative study of Asian and African institutions is considerably more valid now than twenty years ago, because it can be done within the context of the independence and development desired by both. Although Asian nations were fortunate in gaining independence earlier, they lack the fluidity and opportunities for pragmatic decision making that Africa enjoys. Asia's overconcentration on the development of capital cities may be avoided in Africa, where a sense of compre-
hensive national interest seems to have been widely inculcated.


An examination of the first independent African administration to be established in an area formerly ruled by a European colonial power. The crucial question seems to be whether or not Africans can take responsibility for their own destiny. Development problems are concerned not so much with money as with personnel. Both the West and Africa's new leaders must cooperate if self-government is to succeed.


An attempt to construct a conceptual framework for studying political change during the colonial and post-colonial periods. Modernization of a society refers essentially to those socioeconomic institutions and political processes necessary to establish a cash nexus in the place of a feudal or socially obligatory system. There are also political and administrative aspects of modernization, but these are most adequately comprehended within the context of their complex relationship with the socioeconomic factors.


A discussion of the relationship between disarmament and the economic and social progress of the underdeveloped nations. Underdevelopment in many emerging nations is largely an adverse consequence of imperialism. Newly independent, these nations are desperate for economic improvement, and such improvement depends upon the infusion of local and foreign aid into their economies. If Soviet proposals for international disarmament were accepted, considerable capital could be channeled into development programs, speeding the fulfillment of the goals.

1475. Laschinger, Michael, "Road to Independence: The Case of Swaziland," 21 WT (November 1965) 486-493.

An examination of the implication of independence for Britain's remaining colonies in South Africa in light of the Rhodesian crisis. It is possible to conceive of Swaziland as enjoying an economically limited form of independence maintained externally by the Commonwealth and other forces and internally by a balance of forces.


A survey of political aspects of economic development in India. The government's commitments to raising living standards and economic expansion are two characteristics of contemporary India. Government action should be strengthened and broadened with greater emphasis upon community development and small-scale enterprises.


An examination of the significance of political considerations in programs of economic development. Politics and economic development are inextricably connected, and specific economic development programs are often generated by political conflict. Also, a program of economic development, like any other government function, derives its impetus from the political authority behind it. No development program is any better than its administrative implementation.


A review of the revolution in Portuguese Guinea, which the Portuguese now firmly control and intend to continue to do so. The majority of the Guineans also desire the security of Portuguese control and are aware of the benefits of Portuguese development.


An examination of the possibilities that the governments of underdeveloped Asian and African nations will be able to reorient custom and tradition toward goals of economic and social progress. In a society where government remains as responsive to group action as in western parliamentary democracies the limits of public action toward economic growth are real. Nevertheless, within the limits set by the necessity of securing popular consent the government has substantial power to pursue economic development.


An examination of the complex problems facing Kenya in preparation for transfer from colonial to independent government. Good civil service personnel and strong policy will be necessary to meet the people's rising expectations for economic development, an expectation that the nationalist leaders themselves have fostered. Strong civil service can be provided, however, only by convincing key colonial administrators to stay on the job. Past experience indicates that this is unlikely. External aid will have to be sought.


A review of some problems of emerging nations, emphasizing that emergence takes time, even when there is a great desire to accomplish political and economic development quickly. No inevitabilities in political development exist, but the most firmly instituted nations have achieved a degree of constitutionalism, where personalities work within procedures and where the rulers have rules.


An overview of political development in Mexico, emphasizing the relatively high degree of stability attainable within a framework of democratic institutions.

A review of recent books on the relationship between economic development and political change. The various arguments offered suggest the importance of the political and social effects of economic development and thus the importance of a consideration of both sides of the two-way relationship between economic change and sociopolitical change. The books also suggest that the effects of economic development on social and political life are much more complex than the usual generalizations about the level of economic development and the prospects of democracy.


A historical analysis of modernization in Mexico. All the major interests in Mexico now have the advantage of established machinery through which to advance their claims. The result has been transition from violence and potential disintegration to a high-consensus politics with a stable rate of recruitment into the political system.


A review of political and psychological aspects of development. The economics of aid for development, however complex and technical, are difficult to separate from the political factors that ultimately govern them.

Educational policy, whether seen broadly in its cultural aspects or more practically as the training in all kinds of skills, is also, in this context, partly dependent upon former political relationships and future political decisions. Thus, the political aspect seems to be basic.


A conceptual scheme for the political analysis of economic and social change. In no underdeveloped country can a government exist that does not at least pay lip service to a program of rapid economic and social development. The proper role of American advisers is to facilitate development of those programs, which will less severely disrupt the organization of society, while encouraging the orderly transfer of power as the society develops.


An analysis of the concept of political development, about which considerable confusion exists. The essential dimensions of political development include concern with equality, the capacity of the political system, and the differentiation or specialization of government organizations. These characteristics generally are related to certain aspects of political development, such as equality to the political culture, the problems of capacity to authoritative government structures, and the question of differentiation to nonauthoritative structures. This suggests that the problems of political development revolve around the relationship between the political culture, the authoritative structure, and the general political process.


An analysis of the impact of modernization upon traditional cultures. The fundamental problem of nation-building is the reconciliation of universalistic and parochial values. Early stages of development may be appropriate times for authoritarianism, which will speed modernization. Later periods require closer contact between the government and the masses, institutionalized through representative government.


Suggestions to the scholar who intends to do field research in the developing countries, noting topics that are amenable to research and offering insight into the nature of the developing society. Aspects that need to be researched include the lack of consensus (attitudinal studies), the ambivalences inherent in the clash of change and tradition, the absence of tradition and memories of history, the gap between rulers and subjects, the nature of the elites and personality cults, the weak but omnifunctional formal institutions, and various
manifestations of instability that are often the concomitants of modernization and political development.


An analysis of the implications of the western predilection for imposing the concept of the clearly defined nation-state on underdeveloped areas, which the West historically has attempted to do. At first the West tried to transplant western concepts of international law. After failing in this, the West established colonialism and its concomitant well-defined public administrations. Most recently the West has been attempting to advance national consciousness by channeling huge amounts of foreign aid into their administrative structures. The West has failed to realize that strongly defined, democratic nation-states will not be generated by strong administrative structures, which if divorced from all political considerations will only alienate the populace. The political activity of underdeveloped countries must be strengthened so that governments will not claim to be “above politics” and interested only in the nation as a whole. Only healthy partisan politics, which recognizes the existence of diversified interests, can stimulate popular identity with the nation, give the people a stake in the development, and overcome the alienation of the people and of key political institutions from the development-oriented public administration.


A review of the principal political problems of developing nations, especially those in Africa. Although decentralization carries inherent risks that shortages of trained personnel at the local levels will impair efficiency and that centrifugal forces in the decentralized structure will divide rather than unify, the operational flexibility and responsiveness to local needs are factors of positive significance.


A review of problems facing colonial areas moving toward self-government. The major problem in the transfer of power is in timing, and even this depends upon circumstances, pressures from outside, and also luck. Transfer is much more difficult for territories with ethnically mixed populations. While problems relating to national unity, training and education, economic and financial stability, and democracy and civil service standards must be met, the transition period also demands attention to everyday functions of government.


A review of French, Belgian, British, and Portuguese policies in tropical Africa. No particular model of political organization is necessarily good for Africa, and social and political conditions of a particular area should be examined before any change is prescribed.


A look at the present and future problems resulting from independence for Basutoland, Bechuanaland, and Swaziland. Great Britain’s major task in the next few years will be to reduce the economic dependence of the territories upon South Africa by undertaking extensive internal development at an accelerated rate.


A discussion of political alternatives facing India in its quest for economic and social development. Some Indian officials believe that economically underdeveloped countries cannot afford the luxury of opposition merely for the sake of opposition. The efficacy of the party system is questionable, as Gandhi felt, and the panchayat system is essentially based upon the principles of synthesis rather than antithesis. Alternatives to the party system are wide local nonpartisan control and various degrees of authoritarianism, the second of which most Indian leaders clearly reject.


A review of the fiscal problems of countries in the early stages of development. The problem of balancing a budget that is swollen by the cost of development is enhanced both by the slow growth of revenues and by technical difficulties in controlling expenditures.


An analysis of environmental and foreign contributions to Japan’s modernization. In general in Japan foreign influence has increased rather than decreased as the modernization process has gathered momentum, for new avenues of communication have been opened. At the same time some purely indigenous forms and practices have gained new vitality as they have been accommodated to the changed conditions of the society. One cannot naively conceive of indigenous influences as static and foreign influences as dynamic; both have elements of dynamism and both incorporate obsolescent elements. Successful modification of the political structure, as of the economic structure, is made easier if maximum use of existing resources is made. Foreign ideas and institutions must be adopted in degree so that they appear to enrich the society rather than challenge it and to mesh with the capacities of the particular stage of the society’s development.


A review of political development in new states. In
a sense the regimes of political and tutelary democracy that seem to demand so much from men offer a more realistic settlement with the realities of the traditional societies of new states. Democracy in the coming decades will have to make significant concessions, and it will be able to survive only if the elite has a very powerful will to be democratic.


An examination of reasons for western disillusionment with the idea of establishing constitutional government in the developing states. The maintenance of constitutional government in new states of Asia and Africa depends upon such factors as wide diffusion of a sense of nationality to the point where the territorial boundaries of nationality and sovereignty coincide, professional differentiation and the associated growth of autonomous professional and corporate traditions, extension of education throughout society, and necessarily concomitant extension of employment. In general, constitutional governments in the new states seem to be in danger of being lost between the preoccupations of governments with no aspirations except to remain in power regardless of the judgment of their citizens and the preoccupations of governments that have large aspirations and few resources.


An examination of the interrelationship between political, social, and economic development. It is not rewarding for a society to concentrate all of its efforts on a single aspect of development, because that aspect eventually will retrogress to the level of other aspects. On the other hand, it is not necessary for a society to disperse its efforts by attempting to increase all three aspects at once. The wisest course would seem to be the concentration of the main resources on the two aspects of development which can most easily be raised in anticipation that the third will develop at the same time. Thus, the best type of development in the short-run is deliberate incongruent development, which in the longrun will become congruent.


A description of a course for government officials on local government offered by University College, Ibadan, in September 1958. Such a course enables representatives from all parts of the country to meet, develop friendships, and promote regional understanding.


A discussion of the political preconditions of economic development and of changes in the structure and function of government as development proceeds. At a minimum the state must perform certain crucial functions if economic growth is to occur: (1) minimum public service (i.e., maintenance of law and order) must be provided; (2) the state must pursue policies that support both public and private entrepreneurs; and (3) the state must increase the stock of qualified personnel in both the public and private sector. In terms of government structure it seems that these minimum goals and a consistent commitment to the ideology of development can be better maintained in a one-party or two-party rather than a multi-party system.


An analysis of the forces generating political and economic development in Turkey. Development takes place either organically or, as in Turkey, deliberately. A period of induced development requires the following: an external stimulus, usually in the form of an overwhelming power; the emergence of leaders seeking to elevate their nation to a position of power; the creation of a new bureaucracy and a change in the political structure; economic change, planned and in part executed by the central government; and the emergence of a middle class, followed by further expressions of collective economic interest. The Turkish experience clearly meets these specifications through the Kemalist revolution and subsequent secularization, administrative reorganization, growth of the bourgeois viewpoint, and etatisme.


An examination of the factors that favor the stability of self-government and special consideration of the role of colonialism. A rapidly and completely Africanized government is likely to have serious difficulties in functioning, because of both the inexperience of its leaders and the necessarily quick shift in the character of the government. The demands of national cohesion often seem to accelerate the pace of change and damage executive competence.


A study of the problems of public administration that face countries now moving rapidly from a narrow to a broad interpretation of the duties of the state, so that heavy demands are being made upon an administrative apparatus unprepared to meet them. The administrative problems of developing countries are similar, and attempts to build effective development-oriented administration almost always revolve around the following considerations: (1) improvement of the quality of
civil servants; (2) remedy of overstaffing and inducements for work outside the major cities; (3) establishment of a rapport between the civil service and the people; (4) eradication of "proceduralism," nepotism, favoritism, and corruption; (5) improvement of salary schedules and work hours; (6) reform of administrative organization and methods; (7) decentralization and coordination of national services; (8) enlargement of government resources and taxing powers; and (9) establishment of a democratic framework for public administration.

Von Vorys, Karl, "Toward a Concept of Political Development," 358 AAA (March 1965) 14-19.

An attempt to define a concept of political development, which perhaps may be done by identifying the political ingredients of the process that will lead to enduring political systems in the newly independent states. Such approach would focus on the role of initiative in an environment of progressively disrupted, traditional, small-scale societies and chronic economic disequilibrium, which often characterize these states. This initiative has become the function of government, perhaps by default. At this stage, however, governments in newly independent states do not possess the capacity to direct social and economic change, and they will yet have to develop it through steady and balanced increments in their abilities to coerce and persuade.


A study of the possibility of using revitalization movements as stimuli for socioeconomic and political development in the emerging nations. Revitalization movements are deliberate, organized, conscious, and sometimes prophetic attempts by some or all members of a society to construct a more satisfying culture. These movements exist in all societies and operate against the status quo, but in many cases the movement toward technological and economic progress may be at cross purposes with the revitalization movement.


A survey of the development of local government in the British African colonies. The evolution of native authorities into local government units in a larger political unit is complicated by their tremendous variety. The central administration is a powerful instrument of change. If it acts without an understanding of the various African cultures, then the progress of native authorities into local government units cannot be accomplished.


A discussion of the ways in which Kenya can be transferred from colonial to independent rule, especially in relation to the British experience in India and West Africa. Clearly the Europeans living in Kenya will have to play key administrative roles in the orderly transition of government. Particularly in Kenya there has been ill feeling toward the Europeans.

(h) Administrative Organization and Political Systems


A review of important changes, mostly in development administration, made in Pakistan's administrative system since 1953. The machinery for economic and social planning and implementation has been reorganized, and hierarchy of decision-making bodies has been established. Perhaps the most striking changes have occurred in implementation where the concept of "government
by corporations" has now superseded reliance upon comparatively inflexible, slow-moving executive agencies.


A review of parties, pressure groups, and the government structure of Venezuela. The success of the democratic regime depends largely on its ability to proceed with its reform and development programs. It is making an effort at consolidating agrarian reform, seeing that roads and adequate housing are built in addition to land reform. The government has expanded the social security system and is trying to accelerate low cost housing development. It is encouraging expansion of both private and government-owned business, with greater encouragement to the government-owned industries.


An attempt to study the process of emerging national identity in Australian New Guinea to derive more accurate developmental models. In spite of traditional equality the extreme diversity of ethnic groups leaves New Guinea with one of the most difficult situations in the world in terms of the rise of a national identity. The stress on local development and local peasant culture without a similar development on the national level has raised the standard of living and the educational level tremendously, but simultaneously it has created a great lag in the political sphere.


An attempt to define political development and to consider the variables that affect it. The performance of a political system, its conversion characteristics, and its recruitment and socialization processes are explainable by the particular history of interaction between the political system and its social and international environments. An approach to political development in terms of systematic comparative history is needed. This has to be done with a common coding scheme, a set of categories, and hypotheses about their interrelations. The adaptation of political systems theory proposed here may be a starting point.


An analytical introduction that establishes the framework of functional analysis to comparative politics, an approach particularly useful in considering the dynamics of development. By drawing on the terminology of Parsons, Shils, Riggs, and others, four common characteristics of all political systems, which can be compared, are defined. First, all political systems have political structure and may be compared according to the degree and form of specialization. Second, the same functions are performed in all political systems, even though they may be performed with different frequencies, in different styles, and through different structures. Third, all political structures, no matter how specialized, are multifunctional, and political systems may be compared according to the degree of specificity. Fourth, all political systems are mixed in the cultural sense, and they may be compared by relative dominance of modern-rational forms or primitive-traditional ones. These characteristics can be used to study developmental and other functions, among them political socialization and recruitment; interest articulation; aggregation of interests; political communication; rule making, rule application, and rule adjudication. Comparative analysis within this framework would seem to conform with the application of logic and mathematics to the probabilistic theory of the polity, toward which modern political science seems to be evolving.


An identification of several political factors that are critical for any theory of Latin American economic development. Two factors seem to determine the capacity of the state to act as an agent of economic change. First, there are the conventions of liberal and Hispanic society that define the legitimate role of government as a participant in economic life. Second, the policy instruments appropriate to western society presuppose a relevant complementary response to public initiatives by private parties. Both appear as different aspects of a common phenomenon: the commitment of individuals and groups to social institutions other than the state, the government, and the nation.


An examination of how citizen-bureaucrat relationships influence the development process, especially in Morocco, Tunisia, and Pakistan. Rapid change will not be possible unless administrative reorientation is encouraged by the direct impact of the citizen on the bureaucracy, and political systems vary widely in their capacity to generate and focus such pressures.


An outline of the results achieved so far in the quest for improved communications, better educational facilities, and economic progress in Ghana. The juxtaposition of new and old has implications for attempts at smooth socioeconomic development. Ghana must carefully blend its new and old institutions if growth is to be stable and harmonious. Likely the domination of a single political party, by limiting political conflict, facilitates the blending.

An attempt to trace the development of the Nigerian public service, with a view toward spotlighting the jurisdictional conflicts and pathological tensions that have been generated by the attempt to evolve a streamlined administrative machinery. Difficulties stem from the relative newness of the entire administration and the exodus of expatriate officers after the attainment of independence. The indigenous staff must acquire more experience before a precise evaluation of the system will be feasible.


An examination of the interaction of administration as part of the government process and in relation to politics, the social structure, and the economic organization of society. A basic factor in Indian administration is the increasing interplay of politics and administration, which is leading to wrong decisions on matters such as priorities in planning. A basic reason for politicalization is the lack of communication between leadership and society and administration and society. The bureaucracy has become impersonal and rigid, imposes barriers of communication, generates insecurity and frustration among officials, and stifles initiative. Corruption is a problem, attributable to the low salaries of administrators.


A review of forces in Indian administration since independence. The development of government machinery in India since independence has been characterized by three features: (1) a subtle and complex interplay of politics and administration at all levels of government; (2) a pervasion of caste and regional influences in all spheres of administration; (3) a wide disparity in quality and outlook between the higher and lower bureaucracy. The consequences of this interaction for democratic, efficient administration will be determined by the operative standards followed by the ruling party, the emerging equilibrium between the professional autonomy of the bureaucracy and the political control on it, flexibility and dispersal of power for use of discretion and initiative in the bureaucracy, the caliber and quality of the lower bureaucracy, and the building up of active channels of communication both within the administration and between the administration and the public.


A comparative analysis of the political processes and structures of Latin American nations and, within Almond’s framework, of the prospects they offer for political development. Resistance to integration has long been a major political feature of Latin America, and the centrifugal forces appear to have been stronger than the integrative. Nevertheless, integration has indeed occurred in the area, although the process has moved at varying rates in different parts of the region and has taken a number of forms.


A discussion of the relationship of higher civil servants to political executives to determine whether development programs are making necessary improvement in the quality of these relationships. Effective cooperation requires a spirit of innovation in addition to patriotism, justice, efficiency, and a sense of identification with the individual citizen.


Some observations on needed reform of India’s bureaucracy. Steps must be taken to restore faith of the people in public administration, and an ombudsman is a possible solution. Another need is to devise means by which the pressures of parliamentary opinion will be focused upon the framing and execution of government policies. This would involve the establishment of parliamentary committees in different sectors of public administration so that the understanding of the policies will be increased.


An analysis of the Pakistan philosophical heritage as a possible force in the building of a strong public administration for development. The four major requirements for a bureaucratic system that will fit the needs of a developing state are: (1) a strong sense of compassion or humaneness; (2) a high order of intellectual honesty; (3) the courage of independent conviction; and (4) the efficiency based upon a profound sense of discipline and order. Pakistan possesses the philosophical bases for developing all four, and the intellectual heritage of Pakistan is equaled by few nations. Compassion is strongly embodied in its judiciary, its Muslim tradition, in the historical and cultural developments of the subcontinent and in the ethos of the pattern of reciprocal obligation that underlies military life. Intellectual requirements are met by the educational tradition. Independence of thought is derived from Islam and the British colonial tradition. Efficient administrative procedure and justice are also inherent traditionally.


An examination of the role of political science in the study of underdeveloped areas. The transmission of
ideas and structures and their reception and transformation has not been dealt with adequately in political science, despite that process' importance in technical assistance. Political development is so intertwined with culture change that it may not be possible for political science to predict the direction of political change or to develop a theory of causality of universal political functions without either substantially greater interdisciplinary activity or without an incorporation of methodological elements of anthropology and sociology.


A discussion of development strategy, concluding that aid must be guided to help developing countries to train as soon as is feasible their own professional and skilled personnel.


An examination of the problems of transferring American techniques of public administration to underdeveloped countries. Since 1956 public officials from Indonesia have been engaged in a training program in the United States. From their reports it would seem that the techniques which transfer best are the ones related to organization and management, such as records, systems, and interoffice coordination.


A study of the Afghanistan government's role in integrating the various elements that compose the nation so that administration can be unified and strife minimized. The government's policies in relation to ethnic groups, tribes, village communities, and financial and religious groups are generally negative, and they often depend upon the dissolution of some of these groups.


An analysis of the theories of Fred W. Riggs, especially the theory of prismatic society, which is founded on a number of models designed by Riggs to illuminate administrative problems in developing countries.


A critical note on Pakistan's public administration. Despite recurrent changes and radical reforms, public administration is handled by men who are basically routinists, ailing from the "administrativitis" that saps creative faculties.


An examination of the field of political anthropology. Work remains to be done in completing the typology of indigenous African political systems and in carrying out comparative analysis to see how these systems developed, functioned, and maintained themselves.


An examination of bureaucracy in a transitional soci-
An outline of Indonesia's plans for economic development and some present problems. Although the areas stressed by the government are important, insufficient attention is given to the restoration of peace and order. In addition, great improvement in administrative efficiency is necessary. There are sufficient impediments to economic progress to restrict development seriously.


An examination of the traditional philosophical bases of Vietnamese public administration and ideas that might produce socioeconomic development. Traditional approaches are based upon an amalgam of Confucian humanism and French legalism—rationalism. The Confucian principle of self-denial has little validity in the modern world, especially for a government that must strengthen its legitimacy and authority to survive. Essentials of new administration must be priority of politics and administration, and development of recognition of human importance.


An examination of bureaucracy and political development in Vietnam. A crucial handicap to political development has been the activity of an underground organization interested in subverting the political system by the dissemination of hostile information and the application of destructive energy. This has contributed vitally to the inability of the bureaucracy to establish effective articulation with other segments of the social system, particularly the rural peasantry. At the same time the preeminence of the bureaucracy, as the central and basic structure seeking to relate the political elite with the other components of the social system, has hindered the growth of other structures that could perform this function. Parties, interest groups, and eco-
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An explanation of an approach to comparative administration study through the use of an information-energy model. The paper illustrates the relevance of information and energy concepts and processes to the analysis of societies, political systems, and administration. If the theory can contribute to an understanding of such matters, it should also be applicable in dealing with crucial developmental problems.


A discussion of the role in economic development of the bureaucracy, which must provide preconditions and infrastructures of development and must prepare plans and devise strategies for their implementation. It must also evaluate its resultant effort. The Indian bureaucracy, though it has done praiseworthy work in facing a difficult situation, is at times hesitant, and its standards of performance have sometimes lagged behind its reputation. Reform of bureaucracy must go hand-in-hand with political reform. Reorganization and better training can eliminate structural incompatibilities and value conflicts. Administrators should be made more aware of the general social situation and should be chosen and advanced on a merit system.


An examination of the transitional society in developing nations and the role of bureaucracy in nation building. Trained in the colonial tradition, bureaucrats, an organized and articulate segment of native societies, functioned as a bridge between the dependent indigenous people and the western ruling power. With independence these bureaucrats have come into great influence and are sometimes a force against social change and economic development.


An examination of whether or not bureaucratic corruption obstructs economic and political development in emerging countries, especially India. Charges of corruption generally originate from the modernizing elites, the group to whom the responsibility for political, economic, and social development has been entrusted. Actually, a compromise between necessity and morality is needed. The modernizing elites should be induced to accept an altered perception of the nature of bureaucratic corruption.


A consideration of Mexico's public administration problems, which must be understood against a background of Mexican society and politics. The objectives of the revolution require a well-trained administrative staff. High illiteracy, moderate industrial and managerial experience, and feudal elements in politics combine to make the realization of these long-term policies difficult.


An examination of the function of bureaucracy in political development. In the initial stage of either early or late modernization, the political orientations of a bureaucracy influence the extent of institutionalization of a centralized polity and facilitate or block further political development. The varied types of political orientations of the bureaucracy persist in later stages of modernization and are rooted in the internal structure of the bureaucracy and in the wider framework of the political process of the society. In the later stages of modernization the bureaucratic administrations tend to become somewhat more specialized, professionalized, and fully organized. Only in the fully constitutional-democratic regimes, however, does the ideal of the politically neutral civil service develop. The maintenance by the bureaucracy of basic service orientation and of activities that facilitate the solution of its problems depends upon the existence of some basic unitary political framework. There must also be a relatively unified political elite and some political consensus. As Riggs has noted, bureaucracies may develop a negative orientation when unity and consensus do not exist.


An analysis of problems relating to modernization. In the political sphere there are several important aspects of modernization: (1) the development of a highly differentiated political structure; (2) an extension of the scope of the central, legal, administrative, and political activities; (3) a spread of political power to more groups in the society; and (4) the weakening of traditional elites and of traditional legitimation of the rulers.


A comparison of Japanese and American methods of administration. Although many concessions to traditional practices and values were incorporated with the new Meiji administrative system, the dominant tone became legalistic to the virtual exclusion of practical values. Japan's failure to develop a science of administration is reflected in its management of public affairs, which is encumbered by a network of traditional procedures, usually unrelated. Differences in American
and Japanese administration reflect fundamental differences in the political and social values of the two societies.


An examination of the rise of bureaucratic, as opposed to traditional, elements in Israel. This process as it is occurring in Israel casts some light on bureaucratization in other newly independent nations. Although particularism or neo-feudalism is not dead in Israel, it has declined markedly and likely will continue to decline. Its complete elimination is undesirable from the viewpoint of the values to which most citizens, parties, and the state are all committed.


An examination of the potentialities and limits of bureaucracies as modernizing instruments, especially in the U.S.S.R. It is important that the newly emergent nations have a realistic understanding of the meaning of the Soviet experience.


An analysis of the system of administration and local government in East Pakistan. The system inherited from the British is now outdated, and the present geographical administrative divisions are inadequate and should be replaced by units based on practical considerations. Changes in the Basic Democracy system to encourage more local participation are needed to make it more effective.


A presentation of a model of three interrelated institutions—cooperatives, schools, and local government—required to produce the takeoff in rural economic development. The model is based upon three major assumptions: (1) it has borrowed heavily from existing East Pakistan public institutions that, it is believed, can be used in launching successful rural development; (2) where existing institutions have been rejected, whenever possible institutions have been borrowed that have proved successful in other places and might be successfully transplanted into East Pakistan; and (3) the concept of building a system of development administration based upon individual freedom and personal initiative has been used. The model thus proposes to effect change through reform rather than class struggle resulting in revolution.


A comparative examination of the role of the public services in Nigeria and Ghana. Both Nigeria and Ghana have been ruled by bureaucracy. The public service in both nations so far has been less an independent social entity in contention for power with other organized social groups than the sole focus of effective power. In Ghana the bureaucracy is resisting domination by the party that controls the government. In Nigeria the younger elements within the bureaucracy are increasingly looking to radical groups outside the government to support their desires to reform and revitalize the public services. With the stages of economic development of both nations and the inevitability of the government's dominance in economic growth, continued rule by government bureaucracy appears to be likely.


An analysis of a framework for the examination of field administration that takes into account the political objectives and conditions. A society characterized by a high degree of consensus and institutions for the maintaining of consensus and the channeling of frictional controversies to permit their expression and resolution need not assign a major political role to the field administration system. Where these conditions do not prevail, field administration is likely to be vital to political support of stability.


A behavioral analysis of democratic change in Latin America. Latin America possesses enough similarities to make analyses of changes useful and significant.


An attempt to find criteria subject to statistical analysis to measure effectively the depth and speed of political evolution toward democracy in Latin America. Democracy and political change in Latin America are far more fluid and subtle than can be described simply by statistical data. Such tools provide a means for refining and confirming subjective, intuitive conclusions that otherwise must remain unsatisfactory, however.


An examination of problems relating to requisites of internal efficiency and external authority in East African
bureaucracies. The social environment that existed at the time of British intervention in East Africa modified the development of bureaucracies and forced colonial administrators into different approaches in their attempts to achieve maximum efficiency and authority. The new independent governments are pursuing policies that minimize the use of traditional political systems, although there are marked differences between Tanzania and Uganda in this regard.


A description of the major elements of public administration necessary to socioeconomic development in the new and emerging nations, intended as a contribution to a conceptual framework for development administration. Development administration must be viewed in the context of and in contrast to traditional and colonial administration. Its essential elements can be placed into three broad categories—structures, programs, and personnel. Developmental structures must be highly sensitive to the administrative needs of the emerging nation, capable of distinguishing reasonable priorities, and able to communicate at the village level. Fund allocation must center on projects that facilitate development itself, and policies and programs must be built upon a realistic, empirical understanding of national conditions. Administrative personnel are crucial to the development process. Their knowledge must be both technical and administrative, and they must be willing to make policy decisions at all levels. Socioeconomic development is contingent upon an understanding of administrative structure, policies and programs, and personnel as a developmental force.


A discussion of public administration problems with which underdeveloped nations, particularly those in Africa, must cope. Although there is great diversity in the determinants of public administration structures in specific countries, certain patterns are clear. All underdeveloped countries have problems of insufficient indigenous staff, lack of balance, and such, and all must realize that economic and social programs cannot be carried out unless a strong public administration has been established. The national character of administration must be emphasized to elicit enthusiasm for its performance.


An analysis of the administrative problems in the production and allocation of electricity in Iran. Electrical power is important in the advancement of underdeveloped economies, and Iran is confronted by the problem of whether to direct power development toward industrial growth or toward social welfare. A second seven-year plan has alleviated the shortage of electricity somewhat, but the five-year plan beginning in 1962 must do more. A centralized, government-owned agency is recommended.


An examination of the probable effects on development of the 1964 Bolivian coup. The key factor in the collapse of the government was the extension of government activity and control far beyond its administrative, managerial, and technical abilities.


An analysis of processes by which national governments carry out their planning responsibilities. As long as system theory does not degenerate too much into a fashionable mystique, it can develop system guidance concepts to illuminate both the potentialities and the dangers inherent in national planning.


A discussion of the importance of the developing countries' carrying out their programs. At first the problems of emerging countries were discussed from an economic standpoint. When this proved inadequate, a broader approach, encompassing all the social sciences, was tried. Only by adding the administrative sciences to the investigation can the problems be solved, however. The maintenance of old metropolitan administrative systems cannot facilitate development in the newly independent nations.


A survey of democratic experiments in the field of socioeconomic planning in various countries. The quantity and quality of government participation depends upon the nature and position of the economy of a particular country under its different set of political, social, and economic circumstances. However, the dynamic planning and economic policies are having repercussions on individual liberty and political democracy, and every country's inhabitants will have to evolve their own pattern of economic development. How democracy can best be preserved in a country under economic stress will depend upon its social conditions and its history.


A review of the Iraq Development Board—its finance, administrative and operational organization, and program. Two of this ten-member board are foreign experts. The board's organization consists of four technical sections, which embrace its whole program, including irrigation projects; communication and transportation; public housing; and industry and agriculture. The need for administrative reform is pressing, as is
research to forecast the economic and social effects of development and to devise the means to accommodate the gradual readjustment of the society.


A discussion of the political and administrative policies that have helped Tunisia in its economic development, in which Tunisia has made great strides before and after the attainment of independence. Successful growth has resulted largely from a flexible approach to social and economic problems, particularly on the part of Premier Bourguiba. This is evidenced in educational programs, Bourguiba's "fireside chats" to reorient the people's thinking toward progress, social legislation, and the considerable incentives for external investment.


A review of current Japanese research on the developing areas of Asia.


A comparison of the administrative systems of Canada and Ceylon, emphasizing the application of ecological or environmental comparative methodology. By examining these systems on the bases of the more significant environmental influences affecting them, this study seeks to define the cultural variables that influence public administration in an industrially well developed western society and an emerging state.


An outline of the use of structural models in developing countries, the difficulties of constructing them, and their limitations. The main conclusions are: (1) structural models, when accompanied by studies to determine the feasible limits of key variables, permit consistent projections, showing the various alternative choices; (2) the estimation of parameters in the component equations present many problems; (3) among the common criticisms made against structural models is the inaccuracy with which the parameters are likely to be determined, their rigidity, the assumption of constant prices, their failure to take certain interrelationships into account, and their failure to include education as a factor of production; and (4) the proposed new United Nations system of national accounts should boost national accounting in the directions needed for economic planning and model building.


An examination of current trends and priorities in comparative public administration. Certain priorities exist as follows: (1) increased field research; (2) a systematic, extended effort to explore alternative approaches to comparative studies and to advance the theory of comparative administration; (3) an effort to coordinate research interests among related fields; (4) a continuing and broadened emphasis on the evaluation of technical assistance programs' impact on the social, economic, and political behavior of developing countries; (5) more attention to the administrative systems of emerging nations and a start toward filling gaps in knowledge about administration in the Communist countries; (6) comparative studies of segments of administration; and (7) teaching materials for courses in comparative administration.


A consideration of contemporary study of comparative public administration. Public administration scholars are recognizing that an ethnocentric approach to non-western study may be misleading; that unique historical-formal-institutional descriptions are adequate for comparison; and that theoretically based studies are essential.


A discussion of the proper role of administrative personnel in developing countries and the techniques for their training. Development, the state, and citizen participation are the three concepts toward which administrative personnel in developing countries must be oriented. The orientation must be derived from their training, which must be largely practical and specific, but should inculcate these concepts.


A review of some recent literature by Hirschman, Lindblom, Klein, and Meckling on the methodology of developmental policy determination. The demand for planning comprehensive, clearly articulated administrative structure may actually be impeding economic development, which seems to be most speedily effected in a pragmatic, unbalanced fashion. Indeed, an unbalanced economy may be more productive and quicker to develop than a balanced one. A carefully devised research plan may be a hinder rather than a help in achieving the desired goal, and sometimes it may be easier to solve a problem if it is not fully understood.


A discussion of the need for the development of computerized simulation models for underdeveloped economies to understand better the interdependent effects of various policies. Computer models can go far beyond present models in providing an in-depth picture
of an economy, and computers can give a better idea of what effect certain policies will have on the differing development goals, such as the effect of growth on national income and the balance of trade.


An examination of how current views on political modernization, notably those of Gabriel Almond as presented in his introduction to The Politics of Developing Areas, can be meaningfully applied to a concrete problem, the analysis of interrelations among levels of economic performance of different societies and the bureaucratic structures that they create for themselves. In the process of change that economic and administrative structures undergo in their transition from high tradition-orientation to modernity both become subject to structural differentiation, a process that receives significant impetus from the policies of economic and political modernization prevailing in the new states. On a primitive level bureaucratic institutions are integrative and rarely goal gratifying. The growing importance of the goal gratification subsector of bureaucracies tends to end the primacy of the integrative subsystem and to strengthen the adaptive bureaucratic institutions. A proper evaluation of the role and type of bureaucratic structure in developing nations must be approached in these terms.


A comprehensive analysis of the relationships between modernization and political development, concluding that in the current literature political institutionalization usually receives scant treatment. Scholars emphasize modernization and the closely related phenomena of social mobilization and increased political participation. A balanced view of contemporary Asia, Africa, and Latin America requires more attention to the "art of associating together" and the growth of political institutions. For this purpose it is useful to distinguish political development from modernization and to identify political development with the institutionalization of political organizations and procedures. Rapid increases in mobilization and participation, the major political aspects of modernization, undermine political institutions.


A historical analysis of Thai public administration. The basic reflections of the environmental forces at work in Thailand are increased technical specialization and the related growing need for management. The structure of society is changing, and this has multiple impacts upon public administration. At this time administrative policy planning is not a highly structured aspect of the public administration system, although it will be increasingly important. One activity now under-

way is the development of the personnel resources, a vital key to the future. A hopeful sign is the flexibility or adaptability of the public administration system.


A discussion of the importance of certain communication patterns in political socialization through the mass media. Obviously, the use of the media offers a strong hope for rapid mass political socialization in the underdeveloped countries. However, questions exist about the specific content of communications that will best facilitate socialization. Nonpolitical content, which contains subtle political influences may make an independent contribution to political socialization and modernization. Nonpolitical communication seems to have a latent political function and is the attractive wrapper that captures the audience for the subjective political messages imbedded in the content of the western media.


A review of Thai public administration, showing that Thailand is politically and economically more fortunate than many of its neighbors. There is no popular unrest or tension, no distressing poverty, no serious unemployment, no foreign exchange problem. The task of administration is, therefore, much easier. On the other hand, the development problem is now beginning to be appreciated. The more ambitious the goals, the greater will be the effort needed, and the administrative framework will have to be geared to the purpose. Civil servants will need to become more development-minded and to acquire new standards of output.


An examination of the Indian bureaucracy. District administration rather than development-oriented bureaucracy, subordination of the specialist to the general administrator, and inefficient financial control procedures, are some of the weaknesses of the bureaucracy. A formal and complex system, with accompanying rituals inherited from the British and developed further by Indians, is one possible cause. Failure to introduce modern practices and procedures in operation elsewhere is another. If reform is to be useful, a definite plan for the type of bureaucracy wanted must be formulated.


An analysis of the comparative administration movement, emphasizing its sources, assumptions, methodology, and accomplishments. Although a strong concern for model construction and methodology is commendable, a preoccupation with conceptual problems may limit the development of any discipline. The study of
comparative administration may be in danger of such a preoccupation.


An analysis of the comparative administration move-forms in the Philippines. Often in application the institution has undergone modification, but the modifications have stemmed as much from economic and catastrophic circumstances as from the Asian culture.


A review of the institutional changes and the evolution of social welfare administration policy since India gained independence. The Indian government is committed to a social welfare program to be integrated with the economic development program. As changes occur, the structure of administration in housing, education, health, and social welfare must evolve generally. Goals of economic development are clear, but the definition of social welfare seems to be highly subjective. Dissatisfaction with the quantity, quality, and variety of services has slowed the process by making competing demands upon limited resources and personnel.


An examination of the impact of the social, cultural, and political environment on the contemporary bureaucracy of Ceylon. Political animosity and interference have damaged morale within the bureaucracy and impaired the effectiveness of the public service, although the depth of the effects is difficult to gauge. Even though lingering influences of caste, communal, or family loyalties have probably reduced the impartiality of the bureaucracy, adjustment to changes after independence has been the principal stress in the contemporary bureaucracy. The adjustment has been made difficult because of the wide separation of the bureaucracy—at least at the higher levels—from the society.


An examination of the relevance of several traditional concepts of administration to development administration. The tendency in Pakistan is to be too concerned with controls. A primary need is for an increase of delegated authority.


An examination of bureaucracy and political development in Nigeria. The most significant legacy of colonial-ism is the existence of institutions in the newly independent states that reflect levels of political development not yet reached by the states. The most important of these are political and administrative, including a sophisticated bureaucratic organization and, in some instances, a relatively seasoned, though numerically inadequate, cadre of officials.


An examination of problems in public administration, especially in India. The American, British, and French models should not be followed without modifications in the Indian experiment. Some type of a unique system that secures industrial democracy, efficiency, and the well-being of both labor and management must be maintained.


An examination of common issues of administration in developing countries, especially in India. The success or failure of experiments in public administration undertaken in developing countries will depend upon a variety of factors that may differ among countries. Administrative structures, institutions, and procedures may not lend themselves readily to an easy duplication or transplantation. What suits admirably one political or cultural environment may fail in another. For solutions of problems, though, much can be drawn from the experience of other countries, and each country must apply appropriate solutions. The inadequacy of the indigenous educational systems is the main problem, along with widespread poverty and a dearth of opportunities. Lack of resources is the chief inhibiting factor to improved techniques of administration and better conditions of service.


A comment on the selection of generalists or specialists for India's development administration. For the policy implementing part of his job, the administrator must be a coordinator, which is a generalist function. At the policy implementing stage, he must be a generalist in the sense of feeding extradisciplinary value judgments, culled from his administrative experience, into the decision-making process. But, at the same time, for policy formulation he had to master specialized techniques or languages of discourse in order to make informed decisions. Unless Indian administrators are given rigorous training in social science, they will not be able to carry out effectively the decision-making function.


A study of the current economic and social development attempts in Persia. Rivalry among foreign interests in Persia in the nineteenth century set a pattern for political development that has since limited free-
dom of experiment. The entering of the Baghdad Pact has only caused dissension and slowed unified growth. The great variety of physical conditions in Persia and the deep-rooted traditional culture are other hindrances. Two seven-year plans and a new five-year plan are effecting development, as are programs of land reform and rural improvement, but these programs have been superimposed upon the traditional hindrances to growth and have created significant social disequilibrium.


A formulation of some critical questions on the relationship between public administration and political change and a discussion of some dilemmas that emerge for those in the West who hope to see developing nations move in the direction of the Anglo-American model. In attempting to build “modern” administrative systems in the developing countries western scholars demonstrate a unilinear, simplistic, and sometimes destructive definition of modernity. However, the degree of political development can be determined by a comparative analysis. Patterns of administration that have evolved behind the Iron Curtain imply that there may be ways of handling public administration in a highly differentiated system that are far removed from Weber’s idealized bureaucracy, as well as from the norms of the Anglo-American model.


A general introduction, concluding that major changes in both the developed and the developing nations are inconceivable today without decisive government intervention. No longer are public officials expected to be only peripheral to development, limiting their roles to the fixing of general rules and to the providing of certain basic services and incentives for private entrepreneurs, who are the major players in the complicated game of fashioning profound changes in economic and social system. When the focus shifts from the economic to other areas of activity, the presence of government is even more evident. Efforts to forge major transformations in the political institutions of any particular society cannot be made without the participation of government.


An examination of basic problems that Koreans must face in their efforts for administrative reform to facilitate development after the overthrow of the Rhee government in 1960. Changes in administrative methods in Korea are closely linked to changes in patterns of social behavior, and substantial segments of opinion must first recognize the value of methods changes before they can become effective in government.


An examination of the history of the relationship between Australia and New Guinea and the related contemporary problems of development and administration. The natives’ attitudes and increasingly anti-colonial bias of world opinion has forced Australia to liberalize its policy in eastern New Guinea. A policy of “develop and let go” has evolved. The most difficult developmental problem is the conflict between the two cultures, which in the fields covered by the new program of development are opposed—a subsistence economy with a minimum of specialization as opposed to a highly specialized economy designed to make ever-increasing profits.


A broad commentary about the course of development. Human and social resources are most important and of these resources, social institutions, skills, and knowledge are crucial. The political sector of society is a priority sector. Because of the current situation, the devices of public administration provide the widest scope of enforceable decision making.


An attempt to formulate a theory whereby communications will be optimally used as a force in modernization. As in Iran, mass communications media are spreading in the underdeveloped countries in an apparent irreversible process. Presently, however, the media are doing little to facilitate modernization, and may in fact be contributing to a revolution of rising frustrations. A salient force in generating modernization is mobility, geographical and social, but especially psychic. Properly utilized, communications can increase psychic mobility or empathy in individuals without encouraging unrealistic aspirations. In this way shortrun mobilization and longrun socialization can converge, and political development will occur in an environment of stability.


A discussion of the changing role of politics in modern society. Contemporary developments permit politics to play a constructive role through: (1) systems of pacts or beneficent alliances; and (2) advanced systems of education that create a climate more responsive to the understanding of ideologies and political action.


An analysis of problems in the administration of a
public service state in the Philippines. The national government not only plays a major role in broad policy decisions, but it has also established a large national bureaucracy with little inclination to delegate to others, including local communities, the vast responsibilities in carrying out the policies. Thoughtful delegation of government responsibilities would be one important means of lessening problems of public administration and of providing the necessary linkage between national policies and the people affected by them.


An examination of the use of global productivity analysis, a calculation of output per unit of input for a whole organization, as a means for examining and controlling operations. By adding global productivity trend data from their organizations to the growing pool of knowledge, administrators can perform a valuable service in the search for greater control over environment.

1606. Mackintosh, J. M., The Relevance of Western Experience to the Needs of Cities in Developing Countries,” 17 POP (March 1964) 311-320.

An examination of public health problems in developing areas. The circumstances of developing countries are very different from those of the industrializing West in the nineteenth century. Nevertheless, western experience is relevant to the improvement of public health in today’s developing societies. Implementation still requires the enforcement of law, the establishment of an efficient machinery of government, and the creation of an educated and understanding community.


An examination of the alternatives that the Indian government faces in deciding its own role in the third five-year plan in light of the experiences connected with previous plans. An urgent question is how large a part the government should play in controlling and directing investment during the third plan.


A digest of administration in Nepal under the Rana regime and the cabinet government system installed in 1951. Central and regional administration are described, together with the administrative reorganization created to accommodate Nepal's five-year development plan.


An examination of some responsibilities of government in developing nations. Each nation and trading group must find its own way to progress, as there is no rigid formula. Developing nations often are hindered by a lack of time to build solid structures. Unless the developing nation or trade group can establish the internal conditions necessary for economic growth, outside help will be of no avail. Some of the responsibilities of administrators are: the development of economic competition; the development of free trade areas; the establishment of government owned and managed industries as efficient and productive; the development of proper monetary and fiscal policies to control inflation; the establishment of confidence in the government; the modernization of tax policies; and the implementation of well planned land reforms.


A review of the role the state must assume in the economies of tropical African nations if they are to develop sufficiently. Because of shortages of trained personnel, lack of entrepreneurial drives, inadequate savings, and hostility to foreign capital the governments must assume two functions—direction of new enterprise and the active support of new projects. The government must be flexible in its participation. Joint ownership, government cooperation with labor, or government ownership are examples of techniques that can be used, based upon differing problems.


A comparison of control and responsibility in administration. The relevant variables that diversify the relationship between the formal and the informal in administration are almost infinite. Any depth analysis, below the surface differences, reveals universal features of bureaucratic behavior. Features that seem to defy the institutional engineering under auspices of western technical assistance to less developed countries are actually present in the western bureaucratic pattern, too.


An examination of the need for a uniform law governing public enterprises in India. Such a law would be impracticable in India, because it would lead to greater rigidity. However, the government should present a white paper on the management of public enterprises.


An analysis of the planning methodology that has become an integral part of the development process. Modern innovations in technology, economic theory, and ideological productivities indicate that economic growth in the contemporary underdeveloped nations will not strictly parallel the classical industrial revolutions. Rather it is to be expected that governments and administrative organizations will play a salient role in directing the process.

An examination of centralized and decentralized planning. If the development process is to be effectively shaped, accurate and detailed information, organizations and management capable of directing resources, and incentives that will produce the desired behavior are necessary. These features all depend upon an optimal relation between centralized and decentralized authority. What is optimal is conditioned by the institutional structure and the stage of development.


A report of the Regional Conference on Public Administration, Philippines, 1958, concerned with administration of economic and social programs. Participants agreed upon the need for a central planning agency, the need for separate agencies for planning and for implementing programs, and the need for citizen participation in planning.


An examination of India’s failure to vitalize the system of administration with the dynamics of growth. The major problems in Indian administration are: (1) the role of administration in development planning has been enunciated only in terms of the ultimate objectives; (2) structure and functioning of the machinery of administration in relation to the need for implementing the development plans in the different sectors of the economy was not accomplished; (3) the machinery of administration has been viewed primarily as a mechanical system; (4) manpower development in superior ranks through preentry education and training appropriate to the needs of planned development has been slow; and (5) imaginative political and social leadership has not been deployed to infuse a new sense of purpose into the key operative levels of the existing administrative system.


An argument that successful development administration depends upon knowledge and utilization of factors that motivate change, insofar as development administration can be regarded as the public management of economic and social change. The development administrator’s task of inducing cooperation in the innovative process—whether he be under the control of a dynastic elite, the middle class, revolutionary intellectuals, colonial administrators, or nationalist leaders—can be facilitated by using motivational theory. The administrator can establish motivational reference groups that are amenable to socioeconomic growth. Moreover, reference groups need not be rationalist-oriented. The West has been preoccupied with rationalist reference orientations and the accounting austerities of capitalist economics. There is a vast reservoir of motivational resources that center not in logic but in imagination, not in syllogism but in mythology, not in the formal but in the semiotic.


A study of the purposes and techniques of elections in underdeveloped countries. In addition to the clear technical differences in elections in underdeveloped and developed countries and among elections in the various underdeveloped countries, the differences in the functions of elections probably is more important. In many underdeveloped states elections in no way serve as manifestations of democratic ideology but rather as a means to promote national consciousness.


An examination of difficulties that the traditional doctrine of civil services neutrality faces in the context of a democratic socialist order. The civil servant, as the job entails planning and control of social and economic activities, must adopt a missionary approach to fulfill his duties. Thus, the doctrine of neutrality could lead to sterile, heartless administration. Democratic socialism explodes the myth that policy formulation and administrative personnel are separate, and the administrator plays an effective role in policy formulation. Another problem is that as the role of the government expands, more and more citizens become public servants, and they are often the most literate of the population. If they cannot participate in politics, the system may fail, and thus the traditional concept of political neutrality for public servants is unworkable.


A discussion of the political aspects of public administration, which confront any government attempting to guide development. Two reasons support the discussing of problems of public administration within the context of development. First and obviously, the efficiency or inefficiency of the administration may affect economic or social development. Second, inefficient administration is probably the least implacable obstacle that a government has to face. Each country must determine where its greatest need lies and begin the process of development at that point.


A discussion of the genesis of East Nigeria’s six-year development plan (1962-1968) and its evolution into a viable program. The learning experience for adminis-
tation offered by the development plan should be a coordinate goal. This approach has aroused enthusiasm among administrators and the people. Regional and national cooperation in these developments clearly is essential.


A discussion of India's political resources, concluding that economic and social development have been at a level reasonable to expect. India's political miracle likely has resulted from a combination of political stability and a free political system. The heart of the success lies with the Congress party, which has been instrumental in the establishment of federalism, the protection of representative institutions, the maintenance of an initiative government and free criticism, and the political recognition of social change and group social mobility. An important factor in the future will be the Congress party's ability to contain the competition within its own ranks without losing its integrity.


A speech suggesting some problems of urban areas in India that public administration might attack. City problems cannot be approached outside of a citywide context. Slums are a primary consideration, and the destruction of one slum, unless it is done systematically and in line with a master plan, will only facilitate the growth of another. Village development cannot be put off in the interest of beautiful cities, despite national orientation toward industrial growth, and a compromise must be sought.


A discussion of the effectiveness of gaining control over an existing bureaucracy as a means for creating a viable state that is supportive of development. Malaysia has had variability in its experiences. In the Malaysian Federation leaders assumed control of the government bureaucracy and launched a successful program of economic development. In Sarawak and Sabah, on the other hand, the leadership was less prepared and unable to initiate development. The difference can be partially explained in that within the Federation the British colonials tutored native leaders, a national education program was created, and British officials were replaced gradually by indigenous personnel. The government officials also initiated a public program to develop the economy, basing it on decentralization and evaluating its public support.


An examination of how sociopolitical considerations have adversely affected the economic development of the reserves. South Africa could contribute significantly to African development in general if the political climate permitted it.


A comparison of the literature and methodology of five primary approaches to political development—the legal-formal approach, the economic, the administrative, the social system, and the political culture. Not all writing on political development can be compartmentalized easily, but there is a tendency for writers to emphasize one of these five areas of development. Therefore, this should serve as a useful taxonomy for those who study development.


A consideration of the causes for the failure of the United Arab Republic. The failure of the UAR resulted from many factors. Syrian leaders quarreled with the Egyptians and among themselves. The administrative burden of the union was too great for the existing apparatus. The economic viability of the merger, regardless of its potential, was not demonstrated. Popular enthusiasm could not be translated into effective support. The failure of the UAR did not destroy the concept of Arab unity, but it did identify the practical problems involved.


An investigation of political trends in India and their socioeconomic implications. Beneath a surface of apparent stability India's political life is undergoing a transformation. Power shifts and party disintegration down to local and state levels are clearly taking place. This implies considerably wider political participation by the masses, which may be a strong stimulant to socio-economic development. Present political trends should be viewed largely in this context.


A discussion of the nature of the organizational system of development administration. The kind of administrative organization necessary for development may require a shifting from a traditional structure and "executive" orientation to a definitely integrated "managerially" oriented program organization. Structural organizational and behavioral elements may have to be carefully assessed, measured, and incorporated into an administrative setup designed to assimilate them and to generate the required output.


A discussion of the value of work study or organization and method programs in establishing economies and more efficient development administration in India. The importance of these activities in a developing
the private sector to prevent too much access of retired government officials, and government media, which should be used to mold public opinion. The attitudes of the rank-and-file must undergo great changes so that they regard themselves as socialists. An increase of welfare legislation, the encouragement of small factories to cut unemployment, and the introduction of modern agricultural techniques will contribute to this goal.


A discussion of the meaning of several contemporary concepts. Not all facets of a developed polity mutually reinforce; some qualify one another. The quality of the political culture is a basic measure but it is not all-sufficient and is a composite of many characteristics. A developed polity should not only respond to demands; it should respond to them effectively. Moreover, it should encourage them by identifying needs and by specifying how they can be met.


A discussion of some of the limitations of the Weberian model of bureaucracy for the analyzing of organization in underdeveloped societies. Taking the Turkish coal industry as an example of state-owned enterprise in underdeveloped societies, one can conclude that welfare bureaucracy with such conditions as political control, full employment, central planning, and status and class bases of authority tend to obtain over Weberian considerations of skill, objectivity, and economic gain.


A comparison of the contact of Southeast Asian nations with western political processes and structures. The present political processes and structures and their prospects for political development of that area are analyzed. The impact of western institutions in Southeast Asia seem to have been strong where moderate direct colonial rule was practiced and relatively weak elsewhere. Many changes going on in Southeast Asia—urbanization, restratification, secularization, commercialization, and national unification—are western-oriented. These changes, occurring predominantly among the elites, have had little effect upon the masses. This dichotomy is clearly reflected in the governmental structure, which although quite western, is formalized and often defers to traditional institutions in rule making, application, and adjudication among the masses. With notable exceptions in Burma and Indonesia political parties cannot be organized on a national level, and strong interest groups are rare because there is little social and labor differentiation. Westernization among the highly restrictive elites scarcely affects the masses, and political communication reflects this. Low mobility and large bridges between the elites and the masses...
make the outlook for significant political development at the national level vague in most Southeastern Asian countries.


An examination of the sources of international tension likely to arise in underdeveloped areas during the next decade, concluding that the crucial question is whether planners will be able to act quickly enough in the developmental process. If they do not take full advantage of the time available until 1975, they will be faced with tremendously more difficult problems, resulting from so rapid a growth of the world’s population that improvement of per capita standards of living will be impossible if all the preparatory work has not been done.


A review of questions relating to the staffing of government organizations in a developing country. Considerations must include: (1) What standard of government organization is to be provided? (2) What is the educational output of the country and what is its form? (3) In the light of the first two points, how far can the public service fill its requirements and what steps are necessary to remedy deficiencies? In all cases targets must be realistic and related to the available resources.


A discussion of the plans for a regional conference on public administration to be held in the Philippines. Many participating countries share certain administrative problems, notably an overcentralized system; a lack of trained personnel; no merit system of recruitment or an inadequate one; an outmoded revenue system; a shortage of equipment; and unsystematic work procedures.


A comparative examination of problems confronting modernization in China and Japan. The history of China and Japan in the second half of the nineteenth century strongly suggests that such factors as social structures, value systems, and guiding ideals have significant bearing on modernization and economic growth, more bearing than physical factors, such as natural resources, or even outside stimulus.


An inquiry into the relationship between the research worker and administration in the Pacific. Administrators under the auspices of the South Pacific Commission are confronted with an accelerated rate of change associated with improved communications, which have caused developments in one continent with repercussions in others. Thus, although there are few towns in the South Pacific area, the administration of urbanization programs is a meaningful consideration. Research projects, run by social scientists, must be utilized to determine the proper course in urbanization administration. Even more important, administrators must commit themselves to making decisions within the context of the findings of social research.


An attempt to establish a model to facilitate economic development in the Philippines. Industrialized societies have derived complex, active institutions to carry out political and social programs. Underdeveloped, “prismatic” societies have little industry but have adopted a complex, formalized administrative system, although the actual administration is carried out by traditional means. The bazaar-canteen economy is the symbol for such a society. Models derived from industrialized societies are not applicable to prismatic ones and special ones must be derived.


An analysis of the relationship between political and administrative development in the emerging countries to determine how balanced growth can occur. Bureaucracy is discussed in terms of its connections with political institutions. A typical byproduct of the transmission of western technology to the underdeveloped countries has been the proliferation of bureaucracy. For the most part the goals of American foreign policy and of international agencies, as expressed in technical, programmatic, and economic terms, reinforce historical trends toward bureaucracy without concomitant political development in the underdeveloped countries. Developmental problems of the new states must be examined individually with a view toward creating viable political structures and a reasonable consensus in balance with an efficient bureaucracy.


A discussion of the use of the author’s “Sala” model in comparative public administration. The Sala model suggests possible ecological relationships not suggested by the more familiar, nonecological administrative bureau models based on the relatively refracted situation in the United States. The analysis of relationships implied in the Sala model may enable the formula-
tion of hypotheses about possible relationships among administration variables. Such hypotheses, growing out of observation in a variety of settings and linked to the elements of the Sala model, can be tested further by looking at new settings or reexamining those first studied at a later date.


An analysis of the relationships between economic development and local administration. The character of local government interacts in a circular fashion with its total environment and reinforces dominant tendencies. Thus, local administration is both a cause and a consequence of environmental economic and social conditions. In an underdeveloped region poverty, stagnation, and lack of initiative contribute to ineffective local administration; reciprocally, bad administration reinforces the poverty and stagnation of the community.


A review of problems of public administration hampering economic development. Governments fail to provide a network of communications and transport, educational facilities, and public health services because of waste, inefficiency, poor coordination, and nepotism. Corruption in planning and failure to provide regulatory policies also hinder development.


A consideration of the possibility that widespread inculcation of western administrative procedures and bureaucracy has not been an effective stimulus to modernization. Until now western technical and financial assistance to the underdeveloped nation has been oriented toward administrative reform. However, administrative reform, isolated from other considerations, cannot induce development. Modern developers must learn what Woodrow Wilson understood eighty years ago—that one must concentrate first on the encouragement of political development, in the sense of promoting democratic reform as a prelude to administrative reorganization. Much research will be necessary before such a policy can be implemented. It is essential that the underdeveloped countries become aware that administration is not congruent with politics.


A discussion of a model that might be applied to the study of administrative methodology and structure of underdeveloped countries. Models derived from the study of western systems are not applicable to underdeveloped countries, which must be viewed as prismatic societies. Institutions within prismatic societies can be termed "Salas," a concept that combines the idea of a bureau with a fused, multipurpose, traditional institution. Administration in underdeveloped nations displays heterogeneity of traits (modern and traditional), formalism, overlapping of institutional functions, nepotism, and "poly-communalism"—all of which can be viewed fruitfully in the context of the Sala.


An examination of the role of models in administrative analysis. Many kinds of models exist, and one can neither see nor deal with any situation except in terms of models. Public administration requires the development of appropriate models for particular situations.


A consideration of the applicability of the concept of "political system" to the study of politics in the developing areas. The reformulated concept of the political system with its structural-functional categories and its emphasis upon the interrelatedness of all parts of the polity, plus an awareness of the interaction of the polity and other spheres of society, is basic to the study of developing areas.


A consideration of problems facing kibbutz democracy because of structural socioeconomic changes. The key question is whether the principles of direct democracy, which developed within the conditions of a small society, would also fit the changing patterns. The principles of direct democracy are expressed in the unity of powers, the multisided function of the general meeting, the antibureaucratic character of kibbutz organization, and an intensive participation of members in kibbutz activity. The fact that direct democracy continues to exist, despite the changes the kibbutz is undergoing, shows that it is not a product of particular conditions.


An examination of the contemporary political structure as a functioning balance-of-power system. This system limits the ability of small powers to achieve their goals. However, in compensation it provides more security for them in terms of maintenance of independence.


A review of the roles of the specialist and the generalist in an administrative system committed to the securing of rapid economic growth. In underdeveloped countries the progress toward specialization must be gradual, adjusted to the rate of economic and cultural development. The technicians and the generalist administrators have complementary roles. As development proceeds and specialization advances, the service struc-
ture will adjust itself and become differentiated rather than unified, except at the topmost level.


A discussion of W. Arthur Lewis’ thesis that the widespread crisis that has uncovered the weakness of most of the regimes in West Africa also reveals that the single party system was unnecessary, inefficient, undemocratic, and unprogressive—a clearly negative phenomenon that could be explained but under no circumstances justified. As a remedy, Lewis suggests the formation of a coalition between regional parties, based on tribal, ethnic, and regional forms of organization. The justification argument is that this is a pluralistic society, composed of groups with specific linguistic, religious, ethnic, and regional, but not social or class characteristics, and there is no reason for them to oppose each other rather than form coalitions. If some party refuses to participate in the coalition, that is a sign that no nation yet exists.


A discussion of Yugoslavia’s unique position as the world’s only nonaligned but Communist‐ruled state and the effect on development. Yugoslavia has been the focus of a unique series of experiments in economic and social development, under the auspices of a Communist government but independent of Soviet models of dictatorship. As a result, both the economic institutions and the structure of the Yugoslav market are as different from those of the socialist East as they are from those of western Europe or North America. These domestic differences are reflected in Yugoslavia’s foreign economic relations and problems.


A comparative analysis of the political processes and structures of Near Eastern nations and, within Almond’s framework, of their prospects for the political development of that area. Political integration is easiest to achieve within a predominantly traditional or a predominantly modern setting. Although modernity alone brings no assurance of political integration, the current disintegration of many Near Eastern political systems is largely a result of the coexistence of modern and traditional patterns. Specifically, the sociocultural contrast between city and village, and especially between settled and nomadic populations, is one of the most important barriers to political integration. The effects of various combinations of modern and traditional political patterns should be assessed in a dynamic context of historical development. Political integration is favored by situations where political and governmental functions are in unison–i.e., where both are traditional, or both mixed, or both modern. In many situations where they do not accord, however, the comparative rates of change make a crucial difference. Integration fares better where the authoritative functions move from traditional to mixed to modern before the political group functions do—when the political precedes the social transformation. Furthermore, other factors, such as technological changes and international affairs, crucially affect integration of a society.


An analytical introduction, which proposes that even the most modern society retains some traditional elements. The monarchial institutions of Britain and Japan are good illustrations. At the other extreme, no states that are untouched by modernization have survived in the mid-twentieth century. In a strict sense, therefore, all societies offer a mixture of modern and traditional traits; yet there are obvious differences in the proportions and interrelations of the ingredients. In some countries the mixture approximates pure tradition as in Ethiopia or Afghanistan; in others, it represents a pattern as innovational, or modern, as the United States or the Soviet Union. In this sense evaluations of development are more concerned with the central tendency of societies than with a search for uniform or undiluted traditionalists or modernists.


A comparative analysis of two approaches to local government and administration for development purposes—one the approach of a conference of African and expatriate British administrators, the other that of a United Nations Working Group. Although there are divergent viewpoints on the proper use, methods, and purposes of such concepts as decentralization, most development administrators recognize the end of an era that sees an autonomy between central control and regional autonomy in development programs. Interdependence and unity of purpose are suggestive terms for contemporary trends in development administration.


A discussion of the reconciliation of democracy and centralized government planning. The two can be compatible if the objectives of planning can be attained by allowing the private sector a wide exercise of initiative and responsibility. The definition of the state includes responsibility for the welfare of its people through, among other things, regulation of the private sector. The private sector must find a new role as a welfare agency. Democracy must be accompanied by a wide decentralization of economic and political power.


A discussion of the prospects for orienting public
administration agencies in Argentina toward economic development. Certain administrative institutes can aid economic development by organization on the human and material level, promotion of development programs, and effective training. Overcentralization leads to red-tape and must be avoided.


An examination of the barriers to development in India’s bureaucracy. In the development effort Government must play a decisive role of leadership, which must be given definite shape by the administrative machinery. It is important, therefore, that public administration is imbued with the ideals of change and that the machinery acts toward the realization of these ideals. A sharp distinction must underlie criticism of a system and assessment of persons running it.


A review of several problems relating to public administration in developing economies. Although advanced training for military officials has a long history, the recognition of the need for comparable programs for civilian officials is a recent phenomenon. Acknowledgment of the need has brought little action. The explanation lies partly in certain resistances, normal in any instance of innovation, and partly in several unresolved questions about the nature and purpose of such training.


An inquiry into the transfer of governmental systems. Clearly it is not adequate to look at political development and government in new states exclusively within the concepts of western political science, despite the apparently dramatic impact that the problems of such emerging governments have had on the formation of these concepts. It is even more dangerous to suppose that development must actually result from the satisfactory working out of transferred western models.


A study of the primary factors that delineate the process of nation-building and political development in Latin America. Along the continuum of national development most of the Latin American republics lie somewhere between the developed nations of Europe and North America and the incipient Asian states. When the attempts at development of viable Latin American nations are examined within the framework of Karl Deutsch’s terminology, it is clear that although Latin America has rarely had external experiences of a nationally disruptive nature or many disruptive internal problems of a legalistic or sovereignty-defining nature, it has experienced sharp internal cultural and psychological blocks to national development. These blocks are twofold. The lack of any strong sense of personal and national identity impedes the emergence of nationalistic tendencies. Equally important is the congruity problem, which results from the failure of the socialization process to inculcate in all citizens a set of dominant values that might provide a basis for consistent attitudes toward the nation. Although Mexico probably has made the greatest progress toward overcoming the identity and congruity blocks, even in that country enlightened nationalism remains a weak, little understood concept.


An examination of a report prepared by Dean Appleby on the structure and function of public administration in India. Appleby’s survey is useful in spotlighting certain aspects of Indian administration that have been taken for granted and, therefore, not examined critically. However, several of his suggestions for improving the administration may expedite work in the short run but leave a legacy of administrative problems that would have to be solved later.


An analysis of the role of international field bureaucracies in the political evolution of the developing nations. The role of international staff groups appears to be appreciable and increasing, but thus far it has been subsidiary to other forces, sporadic, and indirect. These limitations could be tested by attitude surveys, which would reveal how little the knowledge of local U.N. operations has reached elite groups, much less the masses. What the U.N. is doing is undoubtedly useful, but it seems to affect political modernization chiefly as a concealed byproduct of its economic, social, and technical activities.


A discussion of Indochina’s public administration, an interesting case in which French models of administration have been imposed upon preexisting oriental models, resulting in a unique fused pattern. Although there is a growing sense of civic responsibility among the younger civil servants, administrative improvement can come only gradually.


An enumeration of the characteristics common to the new nations of the world—those which have attained sovereignty since 1945—and a discussion of the application of comparative analysis of the social structure to
these states. Comparisons among the new states, among the new and older nations, and among the new nations and the societies of the past must be made. A wide schema must be established within which the new states can be fruitfully examined. Historicism must be eschewed in favor of the Weberian concept of social structure as a real and universal phenomena.


An examination of the role of the Moroccan administrative bureaucracy in political and economic development. The rather sudden attainment of independence left Morocco with a well-structured, French-styled bureaucracy but few men to staff it. Quick recognition of the problem led to the education of a sufficient number of Moroccan administrators. Consequently, although the French administrative system has been used effectively, the indigenous staff will probably produce adjustments in the system that will make it even more useful.


An examination of the extent of formalism in Brazilian administrative reform. Suggested changes might impose order in a situation where because of cultural and political conditions it has not been possible for sophisticated systems to survive without being distorted to the point of producing formalism.


An historical analysis of Japan's bureaucracy to test the argument that bureaucracy must have certain "modern" values and behavior orientations. Examination of Japan's development shows that traditional values and orientations were not necessarily obstacles to the development of a competent, successful bureaucracy. In Japan this development was limited by recruitment, and advancement to high positions in the bureaucracy was limited to those of the traditional elite. Nonspecialized, functionally diffuse training at lower levels was maintained. Besides modern bureaucratic criteria, there must be a continuity of values between local and higher levels, and (in the Japanese development) a bureaucracy encompassing some of the traditional criteria in order to give the planning status and prestige.


An examination of the Japanese bureaucracy in its developmental period, focusing on recruitment and success criteria, to gain some insight about whether or not successful development must depend upon the creation of a bureaucracy exhibiting all the tendencies of Weber's ideal type. The Japanese bureaucracy conformed to the Weberian conception, although there were no formal tests of achievement. This suggests that at least some of the Weberian elements must be present in the bureaucracy for it to be successful in implementing development goals.


A study of the basic assumptions in the role that administration has been playing in development in India and especially of the implication that some of the assumptions have no root in reality. By the third plan, the organization and methods approach to the study of administration was strongly emphasized. Nevertheless, administrative development has lagged behind general development and thereby hindered the entire process. Assumptions that state administration could cope effectively with much of the burden have proven uncertain. On the state level especially the training and motivation of administrative personnel must be improved. Lines of local, state, and national control might be outlined more clearly.


Some suggestions for increasing the speed and efficiency of development administration in India, written for the Planning Commission in connection with the third five-year plan. There is a need to fix individual responsibility and to reduce consultation with other authorities in the administrative system, both within and among departments. Responsible administrative autonomy will facilitate the developmental process.


A review of S. N. Eisenstadt's The Political Systems of Empires and Joseph La Palombara's Bureaucracy and Political Development. The most exciting political and social theory is being analyzed in the study of the underdeveloped, transitional societies. The less developed areas should undertake research about these societies, but unfortunately, these areas do not have vigorous intellectual communities.


A study of the role of the public bureaucracy in the economic development of mixed economies for the purpose of increasing the effectiveness of this role. The contributions that the bureaucracy can make to economic development are of three distinct types. First, it can establish and strengthen the minimum legal and public service preconditions to economic development—law and order, general security, infrastructural elements, money and banking institutions, and a legal and administrative structure favorable to economic activities by
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domestic and foreign enterprise. Second, the bureaucracy can, by fixing on certain general or specific output objectives, modify the resource structure and exploitation of a country, making it more favorable to economic growth. Third, if private enterprise shows insufficient initiative in exploiting a country’s labor force and resource equipment in ways deemed essential to its economic development, the bureaucracy may establish public corporations, or mixed public-private corporations, or alternative organizational forms to supply the necessary initiative. The bureaucracy’s most important responsibility in a developing country—in addition to the strengthening of the preconditions to development—is the supplying of a longrun and broad time horizon and the provision of an expanding set of developmental objectives to be realized through input transformation in the private and public sectors. The relative importance of the role of a bureaucracy will be greater in developing than in developed economies, even though bureaucracies are much weaker in the former.


An overview of several relevant studies of Latin America to determine whether an increase in indicators of development necessarily contributes to development itself. The gap between the indicators of change and actual change in Latin America, and the fact that processes such as increased education and rapid urbanization do not necessarily entail the creation of new values, suggests that current models of political development may have little value for Latin America and for the long-range development in many new states. The current models do not contain any theoretical explanation for the paralysis of the decision-making process in many Latin American countries. Another model is needed, one that need not, however, apply to the Latin American situation alone.


A review of the Biennial Review of Anthropology 1959, edited by Bernard J. Siegel. Students of comparative administration would value in-depth analyses of complex cultures and need more specific information about culture and culture change than is now available. The current directions of anthropological research are not specifically useful for comparative administration.


A report on the constitutional transition of government machinery in the African state of Malawi. Unlike in some other African countries, in Malawi the transfer of governmental power from colonial authority to native representatives has been accomplished with remarkable success. In early developing stages when the administrative skills for effective operation of government are at a premium, a one-party government may be justified. Unity is essential, and one-party government can be

condoned as long as it keeps in close touch with the people and its leaders avoid the inevitable temptation to grandeur.


A summary of attitudes of graduates in the public service of India, Ceylon, Australia, and New Zealand. The attitudes toward graduate recruitment seem governed by class structure and the stage of resource development. In developing countries it appears necessary that resource expansion and higher education keep pace with each other. A sound administrative class, even one based on limited opportunity and privilege, may be helpful.


A consideration of some factors that will determine the future of Malaysia. The rapidity with which the integration of the Malaysian peoples is carried out, the building of national consciousness, the level of socioeconomic growth attained, and the stability of the government, in addition to the confrontation with Indonesia, all will determine the future of Malaysia. Particularly, economic development will be useless in the building process, unless it can be accomplished within an environment of strong national consciousness and reconciliation of the desires of the Chinese, Indian, and Malay sectors of the population.


A historical examination of Turkish modernization from the point-of-view of political participation and socialization. Although during the first stages of modernization authoritarian means facilitate the introduction of the infrastructure of modernity, the success of these reforms may bring the society to a new stage of development in which democratic processes can play a vital role.


An examination of the functional value of existing institutions in Uruguay and some speculation about whether or not the complex, westernized, welfare-oriented Uruguay situation has lessons applicable to the rest of Latin American development. Uruguay’s social and political institutions were considerably more functional twenty years ago than now, and, furthermore, they are too complex to be of immediate value to the rest of Latin America.

1686. Thavaraj, W. J. K., “Development Administration,” 5 AQ (July-September 1965) 114-120.

A contention that the goals, processes, and instrumentalities associated with development administration are substantially different from other types of administration. Development administration refers to the struc-
ture, organization, and organizational behavior necessary
for the implementation of programs of social, economic,
and political change. The emphasis is upon directional
change at a stable or an accelerated rate.
1687. Theobold, P., "Les règlements administratifs frein-
ent-ils dans certains cas le développement?" 27 IRAS
(no. 3, 1961) 308-310.

A discussion of whether or not administrative regulations
curb development. In developing countries there
is generally an imbalance between the level of public
development and the regulations governing citizens.
The administration must not confine its role within the
traditional boundaries. It comprises the elite, and its
activity should be directed toward assisting the public
and promoting its access to essential economic activities.
The administration must adapt regulations accordingly.

1688. Thompson, Victor A., "Administrative Objectives
for Development Administration," 9 ASQ (June 1964)
91-108.

An attempt to discover the possible contribution of
public administration discipline to economic develop-
ment. A contribution can be made, but not based on the
doctrines of management or administration prevalent in
the West, which are largely fixed on control—a concept
antithetical to economic development and the rapid
changes that it implies. Rather, adaptive administrative
techniques, which incorporate constant change, must
be utilized.

1689. Tickner, Fred J., "A Survey and Evaluation of

A review of literature in comparative government and
comparative administration. Comparative studies must
avoid the danger of falsely equating administrative
functions among different governmental systems merely
because they have the same names.

1690. Trouve, Jean, "General Introduction to the Major
Themes Discussed at the Seminar," in Public Adminis-
tration and Economic Development (Paris: Organization
for Economic Cooperation and Development, 1966) 13-
68.

An overview and introduction to the papers delivered
at the OECD seminar held at Alcala de Henares in
Spain in September 1965. Economic development has
always been subject to the prior establishment of social,
judicial, and political orders at least guaranteeing security
of persons and respect for contract. However, the mainte-
nance of such an order depends upon the political
authority and its administrative resources, which play a
vital part in economic life. A weakening of the political
authority, therefore, always implies the decline of pros-
perity. Reciprocally, economic development often has
been responsible for the advanced state of legal and
political institutions. There is a correlation between
economic progress and progress in administration, but
it is less precise than it seems at first.

1691. Valsan, E. H., "The Prismatic Model and the Prob-
lems of Communications in Development," 9 PIPA
(October 1965) 308-313.

An examination of the prismatic model of Fred Riggs.
The hypotheses held out by the prismatic model are
meant for heuristic purposes with no complete claim of
their validity in all situations that researchers analyze.
Still, factors such as formalism, poly-normativism, poly-
communalism, heterogeneity, and overlapping can serve
as guidelines for pursuing realistic studies on develop-
ment and communications patterns of prismatic societies.
The theory of circular causation with adequate allow-
ance for time also presents a useful point of departure
for research on communications and development admin-
istration.

1692. Viswanathiaih, K. V., "The Problems of Integrat-
ion of Services in the State of Mysore," 26 IJPS (Octo-
ber-December 1965) 129-137.

A review of some of the administrative problems
involved in the integration of services when the state of
Mysore was formed in 1956. In the first period problems
such as the retaining of seniority and the ranking of
transfers arose. A committee under the state govern-
ment attacked these questions. The conflict was intensi-
fied by a jurisdictional problem between the state and
the central governments, eventually resolved in favor
of the central government. The second period sup-
possedly reconciled the dispute between the two layers
of government, but litigation of disappointed officials
continues, and there is demoralization and lack of con-
fidence in the government.

1693. Von Vorys, Karl, "Some Political Incentives for
Economic Development in India, Pakistan, Burma and
Ceylon," 12 WPQ (December 1959) 1057-1074.

A review of the relationships among politics and eco-
omic development in four countries. Generally, econo-
ic planning in India, Pakistan, Burma, and Ceylon is
dominated by civil servants, and their success will
depend upon their ability to identify and commit the
people to the image of a nation-state. It is doubtful
that they alone can do this.

1694. Ward, Robert E., and Dankwart A. Rustow, "Con-
clusion," in Robert E. Ward and Dankwart A. Rustow,
eds., Political Modernization in Japan and Turkey

An analytical summary of modernization in Japan and
Turkey and consideration of the applicability of the
data to other modernizing countries. The problems that
a country confronts in modernizing its political system
are of two main types, those set or predetermined in
such a manner as to be largely beyond the control of
the leaders, and those amenable to some significant con-
tr

control by the leaders. Examples of the former can be
subsumed under geopolitical problems, problems of
timing of external stimuli, and problems relating to a
society's heritage. The second category consists of
somewhat more flexible problems over which leaders
can exercise greater discretion and control. These seem
to fall into the following categories: (1) the exploit-
ability of traditional institutions, attitudes, and behavior
patterns for modernizing purposes; (2) the crisis of
identity; (3) the crisis of security; (4) problems of leadership and followership; (5) the crisis of economic development; (6) problems of popular relationship to the political process; and (7) the crisis of output and distribution. A society embarking upon modernizing efforts during the latter half of the twentieth century has a variety of models to influence its goals and tactics, and these are in some respects mutually incompatible. Such a society is, therefore, modernizing in circumstances that differ markedly from those in which Japan and Turkey launched ostensibly comparable endeavors.

An examination of development administration as a new focus for academic research and a presentation of a typology for use in its study. Development administration refers to the processes of guiding an organization toward the achievement of progressive political, economic, and social objectives that are authoritatively determined in one manner or another. The focus is on a single kind of value. Development administration must not be based upon the false assumption of a unity or a polarity of values, but rather an effort must be made to discover the relationship among values. From a development administration point-of-view expediency values can be unrelated to development objectives, inconsistent with them, or supportive of them. This type of study can identify conditions under which a maximum rate of development has been attained.

A comparative analysis of the political processes and structures of South Asian nations and, within Almond’s framework, of their prospects for political development of that area. The maintenance of national unity in the countries of South Asia is perhaps the most severe political problem, and the future of representative government is closely related to how well this is done. Government stability and capacity to lead modernization programs will also be affected by the extent to which national loyalties override loyalties of caste, religion, or linguistic communities. Centuries of invasions and migrations, along with the absence of strong central governments over periods sufficiently long to enable varied cultures to be assimilated into some kind of national culture, have left the subcontinent divided. The growth of mass communication, political parties, popular elections, interest groups, and literacy do not ensure the acceptance of new values or even national unity, but only that political awareness likely will grow. Under the pressure of an increasing population, rising expectations, and developing organization modernization in some form likely will continue. But the form, pace, and control depends upon the leadership in all segments of society and its commitments to emerging values and traditional institutions.

A political analysis of the Balaguer regime. The Balaguer government has been continually threatened by conspiracies and even open attempts to destroy it. Whether it can remain in power long enough to restore a measure of economic stability depends in part upon Balaguer’s capacity to maintain popular support and in part upon the ability of rival groups to mobilize power against him, and his government.

An analysis of shortcomings in the present public administrations of underdeveloped countries, particularly India and Pakistan. Inadequacy in public administration is one of the greatest hindrances to socioeconomic advance. Little attention to middle and lower level administration, excessive centralization of authority and control, insufficient middle level personnel, lack of contact between managers and subordinate employees, excessive paper processing, absence of responsiveness to the citizens’ needs, unnecessary secrecy, failure to develop line and staff organization, superfluous committees and meetings, inconsistencies in promotions and incentives, and inattention to production and quality standards—all these are problems that public administration in the underdeveloped countries must face if socioeconomic growth is to occur. To facilitate administrative efficiency India, Pakistan, and other underdeveloped countries have incorporated organization and methods offices into their administrative structure, but until now these offices have been understaffed and uncertain about their exact roles.

A comparative analysis of the western European systems of local administration adopted in the Middle East and their transformations in the rural environment. Decentralization is beginning to be apparent, despite the hesitancy to distribute power and the current emphasis on police functions.

An analysis of several interrelated factors in India’s development. Indian planning after independence continued to have a technical bias because of the relative isolation of the bureaucracy by social origin and government position. The administrative machinery of the state is relatively weak in comparison with the problems of stimulating development or using high levels of coercion in change, but strong enough to continue to dominate the decision-making process in the central
government. In India the democratic system of social change has been more effective than the bureaucratic system of economic planning. The links between the two portions of the political community have been weak and sometimes hostile, thus limiting development.


An analysis of major administrative problems in Asia, emphasizing the importance of development administration. It is not sufficient merely to plan economic and social programs; it is equally important to consider their administrative content and implications. The transformation of administration as an instrument for achieving development goals is closely linked with the need for improvement of administration as a whole.


A discussion of United States policy toward international political development. A variety of types of situations in the developing areas must influence American policy.
4. PUBLIC ADMINISTRATION

(a) Education, Recruitment, and Training in Public Administration


A discussion of some of the problems involved in teaching public administration in foreign countries. The major problem faced by the American professor abroad is communication, based upon the lack of a common language and cultural heritage and the natural antagonism to foreign subject matter. In order to overcome these handicaps the professor should acquire a broad knowledge of the local social system before accepting his position abroad and should draw from comparative law and comparative administration rather than from his American experience alone.


A comparative account of the British College of Henley in England and the Administrative Staff College at Hyderabad, their underlying concepts, and their objectives and practices. In spite of some differences in detail the programs of both schools are based on common problems of administrators everywhere—the emerging complexity of the public and private sectors; the need for continuous evolution of administrative practices; the necessity of a flexible, thought-provoking method of studying administration; and the increasing demand for the training and selection of qualified administrators. The program has proved adjustable to the problems of India.


A description of the curricula and the operation of a training school on the Gold Coast for native local government officials. As to the problem of who shall be educated, planners decided to concentrate initially on the existing native authority employees, although not shutting out entirely other entrants who demonstrated interest in and capacity for local government. Not only has the school increased the students' knowledge in such fields as Gold Coast history, English, and accounting, but many of the students have acquired some esprit de corps that may increase their pride in their work and their overall administrative effectiveness.


An examination of programs and syllabuses for in-service training in development administration. The term "development administration" does not indicate a separate network of institutions dedicated to development; it merely emphasizes the particular character of any administration charged with national development tasks. The principles, nature, and interest of teaching in development administration can be formed only on the national level. No general solution for all countries is conceivable.


A review of suggestions for improving technical assistance in public administration. The progress thus far achieved in providing assistance to developing nations has been encouraging. However, the fact that economic and social development is dependent upon administrative reform makes it imperative that efforts be constantly improved.


A description of the methods of basic training of multi-purpose personnel, as administered by the Indian Administrative Service (IAS). The instructional method at the IAS Training School and the "learn the job by doing it" method are designed to produce through actual service opportunities the desired personnel to fill key positions.


A discussion of the public administration training program in Beirut. The initiation of the Department of Public Administration at the American University of Beirut as a form of technical assistance is an experiment in the exporting of American ideas about administration to the Middle East. Such problems as haste, limited materials, and language and cultural barriers constitute some of the main difficulties. The teaching of public administration is a challenge that demands closer cooperation between the governments of that area and the Technical Cooperation Administration.

An analysis of the contribution of an in-service training program to development. A development program requires good management and administrative know-how. Thus, management training is a valuable administrative device for developing nations, and dynamic in-service training can make a significant contribution here.


A discussion of a scheme for the systematic training of public administrators in India. Constant training of administrators is necessary because: (1) developmental administration has made it necessary for public servants to handle more responsibility and more complex tasks during an earlier age; (2) there is a growing risk that inefficiency will tend to be masked and the outlook of public servants fragmented as government activities expand; (3) past experience is becoming increasingly inadequate for the future; and (4) training enhances the functioning of a genuinely democratic merit system in administration.


A review of IRFED's (Institut de recherche et de formation en vue de développement harmonisé, Paris) conception of training men for social planning in the newly developing countries. Development requires the coordinated work of different specialists and technicians who correlate their efforts. A development program cannot be termed simply an agricultural, industrial, or community development project. Except in a very few successful combined experiments, for example the Tennessee Valley Authority in the United States and some regional development experiments in Italy and France, technicians in action rarely show sufficient powers of integration, emphasizing the need for integrated training.


A review of contemporary trends in training for public administration. The most important of these are: (1) the recognition of the universality of the administrative process; (2) the governmental acceptance of responsibility for the development of the administrative corps of the public service; and (3) the development of a sense of responsibility among officials for improvement of public service.


An examination of the features, causes, and cures for administrative underdevelopment. The success in overcoming administrative underdevelopment will depend essentially upon the countries concerned and united action in the field of technical cooperation.


A study of the need for foreign training and assistance in development planning, a complex process that requires appropriate professional preparation. There is an acute shortage of professionals in developing countries, however. Foreign professionals can contribute by assisting either in planning operations or in training programs. They will tend to be more successful as advisers as far as their conception of their functions and the administrative arrangements under which they work encourage the adaptation of planning techniques to the national cultural environment. They will tend to be more successful in training programs insofar as the programs are specifically designed for the future career needs of nationals preparing to carry out development-planning functions. In both roles foreign professionals can help alleviate a difficult shortage and contribute to progress.


A discussion of the importance of training in public administration for Philippine civil servants. Trained public servants are the bases upon which any program of development could be implemented efficiently. Such training should emphasize the significance of management training, the need for coordination among agencies, and nationalism.


A discussion of the necessary components of a teaching program in development administration. Education for development administration should stress the psychological and sociological processes in the administrative agencies of developing countries.


A study of the teaching of public administration in Burma, which is taught either formally or informally in two phases—preentry and in-service. The training of middle and senior level officers emphasizes the fact that the prewar laissez-faire attitude is now out-of-date and that there is a widening gap between the post-independence declaration of a welfare state and the translation of this into reality.


A commentary on some of the major findings of the Turkish Commission established in 1962 to recommend reforms. What is perhaps most necessary is a discussion of the problems of Turkish administration by a wider range of civil servants than now seem to be interested. The Institute of Public Administration, aware of this...

A discussion of the genesis, structure, and functioning of the National Institute of Administration (NIA) in Vietnam. Largely influenced by French concepts of teaching and substance, the NIA has nevertheless seen a strong infusion of American ideas and methods of administration. However, the Vietnamese staff is strongly conscious of adapting rather than adopting foreign concepts, and the institute is likely to become increasingly Vietnamese in its orientation and inspiration.


A description of the development of special training courses for local government administration and for the treasury staff. Though the standard of efficiency within the local government service is still very low, there has been an impressive expansion of local authorities’ activities. The special arrangements for training of the staff has avoided many problems.


A study of the needs for and techniques of training the technical and skilled personnel in developing countries, emphasizing the Egyptian experience. Whereas other economic inputs can be obtained externally and stored, national skilled manpower cannot, and, therefore, considerable time and effort must be devoted to the supplying of requisite education for skilled personnel. Responsibility for the offering of incentives to training lies with the government and for the responding to these incentives with the public.


An examination of the Philippine Institute of Public Administration, which opened in November 1952 as an integral part of the University of the Philippines, with financial support from the United States government and an initial staff from the University of Michigan. The institute is the oldest among Asian training and research institutions established through foreign assistance and differs from others in that the assistance contract has been phased out and the Filipino staff now is on its own.


A discussion of training for development administration in Kenya. The work of an administrative officer in Kenya has changed considerably during the past twelve years, and he is now free to concentrate upon the administration of development.


A description of an experiment in training native-authority subordinate staff at the district level in Tanganyika. The purpose was to acquaint the villagers with government policy aimed at preventing erosion caused by overpopulation in the hills and encouraging voluntary immigration to the surrounding plains by economic incentives. The courses have been highly successful, possibly because efforts were made to select students of mature character, who likely would exert more influence with the people, than students with better educational qualifications.


An inquiry into the aspects of development activity that involve behavioral science. Although there are limits to the availability of suitable behavioral scientists and the problems they can solve, development agencies could benefit by greater use of behavioral scientists.


A report on the current status of the American University of Beirut’s public administration program. The program has expanded, despite its loss of independent status as an academic department. Increasing attention has been given to comparative administration, aid, and technical assistance. As other countries in the area set up undergraduate programs in public administrative law, a need will develop for further education and research, which the university can offer.


A description of the concept of the Thana Training Center as an instrument of rural development, as it has been devised through experiments at the Pakistan Academy for Rural Development. The center is an integral part of the approach to economic development in West Pakistan. The training and service center for the rural population of the smallest administrative unit is a remarkably flexible design that fits easily into the existing administrative structure but incorporates a basic change in extension method.


A review of the development of the Institute of Public Administration at Thammasat University in Thailand. The institute’s activities can be classified into four programs—academic, research, public administration library, and in-service training for government officials.

A discussion of the importance of administrative training facilities for underdeveloped countries that intend to carry on development programs, with reference to policies in Thailand. The many new states that have not yet formulated efficient administrative machinery can hardly expect to carry out planned economic growth. Thailand, already possessing some personnel, can at least begin effective programs. Recognition of this need has generated the growth of many schools for administration personnel in several nations, such as the Institute of Public Administration in Thailand.


An examination of training programs of the administrative services, with special reference to the training of the Indian Administrative Service (IAS).


A description of the training of administrative service officers in various states in India. Further education of these officers is needed now that the government has come to have a strong influence on the socioeconomic development of the country, in addition to keeping law and order as in the past.


An examination of the establishment of a training institute in Lebanon. Development depends upon the constant training of men capable of considering and working out, at all levels of national life, a system of orderly, coherent progress for the entire community. From this point-of-view a training institute is one of the cornerstones of the new structure. Nevertheless, a close cooperation with longer established training institutes would be an important factor in the success of a young institute.


Some suggestions about proper objectives and methods of teaching of public administration in developing countries. In-service training is distinct from preentry training. The latter should develop interest in a public service career, a working knowledge of administrative tools, and a familiarity with the substantive field. The classroom is the key here. In-service training should develop integrity, responsibility, and an appreciation of time and effort. Here the classroom and field work must be combined.


An attempt to clarify some of the controversial issues involved in the proposed establishment of an international administrative service. On the one hand, host countries resist accepting foreigners in administrative positions; on the other, there are problems of national loyalty on the part of native personnel. Such skilled persons are scarce. An alternative suggestion is the founding of a semi-autonomous operating unit within an executive agency of a host state, as has been done in Latin America through the Institute of Inter-American Affairs.


A discussion of the first of three stages in the civil servant training process—preservice training, such as general school education and specialized training after school. Development is not an exclusively economic process, and if the struggle against all forms of underdevelopment is not enough, a development-oriented administration that will use modern technology must be created. Well-planned, appropriate training founded on formal education is able to impart the knowledge of the values needed for public administration. A comprehensive program ultimately should cover the training of civil servants of all ranks.


A consideration of the early difficulties of the Institute of Public Administration at the University of the Philippines. A good library is indispensable for a sound program in public administration. Growing attention to civil service reform, administrative reorganization, and other improvements in Philippine administration is partly a result of the stimulus from the institute.


A description of the characteristics and international interests of the Administrative Staff College at Henley and a discussion of some key problems arising from collaboration with developing countries. One of the objectives must be to obtain independence for the institution as quickly as possible. The crucial prerequisite here is the enlistment of the indigenous staff of the right caliber and the facilitation of their sharing and ultimately taking over responsibility for the new institution.


An examination of the need for a public service com-
mission for the recruitment of personnel in India. A separate public service commission is not now feasible. The demand to evolve such an institutional device as a safeguard against possible graft in recruitment seems convincing, but an agency would be inappropriate, mainly because of its highly centralized character, which is likely to result in delays, and the difficulty it would have in meeting the varied needs of public enterprises.


A description of the training programs designed to facilitate the operation of the local government system, which was established in 1952. Local representatives, such as councilors and electors, were subjected to a program of training in the Local Government Training School of Accra. The central government must continue these training and educational programs, which are essential to a democratic local government system.


An examination of problems relating to the public service in the British Caribbean. West Indies governments must regard training as an investment that will ultimately return dividends in more efficient service, though it involves short-term outlays in terms of funds and personnel.


A study of the need for foreign administrative staff members in newly developing countries and of some ways in which this is being fulfilled. Nations only recently concerned with development must recruit a substantial proportion of their administrators from outside. Foreign administrators usually realize that their positions in these countries are temporary and resented somewhat by many residents. The Commonwealth Civil Service and technical aid programs arranged on a bilateral basis among developed and underdeveloped members of the Commonwealth have been useful in supplying administrators.


A review of basic and in-service training of personnel for development administration. Training programs must seek the following objectives: (1) to enable an administrator to comprehend broadly the working of government and to develop an integrated approach to his work; (2) to help an administrator in appreciating his own role within the context of the rapid changes in a developing country; and (3) to develop an administrator's capacity for greater responsibilities.


A review of public administration programs in Turkey. Lack of skilled managers is a common element in the underdeveloped countries. In trying to solve this problem these nations often copy foreign training programs, which often do not fit the conditions existing in the nation. Frequently the courses involve only a few men from many organizations, and when they return their new knowledge is lost. Lower echelon staff usually is poorly trained. Finally, if the training program lasts for some time, top administrators may not send their most qualified personnel. The training in Turkey tries to overcome these difficulties by an in-depth program.


A consideration of the conditions under which administrative reforms can be effected. In a world in which government responsibilities are constantly increasing and techniques for meeting them are subject to rapid change and development an administration must continually adapt its structures and methods.


A review of the organization, curriculum, and goals of the Malagasy National School of Administration.


An examination of the training of administrative personnel in the Philippines. In the Philippine culture, leadership is strongly associated with social status, but the social status system does not provide enough leaders for a developing industrial society. The Institute of Public Administration at the University of the Philippines has attempted to remedy this shortcoming by training middle management personnel. An administrative staff college should be established to train senior staff personnel.


A review of recent approaches to the development of administrative leadership in the Philippines. Four major problem areas exist, all related to the development of stronger leadership at the upper and middle levels of administration: (1) a need for training first-line supervisors; (2) a need for greater integration of training and administrative management; (3) a need for the coordination of training activities with other staff and management functions; and (4) a need for the infiltration of a training consciousness into all administrative areas.


A report of the Regional Conference on Public Administration, Philippines, 1958, concerned with education,

A review of the Central Economic Mathematical Institute in the Soviet economy. Its job is to create "a unified system for optimal planning and direction of the basis of a single national network of computing centers." According to some approximations, this could double the rate of overall production. A concerted effort involving computer specialists, mathematicians, and economists is being made to put the system into operation.


An assessment of the independent institute, the institute within a university, and the institute established as a training department of government. The types of activity associated with a staff of a university, as well as that of a civil service institution, are necessary to produce a balanced training program in a developing country. Nowhere has either type operating in isolation been successful in carrying the entire training burden.


A discussion of the need for specialized training for government administrators of industrial development and an explanation of a training program set up for that purpose. A wide range of knowledge, skills, and techniques is needed for managing industrial development, and few civil servants have this background. The program covers a ten-month period and is designed to provide a blend of academic, professional, and practical training. Initial indications are that the program has had general success in developing responsible administrators. A valuable modification will be tailoring of the course to specific objectives. The simulation case technique, emphasis on quantitative analysis, and use of the case method in teaching have contributed heavily to the success of the program.


An analysis of the relationship of public administration to country development. Public administration must set the stage that will induce and fit sensibly the pattern of total country development and provide an operational synthesis that will make development processes, once established, internally self-sustaining.


An approach to the continuing education of higher level officials in Madagascar, necessary to modernize the administration and to improve its methods, techniques, and practices. The administration could benefit by providing three kinds of middle-term in-service training for subordinate, supervisory, and administrative grades, respectively. Procedures also should be constantly adapted to meet changes. (In French with English summary)


An argument for the establishment of a college of public administration in the Middle East, which has a great need for training for administration. For those who can afford it a university training in Europe or the United States is the best method of acquiring a technical basis for an administrative career. A Middle East college of public administration, centrally located in Jerusalem and offering a one-year postgraduate diploma in administration, seems essential to meet the growing need and to provide high quality education for those who cannot afford overseas training.


A review of the International Seminar on Public Administration for senior officials from several French-speaking African countries, held in Israel from December 1960 to April 1961. Those who completed this first seminar can make important contributions. However, experts on administration in the African countries are so scarce, competition for power is so fierce, and the tradition of corrupt administration is so recent that without considerable reinforcement of people with administrative knowledge, goodwill, and the correct approach, the influence of the seminar’s students likely will not be felt.


A description of the history and structure of the Institute for Administrative Affairs in Iran. The institute, established in 1953 as a result of a cooperative technical assistance mission from the University of Tehran, seeks to study and teach management, a particularly crucial endeavor in Iran, where cultural styles and values are in many ways antithetical to rational management.


A historical description of the Staff Development Center, established in northern Nigeria in 1965.


A discussion of in-service training as distinguished from preentry preparation. In-service training refers to...
a continual vocational preparation that aids a person in practicing a profession and finishes the phase of training necessary to fill a specific job in the public service. The preentry preparation is an introduction to work in the public service.


A discussion of training of development administrators. Study of experience elsewhere is helpful in designing a training program for a nation. It should be kept in mind, however, that an obstacle to development is the common practice of transplanting external systems rather than designing systems suitable to indigenous conditions.


A description of the structure and program of the Institute of Public Administration in Thailand. At no time has the government of Thailand been dominated or controlled by any western power, and, therefore, the institute has not been faced with crash training programs for officials with no experience in government work, as have training facilities in most other Southeast Asian countries. Rather the institute itself has the responsibility of building a stable, sophisticated civil service with seven hundred years of administrative tradition.


A discussion of the problems involved in the teaching of public administration in Pakistan. The establishment of the Institute of Public and Business Administration in 1955 as a separate department of the University of Karachi is a landmark in the study of public administration. The most important task the institute must accomplish is the demolition of the indifference and skepticism facing public administration. This is based on an out-of-date belief that public administration cannot be taught in the classroom.


A discussion of local government training in Zambia, which although still in its early stages is poised for rapid development.


A review of the history and present activities of the Institute of Public Administration and Management in Burma. The programs already established are moving slowly but gaining momentum, and the impact of the institute has started to be felt.


A study of the present programs, trends, and facilities in the United States for training administrators of developing countries. The training of foreign administrators in the United States can be aided by American universities that have both an interest and a competence in development. The research trends in the field seem to be pointing toward a much needed theory of the role of administration in development, a role that can be viewed either from the perspective of the underdeveloped countries or from that of the U.S. and other western nations as they contribute to development.


A discussion of civil servants’ salaries. The civil service is a valuable instrument for the execution of development policy. The remuneration of civil servants is important in two ways. First, by its size it is a force that affects the whole economy. Second, the size of the civil service may also mean that any movement within it will be copied by other groups. In addition to the effect of civil servants’ pay on the economy as a whole, the level and distribution of pay also has an effect on the professional standards of the civil service. Since the civil service machine will affect the execution of the government’s economic policy, civil service salaries will have an indirect but significant influence on economic development.


A suggestion of useful techniques for training in public administration for students from backward areas. Undergraduate education abroad for public administration in underdeveloped countries is virtually useless. However, graduate study in comparative social science and administration might be profitable, as would seminars abroad for higher political and administrative leaders.


An examination of public administration programs in Asian countries. Among the schools that presently offer public administration training are the University of Philippines, the University of Tehran, the University of Thammasat, the University of Karachi, the Graduate School of Public Administration in Korea, and the National Chengchi University. Most of these programs are part of large state universities, an organizational arrangement that has several advantages. The university supposedly is less susceptible to political influence, and controversial subjects can be discussed more freely. The criteria for the selection of students and the academic standards can be higher. A well qualified staff can be recruited more easily.


An examination of the major steps in cross-cultural training under International Cooperation Administra-
tion programs. Problems in the cross-cultural training of public administrators from Vietnam reveal the complexity of the program. The program could be improved by: (1) additional research into the sociological environments of trainees; (2) the overseas training of advisers to make them more aware of the potential contribution of cross-cultural study; (3) the enlargement of the number of people in the United States responsible for programming trainees; (4) the publicizing of the program in the United States so that private and public organizations called upon to assist will understand it; (5) the improvement of trainees selection; and (6) the development of English and other pretraining materials.


A review of steps that can improve development administration and also public administration in developed states. The improvement of development administration depends upon many interrelated factors—a well balanced contribution to public policymaking by the various participating units; the quality of the organization members; the formalization of the administrative process by administrative doctrines; the institutionalization of applied research and utilization of available knowledge; and the supportive and innovative atmosphere in government administration.


A review of current institutional training in English-speaking Africa. In public administration and local government the British universities cannot do a great deal, because the appropriate departments, much less the financial resources, do not exist in British universities. Americans do not regret Britain's inability to contribute, for they believe that Britain has nothing to teach about development administration. They feel, perhaps rightly, that a nation that has only just begun to treat administration as a proper subject for academic study, decision making as a science, and management as a religion is irrelevant to the needs of modern Africa.

(b) Planning


A discussion of the elements necessary for good planning. The first step is the evaluation of the resources in the economy; the second is the projection of how these resources can be used to best advantage. The first step is often not considered fully by planners. It is important to maintain current information about the economy to make rational decisions. Some aspects of planning cannot be comprehensive, and those of practical strategy must be made piecemeal. Planners must consider both private and public sectors, as too often they ignore the former. Planning must concentrate on all levels of economic development—including investment, fiscal measures, and the alleviation of the people's miseries.


A review of planning in Somalia. The five-year plan concentrates on a few programs designed to meet the country's most urgent needs. The program is to be financed almost entirely from outside funds. Some attention is being given to improvement of administrative services.


An account of development, planning, and democratic principles in India. When India's first five-year plan was launched, the inevitability of both development planning and the reconciliation of planning and freedom were taken for granted. It was argued that the very circumstances of an underdevelopment—its low saving capacity and meager capital formation; its untapped natural and human resources; the range of its people's basic requirements; its lack of popular initiative and spirited entrepreneurial class; its need to collect basic data—call for systematic, centralized economic planning. Considerable criticism, charging that the plan is implicitly undemocratic, has arisen. Consequently, a reconciliation between planning and democracy was sought by evoking mass participation in community development and other programs. Increased political participation, however, may generate more virulent criticism of planning.


A discussion of the Philippine government's proposed plan for economic and social development. As in other countries, the Philippine government plays the central role in the planning and financing of national development. The basic fiscal issue is how to achieve rapid, balanced development without producing uncontrolled inflation. The government must assume key roles in three areas: (1) the provision of social overhead capital, such as schools and sanitation services; (2) the provision of highways, communication facilities, and other prerequisites to an expanding economy; and (3) the provision of fields of direct production in essential industries that are not attractive to private investment.


An examination of the role of a planning agency within the government organizations of developing countries. The major problem of central planning involves national political power and the coordination of the energies of the key politicians, administrators, and private entrepreneurs. Central planning is a highly complex, consent-building operation, and whatever the status and function of a planning agency within the government organization, societal goals cannot be achieved by orders alone.


An examination of problems relating to Arab villages in Israel. The modern village must be planned as an integral part of a region, and the economic, social, and physical phenomena of the region will determine the plan.


A plan for the discussion of certain aspects of the planning process in Pakistan. The paper is organized into three main sections: (1) an introductory section describing the system of planning and its intended accomplishments; (2) a section describing the analytical bases for making planning decisions; and (3) a reference to some results of planning, so far as they can now be ascertained.


A study of evaluation programs and agencies coming out of the first two five-year plans in India. Evaluation of the first two plans centered largely on rural considerations, because changes were most obvious in this sector. The Program Evaluation Organization has paid particular attention to the community development program. Evaluation must take place on all levels and in all disciplines in order that comprehensive, significant views can be derived.


A consideration of the relationship between planning and democracy. The ultimate effectiveness of any plan, in both the public and the private sectors, is determined largely by the quality of its implementation. The elimination of the hazards to development depends primarily upon a critical analysis of the bottlenecks in administrative organization and procedures and a sensitivity to the highest ethics of the public services. The necessary correctives are available, and their prompt and efficacious application may decide the fate of the plans.


An examination of some basic problems of development planning in Thailand. Notwithstanding the dilemmas of personalities, Thai development faces the following problems: (1) the assimilation of new ideas and practices requires time; (2) in underdeveloped countries the planning tools, such as statistical data and suitable administrative arrangements, are not yet sufficiently available, and they will take time to develop; (3) in Thailand the absence of critical economic scarcities and a high degree of economic mobilities tends to minimize the pressure for the deliberate allocating of scarce economic resources to the best advantages.


An account of a personal experience in political life in France at the time when the French approach to planning first became part of the country's political and administrative mores. The French approach to planning is a concerted effort to redirect the economic policy in the light of both a new demographic policy and competition from other industrial countries.


An argument for increased attention to environmental considerations in development planning. Planners' strategies for attaining social and economic goals are more likely to be successful if they have taken into account most of the relevant environmental factors. Development inevitably entails some environmental change, and that change then becomes a potential influence on further development. The history of national planning reveals an almost universal absence of comprehensive environmental analysis.

A discussion of development possibilities in Morocco. Because of French rule Morocco has a headstart over many developing countries, and parts of the infrastructure necessary for any modern economy already are established. However, French efforts to create a Moroccan economy complementary to their own has generated a certain lopsidedness, resulting in ultramodern agriculture and industry on a superficial level, juxtaposed on general underdevelopment. Coordinated planning must be utilized. Until now policy disputes have impeded the developmental process.


An analysis of economic planning in China. The completely controlled nature of economic planning and the impressive success of the Chinese plans demand a study of their structure. The structure has been highly centralized heretofore and has had its consequent bottlenecks. However, as the communes grow in size and function, it is expected that economic planning will be more locally structured.


An attempt to outline the types of planning that are useful in economic development and to suggest some problems related to planning and planning techniques on which research is needed. Planning seeks directly or indirectly to influence factors believed to determine the rate and direction of development. Development plans frequently are built on quantitative economic theories, qualitative economic theories, or theories emphasizing noneconomic factors. However, a pragmatic approach to planning with little reliance upon specific growth models is generally most effective. Within a pragmatic framework development plans have five logical components: (1) articulated purposes; (2) determination of the resources actually and potentially available; (3) selection of the means whereby requisite resources can be mobilized; (4) formulation of specific programs within a general and flexible plan; and (5) careful provision for the administrative and fiscal implementation of the plan. Before plans are put into action, they should be discussed with the administrative and other organizations concerned for feasibility study and possible alteration. Thus, operational planning becomes a dual process—from the top down and from the bottom up.


A discussion of the role of public and private decision-making in the development process. The less developed countries are working out reconciliations of public and private decision-making that are relevant to the character of their economies, consistent with their values, and somewhat effective in achieving their goals. The variation is wide, ranging from such countries as Mexico, Brazil, and Argentina, in which private decision-making in the free market plays the major role, to countries like Niger and Chad, in which the modern sector of the economy consists of a few government-owned or foreign-owned enterprises. In consequence, it is impossible to discuss public and private decision-making in a way that is equally valid for all underdeveloped countries.


A review of some recent difficulties blocking the achievement of India's planning objectives and the policies being adopted to resolve the difficulties, especially those relating to agriculture and the balance of payments. Planning in a complex country like India improves the chances of success, but it does not guarantee it. Future planning in India must recognize clearly the constraints placed upon growth by inadequate expansion in the large agricultural sector and by the seemingly inevitable divergence between export earnings and the level of imports required for economic growth.


An examination of the problem of obtaining adequate planning data and other information in developing areas, especially Malaya. In most countries the available data have been generated by the needs of administering ongoing government programs, and little, if any, thought has been given to the role of data in the formulation and implementation of development plans.


A study of the importance of manpower planning in economic development and a description of the methods, techniques, and administration of such planning. Developing nations have come to recognize the value of utilizing coordinated administrative structures and policy procedures to ensure the continued existence of necessary human resources to carry out further development. Optimal use of human resources is essential for countries hoping to accelerate growth.

1792. Dubbashi, P. R., "Further Thoughts on Coordination," 3 IIPA (January-March 1957) 16-21.

An analysis of the problem of isolated specialization, using the experience of the national extension service, which is responsible for rural construction. The problem must be met by coordination at every stage: in assessing
resources and needs; in determining priorities; and in satisfying the priority needs. Coordination is achieved more easily within a flexible overall plan.


A criticism of social scientists and administrators who measure economic development by per capita income, regardless of its distribution. Per capita income is a misleading yardstick, and the possible maldistribution of wealth that it can conceal is a hindrance to development in that it denotes the continued existence of slums and subsistence level families who, of course, can save no money and invest none.


A study of the Israeli approach to manpower planning, particularly at intermediate administrative levels, which is an integral part of any comprehensive plan for economic development. Most underdeveloped countries will find, as evidenced by the Israeli experience, a critical shortage of middle level personnel. It is crucial that in any blueprint for economic growth the shortage be rectified by proper adjustments in the education system. Long-range developmental planning is useless without the recognition of the need to train men for the new roles created by the developing economy.


An examination of the implications of Philippine social groupings for the development administrator. Many problems may be better understood when viewed in the light of how a Filipino family is organized and how the different roles within it are learned. If the society is divided into factions, there is a danger that the administrator may become identified with one. The fact that the administrator often comes from another country makes this problem even more difficult.


An examination of the Philippines' economic development effort. Physical infrastructure projects have a long period of gestation, and it is usually difficult to allocate the returns from this investment to a particular entity. The same is true of the task of building an administrative infrastructure in government. The process is long and painful; the costs, especially the noneconomic ones, are great, because a whole way of life often is involved. A major problem is the lack of sound data. Another is the need for concentration of direct government investment in areas where it will have the largest immediate results, in infrastructure and agricultural projects.


An attempt to formulate a policy of economic development for New Guinea through an analysis of the factors determining the level of production in a unit of the subsistence economy, the type of resources likely to be available for raising the level, and the type and magnitude of external influences required to produce such increases. The raising of the income level of the vast subsistence sector of the New Guinea economy requires an increase in the level of production within that sector. This must be accomplished by the efficient transfer of resources from the advanced sector, the utilization of untapped resources of labor and tribal land within the sector and the establishment of an effective economic link with the exchange economy of the advanced sector to lift the demand ceiling and thus stimulate the use of more available labor. An economic model consistent with these goals should serve as the basis for developmental planning.


An examination of problems relating to planning and development of metropolitan areas. Development programs at the urban level and elsewhere must be linked to reality in four ways. The first is in the relation of plans to resources. The second is the assurance that the objectives express the aspirations of the people concerned. The third is in the relationship of elements of planning. Policymaking and administration planning that are not linked with the power to decide and to execute are likely to be of little consequence. The fourth link is in the relation of legal jurisdiction to economic and social organization.


Some comments on the proper approach to planned development in Egypt, based on a plan frame developed by the Operations Research Center in the Cairo Institute of National Planning. The UAR has a great economic and social future if its economy is planned wisely. Decisions must be made with regard to other decisions. A democratic, rational approach would be to allow administrators to rank their preferences in the plan on a point basis, thus designating certain goals and means.


A philosophical analysis of the problems of planning. Continents and empires, revolutions in power and in thought, the planning and organization of life on this planet and outside it, will not be able to exceed a measure that perhaps no one knows and to which, nevertheless, all are subject.

A statement of the value and need of social statistical data in the formulation of policy decisions, particularly in economically developing nations like Pakistan. Social data are statistical summaries of facts about society in its broadest sense, relating human activity to social organization and economic activity.


A discussion of the problems of developmental planning in India. The most important problem involves the creating of the right type of relationship between the administration and the public. The entire resources of the state—the press, the radio, the schools and colleges—must be mobilized for familiarizing the people with the outline of the plan, the social and economic objectives behind it, and the parts they are expected to play in its implementation.


A discussion of some aspects of the planning process in India, especially as related to industrialization. Every system generates its own political and economic support by expanding groups and sectors interested in the growth of the system. The present trend of development, with decreasing emphasis upon the private sector, is likely to become the Indian approach.


A refutation of the objections to public works programs in underdeveloped countries with evidence taken from casework in East Pakistan. Public works programs that stimulate employment have been criticized on the grounds that they are inefficient and divert scarce resources of trained supervisory manpower from more productive ventures, hence actually retarding development. Actually, idle manpower must be utilized to create investment, and requisite talent exists in abundance. Full employment is not merely a goal but also a prerequisite of economic development.


A consideration of the social and cultural factors that condition the drafting of a development plan and affect its implementation. Given the existence of indigenous peoples who are often poorly integrated into the life of the nation, integrated rural development plans are imperative. These plans must be based on thorough preliminary sociological research, and their implementation must proceed with permanent social surveys. As a development plan is a long-term operation, a permanent, stable, but flexible, structure must be provided and specialists in sociological research must be recruited. Groups of community leaders, not to be confused with rural leaders, must be trained in both theoretical courses at university level and in practical teamwork on development schemes.


A discussion of the elements difficult to quantify in the formulation of a development plan. In theory the preparation of a plan is one of the least troublesome steps that an underdeveloped country has to make in its attempt at self-sustaining economic growth. The techniques are standard, but in practice complications arise. Political, social, and institutional factors influence the economic variables of a development plan in these ways. First, they set certain limits to the magnitude of resources that can be made available. Second, by their effect on the criteria by which decisions on resource allocation are made they determine the distribution of resources among competing claims in the plan. Third, there is a complex interrelationship, as yet not clearly understood, between the rate and manner in which development plans are implemented, on the one hand, and the changes in the structures of political and social institutions, on the other.


An analysis of the social and political barriers to economic development in the Philippines. Planning is meaningless until Filipinos are willing to designate the mobilization and disposition of resources channeled into the public sector, and the society has demonstrated neither the willingness nor capacity to do this. Philippine economic planning has not contributed to the mobilization of national economic capabilities, but it has enabled the political leaders to procrastinate and to avoid economic responsibilities. Institutions of government are not the means through which to pursue the national interest, but rather are private fiefs. Government institutions and programs often are created with high hopes and major responsibilities, only to lapse into ennui, burdened with staffs of political appointees who are neither qualified nor motivated.


A note on the role of social science in national development. Economic planning at the national level reveals basic tensions within specific societies. Underdeveloped nations must recast traditional social institutions, while economically developed societies must integrate complex institutions without impeding growth and diversity. National economic planning goes far beyond economics. Economic objectives are always allied with political objectives and social and ethical considerations. The means used in reaching economic objectives are both administrative and political. Deep analysis of the economic planning process in any country would require a skillful blending of concepts from political science, organization theory, sociology, social psychology, and anthropology.

A formal description of administration of public enterprises in Yugoslavia.


A discussion of the history of development planning in Pakistan. The plans largely ignore the question of basic structural reorganization of society.

1811. Han, Jung-sub, “City Planning in Korea,” 2 KJ (July 1962) 9-10, 17.

A discussion of city planning in Korea. Presently Korean cities are far from undertaking any city planning to cope with their bulging populations, nor do they possess enough of the facilities required for a city. Confusion in Seoul and Pusan are mounting so steadily that their functions as cities will be in danger of collapse.


An examination of the process of development planning. A social and economic development plan is by definition a blueprint of a dynamic process. Ideally, the national plan sets forth overall social and economic objectives, policies and strategies to guide the development process, and a detailed program of action to carry out the policies and achieve the targets. As such, it represents a compendium of projected public and private decision making covering the relevant aspects of production, consumption, investment, and institutional change. Each major element is somehow interrelated with and dependent upon the others—and the more comprehensive the plan, the greater the apparent dependency.


A consideration of the functional characteristics of the planning process that contribute to its value in developing countries. Planning itself is not the precursor of political development, but, like many advances of technology and disciplines of social science, can be adapted to both systems and can be used to reinforce both. Every plan implies some combination of direct implementation through government action and indirect implementation through the guidance on private decisions provided by government policies and the planning process itself. Although plans can be used as instruments of authoritarian control and dominance, they can also be instruments to increase free choice and maximum opportunity for individual advancement.


An examination of the demands that planning makes upon the administrative processes and organizations, particularly in India but with some attention to Pakistan, Turkey, and Singapore. When there are limited statistics and few technical experts, as there were during the first five-year plan, piecemeal development planning is tolerable. Beyond that, however, an overall view must be taken. The attitude of development administrators and their commitment to open-mindedness and progress is always as essential as their intrinsic abilities.


An analysis of critical problems resulting from India’s second and third five-year plans. The current problems in India’s planning existed before the beginning of Chinese aggression. The worst weaknesses are attributable to a combination of planning miscalculations and foreign exchange shortages. In knowledge India’s planning commission is well endowed; however, sociologists have not been used adequately in a country where social obstacles to development are extremely serious. An additional difficulty is the physical isolation of the planners, many of whom have not recently been exposed to problems in the field. The techniques of planning tend to get mixed up with the politics of planning at far too early a stage, and the power of the politicians on the commission inhibits its experts in giving genuinely independent advice and developing an esprit de corps.


A consideration of the distinct phases and institutional arrangements that the planning machinery in Pakistan has passed through in its evolution during the last fifteen years. Starting from a position of impotence, with undefined functions and uncertain status, it has gradually acquired a central position in economic decision making. The change has resulted from a slow process that has made economic development the basic platform of all government policies and that has created an awareness of the need for coordinated efforts in economic planning.


A discussion of economic and related problems in Pakistan. The administration in the last analysis is responsible for much of the planning process. For this reason the old habits of merely observing rules and ofeschewing the advice of nonadministrators will have to be changed. The best solution would be the evolution of a system of planning and development under which administrative and technical personnel can cooperate.


An examination of the role that the economist should
play in relation to the administrator in determining policy and in executing economic development. In the many underdeveloped countries there is no sound political system, no effective leadership, and no statistical machinery. All of these hinder economic development because they weaken the possibility of definite goals. The administrator must overcome these problems and carry out fruitful programs. For the necessary theoretical basis for developmental programs, however, the administrator must rely upon the economist, who understands the relationships within and among sectors of the economy.


An examination of Indonesia's National Development Plan of 1960. The shortcomings of the plan would be of minor importance if it could provide the political dynamics for the government to analyze and solve its own problems. Of the two components of economic progress, capital and governmental policy, policy is the harder to acquire.


A study of the methodology of planning involved in the preparation of the third five-year plan in Iran. Most of the developing countries face similar problems in evolving techniques of comprehensive planning, and trial-and-error methods often are necessary. Preliminary planning, however, involves two clear alternatives, of which Iran has chosen the first. A planner either may start with given resources and work out their allocation to yield the largest increase in output, or he may start with a national target for the whole economy, a hypothetical goal from which sectoral projects can be derived.


A review article examining the administration of social services with special attention to developing societies. Considerable literature is available on the history of social services, their structures, powers, policies, and the needs they are designed to meet, but there is very little material about social administration itself.


An examination of the constitutional aspects of India's planning effort. Planning, which has been done within the context of a federal state and a parliamentary democracy, has modified both the federal and parliamentary systems in the interests of a rapid economic and social development. Planning machinery and procedures, established neither under the constitution nor under a statute, have grafted new institutions that have affected the functioning of political institutions, the government machinery, the budgeting procedures, the union-state financial relations, and the role of the finance commission. Planning has also raised problems related to the organization of public undertakings and their relations to the government and Parliament.


A discussion of the philosophy underlying regional planning, the factors relevant to the establishing of an autonomous regional corporation, and the features and principal problems of the Mindanao Development Authority. The Philippines need regional planning as a supplement to national planning. Regional planning can fill the gap between national socioeconomic goals and their implementation in the diversified areas of the country. It is to be hoped that MDA will demonstrate the value of regional planning.


An analysis of the relationship between economic development and public administration, especially as affecting agrarian reform in India. Underdevelopment seems to go hand-in-hand with underadministration. Economic growth, and particularly accelerated economic development, depend upon a quantitatively and qualitatively adequate system of public administration. In fact, public administration must be regarded as a strategic factor in economic development. An adequate analysis of economic growth and development requires not only an interdisciplinary effort but detailed study of different social structures and the interaction of such components as government, administration, and the power structure to which most models of economic growth make no reference.


A survey describing the structure of the economic planning bodies in Israel, offering observations of Israel's experience, and discussing problems of the coordination of planning with related government operations. Central economic planning is the responsibility of the Economic Planning Authority and is part of the prime minister's office. Its staff is composed almost exclusively of professional economists with some engineering advisers. The main value of planning is as an instrument for proper policy making. It must, therefore, influence the shaping of the current economic and social policy. Coordination of economic and physical planning will require the preparation of plans for a minimum of twenty years, but physical planners should divide their usual long-range period into stages of five years. There appears to be a universal need for a much wider integration of physical, economic, and social planning.


A discussion of national planning in underdeveloped
countries, concluding that the most important aspect of the process of improvement is strength in implementation. Implementation of a national economic plan should take full account of the given country's environment. Since environments differ widely, national economic plans also must differ both in form and content.

1827. Kumar, P., "Managerial Manpower Planning for Public Industrial Enterprises in India," 8 FC (February 1965) 135-140.

A review of managerial manpower planning in India. No longer is there any real controversy over the form that public sector enterprises should take; the question of their best administration is now the most urgent. The density of the public industrial enterprises rests on meritorious managers.


A discussion of the economic and commercial policies that Korea is pursuing to stimulate socioeconomic growth. Because of the slowness of national growth based on comparative advantage, Korea has adopted a policy of balanced growth at home, led by the government. Primary exports, which price fluctuations can affect disastrously, must to some extent be replaced by more diversified export goods. If the necessary modifications of the Korean development plan are neglected, serious social and economic problems will result.


An assertion of the value of social research for the formulation and implementation of development planning. For a longrun, nonauthoritarian approach to better living standards and a free society with an aggressive and creative population, economic development must be coordinated with social development. Social development, moreover, can be effected only with an understanding of social and cultural obstacles to growth, the fruits of social research.


An examination of policy aspects of economic development in the Philippines. As a process of breaking away from the vicious circle of poverty to the spiral of progress, this takeoff is impeded by a high rate of population growth and by the revolution of rising expectations, a result of exposure of the people to western standards of living. These problems, plus the fact that sociocultural and political values and practices have yet to undergo changes that would facilitate a rapid rate of development, will challenge the administrators.


An exploration of the function of planning in development. An important function of economic planning in less developed countries has for the most part been neglected by both theoreticians and planners. There have been advances in the development of means for testing whether—given a set of goals or values to be maximized—a certain allocation of resources is best. Societies concerned with the problem of deciding in which areas they want to move need more than this, however, and require assistance from planners in formulating value criteria in ways that will make clearer the choices among feasible efficient alternatives.


A set of observations by the 1964 Conference on Government Organization and Economic Development. Four main propositions may be summarized. First, an economic plan may be necessary for development, but it is not sufficient, and is too often, in fact, substituted for it. Second, a simple policy decision for development is empty unless it includes a strategy, which means a series of coherent action-decisions about how to develop. Third, the formulation of a strategy of development is the responsibility of political leaders. Fourth, until and unless such strategic decision issues have been faced, it is impossible to make rational decisions about the appropriate form of government organization or the best use of the existing machinery. No single strategy is applicable to all underdeveloped countries because conditions, including governmental capabilities, are so varied.


A general examination of successes and failures in economic planning. Failures originate both in (1) government instability with its context of maneuvering for political power and shifts of persons and policies; (2) the nationalist and one-party policies that governing groups use to keep themselves in power; and (3) centralized large organizations that attempt to control economic life in detail with their tendencies to substitute ideology for reality, to alienate the people of the villages and farms for whom the planning is done, and to delay and be rigid.


A review of the relationship between health programs and economic growth. A primary requisite for planning is leadership for design and implementation of the
planned program. A primary requisite for implementation is the support of the people. Leadership necessarily comes from the medical centers, serving both as training centers for health personnel and as demonstrations of a national effort. An important institutional link must be forged between the leadership for health programming and economic programming. The apparent acceptance of modern medical techniques in many places suggests that health care be used as a beginning point to gain support for effective implementation of general economic plans.


A consideration of problems of housing in a developing society. The only possible framework for a modern housing policy is planning—economic, social, and spatial—in which the role of the public authorities is decisive both in the preparation and the implementation of the plan. Housing then becomes one element in the total modernization of the society.


A review of plans to establish an Asian Institute for Economic Development and Planning at Chulalongkorn University in Thailand. The institute is in response to a need felt in all developing areas of the world—a shortage of trained staff to originate and cope with the systematic, comprehensive planning that has come to be accepted as an important instrument for speedy but orderly economic aid and social development.


A discussion of the impact that government planning has had on economic growth in Japan. Both the dynamic nature of the private sector of the economy and the uncertainty about future levels of growth generated by unprecedented changes have put limitations upon the use of economic planning in Japan. Also, shortcomings in economic planning have included a lack of influence over fiscal and monetary policy and the lack of an adequate link between the long-term projects and the short-term changes. Nevertheless, economic planning is rooted deeply in the Japanese mind, and, although it is still in its formative stages, planning clearly has constructive value. It arouses economic interest and hope for the future among the people and government, and it gives confidence to private entrepreneurs, as well as stimulating balanced, stable growth.


An attempt to apply a typological approach to economic development in Southeast Asia and a consideration of the implications of this analysis for development strategy and planning. It is important to tailor development programs to attack more directly the longrun problems confronting individual societies.


A comprehensive analysis of the political and administrative problems of implementing the third five-year plan in India. Questions of division of political roles, party opposition, foreign aid, control and corruption, semi-autonomous bodies, rural versus urban considerations, leadership, conflict between compromise and concreteness, and ideology complicate the political implementation of socioeconomic plans. Administrative problems are no less burdensome. They include shortages of personnel, disparities in compensation, disagreement over training programs, questions of administrative reform, decentralization, management of public projects, establishment of organization and methods control, and so forth. The maintenance of democracy and the national concensus about the basic strategy of development create confidence that the problems can be solved and the objectives attained.


An attempt to analyze sections of the most recent Jamaican ten-year plan with a view toward pointing out conflicts that have arisen in some of its policy formulations. Greater public awareness and understanding seem essential, and the population issue must be met. Thus far, planners have readily acknowledged the difficulties presented by population growth but have failed to make recommendations for dealing with the basic causes. Finally, methods of utilizing Jamaica's surplus labor for purposes of capital formation should be devised.


Papers presented by the Philippine delegation to the Regional Conference on Public Administration, Philippines, 1958. Insofar as government assumes leadership in economic and social development, as is characteristic in underdeveloped countries, the outcome of developmental programs will depend upon the character and quality of public administration. The Philippines has no comprehensive program to adjust general personnel processes to the needs of development. Since 1955 the National Economic Council has had broad powers and responsibilities to plan development programs, and since 1957 the Budget Commission has had a similar responsibility. It is not clear which one has overriding authority, and the Budget Commissioner's separation from
the National Economic Council is a source of difficulties in coordination.


An exploration of the breakdown in development planning. Development planning is a continuous process, and the production of a plan marks the conclusion of a phase, but not its culmination. The objective is a decision-making process in which government decisions that bear on economic development are taken with reference to an integrated, comprehensive plan and according to an agreed upon and internally consistent set of national priorities. However, as the Tanzanian experience shows, few countries are able to regard the development plan itself as a final guide, and they change apparent inadequacies and make necessary modifications. Thus, the development plan may remain as an effective guide.


A consideration of some of the ideological background of planning, some of the alleged peculiarities of Hinduism, and some of the implications of development policies in the second and third five-year plans. To maximize growth in India development planning would have to be pragmatic rather than doctrinaire, practical rather than ideological. It would have to utilize the latent entrepreneurial energy in developing a growing, mixed, dynamic system. Some claim to see such a pattern in India, but it is impossible to assess this now.


A description of the pattern of coordination at the district level in India, which is a carryover and extension of the field coordination system developed by the British. With the inauguration of development programs old informal methods have been consolidated and clarified. The result has made the district officer the center of the coordination effort. This calls for new attitudes toward his job by the district officer, development of special training courses, advance of education for higher administrative officials, and provision of better incentives than now exist.


An examination of the interaction between civil service bureaucracy and the elected government on matters of development planning. The derivation of plans by underdeveloped nations cannot be based on experience. Since the planning process has two aspects—one as an instrument of social change and the other as a managerial instrument to change plans to action through proper administration—there is a need for the roles played by bureaucracy and political leadership and for coordination between the two.


An analysis of development planning in Iraq under the Heshemites. Money alone will not generate adequate development. In Iraq the abundance of resources might actually impede development, for the government is not forced in its search for revenues to yield to pressures to change in the social structure. As long as political instability prevails, planning will remain subordinate to short-term programs, designed primarily to recruit vacillating public support.


A description of the planning machinery of the United Arab Republic. Departmental cooperation necessary to carry out the new plan seems to be ineffective. Although the ruling group and most civil servants in policy-making positions seem to be committed to the objectives of development planning, such conscientiousness has not penetrated sufficiently into the middle and lower ranks of the service, where the responsibility for the detailed execution of the plan lies.


An examination of the role of central government organization in development planning with special reference to a medium-sized country with a unitary system of government and some resources of skilled personnel. Any government desiring to stimulate its country’s economic growth and to introduce economic development programs requires administrative organs for the purpose. One of the most important will be a central planning unit, and it is necessary to consider such a unit’s location, functions, and powers.


An application of a linear programming model for agricultural planning in India to allocate production of sixteen major crops among regions, thus maximizing food output from a given collection of resources. Without great detail in regions and alternative technologies programmed considerations of interrelationships among regions can allow output to be increased from a given collection of resources, even when institutional and welfare economic restraints are included to make rates of change consistent with the ability of regions to absorb it. Clearly, most developing nations engaged in constructing period plans, investment magnitudes, and allocation will eventually use regional programming models.
An examination of the changes India is making in its administrative procedures, based on the first two five-year plans, before beginning the third five-year plan. Elimination of some committees and conferences should inculcate a high sense of individual responsibility. Men not capable of improvement will be retired at age fifty. Training for administrative posts will be augmented. Clear incentives, material and nonmaterial, will be offered. The pattern of central assistance to plan schemes will be simplified. Through public relations the people will be informed of the program and imbued with a concern that it should succeed.

An analysis of India's five-year plan, its character, background, objectives, and proposed means of implementation. The objectives of the plan are to rectify disequilibrium in the economy caused by the war and partition and to develop the basic resources needed for increasing the rate of economic growth in both agricultural and industrial fields. The success of the plan depends upon the adequacy of present leadership and the readiness of the economically developed nations to give assistance in finance, technique, and equipment.

An analysis of the economic development program in Nigeria in 1961-1962. After considerable debate, selection, and quantification of goals the Nigerian government has established a national framework for development, incorporating the national and three regional plans. The National Development Plan for 1962-1968 cannot be assessed as yet, but it is clear that adequate coordination between federal and regional programs has been lacking. Also, internal political situations have caused vacillation, and administration should probably be detached from the formal political scheme. Uncertainties of commodity, manpower, and external aid projections also have been a hindrance.

A study of Nigeria's National Development Plan for 1962-1968 and an attempt to demonstrate that it carefully meets the realities of the Nigerian situation. Nigeria has proven itself highly deserving of American foreign aid for its development program. The economy has a high absorptive capacity, and the development plan takes a comprehensive view of economic development as a powerful instrument in effecting social modernization and justice, as well as economic welfare. In addition, Nigerians understand concepts of self-help and private enterprise as effective forces in development.


A discussion of the problem of policy formulation at the executive level. In countries such as Spain, which have adopted development plans, the essentials of economic policy may be found in those plans. The discovery of how the plan has been formulated, therefore, will lead to the understanding of how development policy is made.

A detailed report on an attempt to establish the administrative machinery for the planning and implementation of economic development in the Philippines. The establishment of a planning process is not one of producing an internally consistent, analytically elegant document. Rather the task is to spread the notion of planning, to establish rational economic calculation as the common norm for decision making, and to gain acceptance for this by those responsible for making decisions. It is a problem of organization and management. Tested methods of psychological warfare have more to offer as techniques than the conceptual tools of growth economics.

A critique of planning for economic development in the Philippines. The problem is one of neither planning nor implementation alone but one of organization. It is a crisis of public administration that must be met directly if planning for economic development is to be successful. Economic planning is first a problem of management, and its success depends upon the exercise of executive leadership in the government.

An analysis of the problems that the Philippines will have to face before an effective, comprehensive planning program can be utilized. The lack of statistical data and appropriate theoretical models has hindered implementation of a comprehensive program. The application of some western theoretical models for growth—notably those of Keynes, Harrod-Domar, and Leontief—is not satisfactory. As Fred Riggs has noted, unique socio-economic models for nations in transition must be found if comprehensive development is to occur.

An examination with specific reference to preindependence Nigeria of the degree to which conscious government planning has guided development, the factors accounting for the relationship between planning and development, and the significance of the relationship...
for economic growth. The costs of Nigeria's haphazard approach to economic development are significant. There is no doubt that in Nigeria, and underdeveloped areas in general, planners face formidable problems that cannot always be handled with blueprint precision. Nevertheless, it seems clear that preindependence goals could have been reached more quickly if the planners had achieved some coordination of their efforts.


A discussion of the possibilities and problems of the institutional and administrative machinery used in planning economic development in India. Ever since there was academic criticism of laissez-faire policies in 1876, there has been hope for systematic planning of national growth. Planning machinery in India must be determined by four factors: India's federal system of government; its democratic system of administration; its economy in which public and private sectors exist together; and its goal to reach a socialist pattern of society that is genuinely self-sustaining.


An examination of the conflicts among the established administrative services and the new institutions taking over local government in India after the introduction of the Panchayat administration. Natural frictions are likely between popularly elected leaders who represent a new institution and the traditional civil servants. The implications of this conflict for economic development are not yet clear, but as in any political situation the resolution must be effected or else efficiency will be impaired.


A discussion of the emphasis that the Korean government is giving to effective administration of economic planning. In August 1961 the president approved a law creating a planning office in conjunction with other administrative offices to handle economic development. This demonstrated the importance that the government attached to the role of planning in the achievement of the objectives in the military revolution.


A review of administrative technique in the hope of keeping public administration in India current on the programs and purposes of the third five-year plan. To implement the plan properly the administration must be oriented toward the following: project preparation; review of progress and alertness to inevitably necessary changes as the program proceeds; reduction of costs; good community relations; speed in decision making; and easy vertical movement of ideas; and worthwhile evaluation.


A discussion of regional planning as an effective approach to planned development. India must create within its present zonal councils a regional planning organization. A zonal or regional planning commission would have the task of coordinating the functions of state units to bring about uniform development.


A discussion of the problems involved in taking the census in tropical Africa. Very accurate assessment of some simple facts about African population is required, and accuracy requires the personal interest and participation in census organization and training by administrative staff at all levels throughout the area covered by the census.


A review of problems that planners in India face and some suggestions for improvement. Planners should realize that planning is the art of the possible and should emphasize that targets are probabilities, not certainties. There should be more consideration of economic factors, and planners should look for solutions within the system that will be acceptable to the people. Programs ought to pay more attention to sensitive balances within the economy to take the strain off limited resources. Planners should avoid a preoccupation with monetary investment and should realize that without proper policy decisions no design can be successful.


A discussion of administrative problems in educational planning. If educational development, like other processes of development, has to be conceived within the framework of an overall strategy of national development to be realistic and purposive, it is necessary to promote a wider public discussion of the issues and not leave the problem to the mercies of specialists or pressure groups.


A discussion of the possibilities of economic development in Africa, focusing on the hypothesis that historical factors have made the new African nations employ programs of planned growth with concomitant administrative machinery, based on maximal scientific and technical guidance. Governmental planning and the active direction of national efforts impose grave administrative burdens on new states, but African experience may contribute significant new knowledge in the scientific guidance of social change and economic growth.


A discussion of the significance and emphases of the first Korean five-year plan. The plan has emphases on foreign exchange and other economic matters, overall
reform in administration, and development of needed technological and managerial skills. The plan marks the first time that Korea has declared socioeconomic development to be the main objective of national policy. If the present unity between the government and the public remains strong, the objective will inevitably be achieved.


An examination of the Malaysian planning process to identify techniques that may be applicable to developing countries with common features and similar problems. Challenging problems reinforce the need for the strengthening of staffs of planning units to maintain and improve the process. There is no need for major institutional changes, other than those that will be involved in the extension of responsibilities of existing federal units as set out in the constitutional arrangements relating to the establishment of Malaysia.


A review of the planning process in India. The challenges of the third and fourth plans call for tighter planning both at the central and state levels and better coordination and understanding. The suggestion that state planning boards be set up to review and supervise the plan's progress, in close association with the planning commission, assumes special significance within this context. It may be better for the planning commission to establish its own branches at the state level for constant consultation with the state governments and timely guidance, review, and coordination. The five-year plans percolate from the central government to the states and from the states to the Panchayats. Once these plans are developed there is little that even state governments can do to alter them.


An examination of the possibilities for political democracy in a system undergoing economic development. If the vicious circle of underdevelopment is to be broken, the state must interfere energetically and in accordance with a well-devised plan. An underdeveloped country obliged to depend upon its own resources can always carry out a rigid economic development plan while serving its apprenticeship in democracy. If economic planning can lead to political dictatorship within the narrow limits of a nation, however, it could strengthen democracy if it were transposed to a world scale.


An examination of the essential features of the pattern of public administration envisaged in the Indian five-year plan. Four characteristics receive prominent attention and criticism: (1) the assumption of the framers of the plan that its implementation be a joint responsibility of both the central and state governments; (2) the need for considerable improvement in the quality of the civil service personnel; (3) the need for an integrated system of district administration; and (4) the use of the village Panchayat as the chief agency for carrying out much of the developmental work at the village level.


An appraisal of development planning with a recommendation that planners take advantage of other planners' experiences. Although most countries encounter the same problems, they are not often guided by the others' experiences. Much planning has failed, and some countries not using plans have been developing rapidly. Lack of government support is the main reason that few development plans are carried out. Support of the populace is best obtained by the use of economic incentives rather than administrative controls. Planning often fails to be converted into plans that work, and this stems from a lack of coordination between planning and implementation. Planners often design beyond administrative capability and often do not develop concrete projects that can actually be carried out. These shortcomings call for more concentration on planning "from the bottom up," especially on more project planning with feasible goals, formulated by the agencies that actually will carry them out.


A review of the postwar rise of development planning. Almost every country today has a national plan for economic development. Before World War II plans of this kind were rare, almost unknown, apart from the Russian five-year plans.

1875. Waterston, Albert, "What Do We Know about Planning?" 7 IDR (December 1965) 2-10.

A study of some lessons drawn from the planning experiences of several nations. Few nations seem to make use of other nations' experiences, yet most of them encounter similar problems, and make similar mistakes. Three elements must enter into plan formulation—economic potential, administrative capacity, and political will to develop. There should be more emphasis on the feasible—better preparation and execution of projects, rather than aggregative planning.


A consideration of Jamaica's long-term development program from the point of view of a geographer. Jamaica should accelerate its regional planning activities, promoting islandwide surveys of land use, land potential, commodity flows, housing, and all the other facets of national life and land that will influence a master regional plan.
An examination of several general principles of efficient planning, valid in any country. A developing country must embrace certain specific spheres of economic activity in its public sector. The planning mechanism must consist of perspective plans, operative plans, and the mechanisms for their implementation. If underdeveloped nations are to have certain growth rates, they must be prepared to accept drastic changes in policies necessary to achieve them. They must be able to change existing consumption patterns. Although the underdeveloped nations have mixed economies in contrast to the socialist economies, they can make use of socialist approaches to perspective planning, because the goals formulated therein are not too specific.

A review of the policy and administrative aspects of sectoral development programs in Pakistan, reprinted from a publication of the Pakistani government. The success of any development plan depends upon the will of the people and the efficacy of administration. Consequently, considerable material on the role and structure of administration for development has been incorporated into Pakistan's second five-year plan, including considerations of machinery for planning and implementation; the problem areas of these processes; administrative organization and procedures; budgeting and financial controls; the role of the public services; organization and methods; personnel administration; and public corporations and authorities.

A summary of the major recommendations of the Indian Advisory Planning Board's report. The establishment of a fulltime planning commission, responsible directly to the cabinet, and multi-purpose cooperatives in the villages are recommended.

An examination of problems of social development planning in relation to economic development. Development planning commissions or other bodies concerned with development at the national level should contain experts from social as well as economic fields, so that the social and economic plans can be more effectively integrated. Advising missions and survey teams should similarly be constituted so that they cover different fields of action. This does not mean that experts from different disciplines in a planning commission should consider themselves representatives of disciplines in a parochial sense or should in fact be responsible to separate ministries or agencies. The responsibility is to achieve the most effective overall national development. Experience suggests that planning bodies are more effective if they are autonomous and independent of operational pressures and involvements.

(c) Civil Service Systems

A discussion of some problems of public service peculiar to Ethiopia, comparing them to counterparts in other developing nations. Lack of well trained public servants seems to be the greatest problem. In Ethiopia there is no long history of colonization that has helped other nations. The various educational facilities are trying to develop programs with enough incentive to attract nationals to public servant training. The developing of means to delegate authority is a problem because of the traditional imperial rule and the strong feelings for rank and status. Ethiopia does not have some of the problems of other developing nations, such as the violent transition from colonial rule to independence, which has often caused a disruption of progress and a loss of valuable expatriate civil servants. Since it lacks trained nationals, Ethiopia must meet its administrative needs by employing foreign advisers and experts.

An examination of changes in the classification and pay systems of the Philippine public service. The changes illustrate the adaptation and application of American procedures to the problems of a new republic. They also show the extent to which a particular personnel management technique may have great significance in the economic and social development of a new country.

An examination of some of the results of changes in the structure of the Guyana Civil Service. The new structure was not suited to the tasks that the organization was expected to fulfill, largely because one of the major goals—program execution—was given less than its share of attention and resources.


A note on how the framers of the constitution of India dealt with the problems of recruitment through the creation of the elaborate Public Service Commission. The relationships between government departments and the commission are delicate but nevertheless conducive to cooperation.


A review of the Somali Civil Service since 1960. During the past three years Somalia has carried out major administrative reforms, has studied and reorganized its administrative structure, and has planned and defined its establishment of posts. Equally important for the future are the permanent systems and offices that are to operate and regulate the civil service.


An analysis of the Egyptian higher civil service. Western bureaucratic theory, significantly influenced by Max Weber, is inadequate for an understanding of nonwestern bureaucracies, for which a new theory must be developed.


A discussion of staff training, service regulations, administrative structures, and methods of administration of developing countries. In the final analysis administration efforts to promote development come down to ensuring that the intense aspirations of people in the underdeveloped world are accompanied by an equally strong determination to take some action. It would be arbitrary and even dangerous to confine this determination to action in the economic sphere alone.


An analysis of the proper role of the bureaucracy in the economic development of Pakistan, emphasizing the philosophical orientation of the bureaucracy. In the foreseeable future the bureaucracy will be the principal factor in determining, interpreting, and safeguarding the polity of the state. This responsibility will diminish only in proportion to the rise in the effectiveness and prestige of the national legislative process. A crucial question is that of the orientation of the bureaucracy. In many ways the literary and humanistic qualities implicit in platonic guardianship, Confucianism, and British administration—and now dominant in the Pakistani bureaucracy—are vital. However, the role of empirical methodology, of technique, must be admitted to a level of esteem equaling the literary role. Whether a viable synthesis is possible in Pakistan remains to be seen.


A set of evaluations of the evolution of the Indian Administrative Service. The service has demonstrated impressive adaptability and resilience. Without departing from the essential concept underlying the Indian civil service tradition it has changed its composition, disposition, and activity, and with considerable self-confidence. It has not engendered the hostility of other services and, although retaining its preeminence as an elite corps serving all India, it has avoided an extreme exclusiveness incompatible with democratic values. The content of training in the National Academy of Administration is rigorous and eclectic rather than doctrinaire. In this sense the service represents the pragmatic and sensible approach that India but very few other Asian countries have taken to administrative reform. Recognizing the development-oriented attitude of the nation, the Indian bureaucracy has become the guardian of the inner genius of its own civilization as well as the guide for orderly innovation essential for the existence of all organisms.


A tracing of the rise of the civil bureaucracy in Turkey and its implications for political development. Since Turkey has been ruled by a civilian government for most of the past two centuries, civil bureaucracy must have been intimately involved with the changes that transformed the traditional Ottoman Empire into the modern Turkish Republic. The future role of the civil bureaucrats in the modernization process in Turkey will remain at least proportionate to their quantitative and qualitative strength within the national elite, though this strength will diminish as the elite becomes larger and occupationally more diversified. As long as government is the agent of modernization, the bureaucracy will occupy a unique advantageous position for influencing the process of change.


An examination of the conditions and problems that confronted the civilian personnel program on Okinawa in 1947 and 1948. American employees' reactions to
work in a foreign setting are helpful in understanding the problems of persons working under alien conditions. Overseas administration faces a formidable problem in providing for adjustment to a new culture.


An analysis of the administrative reforms in Lebanon as motivated by the crisis of 1958. Building on a long heritage of French influence, the administration after World War I was in the image of the Third Republic. Need for reform became clear in 1958. The reform established decentralization, definition of duties, methods, control, and personnel procedures that increased the Lebanese administrative system’s capabilities to handle the problems of development.


A study of the Vietnamese public administration system, based on interviews with top-level Vietnamese civil servants. Disillusioned with the mandarinc philosophy permeating much of the system, the respondents nevertheless accepted the idea of administrative centralization for development. They noted that extreme fusion of decision-making authority in the hands of an ascritive ruling family led to much irrationality in administration, however. Simultaneously, primarily as a result of exogenous pressures for bureaucratization, the rationalizing of the administrative system has been considerable, leading to significant formalism or a wide variance between formal and operating structure.


A discussion of state responsibility for social welfare administration. Welfare administration at the field level, the institutional management level, the supervisory level, or the policy level has to accept the partnership of the community and the state. The state has to extend the expertise and technical know-how not easily available to voluntary agencies in the community.


A review of the functioning of Pakistan’s civil service (CSP). The functioning of the CSP in the revolutionary government provides a case study of the role of a tradition-bound bureaucracy in a new country. In its efforts to maintain its privileges and relationship with the military it has seriously threatened the momentum of the revolution. The CSP has been able to survive the turmoil by adjusting itself to the marginal demands and administrative innovations of the revolution. That the CSP has successfully retained its privileged status as an entrenched bureaucracy is a reflection of Ayub Khan’s ideology of power and also of his acceptance of the CSP as a necessary, though inhibiting, instrument of government.

1896. Hailey, Lord, “Selection and Training for Locally-

Recruited Administrative Services,” 11 JAA (July 1959) 115-117.

A consideration of current problems in African administration. The problems are not limited to the provision of the senior administrative service but concern also the formation of a competent body of assistants. However good are their policies and intentions, African governments will stand or fall by the personal merits of the administrative agencies they employ.


An analysis of the role of the civil servant in developing states, especially West Africa. These states require well trained professional civil services for which both professional and ethical standards are high and clearly understood. Yet the politics of independence works largely against such civil services.


An analysis of the Philippine administrative system. Public administration combines the institutional and behavioral characteristics of both western and non-western systems. It is characterized by a reluctance to accept responsibility; a prevalence of personalized value promises; a reliance upon procedural complexity; and a resistance to change.


An examination of economic and social rehabilitation in Puerto Rico since 1940, especially the development of the Public Personnel Administration and the public administration program at the University of Puerto Rico. The overall political situation seems conducive to the development of sound administration. Executive-legislative conflict likely will be reduced, aiding administration in general. The trend of evaluating Puerto Rico’s problems and seeking solutions in terms of its own culture is also a good sign.


An examination of the role of the civil bureaucracy in Japan’s modernization. Bureaucratic leadership has played a leading part in the modernization, and within the present century, for example, it has devised a long series of social welfare measures. Despite the presence of regressive elements within the civil bureaucracy it has remained far more sensitive to the need for change than its military counterpart. Probably this has occurred because the content of the education provided by Tokyo Imperial University and other civilian institutions has been more progressive than that offered by the Military Academy and the War College.


A discussion of the development and problems of
the Korean Civil Service system. With the revolutionary government in 1961 came major changes in Korean personnel administration—centralization, a new classification system, and to some extent promotion by merit. However, there are problems in the present administrative structure that must be solved if the civil service is to be effective in Korean development. Among these are the incomplete use of the merit system, severe undercompensation at low and intermediate civil service levels, and a lack of qualified candidates for high administrative posts.


An examination of the public service in Uruguay, emphasizing the civil service, administration-personnel agencies, personnel functions, and working conditions. The personnel system lacks active recruitment and preentry and in-service training and has insufficient job analysis and low pay. Some of the good features of the system include short work hours, adequate compensation and retirement plans, and adequate vacations and leave privileges.


An account of three seminars in public administration comprised of senior civil servants in Israel. Because senior civil servants will occupy strategic positions in the governments of underdeveloped countries for some time, it is important that they be offered training programs. Such programs pose difficulties, for new ideas are often viewed as a challenge to the positions of such men, and they are possible only when there is support from the government at the highest levels. These seminars showed that the case study method was most effective in overcoming the barriers of language and also the lack of time and personnel.


A study of the Pakistani public service tradition and its capabilities in meeting contemporary development needs. Administration generally has been patriarchal and unwilling to foster changes that might detract from administrators' status. Current political, economic, and social needs for development seem to dictate a change in the country's administrative orientation, but no wide transformation toward democratic administration can be contemplated until the public develops some political sophistication and interest, a gradual process.


An examination of the role of the Indian Public Service Commission, which protects the administration against excesses of democratic institutions by furnishing it with an impartial instrument by which governments of any political complexion may execute their policies. Moreover by securing an independent consideration of services it helps the executive in maintaining an essential balance between politics and bureaucracy.


An account of personnel administration in the Caribbean and South Pacific commissions of the United Nations. Recruitment has been difficult, for qualified personnel in the area have been scarce and foreigners have been reluctant to go to such remote outposts. Since the staffs must be representative of member nations, in-service training to mold individuals into a unit has been necessary. Although salary schedules and retirement plans have been developed judiciously, the rate of turnover in the South Pacific commission has been high because of the unfavorable local living conditions and because the smallness of the staff precludes much promotion. On the other hand, turnover in the Caribbean commission has been low.


An analysis of in-service training in India. The increasing need by organizations for new and varied skills and the need for inculcating certain patterns of attitudes and relationships among employees, which no academic agency has done successfully, create demands for organizational training programs. In organizations as large as the Indian government, where the scale of the training programs is large enough to warrant institutionalization, the main problems in devising training programs have been in clarifying its meaning, identifying its need, formulating its training policies, and adequately providing for the details of the program content.


An examination of the administration of the public highways program in the Philippines. Major differences in dialects, creed, and ethnic values in the various isolated regions require a more effective means of communication, which can be amply aided by an adequate highway system. The government's assumption of the responsibility for highway development is a recognition of this need.


A consideration of problems in the establishment of a modern merit system during the American occupation of Japan. Language, customs, psychology, ideas, and ideologies all created difficulties. It is probable that the results will be in direct proportion to the length of the occupation. Major progress has been made, but certain segments of the old bureaucracy remain in a position to block reform. With continued stability the progressive merit system should succeed.

A discussion of the distinctive characteristics of the Thai civil service bureaucracy within the context of the shifting political system and the rapidly modernizing social order. The discussion analyzes the institutional and behavioral patterns of the Thai career officialdom, demonstrating the incursion of western social ideas in contrast to traditional views of status, hierarchy, merit, and favoritism.


A history of the civil service system of Thailand. The civil service was established in the last decades of the nineteenth century, when the monarch developed a modern governing system with the aid of foreign advisers; thus, the civil service has a long tradition of blending old traditions with modern bureaucratic practices. Thailand faces new problems, however, as an expanding population and rapid modernization create stresses for a highly rigid civil service that is becoming obsolete.


An examination of the personnel processes of Thai bureaucracy for the purpose of facilitating comparisons with other systems. The system through deliberate training and several informal devices manages to instill in its participants the necessary technical premises and skills and the knowledge of the appropriate value premises. This latter knowledge, basic in a bureaucratic system, is induced by a process that usually begins long before intake and continues in direct and indirect ways as long as one participates in the system.


A description of Ecuador’s attempts to establish a merit system, an outstanding example of what a developing country can do to improve its public personnel administration.


An attempt to relate the role of the citizen to Czechoslovak public administration, emphasizing the machinery for public participation. (In French with English summary)

(d) Fiscal Administration


A discussion of the appropriateness of the conventional aggregative accounting facilities in underdeveloped economies. Though these techniques have been extended to the underdeveloped world on a large scale, they may not be an ideal instrument for comprehending the essential properties of underdevelopment. In fact, they may obstruct clear insight into unique characteristics of these economies in two ways. First, they may fit the systems into a framework that is out of touch with basic realities. Second, by maintaining a preemptive position over much economic research effort they may divert inquiries away from deeper probings into the real economic circumstances of underdeveloped societies.


A review of United Nations publications on the finances of Egypt, Colombia, Italy, Iran, and Venezuela. None have public finance institutions fully geared to the requirements of economic stability and development. A major handicap is the laggard development of central government financial reporting. Unless a reform movement exists, a technical assistance mission in the fiscal field can accomplish very little. The problem of the transferability of public finance techniques and institutions must be investigated.


An analysis of the relationship between taxation and economic development with specific reference to the Philippines. Proper taxation policies can stimulate the economic development. In a democratic country where the revolution of rising expectations is probably hurting the propensity of the populace to save and invest, taxation is the primary means of maintaining a sufficient amount of capital in investment so that economic development can be effected.


A discussion of how modern, economically oriented accounting can help the developing countries obtain
accurate information about their economies and use it effectively. Accountancy tends to be rudimentary in many developing countries, yet it is badly needed for two main reasons. First, good accounting is a prerequisite for the efficient use of invested capital. Second, accurate and informative accounts create an atmosphere of confidence for the flow of capital investment and thus encourage savings and the wise use of them.


An examination of the need for long-term budget planning. The budget can be an effective aid to economic planning only if it is conceived within the framework of the long-range financial plan, even though for administrative or other reasons the budget continues to be formulated yearly.


The integration of the development plan and the government’s budget. There are two aspects to this process, because a plan needs to cover several years while the budget refers only to a single year. There is a two-pronged problem in designing the right sort of plan—it must provide for optimum growth and must fit into the annual accounts of the government for the appropriate quota for implementation of the plan—in a manner that is best for the plan’s program and the stability of the economy.


A sketch of the important role of the accountant in the emerging nations. This has been overlooked and warrants attention.


A discussion of problems of financial administration in newly independent countries. Most states that have attained independence or nationhood during the past two decades face problems with the management of public finances. The years after the attainment of independence in these countries have seen fundamental changes in the scope and nature of public spending. Also, independence has meant a change in the accountability relationship of the executive. In countries like Ceylon, India, and Burma, the major problems arise from a weakening of the traditional treasury control.


An outline of agencies and spending programs for a model budget for Comilla Kotwali Development Area in Pakistan. The principal objective of the budget is to diffuse methods and skills of production and to create self-sustaining rural cooperative organizations. The success or failure of education programs will be measured by the number of innovations and associations.


A study of the anachronistic tax system of the Philippines. Only through a methodical, full-scale revision of the tax structure can the Philippines achieve a tax system that effectively serves socioeconomic progress. There is a need to integrate varied tax orders contained in special laws into a code so that the internal revenue administration may establish a degree of regularity in its work.


An examination of the role of the budget in achieving the targets set by the economic plan. The substance of the economy of socialist countries is the planning of the national economy according to an economic plan. The method is that of economic and social, of monetary and of material balances, which represent the aggregate balance of the national economy. The role of the budget in economic growth lies in the transfer of financial resources from enterprises where they are accumulated, to branches where they are invested either in the form of fixed capital or increased circulating capital. Thus, the budget is the principal source of funds, and the operational significance of this makes it possible to use the budget as a means of economic planning.


A discussion of the role of fiscal policy in the economic development of the Philippines and of whether or not the Philippine government is presently fulfilling that role. Although the Philippine government clearly is trying to facilitate the growth of a balanced economy through manipulation of fiscal policy, the attempt cannot succeed until the regressive tax structure and poor revenue administration are improved. Only then can the government expect popular support for a positive fiscal policy for economic development.


A description of the budgetary reform undertaken by Vietnam in 1957 with the aid of the Michigan State University Vietnam Advisory Group. The country lacked middle and top level administrative personnel, and the theoretical foundations rested upon the budget of the colonial period, which failed to recognize the planning functions of a budget. As yet the reforms instituted are in the area of improved methods and techniques, and the budget is not yet understood nor used as an administrative device to determine government policy.

An examination of events in Nepal, where sophisticated tools of fiscal control have not yet evolved. In such cases austerity is much more easily preached than practiced. Nepal may not be able to emerge from its political and economic rut unless some basic changes are made in the government’s major political and economic programs.


An analysis of government fiscal policy in Nepal. The role of fiscal policy in promoting economic development is increasingly important. The budget deficit or surplus, represented by the difference between certain incomes and expenditures, influences a country’s overall economy. For example, in a country such as Nepal, where public savings are not rising sufficiently and cannot be stimulated to the desired extent for several years, government savings will have to play a greater role in economic growth.


A review of the experience of the Philippines with performance budgeting, introduced with American assistance. Success of performance budgeting depends in part upon prevailing standards of measurement, personnel, organization, and legislative-executive relations—standards that are quite different in the Philippines than in the United States. Emphasis upon efficiency and economy in government that is achieved before successfully improving economic conditions may frustrate, not promote, change.


A review of new Russian techniques of budget preparation, emphasizing state budget functions, preparation and examination of the budget, budget authorization, and budget execution. (In French with English summary)


An exposition of a theoretical model for the study of financial administration. Distinctions are made among fused (traditional), prismatic (intermediate developed), and refracted (highly industrialized) societies. The basic problem of prismatic financial administration is that government revenues fail to increase as rapidly as government costs and needs. The purpose of the model is to assist study of the actual conditions in a particular setting.


An attempt to develop a general descriptive model for financial administration, as exemplified in the conclusion, by the Philippine experience. In industrial refracted societies specific social institutions are established to handle each social and human need, whereas in agrarian fused societies all needs are met by one or a few institutions (e.g., the family). Most importantly, in transitional prismatic societies, spurious, formalized institutions are established to cope with specific needs. The obvious ineffectiveness of such formalized institutions, coupled with the inability of government revenue and national income to keep pace with increasing demands for government expenditures, creates an acute crisis in the administrative system of every underdeveloped country.


A discussion of the difficult problems facing developing countries in balancing a budget swollen by the cost of development. Two of the most persistent problems are inflation and balance-of-payments deficits.


A discussion of program budgeting in Pakistan. Although program budgeting has been introduced in Pakistan, this practice should be extended.


An inquiry into Philippine fiscal planning. In the field of fiscal policy there is patent overorganization. The fiscal planning program has failed, because it has been unable to make any real headway toward its goals.


An attempt to demonstrate how and why increasing government expenditures are being channeled into rural development programs in the Philippines. Huge increases in the government budget during the past ten years are largely a manifestation of the desire to bring economic development to rural areas. Concomitant growth in administrative structures for rural areas has occurred. This policy is expected to bring balance to the Philippine economy and through rural community development to give more citizens a stake in the development.


A presentation of a hypothesis that social forces closely related to development are major determinants of the tendency for public expenditures to rise faster than natural product. This increase in public expenditures has certain implications for the structure of government revenues.


DEVELOPMENTAL CHANGE


A discussion of finance management as an important public administrative consideration in the economic development of the Philippines. Present government revenues have not met the increasing financial requirements of the socioeconomic development program and the demands of an expanding population for more and better fiscal services. Deficit spending and an aggressive revenue policy may help to alleviate this problem. However, another important method of filling the public coffers is a more efficient and effective finance management, which probably could increase government revenue by 25 percent. If efficient tax collection, sound budgeting, and proper expenditure review are established, public finances will be better utilized.


A review of Ghana’s chaotic finances under Nkrumah. Ghana may be rich by the standards of most developing nations, but its immediate problems are great because of huge overspending. Ghana also faces a real lack of trained men to plan and execute policy decisions.


A supplement presenting the essential factual elements of India’s 1965 budget and considering the effect of the budget as a whole on the economic health. Opinions naturally differ about issues on which the health of the economy depends. This analysis argues that overemphasis on prices against overall economic growth might inhibit, rather than promote, a healthy economy.


A presentation of the outlook of the Indian Institute of Public Opinion on the budget papers and, particularly, the taxation proposals. The 1966 budget adds up to a negation, whether judged by the stability of prices, by incentives for indigenous production, or by export and improvement in the balance of payments. The argument that nothing better can be done is merely defeatism.


An analysis of the supplementary budget, which reveals the dangerous dependence of India’s economic planning on one man. India’s economic crisis is of the government’s own making, and the basic philosophy of the finance minister may be the source of all the disorder.


An attempt to spell out the likely Indian budget proposals and alternatives within the existing taxation measures that are expected to bring about the desired change in the investment climate. It is suggested that the defense expenditure remain at the level prevailing in 1965-1966; that steps be taken to encourage fresh private capital investment; and that the availability of rupee resources be increased and, at the same time, the cost of credit reduced.

(e) Personnel Administration and Management Development


A discussion of the responsibilities of a central personnel department of a government in a developing country such as Nigeria. The personnel department is or should be the pivot of policy on a wide variety of subjects by their nature vital to economic conditions. Training needs in the civil service for some time will continue to hold a preeminent position. Within the constitutional framework in each country those responsible for the management of the civil service have a special obligation to promote the highest possible standard of efficiency, bearing in mind the great influence inherent in government practices in developing countries.


A consideration of organization and management as a permanent instrument of administrative reform, assuming that any large organization needs regular repair and maintenance and perhaps a major overhaul. The O. and M. staff may ensure that essential functions are carried out effectively and economically by subjecting current practices to critical and objective study. The value of O. and M. has been proven in many countries in the private as well as public sector, and the significant question, therefore, is not of its usefulness, but rather whether or not O. and M. can be successfully launched and maintained.

A consideration of the Israeli workers' participation in management. Worker participation in factory management confronts many obstacles when extended beyond job-related issues. Certain conditions are essential to an extension of worker participation into areas of management that do not directly or obviously affect job security, income, safety, or work effort.


A discussion of the role of public administration in economic development narrowed to the specifics of planning, coordination, manpower planning, personnel administration, and training. Planning is the basis for the orderly execution of work and the elimination of guesswork and reliance upon chance, and it should operate at all levels. Coordination is a direct management function, sometimes involving a decision among strong conflicting interests. Manpower planning provides the knowledge and the means to ensure that people of the right qualifications and experience will be available when needed. Training must include sufficient attention to intermediate and senior grade officers. Public administration is essentially management, and national economic and social development demand that all fields of government activity be stimulated and energized.


An explanation of a formula useful in organizing development projects. Orientation (O); benefits to be derived (B); cooperation necessary (C); and division of labor (DL) are the components. The formula is useful in giving a sense of direction to groups trying to improve their lives. The process generates more of the same activity, once the technique is learned and used.


An attempt to indicate a new role for local government. Local government institutions offer an institutionalized method of involving the people in the development effort by bridging the gap between the huge, awesome bureaucracy of the central government and the peasants, who for years have been the victims of the bureaucracy.


A discussion of the relationship between government administrations and their publics. The subject is divided into two parts—relations between the administration and the people, which call for no active participation by the public, and the question of the public's actual participation in the administrative process. A key question is: how do types of relations between the administration and public vary according to the types of services and categories of population?


A discussion of the management of state enterprises in Afghanistan. The system of administrative management is highly centralized. The government is, however, aware of its role in educating the people and is attempting to bring about greater citizen participation. (In French)


A review of the need to provide technical service employees who are not career service personnel with opportunities to work in development programs, yet retain career bases elsewhere. A system is developed herein that provides for the circulation of personnel in three basic units—the university, the agency, and the field. Some obstacles to free flow are inertia, legislative restrictions, equitable rewards and benefits, specification of role and status, selection, timing, and the instruments for initiating the scheme.


A review of present trends in India in personnel management. Against the background of the tradition of labor welfare, personnel management has made great strides. Personnel management is not labor welfare industry, but labor welfare practices have great relevance to personnel management.


An analysis attempting to answer three main questions. What should be the role of the ministry of finance in formulating and implementing economic policy? How should the ministry be organized? And finally, what kind of a person should the minister be? Emphasis is placed on the role and functions of the ministry of finance in an underdeveloped country. The finance ministry and the finance minister should be given the responsibility for establishing, coordinating, and implementing all economic policy. However, until the finance ministry acquires the necessary technical competence and organization, an independent agency for planning should be created outside the ministry of finance. Thus, it is assured that at least one organization will be established to operate on the basis of reality and the exigencies to rapid development, unencumbered by narrow-minded views inherited from the past.


A comment directed at some crucial distinctions that have obscured debate on the issue of generalists and specialists in administration. One must distinguish between policy formulation and policy implementation.
in administration. The administrator performs in the latter areas when coordinating activities, a task best handled by a generalist. However, it is necessary to have specialist administrators in policy formulation. The specialist must be involved when administrative decisions concern very technical alternatives. This calls for the training of administrators who are well grounded in specialist approaches and well trained in generalist approaches in order that the administrator can perform the dual tasks of policy formulation and policy implementation.


A discussion of the attitudes of Latin American enterprise managers toward the role of government, as compared with that of private initiative and investment, in the economic development of the nation. There must be a strengthening of the development orientation and, generally, of the thinking in terms of national economic necessities among private managers and their associations. There is an urgent need in many areas for improved communication between enterprise management and other social groups, such as labor, small landowners, and students.


An attempt to describe the character of secretariat-field relations and a consideration of problems that relate to this. Relations cannot be posited completely on rigid rules, and there has to be coordination so that the needs of local areas may be communicated properly to the secretariat. Heterogeneity in the Indian society makes good interchange much more difficult and also more important than in a relatively uniform society.


An examination and critique of Indian staffing procedure, an important aspect of all personnel programs, especially where the government has undertaken development. The Indian system suffers from several problems. There is no clear identification of the skills and attitudes needed, inadequate direct recruitment, and too much emphasis upon academic records. Adequate reforms are needed to raise the character of the administrative system.


An examination of personnel administration in Latin America, emphasizing: (1) a classification showing whether the countries concerned have a public service act and a central agency responsible for its application; and (2) the real nature of the public service systems in the more developed countries and the principles leading to their organization. The administration of a country cannot be expected to flourish under foreign influence, and each country must seek solutions to its own problems. (In Spanish with English summary)


A discussion of assessment and promotion in the Indian bureaucracy. The availability of past reports for review and the confidential nature of the reports cast a bias into the system and does not let an officer know where he stands. The forms used by different services vary according to special needs and demands. Uniformity and a better reporting system with open reports and more objectivity will be beneficial.


A review of changes introduced in Czech and Russian enterprise management, which hint that there may be a “theory of convergence” in the making in Communist countries. Beset by economic problems that stem largely from doctrinaire macromanagement, the nations of the Soviet bloc are turning to many capitalistic managerial techniques. Implicit in the new managerialism is a greater emphasis on economic contact with the West. As many western nations are borrowing from Socialist state planning, the new managerialism in the Soviet Union and other Soviet countries may pave the way for a theory of convergence.


An examination of public enterprise administration in Spain, emphasizing the Instituto Nacional de Industria, public companies, and public enterprises. (In Spanish with English summary)


An examination of changes in the U.S.S.R. that have significant implications for management development. There appear to be some highly significant implications for Soviet management development. Future economic growth and development in the U.S.S.R. will face several problems: (1) the economy will require more emphasis on independent thought and initiative by managers; (2) managers will need better and broader training; and (3) the development of a systematized body of management and organization theory will become increasingly important.


An examination of the debate over the respective roles of the specialist and generalist in administration in three spheres of the Indian administrative system—district administration, the secretariat, and public enterprises. The district officer’s task is to coordinate and unify the development programs carried out by the specialists. This necessitates a reorientation of policy regarding education for post-entry and midcareer training. These observations apply to block development officers. At the secretariat level, administrators have been generalists. Their task involves looking from an
overall view, and this causes some criticism from specialists that this constitutes interference in their tasks. Again, knowledge of the techniques of the specialists is necessary. In the public enterprises the debate is over the relative capabilities of specialists to assume general administrative duties. Specialists should not be overlooked for high administrative office, if they are qualified.


An examination of problems implicit in the execution of development plans that have arisen during Tanzania’s brief experience of nationhood. The most crucial variables in the determining of planned execution and implementation are the quality and quantity of the bureaucracy and the degree of commitment of the available political leadership.


A review of the experience of the University of the Philippines with the Philippine Executive Academy. With first-rate technical assistance made possible by a grant from the Ford Foundation the academy’s staff is building a broad and well designed program of management development that combines the best features of advanced executive courses abroad and innovations to suit the particular conditions, needs, and problems of Philippine administration.


A discussion of the problem facing developing countries in adapting their administrative organizations and practices to the demands of new and expanding tasks. In studying administrative behavior an attempt must be made to establish a cause-effect relationship and hence to change the phenomena by modifying their causes rather than by attacking only the symptoms or manifestation of administrative pathology.


A consideration of the development of managers in an industrializing, socialist economy, with emphasis upon the United Arab Republic. Developing countries still lack a theory of management developments to guide them in ascertaining the comparative advantages of alternative institutional arrangements, including public operation under bureaucratic and democratic forms.


A case study of the failure of a centralized staff agency. American administrative theory and practice have strongly supported the thesis that a central staff agency is nearly essential to efficient administration. The thesis has seemed especially attractive to many developing countries. Brazil’s experience suggests the need for an empirical approach to what is required to effect administrative reform.


A discussion of the organizational requirements and implications of the individual ministry in the field of economic development. Each ministry must be aware of its tasks and perform reasonably consistently with an overall development strategy to ensure concerted efforts for economic development. The existence of a strategic development plan has far reaching implications for action by the individual ministries and also for inter-ministerial coordination.


A discussion of the problem of efficient adaption and transplantation of management knowledge and practices from developed to developing countries. Knowledge from other countries must be adapted to specific societies, and social and cultural factors are of critical importance. Action must be taken to identify and remove possible adverse factors and to exploit favorable ones.
5. UNITS AND AREAS

(a) Federalism, Intergovernmental Relations, and Problems of Centralization-Decentralization


An examination of the relationship between the concept of community development and local governments, as exemplified by the Philippine experience. The Philippines is a unitary state, not a federation; consequently, most of the political power is centered in the national government. Also, government revenues come mainly from the big cities and are used to subsidize rural and town areas, giving the national government extraordinary power in local matters. These problems may be overcome by gradual extension of autonomy to the more advanced localities.


A description of relationships between central and local governments in Indonesia, the Philippines, Vietnam and the Republic of China. Although the four countries differ considerably in their historical and political backgrounds, none has a single central government agency to provide services or assistance to local governments.


A study of the relationship between politics and economic development in contemporary Chile. Since 1920 succeeding middle class governments have been responsible for substantial progress. However, the economic development has not been sufficiently balanced. Although progress is clear, the fortunes of the rural and urban laborers have barely improved. Although the middle class economic base has expanded, there can be no popular support of government programs until the needs of rural and urban workers have been considered more fully.


A discussion of the relationship between the central government and the local administration in England. For the most part every country's administrative structure is a product of its own history and its peculiar legal institution, but some principles transcend the boundaries of any particular country and may be useful to other administrations. Thus, the English example of central and local administrative relations may be instructive.


A statement of the government's viewpoint in the establishing of a policy of decontrol of the Philippine economy. Strong economic controls were instituted in 1949, but the policy was later rescinded. Now it appears that the policy of decontrol, after it successfully surmounted a money crisis in 1957, is a useful tool in fostering economic growth. Upon further liquidation of controls the Philippine economy may expand to the benefit of all sectors.


An examination of issues, problems, and trends in the national-local government relations in the Philippines, especially in the postwar period. It must be determined which aspects of the administration of a function would be best performed by the national government and by the local units. Aspects concerning the whole country, such as planning and coordination among departments, may be done at the center, while those that concern only the locality may be entrusted to the local units.


A discussion of the experience of the University of the Philippines Graduate School of Public Administration in designing a basic research project to help answer certain policy issues of national-local government relations. The findings still have to be analyzed to determine the optimal role of the local government system in achieving development goals.


An inquiry into the relationship between economic...
development and administration, based upon an empirical study of Brazil. The high degree of local autonomy built into the Brazilian administrative structure has not always aided development. However, decentralization for development remains a reasonable policy, because if development is to be achieved quickly, the best methods and techniques are those which can inject the largest possible sector of the population into the productive process. In general, decentralization favors such methods.


An address dealing with the management of economic development in India through central administrative services. India is a union and not a federation; consequently, the central government must accept the predominant role in economic development. Policy determination is important, but if administration is not effective, policy is useless. Both the Indian administrators and those who determine policy must understand this.


An analysis of the relationship between democratic decentralization and community development in India. Since the Mehta study team report, democratic decentralization has been a significant concept in India’s hopes for community development. Democratic administrative machinery must be established on local levels to facilitate the wide participation that characterizes community development. The Rajasthan experience demonstrates the possibilities inherent in the coordination of these two concepts.


A review of the tax structures of federal systems in tropical Africa and their attempts at solving the conflict between the need for uniform administration at the federal level and autonomy at the subordinate level. Rhodesia and Nyasaland, Nigeria, Kenya, Tanganyika, and Uganda are examined. All have tax structures similar to those set up by departing royal commissions, and all share a high degree of centralization in tax administration and a similar tax policy. Some reasons for this are the heavy reliance on customs duties and the formulation of the tax structure almost wholly for economic considerations. The centralized administration allows greater commerce within the nations, is more efficient, encourages optimum development of the economy, and allows for better fiscal planning. However, this results in the sub-unit’s being inflexible and dependent upon the federal government and causes it to use unsatisfactory levies for its revenues.


A discussion of democratic decentralization in India, its ties to the community development program, and the problems of integrating it into an already established administrative system. Development is by definition a set of continuing challenges, and congratulations to political leaders and administrators on successes must be tempered with the challenge of democratic decentralization. The administrative bureaucracy must change in such a way that it will be able to evoke responsiveness from the people to their own problems, particularly on decentralized levels.


An examination of the failure of federalism in Nigeria. Nigeria is not unique in its attempt to weld its diverse peoples into a strong, united, and prosperous country. The task of nation-building cannot be successfully achieved without an element of force.


A discussion of Sierra Leone, emphasizing colonial administration. The administration is still largely British and to the educated African is more important than native political institutions. In the early stages of self-government, because of a shortage of qualified African administrators, the bridging of the gap between the old society and the new will depend upon the adaptability of the European as well as upon the quality of the African recruits.


An analysis of Zambian administration in which there have been two lines of continuity. The first is the field administration of the central government, and the second is the search for a local government system that is both representative and a good instrument for development. The second line of activity may never reach its goal because of the preeminent position accorded to field administration, a result of anachronistic thought.


A consideration of some problems of administration in economic development projects. Horizontal planning is an economic policy under which regulatory activity is exercised on a broad basis, embracing many specific rules for numerous minute transactions and forms of economic behavior. Vertical planning is an economic policy under which regulatory activity is concentrated in a few places that have crucial significance for a wide range of economic action. Planning in depth (vertical planning) is more suited to a country such as India where democratic political values are appreciated.


A broad, comparative examination of the relationships
between local government and economic development in the Philippines, Thailand, Vietnam, India, and Japan. The major subjects covered are: (1) the role of central and local governments in economic development; (2) an outline of the measures for economic development taken by local government in the past; (3) the local government's own activities for economic development and problems concerning this; (4) economic development and finance of local government; (5) economic development and its repercussions; and (6) the future trend of economic development.


A description of the current condition of municipalities in Latin America, particularly of the increasing powers of the central government and the new struggles for autonomous local governments. For local governments to survive municipalities must recruit and train able men to carry out important functions. The citizens and their representatives must guard democratic institutions.


A discussion of the neglected areas of local politics in African states, particularly the structure of local government in Sierra Leone. The system of provincial administration is carried out at the local level by district councils. Unfortunately, district councils do not control local finances, which would enable the effective carrying out of local programs. Local chiefs often interfere by giving their allegiance to the central government, which jealously guards its influence over local politics and refuses to allow the district councils to act as useful decentralized administrations.


An examination of how the Central American Republics have been carrying out their political ideas in recent years. Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua all have a presidential regime with the president highly active in administration and a fairly high degree of centralization. Ministries and agencies are located in the capital cities, and field services are negligible. Some administrative cooperation among these countries has been attempted, notably through the Economic Cooperation Committee of the Central-American Isthmus. The obvious awareness of the importance of public administration bodes well for the future. (In Spanish)


Comments on the importance of local self-government in economic development. Economic development depends mainly on schools and roads, and local self-government can be a helpful agency in providing better schools and roads.


A discussion of the association of the level of economic development to the relationship between central and local government. Communications and transportation are basic influences on the relative balance between center and locality. Ease of communication makes possible the increased supervision of local authorities. Most developing countries face a severe shortage of skilled manpower in professions of local or central administration, and the problem is increased by the concentration of available manpower in the capitals.


An assessment of the economic role of government in tropical Africa. Most of the region appears to be following the same approach—encouragement to private enterprise where present and a welcome to foreign capital, but a realization that a greater rate of development can come only if the government intervenes, either directly through the establishment of new enterprises or indirectly through subsidies and tariffs.


An analysis of the changing character of union-state relations during centralized economic planning in India. The relationship is presently in the process of evolution, and it is too early to try to locate the constants in the pattern. The differences in the role, activities, and importance of different departments of a state government in the context of regional potential and national plan priorities, on the one hand, and between one state and another, on the other, may be ever elusive variables in the scheme of union-state relationships.


A study of Pakistan's "Basic Democracies" concept and its significance for rural development. Also considered are the barriers to development and suggestions for the improvement of the operations of Basic Democracies as related to development. The principal functions of Basic Democracies are officially described as administration and coordination, local self-government and services, and development. The Basic Democracies Order of 1959 provided a structural framework for the evolution of local self-government, which is also assigned the major burden of initiating, coordinating, and supervising the development activities in which the government is involved. In contradistinction to earlier methods development planning now originates at the local level and, consequently, is more sensitive to the real needs and problems. It might be useful to integrate more completely the Basic Democracies with the five-year plan,
to institute more demonstration and research in special areas, and to do further study on cooperation among the tiers of the Basic Democracies structure.


An examination of Philippine local governments. Perhaps economic and technical values will eventually give way to political and social values attached to local autonomy. These are competing values and attitudes that must be rationally reconciled. The first task, however, is to determine the proper allocation, combination, and balance of responsibilities and powers, functions, services, and resources between the national and the local governments.


An examination of district council government in East Pakistan and an identification of major problems facing district governments. Unlike other levels of the Basic Democracies system, the councils maintain technical and professional staffs. The major problems confronting district government are a shortage of trained staff; inadequate structure and administrative organization; and insufficient financial resources.


A discussion of the inextricable connections between national development planning and political institutions in Nigeria. As the first phase of Nigerian independence passed and as Nigeria prepared to institute a National Plan for growth from 1962 to 1968, it became evident that the tradition of federalism in that country would have to be developed. Regional autonomy was the dominant theme of the 1954 constitutional revision. The Independence Constitution of 1960, by implication at least, widened the role of the federal government, a tendency that would have to be accelerated to facilitate coordination of planning programs.


A discussion of responsibilities of the state government and local bodies under it in economic development within a democratic society. There is a trend in India toward a blurring of distinctions in functions of the central and state governments. The state government can and should play an important role in certain fields of development, such as education and agriculture. A reversal of the present trend would require a revision of programs and an amendment of the constitution in order to allow for adequate financing, planning, and control of programs.


A discussion of Manila’s major problems, including high unemployment, insufficient operating funds, the national tax structure, and poor budgeting and administrative procedures. Despite a management improvement program, which has been in operation for many years, nepotism continues to lead to excessive government personnel.


An attempt to develop a model by which certain hypotheses about Philippine development may be studied within the context of Myrdal’s concept of circular causation. The Philippines appears to bear out the thesis that overcentralization and maladministration on the local level hinder economic and social development. The application of Myrdal’s concept, however, suggests an alternative hypothesis—that overcentralization and weak local government may be a consequence, as well as a cause, of regional underdevelopment. Under such conditions the relaxation of power and funds to local administration might promote negative “backwash” effects instead of positive “spread” effects.


A consideration of the fragility of federalism under African conditions. Africa is faced with a situation of little flexibility regarding constitutional systems. It needs a formula that will reconcile the requirements of central leadership with the demands of regional autonomy. At the same time classical federalism is logically suspect, and the political, economic, and social conditions of the continent virtually preclude federalism.


An overview of central agencies and institutions that have evolved to assist and supervise local authorities and a discussion of the concepts of the central-local relationships on which they are founded. Central agencies and institutions for the improvements of local government are notably weak or lacking in many developing countries, partly because of the emphasis usually placed on local autonomy.


An expression of doubt about the efficacy of democratic decentralization in Indian social development. The plan for democratic decentralization may be effective in Nepal or Pakistan, but India is too complex to use it fruitfully. An abstract administrative approach cannot be applied to every Indian locality. Also, democratic decentralization and community development must be completely separated, or India will risk allowing collectivist, Communist government, organized through newly established local machinery, to gain control.

An evaluation of the new local government systems as reorganized under the federal form of government. Local government administration is now closer to the people, assumes wider responsibility, and uses direct or indirect popular elections for choosing its executive leaders. India’s experience does not indicate that local authorities can perform services better than the regional state agencies.


An examination of the roles of union and state government in agricultural development in order to point out certain difficulties and possible solutions. The responsibility for agricultural development is shared by union and state government. The union’s powers are essentially coordinative, rather than administrative. There is a problem of communication in plan implementation between the two government levels, and the coordinative problem also affects interagency communication and is disruptive of proper implementation of the development plan.


An examination of the projected course of development in Nigeria as embodied in the National Development Plan. Diverse cultural and geographical elements, as well as the traditionally strong autonomy of the three regions of the nations, make strongly centralized development planning difficult. Considerable faith is being put in voluntary administration and policy-making cooperation between central and regional governments and in decentralized decision making in the execution of the plan.


An analysis of the causes of centralism in the Philippines. The lack of a tradition of popular government, a shortage of trained personnel for local government, control through administrative measures, nationalism, legalism, and “buck-passing” are characteristic of the government. Reform will have to be approached gradually, for educational and economic opportunities in the provinces must be expanded before young Filipinos can develop a sense of identity with and a desire to control local governments.


A critique of centralized government as a means of administering programs of economic development, based on Burmese experience. In Burma the responsibility for water supply schemes for rural areas is assumed simultaneously by four central government agencies, and chaos is the inevitable result. Many administrative functions previously performed efficiently by the local bodies have with the attainment of independence been transferred to the jurisdiction of the central government. Principles of regional autonomy should be utilized for constitutional compliance and for sheer expediency, but, unfortunately, these principles are being ignored.


An examination of administrative subdivisions in the Middle East, where hierarchy of subdivisions still provides a frame for the centralization of administration. All governments have administrative subdivisions. In advanced systems the hierarchy decentralizes; in less advanced societies it centralizes.

(b) Urban Areas


A review of the importance of community development planning to economic and social development. With greater coordination the different technical departments in Pakistan will be in positions to teach others how to attain national prosperity and development based primarily upon human resources and secondarily upon strong administrative machinery.


An examination of what is being done and what might be done through urban community development to cope with the vast problems of urbanization in the developing nations. Headway already has been made in India and Colombia. The United States must attempt
to utilize the vast knowledge and facilities that have evolved from its immigration experience in helping the underdeveloped nations handle their problems.


An examination of various theories of urbanization to ascertain why they do not apply to some urban centers in Southeast Asia. Contrary to the traditional theory, in many Asian cities the society does not become secularized, the individual does not become isolated, kinship organizations do not break down, and social relationships do not become impersonal, superficial, and utilitarian. It is clear that the social concomitants of the transition from rural to urban life are not the same as in western society.


An examination of community development in urban India. Such development is essentially an educational process, adjusting human beings to social change. It must institutionalize community concern.


A discussion of the general problem of urbanization in developing countries. There is a disparity between the towns and the countryside. While the towns grow and attract all the nation’s active forces, the countryside often becomes poorer, a condition that has important social and political implications.


An examination of the hypothesis that the pattern of growth of towns in the developing nations is similar to that of developed nations. Those who try to use the same city planning methods in different natural settings are criticized. The basic cause of rural migration is hunger. There are dissimilarities in objectives and in political belief between developed and underdeveloped nations. Thus, leaders of those nations reject the advice of western planners at times. All administrators must begin to change their conventional views about towns. (In French)


A discussion of a Philippine folk society and the change that is taking place because of contact with people representing a more urbanized society. The influx of people has greatly affected the economy, the authority structure, and the moral order. Leadership has temporarily been placed in the hands of younger men, and this disenfranchisement of the traditional council of elders has disturbed the society.


An examination of the role of cities in social change. Economic growth is part of a comprehensive process of cultural transformation. No aspect of society will be spared from the ruthless destruction of old social forms. Influences spreading outward from cities accomplish both the disruption of the traditional social patterns and the reintegration of society around new values. The city acts as a coordinating, space-creating force, thus achieving the integration of the social order in its spatial dimensions. Intellectuals, administrators, and entrepreneurs are the city’s agents in this task.


A consideration of the problems of congestion in African urban areas. The desire to wipe away unsightly urban areas is natural enough, but it must be weighed against the probability that similar spots will develop in other places. Perhaps the surest way to attack the problem is to encourage through education and further training the emergence, as rapidly as possible, of an artisan and managerial class.


A 1964 survey of the small towns of the former Federation of Malaya, focusing on the industrial and occupation structure. The most important conclusion is that the small towns differ markedly in their functions and employment structures. This difference should be explained in terms of the types of small towns existing.


An examination of the difficulties facing Manila’s urban renewal program. The chances for urban renewal are hindered by confusion about what the concept involves, lack of funds, insufficient solid political support, and disorder in the administrative machinery for bringing it about. Technical skills are available and with enough political backing the financing problem may be solved. Until it becomes politically significant to most urban dwellers, however, urban renewal will be difficult to achieve.


A study of the massive problems faced by the urban areas in India. Projected population growth and present slum situations will necessitate wide urban planning programs in all underdeveloped areas, especially in India where these problems are most acute. Development administration and physical planning in India suffer from a proliferation of agencies, however, with resultant duplication of function and jurisdictional conflict. Urban development programs in Delhi have not used statistical analyses and will be of little help to future projects. Basic research must be done before the urban problem can be coped with effectively.

A survey of the development of the Chinese communes. Their early development was linked to decentralization of industrial and administrative machinery. Rural communes usually were made coterminous with existing government units and took over many of their functions, but the administration of urban communes often cut across existing administrative divisions. The basic objective of the communes seems to be to ensure the most intensive use of China's plentiful manpower by engaging it in economic activities requiring little capital funds or equipment.


A discussion of the applicability of community development concepts and programs, which generally have been used in rural communities, to the urban setting. Villages appear to be more appropriate units for the process of development, based upon the emergence of local leadership, participation, and local government functioning, than towns and big cities. However, the new countries often present the serious danger that urbanization will precede industrialization. Consequently, despite the problems of its application—homogeneity of population, vast income disparities, and impersonal relations—community development must be attempted at the urban level to minimize the rift between rural and urban elements of underdeveloped nations and to prevent the rise of slums and health hazards.


An examination of the impact of urbanization on the way of life of the people in West Bengal and Bihar. There is not yet any evidence of significant rural-urban difference as related to the basic problem of social development. A causal or concomitant relation between cultural changes produced by urban living and industrialization and social development cannot be legitimately deduced. The concept of rural-urban dichotomy or rural-urban continuum need not be meaningful within the context of urbanization and social transformation in India.


An examination of urban growth problems in India. The evolving of a policy on urbanization is necessary for balanced regional development. Industries, commerce, and other nonagricultural activities that lead to urbanization are the growth influences in an economy. Their concentration in a few cities results in growing disparities between the cities and the rest of the country. Their dispersal to different regions is essential for economic growth in all parts.


A review of the findings from Pakistan's pilot community development project at Lyari, a slum area of Karachi. Although areas such as research evaluation, records and program analysis, and supervision still need improvement, the community development process does assist people in undertaking responsibilities and working toward a more integrated, balanced community.


An examination of problems associated with fast population growth in Latin America. Urban and rural problems are analogous; both areas have a short supply of usable land, and there is increasing pressure from the population for a rational distribution and utilization of both urban and rural land. Although national economic planning is an established function of government, urban growth has been practically ignored. The governments of Latin America must develop policies that will increase productivity and minimize costs of urban dwellers, achieve a more balanced distribution of the urban masses, and hold the people on the land. Agrarian reform will not work if it does not concentrate on the dividing of the productive land, rather than the marginal or government-owned land. In these nations the government must take an active role in providing transportation, housing, education, and technical assistance.


An analysis of the political implications of urbanization and the development process. The vital role of urbanization and its potentially disruptive consequences create problems of public policy. Of all the aspects of economic and social development few call for more delicate and sensitively conceived policies. The simple formula of allocating more energy and resources may be appropriate for coping with most problems, but such intellectually easy solutions are not possible in regard to urbanization. Effective policies depend upon a wise blending of controls and sanctions with administrative and welfare programs.


An examination of materials that concern the development of planning for urban society. Successful urban planning should develop from an examination of needs and desires of different groups—for example, children, young adults, adults, and old people. The effects of environment on development of personalities is another area of concern. Factors such as population density should also be considered.


Several perspectives on the substance and personality
of Brasilia. Brasilia is a symbol of the new nationalism rising from the recent vision of emancipation from an economic semi-colonialism. Brasilia is also an instrument for regional development; however, this focus must be made explicit immediately through the preparation and implementation of a comprehensive regional plan.


An analysis of changes in rural areas in India that relate to community development. The Panchayats are vehicles for political socialization and economic development. These institutions, however, are unable to do much for surplus manpower. Creation of more employment opportunities in semi-urban areas for the unemployed rural masses will be a step in this direction. A rural works program of a labor-intensive nature, to be fully organized in villages and in towns, is also significant.


An examination of the effects of migration to the cities of India. Urban institutions that fulfill the needs of migrants are either inadequate or nonexistent. A positive government policy should be evolved that would reverse the present urbanization trend and that would strike a balance between agricultural and industrial production. This would promote both social and economic progress and would involve more centralized, goal-oriented planning.

2037. Ware, Caroline F., “Community Development in Urban Areas: Initial Experience in Bogota, Colombia,” 7 CDR (June 1962) 43-56.

A comprehensive analysis of community development as it might be applied to urban areas of underdeveloped nations, based on an experiment in several neighborhoods in Bogota, Colombia. Bogota is one of many cities in underdeveloped countries that are filled with disoriented rural immigrants. Only through community development programs can these people be integrated into a developing society. Because it is a relatively new concept, urban community development requires a built-in system of evaluation.


An examination of the relationship of selected sociodemographic variables defining urbanism to a rural-urban continuum constructed for Taiwan. The theoretical applicability of the continuum concept is just as valid for underdeveloped areas as it is for countries such as the United States. From a methodological point-of-view a more realistic approach would be one that utilizes both population size and administrative type in the classification of communities.


A review of the discussions and conclusions of the International Seminar on Urban and Industrial Growth of Kanpur region. Urban development in India poses an exciting challenge, as much of India’s industrialization still lies ahead, and national policies can shape the size and pattern of towns and cities. Students of urban development also can pinpoint the location of centers best suited for future development. The most disturbing aspect of urban industrialization is its maximization of the country’s drift towards a polarized society by the gathering of the progressive elements into metropolitan concentrations.


A discussion of the relationship between social welfare and urbanization in developing Africa. African governments now must define their social policies in light of social and economic needs and of the interdependence between these. Also, they must establish priorities compatible with their financial and human resources. They must arrange efficient coordination among existing services, develop the necessary new programs, evaluate and meet training needs, provide facilities for studying crucial social problems—particularly those connected with migration and urbanization—and occasionally evaluate the efficiency of social welfare activities.

(c) Village and Community Development; Agricultural Cooperatives


An attempt to compare Indian and Philippine experience in community development. There is a problem in sustaining long-range interest in and motivation for the program and in upgrading the level of political education at the local levels. This, not merely structural reinforcements of local leadership, may pave the way to effective community development. An increasing politi-
cal awareness and the development of representative political institutions can lead to a stable policy.


A criticism of much of the literature on community development. Random samples of the available literature appear to be merely sentimental, based on emotion, romanticism, and poetic fervor rather than objective analysis. Community development is a gigantic movement affecting the lives of millions of people, however, and it should be dealt with by excluding all emotions, prejudices, and subjective preferences.


A study of recruitment procedures, training, and functions (before and after the introduction of the Panchayati Raj) of the block development officer. As personnel is a crucial factor in any development program, it is unfortunate that key people are chosen on the bases of routine tests and interviews. The main purpose of orientation training is the ensuring that all functionaries working at the block level have a common understanding of the objectives and methods of measuring progress of the community development program. The block development officer, in addition to looking after the developmental functions, has also regulatory, fiscal, and business functions. The most pressing problems connected with the office are the frequent shifts of officers from one place or position to another and the lack of opportunities for promotion. For the effective implementation of the community development plan the role of the block development officer is crucial. Unless new avenues for promotion are opened and his job is stabilized, the program may fail.


An approach to the planning of a modern Arab village, involving analysis of historical, social, economic, cultural, and physical factors. Planning is a solution to problems—physical, social, or economic—and no problems exist in a vacuum. The planning or solving of any problems, including the planning of villages, should be seen as part of development and no more.


An examination of the community development block as a part of Indian sociopolitical organization. The block, with the circles of villages in it, is a new organization, established completely by the government, not yet formed completely as a social system but on the way toward development. The sanctions in the new system are not strong enough to accelerate change at the rate that planners and leaders desire, but when the blocks are established as fully developed systems, they will be viewed as a basic unit of local government.


An analysis of the variations in the political relationships between the village community and the central authority and within the villages’ internal political structures. The conventional dichotomy between the primitive and the modern state is inadequate for understanding how villages are articulated within the state. The peasant or folk culture, or the “little tradition,” that has been recognized as an entity separate from the modern and the primitive has distinct conceptual significance in the political sphere.


An examination of interaction of the Tokugawa Shogunate in Japan with local governments. The specific ways in which the two systems interact differ from society to society. A common solution to the problem apparently is the maintenance of a relatively autonomous village community over which the higher authority exercises limited control through certain key agents or agencies.


A discussion of community development in Mexico. A conventionally oriented program of community development, to be able to contribute effectively in solving Mexico's rural difficulties, must be integrated into a national plan, containing many features not properly included in the conceptual scheme of community development.


A discussion of the relationship between caste and community development in India, emphasizing the problem of realizing a democratic program designed to improve standards of living in a rigidly stratified society. If democratic community development as conceived in the India's community development program is to succeed in the longrun, social justice must be achieved. For this, effective agrarian reform is crucial. Also crucial is serious attention to the means to benefit nonagriculturists, both in their village economic functions and in centralized and dispersed industry.


A presentation of the Gezira Scheme in the Sudan as a possible model for successful economic and social development in underdeveloped nations. The Gezira Scheme, a huge cotton-growing project, is a unique example of a blend of state ownership and private enterprise. Especially since nationalization in 1950, a main feature of the project has been a deliberate mixture of economic and social planning. The obvious success of this mixture, in addition to the fact that little initial outlay of capital was necessary, has indeed made the Gezira Scheme a usable model.

An examination of several consequences of the attempts to develop rural India. The establishment of popular institutions at the village, block, and district levels to execute development plans has made obvious the urgency of changing the existing pattern of local administration. Community development schemes have suffered in the past because of the lack of a cadre of active social workers to lead the villagers. It has become necessary to evolve better criteria for the recruitment of development administration staffs, devise more fruitful training programs for them, and improve their conditions of service.


A discussion of some of the major problems in the administrative organization of the Panchayats. The development of Panchayati Raj bureaucracy is marked by these features: (1) the bureaucracy is becoming politicized and debureaucratized, thereby losing its independence and neutrality; (2) though the bureaucracy is showing some signs of change, it is basically of the old pattern and, both in terms of the quality of the personnel and its working methods, does not seem to be a dynamic force suited to bringing about socioeconomic changes in the rural society; and (3) the bureaucracy has to function in a traditional society, which introduces complex problems for program implementation and makes it necessary to utilize the existing social forces in achieving the ideals of the program.


A consideration of the role of the extension training centers as they contribute to the community development program in India. The training of male and female village-level workers is under the direct sponsorship of the Directorate of Extension, a division of the Ministry of Food and Agriculture. There are more than one hundred centers for male workers and thirty-nine home science wings for female workers.


A review of the structure and function of the various bodies of the three-tier Panchayat system. Three conditions will have to be satisfied before the Panchayats can achieve success: (1) the villages must be rid of their factional feuds; (2) the Panchayat institutions must come to terms with an administrative machinery that owes primary loyalty and responsibility to the state and central governments; and (3) Panchayat institutions must become financially viable before they can be truly effective local government instruments.

2055. Blaug, Mark, "What Price Community Development?" 15 CDB (June 1964) 84-89.

A discussion of African approaches to community development. Of the many social services provided by central governments in Africa none needs the approach of the economic planner more than community development. Community development may well be the most effective instrument yet devised for social and economic progress in underdeveloped countries, but it deserves closer examination than it has been granted.


A study of the unfortunate dichotomy between theory and practice in community development programs in underdeveloped nations. As demonstrated by empirical analysis in parts of Latin America, community development is not always practicable in terms of the wide community participation and government-technical service which theoretically are essential. Nevertheless, the places to which the community development concept theoretically is least applicable often need such programs gravely. Consequently, it might be advisable to revise the concept of community development, amplifying it to include certain preliminary actions channeled toward awakening the interest and confidence of the people in order to better conform to reality in underdeveloped countries.


A review of problems facing government at the local level in the new African states. Many failures of local administration stem from a refusal by the central government to recognize the limitations and capacities of the local authorities.


An examination of social welfare administration in Pakistan. The bloody partition, the hurried migrations, and the illogical population concentrations that the creation of Pakistan caused led to a need for organized, planned social welfare. Industrialization was sought, but the Muslim tradition demanded a simultaneous emphasis on social welfare. Village aid and urban community development programs, handled jointly by government and volunteer personnel and funds, were salient results.

2059. Chakravarti, S., "Community Development, Planning and Administration at the Local Level in India," 2 JLAO (October 1963) 212-221.

A study of the interaction between policies of community development, planning, and administration in India. Indian leaders have long felt that the impetus for social amelioration and economic development should come from local stimulation. Consequently, economic planning and administrative policies have been oriented toward localized community development programs. Whether this is indeed the most effective means of inducing growth remains to be seen.


An attempt to develop a theoretical framework for cooperation in Indian economic development. The
community development program and the block development programs have undertaken different types of village improvements as integral parts of economic planning. The general impression that one gathers about the plethora of organizations and programs is confusion.


An examination of the changing role of the district industries officer in India. The officer's role may include fifteen different aspects—from visionary to planner to coordinator to troubleshooter. Thus, officers must be chosen carefully. Superior officers must support development, must be aware of the stresses they will face, and must be rigorously selected and be given training and retraining.


An examination of the Indian attempt to provide credit to subsistence farmers through cooperatives and other semi-public institutions. This raises some basic issues involved in the transformation of subsistence farming into commercial enterprise. The malady of subsistence farming is such that although liberal and institutional credit is helpful, it cannot by itself make an intrinsically nonviable enterprise viable. The transition from money-lender credit to institutional credit can proceed no faster than the transition of subsistence agriculture into commercial agriculture, which is an integral part of overall economic development, reduction in the pressure of population on the land, and diversification of the economy.


An analysis of the basic features of the Israeli cooperative movement in its various stages of development. The swift demographic and economic changes compelled most cooperative undertakings to reorganize their institutional structures, and the changing social environment made them reconsider their functions with regard to the needs of the individual and the community. The Israeli experience in searching for formulas adaptable to new circumstances may be similar to that of other developing countries.


A discussion of the history and structure of the cooperative movement and an analysis of certain financial aspects of the cooperative societies. Cooperatives have played a useful economic role in Malaya; however, the form should not be expanded in the economy until the existing cooperative organizations have demonstrated economic efficiency.

2065. Du Sautoy, Peter, "A Guide for the Administrator to the Principles of Community Development," 2 JLAO (October 1963) 204-211.

A brief dictionary of terms necessary for the administrator in understanding community development programs. Community development is a new approach to old problems and as such has amassed unavoidable new jargon, which must be mastered if development is to be effective and uniform.


A comment on health problems of community development workers. Many programs fail to make full use of the older, less physically active workers, and the turnover of active staff at lower levels may be unusually high because the workers try to find other posts before they are too old to be considered for them.


A discussion of the factors involved in establishing an administratively effective community development program, something that many underdeveloped countries are attempting. Because community development plans work with people at local levels instead of for them, they cannot be administered with perfect tidiness—people do not always act as planners expect. Nevertheless, such programs must be administered carefully and by exceptional personnel so that national coordination can be facilitated and problems of interdepartmental competition and friction with local government can be minimized.


A review of elements that might constitute main guiding points in development teaching. The dangers involved in comparisons of different areas do not mean that the idea of a model should be altogether dismissed, but quite the contrary. A scrupulous analysis, eliminating all over-simplification, will disclose many positive elements. The problem is the delineation of which elements in an experience are of value for other countries and which cannot be transplanted to different social, political, and economic contexts.


A study of the specific problems of the northern tribes in Nigeria and their implications for economic and social growth. Programs of local government in the region constitute an increasingly important facet of overall development in the region and the nation. As the northern region attempts to define its proper role in the nation, development effort appropriately finds its bases in the grassroots. Only with widespread popular support can the development plans aimed at putting Nigeria in the forefront of African nations be achieved.


An attempt to explain indifferent responses to activi-
ties for the improvement of socioeconomic conditions. One main reason for nonparticipation is the development agent’s reluctance to take the community into confidence when planning programs. Needs and areas of interest are either determined solely by an outside authority or are based upon the whims of a development agent. Communities respond best when they are consulted and recognized as important.


An examination of the role of problem-solving discussions in community development. The problem-solving method is the best for providing solutions to community development projects, because it produces constructive interaction, releases group energies, and generates productive learning and change. Such discussions may meet communication difficulties arising from personality differences, social distances, differences in frames of reference, and semantics.

2072. Firnalino, T. C., “Political Activities of Barrio Citizens in Iloilo as They Affect Community Development,” 4 PIPA (April 1960) 151-159.

A study of the political activities and attitudes of Philippine barrio citizens. An attitude of dependence upon government support is widespread. Inadequate information about the activities of government officials militates against the barrio citizens’ assuming their political roles in the community. The presence of the community development worker greatly stimulates the barrio council in development activity.


A discussion of the sociopolitical implications of community development programs, especially in India. Even in India, where the community development program is production-oriented, these aspects are crucial. The central problem is one of maintaining stability while introducing a program that essentially changes the outlook of millions of farmers. If stability can be maintained, however, community development does an invaluable service in removing the tradition of inertia that commonly blocks all public support for developmental programs.


An illustration of how economic aid and professional skills might be used to rebuild a village community. In working with communities the developer should remember the principle that people respond easily to changes that have some continuity with their traditional values and forms of organization. The source of economic aid is very important. In this study, aid in the form of cooperative society involved too many complicated conditions, and aid from an unknown source was accepted for one purpose and then used for another.

Economic aid can become one of the most effective instruments in building a community. To do so, however, a worker must be equipped with the knowledge of human dynamics and the skills to work with people. Also necessary is administrative ability to route and supervise economic aid in the most effective manner.


A survey of the administrative problems in the early stages of the community development program in India. These include the tendency toward the establishment of independent offices, the difficulty of inspection and supervision of field work, the slowdown in carrying out the program because of lack of delegation of responsibility to lower officers, and the excessive centralization. Subsequent changes intended to solve these problems included coordination at state headquarters and delegation of authority to the collector and subdivisional officer but not beyond this level, because any addition to the duties of the Tahsildar or circle officers would mean a heavier work load and a possible retardation in their extending of government services.


An examination of the political aspects of community development in British Guiana from 1954-1957. The failure of the movement can be explained in terms of its manner and moment of introduction. The administrative approach employed was more suited to normal administration than to community development. Community development is a slow process, at least in its initial stages, and stress must be given to the encouragement of local initiative and local responsible leadership, which can continue to produce results after the pilot projects have ended.


A consideration of the role of cooperatives in economic development. The realization of the objectives and functions of the cooperatives is not a guarantee for the solution of the problems. The fact that the cooperatives are employed as educational instruments, aiming at self-aid, does not guarantee that self-aid is a worthy goal in the eyes of the members.


An examination of the working of community development in one village in West Pakistan, intended partly as a rejoinder to studies dealing with community development abstractly and rationalizing its problems. New social groups, village councils, adult literacy campaigns, interest in farming techniques, anti-insect programs, road construction, inoculation of animals, and use of drains are achievements of community development in
this village. But apathy and antagonism in the councils, reluctance to spend funds for development, failure to realize the keystone of the program (self-help), and lack of administrative knowledge were clear problems for the program. Results were obviously of mixed value.


A description of the settlement of a new village in the Pakistan Thal Project, a redevelopment scheme. The new settlers, refugees from India, appear to have made a successful adjustment to their new circumstances, which can be attributed to four factors: (1) the degree of cultural continuity between the old and new milieu; (2) the maintenance of group integrity; (3) the unifying power of the ideological system of Islam; and (4) effective government planning.


An examination of various local groups and their potential as development aids in Pakistan. It is always advisable for a community developer to start working through local groups before attempting to approach the community as a whole. The formation of new groups specifically for development should be discouraged.


A discussion of CREFAL, the Regional Fundamental Education Center for Community Development in Latin America. Sponsored by several international organizations, CREFAL encourages, supports, and services community development programs in Latin America. Constant reevaluation has kept it attuned to significant changes in approaches to community development. Although major problems exist, the center can be expected to be important in socioeconomic progress.


A discussion of the evolution that the concept of community development in underdeveloped countries has undergone and what it means today. Community development clearly can play a significant role in socioeconomic growth, but the process must be freed from earlier ideas that regarded it merely as a bootstrap technique or a cheap source of manpower. Today community development must concentrate on building a two-way channel of communication between the citizens and the power centers. To ensure that the channel does not veer to extremism significant participation roles for the power center and for all of the elements that comprise the private sector must be supplied.


A theoretical and practical examination of community development in Thailand. In a society where personal relationships, paternalism, and a belief in man-before-principle are dominant and traditional, informal organizations are vital in the introduction of change. Although leadership and support at the national level is significant, local leadership is of prime importance.


An examination of types of training needed for village-level workers in developing areas. Both general educational and specialized training are necessary, and the specialized training should orient the worker to his own village culture.


An analysis of the effects of democratic decentralization in rural India. Social change as a reflection of community development will have to be measured over decades. If the rural people acquire a sense of participation in a cooperative endeavor of social rejuvenation and nation-building, the Panchayat will provide them the vehicle to play a significant role in this great task.


An examination of the advantages of cooperative farming and a discussion of some investment and organizational problems in agriculture. Unsatisfactory progress and the belief that organizational changes in agriculture can improve matters have made cooperative farming appear to be an ideal policy.


A review of techniques of various development organizations, both governmental and private, and of some problems they have encountered in various assistance programs in southern Italy. Southern Italy exhibits the classic characteristics of an underdeveloped area. The programs for assistance exhibit different policies, some working toward development in line with the needs of the total community and others toward development as formulated by agency targets. Some agencies have had difficulties in communicating with people, and others have experienced disorganization caused by frequent changes in top-level leadership. Also, there has been lack of communication among various agencies. Finally, the lack of training of the workers, combined with some politically motivated but unwise decisions and a cultural tradition of individualism among the people, have inhibited the development effort.


A discussion of efforts in local communities of both Tanganyika and Zanzibar to generate economic modernization and political stability from the base of society. This is a self-help program of community development through voluntary group effort. Results are evident in the building of schools, dispensaries,
and hospitals; the improvements of roads and homesteads; the dispensing of adult education; and the organization of child-care facilities. In Tanganyika the village development committees form the bases of local government. The future of community development will be inevitably conditioned by the course of domestic politics at the leadership level, as well as by the practical difficulties inherent in the dynamics of transitional societies.


A survey of a village cooperation scheme that linked university volunteers and the country people in a common effort to create employment opportunities, strengthen disintegrating traditional groups, train local leadership, introduce modern techniques, and set up local development committees. The program created a new awareness both on the part of the peasant and the future graduate. The peasant, through contact with the student, began to feel himself a part of modern Peru, and the student realized the magnitude of the need for change.


A research design for a study of the role of the local government system in the Philippines in achieving developmental goals. The main parts of the design are the research problem, the operational definitions of concepts used, the model for functional analysis of selected developmental functions of the local government system, and the description of how the local government areas comprising the sample were chosen.


An examination of the role that community development plays in national economic growth. A successful economic effort requires a program encompassing government action to assure leadership for the rural areas for a sufficient time to assure that the rural sector will generate its own momentum. Thus, the economic answer depends upon decisions about administration and organization. The requirements for economic growth today are preconditioned by the political ability and willingness of a government to make basic decisions on leadership; the consequences of economic growth cannot be disassociated from further political and social change.


A sociological account of problems encountered in administering a rural community development program in India. The villagers’ relations with and attitudes toward the development officials are more positive if the schemes do not radically challenge the traditional patterns and methods and if the benefits are recognized as valuable. To increase the incentive for work and cooperation in the village close contact with the development officials and education of village leaders are essential.


A resurvey of a development block, indicating a change in the villagers’ values and attitudes toward the development program, the rate of economic progress, and the implications thereof. Development in its technical form is widely accepted, but in its social form much less so. The trends toward more elected leadership at the central council levels, plus the increasing ties between village activities and outside forces (e.g., factions and political parties), have wide implications for community projects.


A discussion of the importance of community development for overall national development. Because of its conspicuous successes and because it is soundly constructed to generate future achievements, community development has great potentialities for promoting the common good of the developing countries.


A consideration of the relationship between economic development and the somewhat more nebulous concept of community development and the implications of this relationship for the developing nations. Community development programs, like the Panchayat in India, have often been criticized for failing to increase agricultural production. These programs must be viewed, however, not from a standpoint of physical output but from one of development of human capital. In that they do make available human capital, community development programs are clearly in the mainstream of economics and economic development.


An examination of the role of farmers’ organization in rural reform in the Philippines. Since the late Ramon Magsaysay rose to prominence, various agencies and projects have been initiated to improve the condition of rural people. However, there has been little attempt to organize the barrio peoples themselves and allow them to set up their own agencies with programs undertaken and planned primarily by themselves. For this reason most rural improvement programs have been welfare work and have often perpetuated the spirit of dependence. They provide opportunities for graft.


A study of community development programs as an effective means of harnessing human resources for eco-
nomic development. Because industrialization cannot be induced swiftly in the underdeveloped nations, priority should be given to community development programs. Community development is not offered as a panacea for the problems of national growth, but it does stimulate production and give the populace a stake in the progress of the country. It is clear, however, that community development cannot be successful in many countries until extensive agrarian reform is made.


A discussion of the training possibilities for local leaders of the community development program in India. Outsiders cannot effectively win over the residents of a village in an underdeveloped, tradition-oriented area. Rather, the conversion must be effected by insiders, members of the community. To this end a wide network of training centers has been established in India, and it has expanded since 1952 to satisfy the needs of the Panchayat and community development programs.


A review of the complex problems of administrative coordination in the community development program in India. Community development involves coordination of the policies of all agencies concerned. Effective coordination requires: (1) structural and procedural changes within central and state administration; (2) structural and procedural changes between the administration and the local authorities; (3) promotion of technical knowledge and training; and (4) decentralized, continuous local governments.


A discussion of the relationships between community development and the Panchayats. The Panchayats are not the remedy for all the ills of community development. They have been only a logical development from and a culmination of the community development program and ideology. The two must promote economic, social, and democratic development. The Panchayat does not reduce operational difficulties; on the contrary, it increases them.


A review of the development of health services in the community project areas, their purpose, and their rate of progress. Quick implementation of the program demands full coordination among the development department and other technical agencies at the state, district, and block level.


An assessment of the role of the Program Evaluation Organization, which studies the effectiveness of the operations of the community projects and national extension services and their impact on the socioeconomic conditions of the people. The evaluation agency has been useful in appraising the progress achieved and for planning future development.


An explanation of Maylasia's failure to espouse a community development program in its plans for economic development. The decisions that led to a rejection of community development and to a narrow focus upon public investment as the dominant orientation gave Malaysia's new leaders the power they needed to establish their control over the existing bureaucracy. In exercising this power the new leaders created a new form of bureaucracy, one with greatly increased capacities to produce the physical objects of a public investment program.


A case study of problems in community development, concluding that a major difficulty is the inevitable overlapping among departments. Short terms of government officials and the lack of a uniform policy among the native authorities also create difficulty. Finally, the government accounting systems lack flexibility, an essential quality for development.


A review of the East Pakistan program for transforming local government. The program depends upon much local control of administration and planning. Program administrators feel that the approach will instill in the people the idea of evolutionary progress. The local control is a complete reversal from the traditional policy of centralist control. Some technical and administrative staff are assigned to the program, but there are few of them, and their jobs are mainly supervisory. The process is creating leaders at the local level, who will be development-oriented, and is reorganizing the village and subgroups and incorporating traditional leaders into it. The basic unit is the county, which channels suggestions and funds from the provincial government and supervises the programs of the townships.


A discussion of India's problems in the development of a very complex, somewhat unwieldy nation. Especially significant is the traditional Indian preference for government without coercion. The next decade will be a crucial period for India, and the stability of the world's most populous, variegated democracy and the feasibility of economic and social transformation within its demo-
The democratic framework will be tested. It is to be hoped that community development and similar programs can generate growth while maintaining stability.


A discussion of an in-service program for the training of barrio development workers in the Philippines. Working with people in the barrio requires a full knowledge of the content of the community development program. The job demands many skills in teaching, human relations, and some technical areas. Barrio workers must possess desirable personal qualities, and it is becoming imperative for them to receive continuous, purposeful training.


A discussion of Tunisian agricultural cooperatives, a major effort in the development of agriculture in Tunisia and also a pioneering contribution to the design of agricultural cooperatives.


An analysis of community development problems in northeast Brazil. The contribution of the international community development specialist is to assist in identifying and training personnel to undertake important functions. The hoped-for effect will be a nucleus of leadership in each local community, combined with a sense of social responsibility, initiative, and technical skill.


A discussion of local government as an agency of development in Papua and New Guinea with a view toward the institution of community development programs as a means for offsetting the strains generated by government-directed development. Local government is relatively new machinery in Papua and New Guinea, and it has fit into the scheme of government-directed development. However, such development has caused severe social strain and alienation, problems that are ameliorated by the stimulation of popular participation in local growth through community development programs. To date such programs have not been given sufficient attention.


An exploration of the impact on villagers of various changes, which are part of deliberate strategies to improve the level of living. The villagers often want to change and are a basis for development, in spite of tradition-oriented resistance. For example, they school their children and accept innovations that prove beneficial or profitable. The key is institution building—the development of institutions for research, education, communication, credit, marketing, health, and governing—that facilitates a fuller participation by villagers in the development process.


An attempt to defend community development in the light of growing criticism. Community development differs from community improvement. The former is aimed at promoting economic development and sustained growth, and the latter attempts to improve social, economic, and hygienic conditions. In community development the first stage must be the fostering of the maturity of existing communities. The second should aim at structural changes and development proper. The second phase must take place in an area that allows both cooperation and a wide enough space to present a sufficient variety of resources.


An examination of the significance of research and evaluation in the building of effective national programs of community development. Research and evaluation are required to expand pilot projects in community development to cover enlarged national areas, and the results of previous research and experience in community development in other countries should be made available to countries developing new programs.


An analysis of the relationship between community development and political development. Community development should be viewed as requiring simultaneous programs both to improve the standards of life in the villages and to provide the means for the people to express political interests.


A review of social and political factors in community development. Community development, or some programs comparable to it, can be extremely important in creating stable, viable political systems in transitional societies. Community development may prove to be effective, because it touches upon all aspects of society and mobilizes the enthusiasm of the people. Only in this fashion is it likely to be economically rewarding. People may be more willing to pay the cost for development when they can see it within the context of community development programs.


An examination of the problems of developing democratic village leadership in India. Studies of tradition-bound, authoritarian communities like those of India
reveals that the social distance between groups makes leaders of different status groups hesitant to join hands, thus making community mobilization difficult. As a consequence, the locating and training of democratic leaders at the grassroots level is one of the important problems of community development in emerging nations.


An outline of the structure and goals of the community development program in Venezuela in light of socioeconomic change. Venezuela has tried to apply the community development concept in a flexible manner, instead of directly copying some Asian or African programs as several of the Latin American countries have done with only limited success. The Venezuelan approach can structure the process to make it an integral part of Venezuela's national plan for development.


A discussion of the Andean program, its growth, and its implications for Latin American development. From its beginnings as a demonstration project among the Indian population on the High Plateau in Bolivia, Ecuador, and Peru the Andean program has become an integral part of the development policies of the three countries. Moreover, the widespread interest in the program shows a strong desire among Latin Americans for the common, international solution of their problems of economic and social growth.


A study of cultural minorities in the Philippines to determine the most effective administration for community development and integration. Community development among cultural minorities must be administered through the leadership structure of the minority social system. Attempts at complete cultural assimilation of the minority by the majority are often resented. A process of acculturations, or mutual adaptation to the other's values, is more constructive than one of assimilation.


A consideration of the role of the Indian district officer in relation to the increased scope of his function. The government decided that change could be implemented most effectively by retaining the district officer. Thus, the officer is now a part of a new experiment in comprehensive government—the three-tier system. As the contact point between the government and the people, the officer must coordinate development plans. This in several ways changes his duties and responsibilities, such as giving him the power to make final decisions in matters regarding implementation on which technical officers and development councils disagree and making him an ex officio member of the District Development Council.


A discussion of the application of consultation concepts to the field of community development. Among the concepts that may have to be modified are: (1) the conscious use of crisis and anxiety in cultures where they are not easily evoked or often expressed; (2) the acceptance of the government or foreign consultant where outsiders are looked upon with suspicion and viewed as exploiters; and (3) the effect of the cultural factor of predeterminism upon the function of consultation, which requires the exercise of free will.

2123. Seshadri, K., “Coordination of Developmental Programs at the Block Level,” 12 IJPA (January-March 1966) 60-87.

A consideration of the effectiveness of Indian blocks as suitable units for development. Block division is based on the principle of a declared area and population. Coordination means not only an orderly bureaucratic structure but also developing among personnel an ability to focus attention on the general perspective of the development aim. There must also be an effective flow of communication between administrative officers and nonadministrators, such as community leaders.


A consideration of the problem of measuring the effectiveness of community development workers in India. Progress of community development programs depends largely upon the effectiveness of village-level workers. Improving their efforts is one way to accelerate the program's rate of progress. For any deliberate attempt to improve their usefulness, however, an objective, quantitative measure of their effectiveness should be a prerequisite. Such an instrument for objective evaluation has been developed from a field study on the Delhi state in 1963.


An analysis of various aspects of community development administration. Workers are not able to perform their job efficiently because of several weaknesses associated with the community development administration. Among these are dual control, lack of practical training for village-level workers, lack of advanced training in extension methods and techniques for block development officers, and overload of work.


A consideration of the contributions the cooperative form or organization can make to agricultural productivity and to the educational, administrative, and financial infrastructure required for heavy industry. Development experts often are unaware of the potentialities of the cooperative approach, one of the most useful instruments of economic development.


A definition of terms employed in concepts of community organization. No definition provides a satisfactory amalgam with sociological-analytical clarity, and none presents description and future aims.

2129. Tangri, Om P., "India's Community Development Program," 3 IDR (October 1961) 32-33.

A demonstration of certain important shortcomings that have minimized the effectiveness of India's Community Development program and suggestions of several ways to overcome them in light of basic economic theory of production and marketing. The philosophy of the Indian Community Development program is sound insofar as it seeks to initiate economic growth in Indian agriculture by qualitative changes in people through democratic principles of self-help, incentives, and response. However, the program has not made adequate progress in reorienting farmers; it has failed to make use of several opportunities; it has underpaid the key village worker; and its administration is cumbersome. The program needs to assimilate new views toward credit, income, finance, small-scale industry, marketing arrangements, and administration.


An analysis of the first several years of a small, cooperatively operated agrarian-reform project in Chile. A comparison of the farm under reform with a well-managed but traditionally operated unit with similar soil resources demonstrates that a margin of unexploited productivity exists on the colonized farm.

2131. Tinker, Hugh, "Authority and Community in Village India," 1 ER (December 1960) 109-139.

A study of village and community development in India for the purposes of: (1) examining some presuppositions that have accumulated about Indian village society and its role in national development; (2) inquiring into the ideal of "village democracy" as the foundation of national reconstruction and contrasting this with the present-day reality of a development program directed almost entirely from above by the official and the political boss; and (3) considering how close the ideal and the real can be brought. Changes of attitude in India are not likely to come about by administrative or sociological devices. If the nation's elite set an example of simple living and denial of caste exclusiveness, this eventually will have its effect throughout village India.


An analysis of community development administrative structure and procedures in the Philippines, Thailand, and Malaya to determine the value of these programs in Southeast Asia and in other underdeveloped nations. The predominantly western concept of community development has been adjusted somewhat to Asian life, but in the Philippines and Thailand a copybook methodology has been retained intact, leading to strange disharmonies between theory and practice. In the more flexible Malayan program the entire theory of mutual help and village combination has been abandoned in favor of an attempt to raise income by state and private action. The basic western doctrine of community development seems woefully inapplicable, without major revision, to Southeast Asia.


An analysis of the projected community development in New Guinea. As administration moves from the initial problems of imposing and maintaining law and order to those of political, economic, and social development, there should be a parallel change in administrative techniques and attitudes. Community development is part of this process. By encouraging the fullest possible participation by local residents the government of a tradition-rooted society can facilitate national support for development.


A discussion of government motivations behind community development programs in underdeveloped countries and of the realities the governments must face if the programs are to succeed. Developing nations using community development methods wish to guide socioeconomic changes so that: (1) it involves the people; (2) the people have a stake or a direct interest in the change and its results; and (3) the relationship between the people and the government is strengthened. The governments must understand that unless they have the necessary administrative machinery to carry out a full program, disappointment is inevitable.


A description of the structure and function of the community development staff in Uganda. The principal aim of community development is to secure the support...
and active participation in social and economic development programs. Community development will not succeed unless African leaders are trained to help direct the program in each area and to secure the cooperation of the people.


An examination of the problems of local finances and an attempt to discuss the relevance of Indian experience to other developing countries. A system of reporting ought to be put into operation concurrently with the establishment of local governments. Developing countries must be aware that a proper financial base is necessary for building the edifice of local government.


A survey of the community development program of the Philippine government. The ends of the community development program are: (1) the coordination of activities in community development; (2) the increasing of available resources; (3) the fostering of attitudes of self-help; and (4) the inculcating of a civic consciousness in the people. The attainment of these ends is sought by three avenues: (1) the training of community development workers; (2) the strengthening of services; and (3) the development of local leadership. In general, the program seems promising, but the recruitment and training of community development workers should be reexamined.


A study of community development in general, analyzing the applicability of the concept to situations in the three regions of Nigeria. A country based on a federal system of government cannot be uplifted only by official action; a bureaucracy cannot meet all the needs of a developing country. A healthy nation does things for itself, and the inculcation of this attitude through community development will accelerate Nigeria's growth. So far there is a disparity of achievement in the three regions of the nation, and coordinated community development may play a remedial role here.


An examination of an agricultural development scheme in one of the most backward areas in Africa. Aside from many technical factors, such as poor topography for many crops and a small amount of available capital, the government experts have met resistance from the nomadic tribesmen at whom the programs are aimed. The administration of the project is carried out by a board appointed by the central government. Experts in various fields look after different aspects of the technical project. The board handles the marketing of crops and provides loans, seed, and other aids for the farmer.


A review of the background of the village council system in India from the Vedic age up to 1962. Vedic and post-Vedic sources show the Indian village as a self-sufficient and autonomous miniature republic. This feature has given India a sense of continuity. A historical study of village autonomy as it has emerged through the ages will provide a better perspective to Indian planners concerned with rural reform.


A chapter from a United Nations' study entitled Public Administration Aspects of Community Development Programmes. Efforts to foster community development and to improve local government can be complementary in various ways. Evidence from many countries indicates that general-purpose committees may be used successfully as instruments of community development at levels where statutory local bodies do not exist or as a means of effecting basic changes in local government, but they are likely to fail if they exist alongside statutory bodies, and there is no plan to relate them in a meaningful way to local government.


A summary of current trends in community development. The essential spirit of community development may be much the same everywhere, but it manifests itself in different forms—sometimes as a new coordinating service, sometimes as a new arm of an already recognized professional agency, sometimes as a provider of new village leadership through new categories of salaried workers. With its extension, both in geographical range and in scope, has come a realization that there is no standard form of community development but that each country must work out its own adjustment between general community development principles, its own social and other institutions, and its needs and resources.


A review of the role of social services in community development. In integrative community development programs social work plays an important role, but in the adaptive or project types direct social services seem of greater value. Social services have more significance in urban areas but are increasing their contributions to rural programs. Social work knowledge and skill contribute to community development, because they share certain concepts and processes. Social work contributes to the competence of workers at many levels of community development, such as field workers, supervisors, and front-line workers. Social workers also might well be employed in research activities for initiating or evaluating development programs.

An examination of the role that research must play in rural areas of underdeveloped nations. The researcher must isolate certain facets, assemble and classify them, identify certain problem areas, develop solutions for the problems, and formulate strategies for action. In using the community as the unit of analysis the researcher must consider various social variables, among them physical conditions, relations with other systems of government, the economic structure, and the educational system.


An analysis of case material on district administration in the small tropical colony of Sada. If the goals of the organization do not recognize the ecosystem of the area, the social system of the people being administered, and the social system of the administrative hierarchy itself; if information on the results of the goal-seeking activities from the lower levels of the organization are not incorporated in the development of policies at the upper level; and if the administrative structure fails to correct deviations in its own goal-seeking activities caused by the lack of adequate feedback in the administrative hierarchy, there will be dissatisfaction with whatever political party is in power.

2146. Barnabas, Alfred P., "Relations Between Officials and Non-Officials in Panchayati Raj," 1 PSI (July-December 1964) 95-98.

A note on new types of relationships arising under Panchayat administration. Harmonious relationships are essential for the success of the Panchayats, and the problem of official and nonofficial relationships in local bodies is somewhat different from that of the state and the central levels. Local officials have close direct contacts. Further, the political pressures tend to be more intense at the lower levels where personal stakes are more direct.


A discussion of the role of local government in the process of political development. Since local governments are infra-sovereign governments, they play their own role in the political processes of society. If the object is a more effective role for local representative government in the political processes of society, then constant effort should be made by the central government to strengthen formal structures of local governments. This necessarily implies decentralization of power and functions.


An examination of difficulties encountered in the Panchayats. To appreciate the tensions in the Panchayats one must understand the evolving pattern of the politics-administration relationship, which is changing from one of mutual antagonism to one of politicization and subordination of the administration. With the Panchayats rural society has for the first time been exposed to modern democratic political processes. The interaction among the traditional social order and modern political and administrative systems will release new forces and create strains in the initial stages.


A discussion of the proper administrative structure that should be set up in underdeveloped nations to get the maximum use of foreign aid for economic development. Orderly political growth in the developing nations will be dependent in large measure upon what happens in the rural areas. Unfortunately, many developing nations lack the administrative machinery to carry on effective development programs in rural areas. Consequently, an integrated approach to rural development should be a key United States objective for the developing countries. Such a system should operate through a central administrative channel that reaches from the ministries in the national capital through the provincial governments to the villages.


A description of the main changes in local administration in French-speaking West Africa between 1957 and 1965. There seems to be a conflict between the desire to associate the common people more closely with decisions affecting their welfare, and the tendency of the central governments to keep a tight control over development in the interests of efficiency and internal security.


A discussion of the problems of rural local government administration in Malaya, based on field work conducted under the auspices of the University of
Malaya. The local chiefs and the local councils are under the control of the central administration and are subservient to it. The modern professional administrators recruited by the state to work on the local level represent a balancing element against the centrally-directed local administration, because they are somewhat responsible to party interests and to an electorate.


An analysis of local government problems in Mexico, the principal one being the lack of economic and, consequently, political autonomy.


A general discussion of provincial administration in northern Nigeria. In modern Africa political commitment as a necessary attribute of a public servant is likely to become the rule, rather than the exception.


A review of the role of “Animation,” an effort in Senegal to involve the rural population in the development effort. The mission of animation is to create a coherent political organization to achieve planned development, and, by influencing both the public and the officials, to build a genuinely popular structure that inspires and controls government policy. (In French)


An examination of rural India with special reference to development and modernization plans. If one characterizes India as a traditional society, one must be prepared to analyze not a single tradition and a single past, but many traditions and many pasts. Similarly, in thinking about modernization of such a traditional society, one must think in the plural—about effects on multiple segments, each attached to its own peculiar past. In a changing social situation one should expect to find a transitory attachment to the past, often in the irrational form of a nationalist movement.


A discussion of the changed situation that the kibbutz movement faces with the growth of the Israeli state. Two basic changes are apparent from the prestate situation: (1) the orientation of the kibbutz toward the present and (2) the change in the actual work of the kibbutz as the state has become less dependent upon voluntary agencies through the creation of a bureaucracy with its professionalism. In this situation the values that linked kibbutzim to Israeli society have been severed and are unlikely to be restored.


A consideration of the role of local government in the planning process. With the establishment in the Philip-
An examination of the role of rural local government in Kenya. The basing of the future of local government on efficiency alone is not satisfactory, largely because of the desire of the central government for development and control. For local government to flourish it should take an active part in the overall development of the country.


An examination of rural animation as a development process in Senegal. Animation differs radically from community development and from standard extension methods that have been exported to Africa. Unlike most forms of community development, animation emphasizes economic over social goals and does not work through outsiders. In contrast to western extension services animation approaches the community rather than the individual farmer. The technique is promising, but it cannot skirt certain political barriers. In Senegal, as in many underdeveloped regions, development awaits fundamental decisions among the ruling elites.


An analysis of the accomplishments of the Guatemalan Rural Development Program. A continuation and expansion of the program is necessary. The most significant contribution eventually may be the new institutions created and the innovations introduced into old ones. The impetus may suffice to maintain its own motion.


An analysis of the structure of rural government administration in China since 1949. If there is a central theme to Communist Chinese rural administrative history, it is that the size and articulation of local administrative organs were adjusted at will by the party to meet their criteria of efficiency. During the period of consolidation to 1955 administrative integrity of the units was desired, and, therefore, they were kept small to facilitate internal order. During the period of concerted growth after 1955 administrative amenability of local organs to central demands was desired, and they were expanded to the maximum size consistent with internal order. The problem of balancing the factors of area and power in the interests of stability and development likely will continue.


An examination of the purposes and problems of Panchayats and cooperatives. In the matter of implementation of nationally agreed upon plans the role of the Panchayats is crucial, their responsibility is far greater than those at the higher tiers of government. The Panchayat is a state organ charged with political and administrative responsibilities; cooperatives are voluntary associations for economic and social welfare. Both are significant at this stage of India's political and economic development.


An analysis of the attempt to make administrative progress in the Vietnamese highlands. Given the guarantee of a political context in which their economic and social potential can be improved, and given the necessary material and advisory assistance, the indigenous population will take advantage of such opportunities.


A discursive analysis, based on personal experience, of the problems of rural development, especially in Pakistan. The most effective way of making rural dwellers appreciate the national development plans is to correlate the plans with their concepts of development. Participation of the rural communities is best obtained by helping them implement their own plans and then leading them to the national plans. Preparing communities to take responsibility and giving them responsibility, even at the risk of their mishandling things, may in the initial stage be essential for development. If it is anticipated that a program will meet resistance in a particular locale, its introduction must be preceded by an educational program that should be directed primarily toward the most vocal objectors. Also, administrators attempt to bring about cooperation among adjacent rural communities so that they do not become rivals for government favor.


A review of problems related to rural development in Pakistan. In any such scheme the human component of rural areas must figure prominently. Rural development is basically a problem of administration, and the civil administrator has to be both efficient and democratic. The old concept of the administrator, which is a legacy of British rule, should be eschewed.


A review of the training techniques and administrative procedures for implementing the rural development programs in Pakistan and other underdeveloped nations. In 1959 the Pakistan government established an academy at Comilla in East Pakistan for the training of officers for procedures of rural development. The academy's work shows that villages must be reorganized if principles of modernization are to be inculcated; that although villagers must select their own leaders and approaches must be made through already existing primary groups, the training of local leaders must be continuous and massive; and that training and development centers must operate autonomously.
An examination of the nature of the disintegration of village life in East Pakistan and the development of an experimental model for rural development. The experimental work at Comilla is highly relevant to a province-wide program and reorganization of administrative structure.

A review of strengthening local administration for economic and social development, a theme discussed by the First General Assembly of the Eastern Regional Organization for Public Administration (EROFA), in December 1960. A wide variety of administrative schemes for rural development exist. Some countries have special offices in charge of rural development programs; others have technical agencies responsible for the task. There seems to be a consensus on some effective machinery of rural development, including improved coordination between the activities of the central government and local units and the intensive training of local officials for rural development programs.

A survey of administrative aims and problems in Morocco. The Morocco government has established these goals: (1) integration of all former protectorate zones into one nation; (2) liquidation of obstacles to national integration by reorganization of administrative boundaries, detribalization, and the standardization of educational and judicial systems; (3) stabilization of the rural populations through development programs; and (4) introduction of representative institutions capable of assessing opinions of rural dwellers. These policies are being implemented within the administrative framework left by the French, and the major problem is the shortage of qualified rural administrators.

A consideration of potential and actual contributions that local governments can make to social and economic development programs. Local governments are the rallying points for popular support for the programs. The people will respond to a program only to the extent that they understand it and appreciate the opportunities it presents. Massive economic development calls for organized leadership on as wide a basis as possible. Local governments can provide that leadership directly or indirectly.

A historical analysis of the development of local institutions for economic and social development in India. An attempt is being made through the Panchayat administrative structure to combine policies of democratic decentralization with those of economic growth and social change. The capabilities of this system cannot be evaluated for some time because of the complex administrative problems in such a large, geographically diversified nation, but it is to be hoped that democratic methods will prove successful in implementing development.

A preliminary assessment of the Panchayats. The major weaknesses in the system are the lack of integrated legislation and the exclusion of urban areas. The growth of urban centers will be the natural result of India's development plans, and therefore they should be included in the system. In addition, many Indian towns are just outgrown villages and need great care and attention.

An attempt to formulate a scheme that might limit the pressures during development as a large part of the population moves from rural to urban areas. In many developing nations population is shifting from rural to urban areas more quickly than industry can assimilate it, and a dichotomy of attitudes between the rural and urban populations is forming. Effective community development programs at the village level can minimize the problem. Public works programs can provide jobs and thus prevent the labor exodus. Small industrial development and visiting technical advisers can inculcate the ideas that will keep rural attitudes harmonious with urban ones.

An analysis of the political situation in Nepal with some emphasis on attempts at economic development. Panchayat democracy has aroused little enthusiasm for local development in Nepal, and economic dependence upon Indian trade has been restricting. Also, political instability has hindered development. With survival always in the balance for politicians and civil servants, whose appointments are made on political bases, decisions are slow. Unlike most new states, Nepal did not have an established civil service that could function as a nucleus for development efforts. Thus, aid from external sources has to be administered externally and has limited value.

An analysis of possible avenues of research on rural problems of underdeveloped countries, concluding that most research should be done either on a multinational level or on a microcosmic regional level. Both the results of research and its operational methodology will be useful in solving the problems of rural areas, problems that center around the largely subsistence-oriented,
tradition-bound agriculture. Research should be carried on with these facts in mind: there is an enormous potential for agricultural development throughout the world; the critical problems are physical, cultural, political, numerous, and complex; agriculture is not inherently a primitive industry; research on improvement of assistance for rural areas should not be limited to low income regions; and agricultural development is not independent of development in other sectors of the economy. Topics suitable for research include the agricultural technology; the role of capital in rural development; the role of education; the significance of legal, social, and political institutions; the value of public investment in development; the value of community development programs; the implications of national culture; and the relationship between agriculture and rural welfare.


A case study of voluntary efforts in achieving rural improvement. Traditional ways, traditional methods of working, and traditional channels of communication by being utilized fully for rural improvement have been given a new sense of purpose.


An attempt to understand how the program of social welfare can best be promoted within the context of the Panchayats. The success of the Panchayats will depend upon the character and policy of the individuals in charge, and because of this officials must be trained. A systematic training program for nonofficials has been worked out by the central and state governments. Education in citizenship will be important in promoting the right type of attitudes.


A review of the nature and objectives of the rural community development program in India. The concept postulates that: (1) a sizeable sector of people who are basically homogeneous, with common interests, similar modes of life and outlook, and mutual loyalties be developed; (2) a multipurpose development goal be evolved; (3) a gigantic, and hence slow, development be expected as a result of the diverse goal; and (4) an official approach be replaced gradually by a cooperative, nonofficial one.


An attempt to document the advantages of innovations in a Maya Indian community in Mexico. A model of changes based on the polarized opposition of tradition-modern fails to take into account the internal adjustments made in controlling tensions arising from technical and social innovations.


An examination of the role of the technical departments under Panchayat administration. The pattern of relationships that has been evolved between the technical departments of the state governments and the Panchayats is in response to the situation where institutions have to assume responsibility for development programs, but the resources for implementing the programs have to be built up by the state governments and transferred to them. Certain difficulties are inherent in the present pattern of relationships.

2185. Nayak, Parashuram, "District Administration in Orissa," 26 IJPS (October-December 1965) 111-120.

A review of the role of the collector (captain of the district administration) and his office in administration. The role has changed from one of revenue collection and maintenance of law and order to one of coordination of the various wings of development activities, along with general supervision of revenue administration. The collector has a complete bureaucratic structure to aid in his work. The work can be broken down into the categories of revenue, development, and law and order. The collector functions as the government at the district level.


An assessment of programs for change in a rural Indian village. The attempt to bring about village unity and democracy through the Panchayat has been influential. The localized cooperative should be deemphasized in favor of one with a broader base. The egalitarian rules involved in cooperatives are new, and they clash with the old habits; the new rules require new organizations.


A discussion of the role of Basic Democracies in rural development in East Pakistan, with special reference to the union councils structure of the program. Sufficient publicity and support have been given by the government to help the union councils at each level make a good start, and significant strides already have been undertaken. As might be expected, however, progress has not been uniform, and it clearly depends upon many factors, especially upon the interest and cooperation of all concerned. The councils now need a working pattern and vigorous executive leadership.

An examination of the significant role played by the village Panchayats in Indian history. The high level of civilization attained was not so much the result of personal abilities of the ruling chiefs but of the corporate structure of the entire society. Through the revival of village Panchayats it might again be possible for India to be united, from the individual in the village to the highest chief of the state.


A review of the four-year experience of a Michigan State University adviser to the Pakistan Academy for Rural Development. The Comilla formula cannot be applied everywhere without some modifications, but it does contain many relevant features for developmental needs in other areas still characterized by illiteracy, poverty, disease, fatalism, and nonparticipation of most of the people in local and national affairs.


A description of the communal villages (kibbutzim) in Israel, their development, organization, purposes, and achievements. As unique social and economic organizations, they may be of interest to India because they are useful as tools of development.


An examination of the structure of Panchayat administration. Except for broad similarities in fundamental aspects, there are wide variations in the patterns of the Panchayat system in force throughout India. The approach to this development has been practical and pragmatic, and each state could devise a system that was best suited to local conditions.


A discussion of the formation of manmade lakes in Africa's Zambezi Valley. Further education and adequately financed and supervised extension, credit, and marketing facilities can aid development plans.


A study of the origins, structure, and implications of rural development programs in India. Eighty percent of India's population live in rural areas, implying a crucial role for community development in the country's growth. Although statistics demonstrate that development programs have had negligible results in quality and quantity of crops, the programs have markedly changed attitudes of farmers toward notions of progress and self-betterment. Inevitably, this will result in a better food supply for India. (In French)


A discussion of rural organization in Communist China. A reorganized peasantry and firmly established rural production will permit the government to pursue industrialization, military, and internal security problems more effectively.


A discussion of the valuable role that research can play in rural development. Rural development involves convincing people that they can solve at least some of their difficulties themselves and that they possess the right, responsibility, and power to change. Development administrators must search for ways to instill this confidence, and these are often uncovered by social research. The ineffectiveness of the Pakistan Village Aid program has often been attributed to the reluctance of administrators to use available social research information.


A discussion of the significance of the Panchayats in the building of adequate community projects. Panchayats must be strengthened as executive units, their functions must be coordinated with work of other regional agencies, and they must receive the support of district administration. Community programs and the national extension service depend upon the village Panchayats as basic units in planning and development.


A comprehensive report on the experiences in the initiation of a three-agency cooperative rural development project in the Philippines. To gain insights to the stimuli that induce or inhibit change and on the mechanisms through which change occurs it is first necessary: (1) to describe the reactions of key influences and others to the workers and to the project; (2) to isolate the different approaches used; and (3) to present some impressions on the effects of different techniques. Meaningful answers to development problems cannot come until program designers step out of the operational details, the maze of administrative and logistic problems, and look at the enterprise as a totality.


A criticism of an article by E. K. Fisk, which purports to demonstrate that a plural society such as Malaya's is an impediment to economic development in that the allocation of resources must be determined by considerations other than optimum economic growth, because clear identifications of economic sectors with particular racial groups exists. According to Fisk, the Chinese dominate the commercial and industrial life of Malaya, while the Malays predominate in the rural
sector. Actually the Malayan situation involves the familiar problems of redistribution versus greater growth and urban versus rural conflict. It is by no means unique, and its explanation in a racial context hinders the search for rational solutions.

2199. Venkataraman, K., "Local Finance in Developing Countries," 4 JL AO (July 1965) 194-201.

A discussion of the problems and functions of local finance in developing countries. The size of local bodies has relevance from the economic as well as the administrative point of view. If local bodies are to serve as tools of development, they must be relatively small so that they do not lose contact with the people.


An analysis of current patterns in the Panchayats. The Panchayats are useful to the extent that the basic objectives of community development are expected to be more rapidly attained through them, but there has been a disquieting trend recently regarding the Panchayats as objectives in themselves. It would be desirable to restate that there is no commitment to the framework, only to the larger objectives of national development.


An examination of administrative problems arising out of Panchayat development, with special reference to Andhra Pradesh. The introduction of the Panchayats as a pattern of administration at the district and sub-district levels has created administrative problems, the relationship between the official and the nonofficial being one of the most significant. Before independence this was a problem only at the highest echelons of administration both at the center and in the states, but now it has to be faced even at the village level, with elected nonofficials and officials sharing the responsibility for the implementation of the development program.


An examination of the need for safeguards against misuse of the Panchayat apparatus. The specific purposes for which safeguards are necessary include: (1) protection to weaker sections and backward areas; (2) protection against groups within Panchayat bodies; (3) interrelations and control of one body by another; (4) protection to officials and nonofficials within the Panchayats; (5) more effective public participation; (6) promotion of voluntary organizations; and (7) adequate performance by Panchayat bodies.


A discussion of the measurement of change in rural societies. Studies of farm change point to group norms, pressures, and processes as the important determinants in the acceptance of innovations. Secondly, measures of the general processes or conditions of change must be developed. Finally, comparative analyses are needed in which the dimensions of families, farms, communities, and other systems as they are related to change are studied.


An analysis of rural settlement patterns in Latin America and the influences that are changing them. National policymakers and planners must be prepared for a continuing struggle to rationalize local demands, approximate them to national developmental priorities, and overcome the two deeply rooted political traditions of concentrating resources on highly visible prestige projects and of scattering token aid among all claimants.


An ideologically-oriented analysis of the problems of improving the living conditions among the stock-raising nomads inhabiting the steppes and desert or semi-desert areas of the arid zone. Their integration into the settled population in economic and social terms and their introduction to modern civilization are considered. The Soviet experience in integrating these inhabitants into urban life did not involve any insoluble problems and was not accompanied by the social hardships that have characterized the growth of towns in some developing countries, because it was carried out in step with the growth of industry and material security. Living conditions also received particular attention from the state and trade unions. The experience of the Soviet Union refutes the view that nomadic peoples are psychologically unprepared for a modern way of life.
(e) Tribal Administration

A discussion of the impact of industrialization on the life of the tribals of West Bengal. Transformation of tribal life is taking place in different regions of India at different paces. The changes come about: (1) as a natural process of evolution; (2) because of contact with other communities; and (3) after independence, as the effects of different welfare measures attempting to bring them quickly to the level of the common man within a specific period.

A survey of the administrative structure of an African tribe and the colonial system of dual administration. The recruitment and training of colonial administrators usually is not done properly, and they lack an adequate knowledge of native affairs and of the position of the chief. Cooperation between the administration and the chiefs is essential.

An analysis of tribalism and politics in Nigeria, which are scarcely separable and are threatening to break the country apart. The fierceness of tribalism is more understandable when it is realized that the tribes are competing for such scarce commodities as those the state controls. The tribe that controls the state thus controls the benefits.

An examination of the problems of the integration of tribal people in India. If these people are to be transformed from dormant to active members of the Indian society, they must first have the rights and privileges due to them and then be asked to perform their duties. When this has been done, a fuller integration will be achieved without any other special efforts.

An examination and defense of the role of the tribe in the social evolution of the new African states. Tribes are based upon a deep moral sense, the destruction of which opens the way to the rule of expediency. Also, they contain the essence of the widest possible nationalism. Far from being incompatible with the administration of any modern process of social evolution, tribalism, properly applied, could facilitate it and at the same time bring to it the richness of the past.

(f) Regional Planning

A brief examination of the Alliance for Progress. Conceived as a device to secure socioeconomic goals, the alliance has not given equal consideration to the political implications of the Charter of Punta del Este and its objectives. The success or failure of the alliance will depend upon its handling of problems of concentration of political and economic power in the hands of a small minority.

An examination of the advantages and disadvantages of Puerto Rico’s commonwealth status. Three indispensable factors for material prosperity are provided by the American relationship—stability, wealth, and technology. The negative side includes the risk of destructive change of the traditional Spanish culture.

A consideration of the General Fund Services, administered by the East African Common Services Organization. The services include the East African Customs and Excise Department and the East African Income Tax Department, which are the tax collection agents of the three governments—Kenya, Tanganyika, and
Uganda—that constitute a common market. They include also a number of research and technical organizations, especially those concerned with medicine, natural resources, and industry. Little attention has been given to the operations of the common services, although possibly the geographical patterns of expenditures and revenues of these services could have a redistributive effect among the East African countries. Any views of the effects of the interterritorial arrangements in East Africa must take into account not only the common market but also the common services.


A discussion of economic integration among developing countries, written before the separation of Singapore from the Federation of Malaysia in August 1965. Since the purpose of a common market is to resolve the conflict between men’s desires for self-government and their hopes for the material benefits of membership in a wider economic community, and because such a conflict is apparent in Singapore’s relation with Malaysia, this paper is still relevant.


A discussion of problems relating to economic integration in East Africa. In Africa there is too much of a demand for change for social and economic forces to work undisturbed. The underdeveloped economies have not begun to generate the range of industries, the skilled manpower, and their accompanying ideologies.


An analysis of the role of the Bicol Development Planning Board. The Bicol experiment may prove again that development does not just happen; sometimes it is made to happen. The board is a product of effective program planning, which involves the gathering and analysis of facts. Systematic discussions of problems and needs and the setting of objectives in conferences and seminars are effective means of coordination.


A development of a model of integration of states for a tentative appraisal of African attempts at uniting beyond national boundaries. Without institutions that can process input and output decisions that must accompany union, the system will fail. Intergovernment institutions are not completely adequate for union, and there must also be institutions that go beyond the power of the sovereign state. African developments are at the point where the intergovernment institutions are paramount; hence, most decisions come through conference diplomacy.


A review of administrative problems in achieving integration in Latin America. The techniques of coordination and communication take on special significance in the process of administrative reform with a view toward development administration. (In Spanish with English summary)


A discussion of the problem of filling the gap left by the expatriate district officers in Tanzania. The main difficulties in local government have been caused by weak or ignorant council staff and members. Most councils are still desperately short of competent technical staff and are therefore deficient in executing projects agreed upon by the councilors.


A discussion of the importance of regional planning for rural development. Historically, government organization in most developing countries has been centralized. Decision making and execution is done in the capital, and no real coordination exists between the various branches of the central government. In such circumstances no development planning can be initiated. To overcome this obstacle regional authorities in each development area must be established.
6. INTERNATIONAL ASSISTANCE

(a) Economic Aid

A comparison of two views on foreign aid and its impact on Pakistan. Lately opinions about foreign aid have been expressed in extreme terms. Some believe that it is an unmitigated evil in that it allows for the exploitation of the receiver by the donor and necessitates the acceptance of some donor-nation values by the receiving country. Others hold that foreign aid should be accepted in every instance because it is a sine qua non of development and in no way compromises the accepting nation. Actually both the donor and the receiver have a stake in aid, and if this is understood, foreign assistance can be accepted with no feelings of excessive involvement.

A review of Thailand's involvement in technical and economic cooperation under the Colombo Plan. Apart from assistance in communications, Thailand has received assistance in the medical, educational, agricultural, and public health fields and has benefited greatly from close cooperation under the Colombo Plan.

An assessment of the role of the economist in technical assistance programs. The actual contribution economics has made so far to economic policy in poor countries has been far less than is imposed by the limitations inherent in the subject. This may continue to limit the usefulness of economics as a form of technical assistance more severely than the present state of knowledge allows.

An examination of the problems of international aid for education. The shotgun approach to aid is not strategy at all. If aid is to be used effectively, educational planning must guide its course. Planning can distinguish the priority areas and institutions that can best benefit from external aid. The selection of a few areas and problems where concentrated external help could have a significant impact is one of the immediate responsibilities of planning.

A discussion of economic aid, motivation, needs, and expectations. Some of the economic aid given today is motivated by political and military rivalry, and many donor countries have learned that loyalty so purchased can be extremely fickle. Underneath much of the widespread public support for assistance to the underdeveloped countries is an oversimplification of some problems of this age. The true considerations for aid to underdeveloped countries should be humanitarianism and charity.

A review of the results of the third Rehovot Conference, which dealt with the fiscal and monetary problems of developing countries. The value of such conferences lies in the opportunity they allow for the consideration of experiences both positive and negative, in using various economic methods. Thus, this may allow a better selection by specific countries of a method or combination of methods best suited to its circumstances.

A consideration of the United Nations' role in the furthering of economic development. The U.N. has been consistently and validly criticized for its failure to: achieve an overall, integrated, adequately coordinated program of economic development; permit a joint attack on problems for which no one agency has either jurisdiction or funds; and concentrate effort on the higher priority items.

A discussion of U.S. policy alternatives in Southeast Asia. It is essential that a sound program of economic aid and technical assistance aim at creating local leadership. Technical experts can contribute to the speeding up of economic and social development, but they will have little effect in sustaining development unless the local people are prepared for leadership.
A review of the importance of multilateral agencies in attacking economic problems in underdeveloped areas. In states where nationalism is a powerful force, multilateral agencies do not carry the stigma of imperialism. Agencies such as the World Bank and the International Monetary Fund serve economic development and increase international cooperation.

A reconsideration of some controversies relating to the administration of foreign aid. The particular objectives of the donor in giving aid, and to some extent the particular circumstances of the recipient, are likely to make a project approach suitable in one case, a program approach in another, and some combination in others.

An outline of a theoretical framework for the analysis of the process of development, considering outside assistance in quantitative terms and future needs of the developing countries. Outside assistance can reduce bottlenecks in resource development that result when a nation lacks one or several of the prerequisites for development. (1) The use of models and predictions makes necessary the development of criteria for judging the effectiveness of external assistance; (2) the policies that recipient nations should follow; and (3) the bases for allocation among nations.

An attempt to evaluate the role of two plans for development in Peru—the Alliance for Progress and the new Peruvian program that strives for national action—with the context of Peru's three most pressing problems. These are lack of geographical integration, racial diversity and failure of restratification among the social classes, and rising tension generated by population growth and shifts. The Alliance for Progress and Peru's government recently have been somewhat successful in dealing with parts of these problems, but much is yet to be done.

A critique of the American program of assistance for economic development in Korea. The complete acceptance by Koreans of an "aid first" policy has impeded the growth of a self-sustaining economy. Also, the Rhee government made a mistake in not working development programs through the people. America has hindered progress by selling Korea food commodities (thus taking money away from Korean farmers) and by ignoring ideological and technical assistance.
developing countries and foreign aid. Foreign aid is an indispensable external factor in stimulating the internal transformation on which development depends, but successful foreign aid is especially dependent upon the willingness of the rich economies to create an international environment responsive to the needs of the poor economies.

Dey, Sushil K., "The Role of Foreign Aid in Development," 30 PQ (July-September 1959) 283-292.

A discussion of the goals that external aid should seek in underdeveloped countries. The goal of development should be not only a rise in the level of living but an increase in health, education, and personal freedom. Both economic and sociological arguments support balanced development. Development cannot be self-sustaining unless the attitudes of the people change.


A consideration of the problems involved in food aid to developing countries and the necessity for aid. As more countries embark upon planned economic development, their needs for food assistance are likely to increase. At the same time there appears to be no significant change in the magnitude of farm surpluses in the United States. Therefore, the agricultural trade development and assistance programs likely will continue at least at the current level and perhaps expand at a higher level.


A study of instances in which King Saud was confronted with Arabian objections to his policy of enlisting foreign resources and aid for economic development. King Saud tried to administer a policy of development whereby foreign aid was accepted with no compromise of Muslim institutions. He was fought by tradition-oriented factions throughout Arabia, but he was generally able to win over the people to progress. It now is evident, however, that further development and institutions of Arabia and Islam cannot be divorced; compromise will be necessary if Arabia is to develop.


A discussion of multilateral programs, both governmental and nongovernmental, for education of students abroad. At present one person in seven who obtains financial help for study abroad does so through an international organization. A multilateral approach offers wide possibilities for meetings, courses, and expert missions, and multilateral organizations can undertake research in many countries, facilitating a worldwide view of problems. Multilateral and bilateral programs should be complementary.


A consideration of administrative style as it relates to overseas effectiveness, with special reference to the relationship between a university and the Peace Corps. Experience thus far in training for Peace Corps service questions much that has been held sacred by many educators and social scientists. The American universities that have provided successful training have found the task of constructing an efficient curriculum model to be probing and painful. As information is gathered about the impact of the early Peace Corps in developing nations, it will become even more apparent that the universities’ role in describing and reinforcing the efforts of thousands of university-trained volunteers is crucial. It is appropriate, therefore, that universities prepare to assume further leadership not merely for training but for support and planning of future Peace Corps projects.


A discussion of an approach to the child nutrition problem in Latin America. In 1958 and 1959 the Inter-American Children’s Institute of Montevideo and the Unitarian Service Committee of the United States co-sponsored four symposia on child nutrition in Latin America, with cooperation from the United Nations, Organization of American States, and International Cooperation Administration. University and government experts were called in, as were three participants representing many disciplines, from each country. This new interdisciplinary approach has been very effective in dealing with a problem of top priority.


A review of the work of UNESCO in Africa. To the extent that UNESCO recognizes the broader need for social scientists, and that they recognize UNESCO as a useful instrument, the African future may be brighter.


A consideration of the need for industrialization in the economic development of Africa. Industrial development and the deliberate coordination of large-scale industry implies also the extension of transport facilities and especially the building of new links between neighboring countries. It implies joint financing and management in certain cases.


A discussion of Soviet attitudes toward the problems of the underdeveloped, newly independent African nations. The Soviet Union is pursuing a policy calculated to assist the Africans in ending backwardness through nationalization of the properties of foreign monopolies, developing of local industry, establishing of a state-owned sector of the economy, and radical agricultural reform. Measures protecting the African economies from the worldwide price-and-demand fluctuations are anticipated.
An examination of problems encountered by the American foreign aid program in India. Problems in planning include large needs and insufficient capital. America must decide whether it should spread resources over a large number of sound projects. Executive problems include the difficulty in recruiting specialists in the United States for work in India, lack of sufficient well-trained Indian personnel, different experiences of United States and Indian administrators, and injured feelings resulting from poor reporting by the American press.

An overview of west European aid and a consideration of the significant differences among the major European donors' policies. European aid, with the exception of West Germany's, has been directed primarily toward newly independent countries with whom the European donor had colonial ties. Aid from smaller European countries has been channeled through multilateral institutional programs and is increasingly directed at countries such as India and Pakistan.

A discussion of the relationship between Sweden and Tunisia. As a rich, independent, neutral, but western-oriented nation, Sweden exerts a pull on many underdeveloped countries. The Swedish assistance program in Tunisia is unique in that it centers on one limited region, where it is undertaking unified development.

An examination of the present and potential participation of the United Nations in the development of the emerging countries. The myriad of U.N. agencies implies a significant theoretical role for the U.N. in the socioeconomic growth of these nations. Actually, however, the U.N. will not be carrying out its theoretical role until it helps to bring about three things: (1) the modification of trade policies in all countries so that terms and volume of trade do not work against the developing states; (2) the substantial reduction in amounts spent by various countries on armament and the channeling of these funds into development; and (3) the adequate organization at the international level to bring modern science and technology effectively to the developing nations.

An examination of the Ford Foundation program in Pakistan, including the procedures followed and the areas of assistance. Grants are made for projects that are within Pakistan's five-year plans and the interests of the foundation. Most of the assistance is given through contracts with American universities and emphasizes the development of institutions and of trained personnel.

A review of Russian aid and its interplay with that of Communist China. There are several lessons for the United States and its western aid-giving allies. First, foreign aid worries are not peculiarly a western malaise. Second, despite their many problems, the Russians have done an outstanding job in many areas of the world. In some cases this is because they have given more; in other cases, it is because they have obtained more reverberation for their ruble.

An examination of the effects of foreign aid on domestic American politics. In launching the Alliance for Progress the United States failed to learn anything from its costly failure in Bolivia. Instead it concluded that the great lesson of the Bolivian experience was the need to avoid the participation of the Congress in an independent and constitutional manner, whatever might be the cost in principle of such an exclusion.

An examination of OEEC and some comparisons between it and the United Nations Economic Commission for Europe. In both form and practice the OEEC is an intergovernmental instrument rather than a supranational organization. Lessons learned in the operations of the organization would include the need for: (1) a real purpose rather than a simple desire for cooperation; (2) institutional resilience; (3) a realistic rather than a legalistic approach; and (4) a deliberate effort to maintain two-way links between the organization and its member governments.

An examination of the potential role of the international corporation as a development instrument. By nature the corporation operates with as little regard for national boundaries as the realities of time and place permit. Its activities accelerate the cultural processes necessary to breed an indigenous management class.

A discussion of Latin American economic development, especially in Guatemala, from the viewpoints of United States assistance and the process of land reform. Economic development within a democratic context seems possible only where a fairly well defined middle class exists. In such largely agricultural economies as that of Guatemala, however, only the economic extremes of riches and poverty exist. Consequently, U.S. aid and land reform programs should be employed to develop possibilities for middle class farmers and industrial workers.

A review of postwar development assistance, emphasizing the problems facing the developing countries and Japan’s particular role in the effort. There is a recognized need for Japan to aid the overall improvement in both quality and quantity.


Reflections on the process of development and its implications for United States foreign policy. The conscious promotion of economic development is no orthodox undertaking, and it calls for unorthodox approaches. However, the U.S. cannot buy friends but must earn them through objective, long-term development policies coupled with a people-oriented, as opposed to government-oriented, approach.


A survey of the problems of African economic development and their implications for American aid. There is a widely contrasting development potential among African nations, resulting from uneven distribution of resources and aid. American aid has been largely concentrated on establishing the administrative infrastructure necessary for systematic growth. For financial reasons, however, the establishment and maintenance of infrastructure cannot keep pace with aspirations, and a reconsideration of types and amount of infrastructure seems necessary.


A study of the role of foreign aid in an underdeveloped economy in terms of the extent, pattern, and forms of utilization and its impact on the economic development of Pakistan. Defense expenditure constitutes a larger proportion of the total expenditure of government, as well as a larger percentage of the total national income, in Pakistan as compared with the other countries.


A study of the meaning, origin, working, and results of the Servicio, a device through which the Institute of Inter-American Affairs works with the outer American republics in the execution of technical assistance or basic economic development programs. The major areas presently served by these institutions are health and sanitation, education, and food supply.

Iwasa, Yoshizane, "For Asia's Billions, a Financial 'Family Doctor,'" 11 CWB (March-April 1967) 67-71.

A discussion of the Asian Development Bank and of the contribution it is expected to make. With the inauguration of the bank the Asian countries took the first step in what may be a gradual movement toward economic integration. First, the bank will serve as a kind of central agency for development. It will also provide invaluable “lending know-how” and other assistance to nations applying for loans from it or from other institutions. In taking measures to guarantee the security and effectiveness of its principal the bank will coordinate development projects worked out by each nation in order to put into effect the regional division of labor that is essential to rational industrialization and the expansion of trade. Since the bank is currently short on funds, its initial impact will not be great, but it could prove to be a major vehicle for regional integration and growth.


A discussion of the problem of international monetary reform, emphasizing the interests of less developed countries in a properly functioning international monetary system and proposals for reforming the international monetary systems to benefit the less developed countries. The developing countries have a particular interest in the establishment of a truly international monetary system that will expand international liquidity at a rate great enough to impart an inflationary bias to world economic development. Thus, less developed countries would be best advised to press for a liberal, credit-based international monetary system as can be achieved, preferably an internationally controlled world central bank.


A review of the major problems of personnel management for international technical cooperation. The approaches used by the International Cooperation Administration are illustrative, and it may have applicability to other organizations engaged in technical cooperation.


An analysis of soviet strategy and methodology in administering aid to underdeveloped countries. Soviet motivations in foreign aid programs are clearly political, as demonstrated by the uselessness of the aid sometimes offered to underdeveloped nations. Attempts are made to counteract western aid programs and to offer the soviet example as a model for economic development. A salient goal is the undermining of relations between the West and the underdeveloped nations by the
weakening of the dependence of the emerging nations upon the west through loans and advantageous trade offers.


A consideration of soviet technical and economic assistance to developing states. Economic assistance is given with due regard for the condition and interests of the developing countries; it helps them to fulfil their programs for industrializing and diversifying their economies and to enhance the planning principle of their economic development.


A suggested financing scheme for development that would avoid both totalitarianism and the concentration of economic power in the hands of a wealthy few. The West offers three alternatives for development assistance to the poor nations—foreign capital as loan or investment; foreign aid; or joint ventures in financing with domestic savings owned by a wealthy few. What the poor nations need is an alternative method of financing that uses future savings instead of past savings to assure that the new enterprises will repay their formation costs.


A discussion of the Turkish-American cooperative highway program, its organization and personnel, its current activity, and the influence of cultural and economic development on its operations. Organizational autonomy of the highway department and adjustment of personnel policies are viewed as necessary to overcome bureaucratic complications and to increase the training and exchange of personnel. This Turkish-American experiment reveals some of the problems that are likely to arise if American assistance is extended to other Middle Eastern countries.


A statement of the importance of international economic and social progress as current foreign policy considerations. Acceleration in population growth, the revolution of rising expectations, and the Communist penetration have stimulated an awareness of development as a key factor in foreign policy. Also, economic growth must be directed toward social objectives, and economic development cannot be divorced from social progress.


A discussion of the possibility of making Latin America a regional economic entity similar to the common market. The success of the Marshall Plan and other factors seem to demonstrate that a regional instead of a unilateral approach to underdevelopment might prove successful. However, a common market type of approach in Latin America is not feasible until more diversified economies are developed on a national level. (In Spanish)


An examination of the contention that the promotion of foreign investments results in an export of jobs from the United States. The flow of American capital to foreign lands increases the worldwide productivity of capital, and United States private investments are a means of achieving sustained economic growth and a higher standard of living in the underdeveloped nations. In view of the beneficial effects it is important that overseas expansion continues.


A discussion of the strong worldwide interest in the economic growth of the underdeveloped nations and of the new international financial institutions for development that have been generated by this interest. From a genuine interest in the developing nations and a concern about the possibility of Communist influence the developed western nations and Japan and Australia have instituted organizations such as the World Bank and the International Development Agency, which function largely through the United Nations structure to effect the economic growth of underdeveloped nations.


A review of the role of private consultants in the Middle East during the development revolution. Two important lessons have been learned: (1) the consultant can make a worthwhile contribution to the development process only if the governments he represents know what they want and are willing to take the necessary steps to gain their objectives; and (2) he can achieve particularly satisfactory results when he is able to assist in the building of new institutions and in the training of their staff. The Planning Commission in Pakistan and the Industry Institute of Lebanon are particularly good examples of this type of arrangement.


A concise review of United States aid to Korea. U. S. aid began in September 1945 with “Aid of Government and Relief in Occupied Areas” and has passed through a number of stages to the programs based on economic self-sufficiency, according to the 1961 policy. Despite the large amount of aid, the Korean economy continues to suffer from structural imbalances, which are attributable to an underdeveloped economy, as well as to irrational allocations of resources. Instead of rationalizing the allocation of resources, U. S. aid has resulted in a waste of resources, thus adversely affecting eco-
nomic equilibrium. And because of low currency exchange rates and low interest rates, aid resources flowing into Korea through governmental bureaucracy has stimulated the formation of bureaucratic capital rather than contributed to the expansion and equilibrium of the national economy.


A discussion of the possibilities of expanding western investment in the area rich in natural resources of tropical Africa. The need for outside capital for development is recognized by the leaders of nations in this area. If investors are judicious in the use of African workers, and if development of both the export and internal markets is sought, Africa will be a source of additional profits for international firms. American firms do not suffer the anti-colonial prejudice that former European colonizers do. The potential of the area is unknown, and this, combined with poor land tenure for development and lack of skilled workers, are handicaps to investment.


A review of the costs, accomplishments, and alternatives of the American foreign aid program. Basically, what needs to be developed are new institutional arrangements for capital transfer from the developed to the underdeveloped nations. Multilateral aid from an international agency has much to recommend it in terms of political disinterest and policy continuity.


An analysis of crucial political issues relating to foreign aid, especially American programs in Asia. If schemes of purely economic development are an irritant in the body politic, those of technical advancements may be even more so, since they directly affect men's ways of doing things. In its operations foreign aid accumulates the properties of both economic and technical assistance. Since both its purposes and its environment are politically charged, it provides some problems in social change.

2281. Murphy, Thomas T., "Venezuela as a Foreign Investment Target," 12 BTO (Autumn 1964) 23-29.

An exploration of the political background as it affects business decisions of Americans in planning operations in Venezuela. Venezuela seems economically and politically ripe for a number of business ventures, including investment, licensing, and export-import.


A discussion of articles written on aid to underdeveloped areas. Support for political dictatorships is futile, as far as development is concerned. An adequate approach to aid must involve an understanding of the nature and contingencies of the industrial economic structure of the West, the economic and political propensities of the given area, and the possible meeting ground between the two.


A review of the needs and problems related to scholarship and programs of the American government in developing areas. A discussion by the author and several panelists explores the general questions from many viewpoints.


An examination of political development doctrine and an assessment of its utility. Among a majority of the aid administrators the sociological and psychological dimensions of political change are not perceived or are not salient factors in their implicit models of political change. Among the academics the importance of these dimensions has passed the speculation and hypothesis stages and has arrived at the point of demonstrated fact.


A discussion of the changing needs, conditions, and circumstances that necessitate a change in United States foreign aid emphasis to Southeast Asia. The overall nature and purposes of American aid are also discussed. The relatively affluent countries of the West have been accused of lapsing into a kind of apathy and narrow provincialism at the very time when the economic needs of the underdeveloped countries are growing. However, for the foreseeable future foreign aid is an indispensable ingredient in the struggle for human survival, economic, social, and political development, and national securities in the countries of non-Communist Asia.


A description of the possibilities offered by the proposed regional development bank for Asia. The justification for a bank is that it would be a means of attracting additional funds to the region, particularly to finance projects and facilities for social and economic development that at present cannot obtain backing through existing sources or agencies. Such a bank could act as a focal point for and a stimulus to other measures for regional economic cooperation.


An inquiry into the problems relating to the brain drain from underdeveloped countries to America. Among other approaches America can raise its entrance requirements for all foreign students, limit admissions of
undergraduate foreign students, tailor their education more carefully for problems they will meet at home, and place more emphasis in aid programs on the upgrading of universities abroad.


An examination of Alliance for Progress program features that have direct significance for other development efforts. The evolving multilateralism and planning of the Alliance for Progress suggests that a foundation for regionwide planning gradually is being laid. In the future the point may be reached where the merging of national and multinational planning will be a key element in and a symbol of a high level of economic and social development throughout Latin America.


A discussion of the administrative and fiscal problems and resources of the Alliance for Progress. Very few Latin American countries have modern, operational, and service systems, and this creates problems of personnel and training. Clearly, traditional administrative processes will not be adequate to handle a program completely directed toward development and the social change that necessarily goes with it.


A consideration of the Indonesian development plans in their relation to foreign economic assistance. Since 1950 almost two billion dollars of foreign economic assistance in one form or another has been accepted by the Indonesian government. Only a small portion of the funds were actually utilized. The inability to utilize available funds is sometimes described under the rubric of a low capacity to absorb new capital. However, this explanation should be supplemented by an examination of the causes for delays in implementation, as it is not only delays on the part of the recipient government that may be at fault; delays on the part of the donor country and economy also occur.


A discussion of an apparent hopeful trend in the rendering of financial assistance by the developed nations of the free world to the underdeveloped states. The underdeveloped countries welcome the idea that the industrialized areas have a moral obligation, as well as good political and economic reasons, for aiding the underdeveloped countries. Technical assistance should be rendered in a spirit of equality between host and donor. The argument that many underdeveloped countries do not have the requisite economic infrastructures and administrative systems to absorb economic aid is a specious one. The underdeveloped nations must alleviate tensions between the two industrialized areas of the world in order that money now invested in armaments can be better used for socioeconomic growth.


An attempt to gauge the magnitude and composition, despite the problem of statistical secrecy, of Soviet and Chinese economic assistance to North Vietnam since 1955. North Vietnam’s economy is presently subject to severe strains from the continued resolve to push industrialization, implement agricultural collectivization, repair bombing destruction, save manpower resources, build up a sizeable army, and pursue a protracted war. Foreign aid received from the Soviet Union, China, and Eastern Europe, which has apparently been stepped up, has had to be channeled increasingly to meet current needs rather than build for the future. The economy, however, has shown a resilience attributable to three factors—tight organization of the population; the long experience of the people and the leadership with material hardship; and underdevelopment, which enables the system to survive where a highly integrated, modern economy would collapse.


A review of current problems faced by American foreign aid programs. In most of the countries the U.S. is aiding 80 to 90 percent of the potential economic agents are barred from participation in developmental activities. Routinized growth cannot be achieved with participation by only a small fraction of the economy’s indigenous human resources.


A summary of the university contract device of the International Cooperation Administration. Although it has certain advantages, the device has also presented certain problems. The universities as a whole have performed well, but there have been failures. On balance, however, there has been profit for all concerned.


A discussion of the growth and achievements of AFRASEC. The successful outcome of the insurance meeting held in Cairo in September 1964 marked the beginning of a new era for AFRASEC. Preparations were made for undertaking exercises concerning major sectors of economic activity in Afro-Asian countries.


A proposal for a multilateral endeavor to aid Africa in the interests of the African states and the free
world. The proposal has as its structural core the Organization for European Economic Cooperation (OEEC) with its associate members, the United States, Canada, and the independent African States. Through this structure and through bilateral or special multilateral agreements members can extend the needed economic and technical assistance to African states.


A critical analysis of the World Bank’s report and advice about development. Such advice presents a paradox. For example, purely economic advice is dangerous precisely because the prestige of the purely economic tends to usher in highly specific cultural, structural, and institutional categories. Actually, advice will have implications in cultural, structural, and institutional categories. Demands will result in three occurrences—an ideological transformation; the initiation of a modern political framework; and the development of specific systems of social stratification. An authoritative report, therefore, carries much weight, and care must be taken to give reliable, applicable advice.


A discussion of the problems confronting a resident representative of the United Nations Technical Assistance Board, including his activities of coordination, program planning, and evaluation, and his relationship to the international experts. In trying to coordinate the activities of the U.N. and its affiliated organizations in regard to the technical assistance program the representative has broad responsibilities but few specific powers.

A proposal for an Asian-American development program. A vigorous new program of cooperative economic aid is needed. The underdeveloped countries should be responsible for raising and maintaining the necessary labor force, which perhaps could be accomplished by the utilization of the army for labor.


A sketch of the Anglo-American Commission and its expansion into the Caribbean territories, France, the Netherlands, the United States, and Britain. The commission has special functions in stimulating actions in agriculture, labor, housing, education, health, industry, and research.


An examination of the Asian Development Bank and an assessment of its significance for economic co-operation in Southeast Asia. Although the bank is an important step in encouraging Asian regional development and cooperation, obvious limitations exist. Its progress in the next few years should be a good indicator of the state of regional economic cooperation in Southeast Asia.


A detailed survey of the financial problems that complicate the relations between the rich and the poor nations. Aid programs, the motives of donor countries, the reactions of the beneficiaries, and the relative advantages of multilateral aid all are essential factors. A proposed world bank is needed to fill the developing countries’ need for supplementary finance. The problem gains perspective when it is realized that in 1964 the developing countries paid about 3.5 million dollars merely on servicing their debts.


An analysis of the United States aid programs in Latin America and of the criticisms the programs have met. Criticisms of the current United States program point to the same basic question: Is it effective? No amount of aid will solve the problem of Latin America, and aid will inevitably underscore the difference between the economically strong and weak nations. However, it is evident that aid for economic development will contribute to economic and social change.


A survey of the problems encountered by French technical cooperation missions in underdeveloped countries. Often missions by individuals are better than those by organized teams, which tend to keep to themselves and fit poorly into the local environment. Overspecialized experts too often refuse to see all sides of a problem and compete with experts from other disciplines, making them useless to host nations. The value of sending experts who have personal connections with experts in host countries is now recognized. Coordination of missions to nations is valuable. (In French)


A discussion of an approach to development that can project the vitality of the goals. Most western countries make the error of approaching foreign development from a limited national interest viewpoint and, as a result, find little support forthcoming.


A comprehensive outline of the optimal structural and procedure by which development administration in Latin American countries can realize the aspirations of the Alliance for Progress. The most immediate task is “planning the planning” of each country to assure that available technical and administrative facilities will be realistically distributed among planning and implementation activities. In Latin America the needs for implementation will greatly exceed those for planning. At least at the beginning of the Alliance period, plans developed pragmatically are better than mathematically-oriented ones. As a first step in rationalizing current public investment an inventory of public investments should be taken in countries where information on public investment is incomplete. More lasting results can be gained by training nationals in the investment decision-making process and by establishing programming units in the public agencies to complement central planning organizations.


A discussion of the evident worldwide lag of housing facilities behind general technological advances, especially in underdeveloped areas. Experiences clearly indicate that self-help and mutual aid, combined with economic cooperation programs that the United Nations is trying to stimulate, could alleviate the extreme housing shortage in many regions.

2315. Wengert, Egbert S., “Can We Train for Overseasmanship?” 18 PAR (Spring 1958) 136-139.

A review of The Art of Overseasmanship: Preparing Americans for Work Abroad in Business, Industry and Government, edited by Harlan Cleveland and Gerald J. Mangone. The book suggests that success of Americans overseas is not primarily a function of the technical information the men have acquired but rather of their personal attitudes and understanding of the insti-
tutional environment in which they work. Wengert suggests that to overseas workers confusion of purpose and uncertainties of policy are as much limitations as lack of knowledge, skill, or personal adaptability.


A discussion of Peace Corps experiences that are valuable to other aid programs. Often plans for development are not rooted firmly in the nature of the people, their systems of government, politics, and aspirations. Some time ago Americans recognized that they could not with any lasting acceptance use aid to pressure for the development of their own concepts of political institutions. Now, however, Americans think they have a new course—exporting an American approach to the problem.


A discussion of China’s commercial and aid programs in Africa. The Chinese have a firm foothold in Tanzania, but that is the only bright spot for them in Africa.

2318. Woods, George D., “This Need Not be the Future,” 11 ARE (December 1966) 41-47.

An article based on proceedings of the twentieth annual meeting of the boards of governors of the International Monetary Fund and the International Bank for Reconstruction and Development. Despite the problems involved in economic development, accomplishments have been made. However, although potential has been increased, development is not proceeding as fast as it could be and is faced with a loss of momentum. This results from a finance gap—the difference between the capital available and the capacity of the developing countries to use it effectively and productively.


An investigation of how American foreign assistance policy can encourage the growth of political practices and institutions that will create viable nations of the newly independent states. Their success in achieving orderly political growth at home and defense against encroachment from abroad requires that the United States orient its foreign aid toward: provision of the minimum essential public order; provision of essential public services; provision for the common defense and the bases for dealing with other governments; establishment of machinery for resolving conflicts over public purposes; provision for the channeling of public demands and discontent without political disintegration; provision of orderly means for replacing those who rule in ways that bestow legitimacy on leaders; melding of diversities to consolidate nationality without provoking further centrifugal forces; provision of a sense of world recognition and of national pride; provision of assurances that savings are accumulated and resources allocated so that more of the world’s goods will be available tomorrow without unduly depriving the people today.

2320. Wurfel, David, “Foreign Aid and Social Reform in Political Development: A Philippine Case Study,” 53 APSR (June 1959) 456-482.

A discussion of the American foreign aid program as a means of achieving social reform in a less developed area. In a large part of the world America may not choose between revolution and the status quo, but only between moderate and immoderate revolutions. The experience of U.S. aid program in the Philippines, where the U.S. outwardly attached the strings of social reform to its aid, suggests the feasibility and desirability of institution-building and political reform as a concomitant of economic development efforts.

2321. Yasaka, Denro, “Ten Years of Technical Cooperation with the Underdeveloped Countries,” 2 DE (September 1964) 302-315.

A review of Japan’s government-level technical cooperation efforts. Technical assistance conducted by the overseas technical cooperative extends over a wide area and is being promoted by various methods. In connection with the acceptance of overseas trainees from the underdeveloped countries attention will have to be given to the gap between Japan and the underdeveloped countries in levels of technology and to differences in technological environments. Specialists sent overseas will need thorough prior instruction. The internal institutions of the receiving countries should be organized in such a way that governments or private bodies may follow up development projects with survey reports.


An examination of manpower needs in the developing areas. In the transition period new states frequently rely on many officials of the old colonial service. What is needed are native institutions of higher learning. The international organizations are particularly well suited for this task.


An analysis of the return of German influence in Africa. The Germans have established themselves as an independent power in Africa and trail only the United States and France as a source of western aid and investment. West Germany’s emergence as a donor state was part of the “economic miracle” of its post-World War II recovery.


A review of World Bank statistics, which reveals that most of the increase in aid to the poorer countries in recent years has been coming back in repayments for old loans. Thus, the amount of “uncommitted” aid left over is no greater than in the mid-1950s. At the same
time the capacity of the poorer countries to finance essential imports, as well as increasing service payments on past borrowing, has been curtailed by falling prices for their major exports.

2325. "America and Asia," 49 FEE (July 8, 1965) 57-104.

A general survey of American activities in Asia—U.S. enterprise and salesmanship, aid, the tourist trade and investment, and a regional analysis of U.S. relations with specific Asian countries.


An annual survey of United States activities in Asia. America's economic involvement in Asia seems larger than the military involvement in the region. Much of U.S. export trade with Asia is heavily aid-oriented.


A discussion of the Industrial Development Bank. This bank is the fifth such institution established to provide medium or long-term financing to industries.


An attempt to present the optimal means by which the West can aid African economic and social development. Because of the acute emotional factors involved European nations and the U.S. must be extremely careful in their assistance to Africa. Investigation through the World Bank or the United Nations agencies is respected by the underdeveloped countries, however. Administrative efficiency would be improved by some kind of inter-African development agency, an alternative to having the various nations bicker over grants and loans.


A supplement to the monthly issue, which considers the necessity of foreign aid for India. General conclusions are: (1) much foreign aid taken in the second and third five-year plans had no basic economic justification; (2) foreign exchange has been inefficiently used by the public sector; (3) foreign capital is too expensive in rupees for it to be used with great care; and (4) a scrutiny of quality in every aid project is more important than price.


A survey of German economic activities in Asia. Germany has sound and diversified economic relations with Asia, and the possibility of further strengthening these economic exchanges exists.


A survey of the implications of the continuing failure of new gold supplies to keep pace with the world's need for additional international money. In 1965 the force of market pressures almost broke the existing world payments system, giving a new impetus to negotiations on liquidity reform. In the debates on the international monetary system money is usually treated as the problem of the rich, but the poor nations also have problems. Liberal monetary reform can complement, but not replace, the urgently needed increase in aid appropriations from the richer to the developing nations.


A consideration of the character, extent, terms, criteria, priorities, and purposes of American economic assistance to independent Africa. Since U.S. economic assistance began in the 1950s Africa has received a total of $2.7 billion under projects ranging from disaster relief to long-term development loans. Aid is given because it is in the United States' interest to encourage the development of the continent along constructive political, social, and economic lines.

(b) Trade and Balance of Payments Problems


An analysis of the factors involved in the Latin American balance of payments discipline. Foreign trade is large in relation to gross national product. There is a high propensity to import, exports tend to be concentrated, and savings are low, which involves a consequent dependence upon foreign capital for economic growth. Under these conditions the acquisition of adequate reserves of gold and foreign currencies is the first prerequisite of proper monetary and fiscal management.


An analysis of the economic impact of export taxes.
in countries that export primary products. The economic impact of export taxation depends not only upon the particular way in which the tax is imposed, but also upon the product taxed, the production and market organization, the stage of economic development, and other circumstances that determine the needs and potentialities of the economy at the time.


Notes on the United Nations conference, which was centered on the problem of the growing inequality in the international distribution of income, despite an increasing volume of aid in terms of technical assistance and resources. The worsening of the terms of trade between primary goods and manufactures is a part of this problem. As long as the rules of international trade and payments are based on a theory derived from the fiction of equal partnership between small and large, rich and poor, sluggish and dynamic, any attempt to overcome the inequality in income distribution will be frustrated. Only fundamental development planning and maximum long-term aid will improve the relations between the rich and poor countries. Thus, the most urgent tasks of the conference are: (1) obtaining pledges of aid increasing with the national income of more prosperous countries; (2) suspending of rules of nondiscrimination in relation to poor nonindustrial countries among themselves and unilaterally in those to fully developed areas; (3) solution of the problem of international liquidity; (4) reorganization of the international agencies dealing with aid, and (5) the establishment of effective regional planning to channel aid and ensure its effective use.


An examination of the phenomenon of underinvoiced imports, based on a recent Turkish experience. In many developing countries it is customary to rely on severe import and export control regimes. Typically these regimes develop black markets for various prohibited or restricted uses of foreign exchange. The supply of illegal exchange comes from several sources, the underinvoicing and overinvoicing of imports being the most obvious. For countries such as Turkey, where earnings of workers abroad constitute a major source of invisible receipts through remittances, this represents an important source of foreign exchange.


An attempt to assess the impact of Thailand's first National Economic Development Plan (1961-1966) on its foreign trade and payments position and to analyze its longrun economic prospects in the light of recent trends in its external trade. Since Thailand is not a closed economy, it can be expected that the serious attempts to develop the country will be felt in external trade and that whatever changes are brought about in external trade will have repercussions on the domestic economy.


A discussion of the issues involved in answering the question of what foreign trade and exchange policies are most compatible with economic development. It is not yet clear which solution is the most desirable or likely to be the most acceptable. An increasing recognition of the need for internationally agreed workable policies is apparent.


An attempt to show that the recently established free trade area in Latin America is not an adequate tool to achieve goals of increased industrialization and trade and, hence, a better standard of living. The plan is based on the great success of the European developments after World War II. It lacks several of the positive factors that Europe had, including a base on which to build, United States' encouragement, and rationales other than economic. The treaty will support the social status quo, although for development to proceed there must be a great change in it. For the program to be realized successfully, there must be more cooperation, involving the pursuit of social goals, such as improvement of living and working conditions, and the development of economies that reflect the needs of the people and the region.


An attempt to assess the impact of the United Nations Conference on Trade and Development (UNCTAD) on thought and policy relating to trade problems of the low income countries. Unlike the General Agreement on Trades and Tariffs the International Monetary Fund and the World Bank, which came into being through the initiative of the advanced countries, UNCTAD was begun by the less developed countries. Its pressures have thus far been directed almost exclusively toward changes in the policies of advanced countries. It remains to be seen whether UNCTAD can evolve into an organization capable of dealing with the totality of the trade problems of the developing world.


A discussion of trade expansion for developing economies. The present pattern of world trade does not provide developing countries with sufficient opportunities to obtain resources needed to achieve substantial growth rates, and new solutions are required.


A discussion of the special balance of payment prob-
lems encountered by developing countries. The problems must be seen against the endeavor to raise the standard of living and the rapid population increase. Unless the exports of the developing countries increase over the long run at a rate sufficient to support adequate growth, the pressures on balance of payments will persist.


A discussion of private, public, and international capital exports as forms of investment to underdeveloped countries. Private capital exports, usually given in two ways—portfolio investment and direct investment—are not likely to fill the gap between the needs for capital and the amounts actually supplied. Public capital exports must initiate the development process with basic improvements and thus must provide for capital exports. International capital exports, in comparison with private and public capital exports, are able to overcome many disadvantages and can therefore be considered the best form of international investment for financing development.


A consideration of the need for international trade by developing countries. There is a glaring inconsistency between the professed aim of the developed countries to assist in the growth of the poor nations through large-scale economic aid and their commercial policies, which do much to prevent such aid from being effective.


A review of some of the generalizations about the causes of underdeveloped countries' export instability against the results of research on fluctuations in the postwar period. Where high export instability has existed, specific factors have usually been the main explanations. Specialization in primary products or commodity concentration may have some slight tendency to produce export instability, but their explanatory value in particular cases is very low.


A discussion of the exchange crisis and pressures from overseas that led to devaluation of the Indian rupee. India devalued the rupee because it had no other choice. If accompanied by economic reform, however, the political and economic gamble could be successful.


A discussion of the pressures for world commodity controls, which come largely from poor countries allegedly seeking to stabilize but actually to increase their export earnings. Only in the poor countries is commodity production the principal source of income, and most seek rapid economic growth, which inevitably generates inflationary pressures and the demand for imports. Increases in commodity export earnings are, therefore, a key to development without excess inflation. However, the signing of agreements is no guarantee of high prices, high export earnings, or favorable effects on economic development. To be effective agents of development, agreements require several conditions: (1) inelastic long-run demand; (2) effective provision for control of supply; (3) ability of the existing governments to channel the increased earnings into economic development rather than into higher profits for plantation owners; (4) a market organization in which one or two producing countries dominate world supply and are willing to practice restraint in the face of inevitable supply-control violations by smaller producers; (5) a large number of producing countries; and (6) agreement to limit domestic production in importing countries that produce the commodity.


A discussion of the Lagor Agreement of July 16, 1966, which associated Nigeria with the European Economic Community. This agreement opens the possibility of limited association between the EEC and the African states, and thus, it has important implications for the underdeveloped countries of Asia, Africa, and Latin America and the developed countries outside of the EEC.


An examination of the export tax as an instrument of tax policy in underdeveloped countries. This tax has implications for economic policy in social reform, international integration, and industrial development. Export taxes offer underdeveloped countries a temporary means of facilitating economic expansion, and by taxing the dynamic sector of the economy the government has the best chance of financing its programs. But the export sector is volatile and currently subject to strongly declining prices. Export taxes are generally selective, discriminatory, and regressive and are rarely shifted forward to the foreign consumer.


An approach to the relationship between trade and development, warning against undue reliance upon trade to solve the problems of growth. Rather than expanding the coverage of international commodity agreements to solve specific trade problems the same purpose can be accomplished by increasing official loans and grants. There is also danger in confusing short-term and long-term objectives. Trade liberalization and increased market access for developing countries are mechanisms to be given top priority. However, more rapid and
developmental change is primarily a problem of adaptation of domestic institutions and behavioral patterns.


A discussion of the progress made in international negotiations toward achieving the developing countries' aim of a significant dismantling of the barriers to expanding their exports to industrial countries. Restrictions have not been substantially reduced and in some cases have actually been raised. Even the question of preferential tariffs for the industrial products of developing countries has slight prospects.


An analysis of the pattern of Soviet commerce with Asia as revealed by the latest Soviet statistics. Showing an increasing political interest, Soviet trade relations of some substance have developed between Russia and nations whose strength the Russians might feel will help in thwarting potential Chinese hegemony in the Far East. The Soviet response to the Asian Development Bank also displays an increased involvement in Asian economic development.


A survey of Asia's developing trade. A broad review of the trends in the Asian countries' foreign trade from 1959 to the first half of 1966 highlights the policy measures required for stimulating the economic growth and the expansion of foreign trade of the developing Asian countries.


An objective evaluation of import and export trade policy. The current licensing policy is for the most part more restrictive and is a reflection of the unfavorable turn in India's foreign exchange situation. In the current inflationary situation the abolition or reduction of entitlements will mean the disappearance of exports of many nontraditional items.

(c) Technical Assistance


A survey of the role of the United Nations' Technical Assistance Board (TAB). Technical assistance is provided in three ways: (1) visits of experts to countries for advising and training local governments; (2) visits of fellows from these countries to other countries for training; and (3) a limited exchange of equipment and supplies. TAB consists of the executive heads of all specialized agencies engaging in the technical assistance programs and an executive chairman, and it has two basic functions, program and budgetary coordination. For organizational and administrative efficiency a more realistic approach to TAB's relationship to the U.N.'s Administrative Committee on Coordination is needed.


A discussion of the proper uses of technical assistance funds. It often makes more sense in terms of the best allocation of scarce resources to provide the less developed areas with cash grants rather than with American technicians. Americans are the most expensive technicians in the world, and their productivity happens to be highest at home. Grants in kind are not an efficient way of giving foreign assistance because they disturb and limit the economic alternatives facing the recipient nations.


An assessment of the role of technical aid, particularly in agricultural economics, in the development process. Foreign agricultural assistance has suffered from lack of attention to research and the economics of agriculture. A new perspective and a more effective organization in land-grant universities and the Department of Agriculture is needed in respect to foreign research, training, and technical assistance.


A proposal for two major sets of institutional arrangements to assist in the process of technological adaptation—national research centers for each of the developing areas and a central creative technology group in the United States. A fundamental difficulty in assisting the less developed countries is that the products and process normally encountered in advanced economies are not suited to the needs of emerging nations. These interrelated groups would comprise the dynamic force
generating the flow of new technologies through a series of integrated efforts among research institutions here and in the host countries.


An examination of internal and external problems of technical assistance. Domestic partisan politics play a major but not the only role. Overcentralization in Washington is also at fault, and communication is difficult both internally and externally. Nationalist pride is also a significant problem.


An examination of the activities of the Expanded Program of Technical Assistance of the United States and Specialized Agencies. Every country's program of technical assistance must be especially designed to suit the culture in question. The major problem facing a program such as EPTA is not the teaching of modern skills but the adapting of its methods to the needs of specific societies.


A survey of the problems and prospects of technical assistance to underdeveloped countries. The ultimate success will depend upon the scope and quality of preliminary research in each case; on the ability of individual experts; on the securing of the necessary minimum political and administrative stability in the underdeveloped countries; and on the supplementing of technical aid with economic assistance.


An examination of ways by which aid-receiving countries can be helped in improving their administrative capabilities. A higher priority must be placed upon the development of professionally qualified personnel and effective institutions in the aid-receiving countries.


An examination of the experiences of technical advisers of the International Cooperation Administration (ICA). The implications of these findings for the administration of personnel in cross-cultural technical assistance will depend upon the administrator and the circumstances, as well as other factors influencing behavior. This study demonstrated the complexity of behavior and the difficulties of arriving at simple predictors. Recognition of the range of political, organizational, personal, and other aspects in the total cortex of international technical assistance makes for caution in speculating about the implications of these observations for administrative policy and procedure.


An examination of major professional problems of the U.S. technical assistant abroad. Despite a variety of frustrations, most respondents view their own efforts as successful and their professional qualifications as more than equal to the challenges of the overseas situations.


A review of the role of the technical expert as it is shaped by four principal elements—the technical cooperation agency; the expert himself; the host government; and the requirements of the task at hand. A variety of technical cooperation objectives and tasks exist, and clarification of the expert's role rests primarily with the technical cooperation agency.


A discussion of the effects of technical assistance upon public administrative systems, using Colombia as an example. Technical assistance is not itself an administrative reform but rather is an outside stimulus for constructive tendencies in the immediate environment. In a country with an unstable political environment it is questionable whether the proper role of technical assistance is the launching of a headlong attack on political conditions. Instead, technical assistance requires time as well as detailed knowledge of the environment.


A discussion of technical assistance with emphasis on the programs instituted through the United Nations' agencies. Genuine technical assistance, as demonstrated by various U.N. programs, consists of three components—human assistance, technological assistance, and material assistance. If one of the three components is absent, the effects of the other two inevitably are negligible.


A call for a more professional, better articulated basis for technical assistance to underdeveloped countries. The concept of technical assistance is relatively new, but to be successful assistance must be approached in a systematic, professional manner. The emerging principles of technical assistance are: the development of professional personnel; the recognition of the need to build new institutions to absorb the materials of assistance; the increasing orientation toward social development; the awareness of the need to map out long-range growth programs and select priorities; the call for experimentation and research; and the realization that
assistance to rural and urban development must be integrated.


A consideration of the process of and reasons for technical assistance. In the giving of assistance the viewpoint of the recipient country should be preponderant, and the experts must recognize their roles in the formulation of this viewpoint. Responding to a felt need is the best way to avoid increasing attitudes of subordination and dependence or destroying conditions and relationships important to the local people. The fact must not be overlooked that the final objective is economic development. Thus, both special projects and the overall planning project should simultaneously be the concerns of the countries giving and receiving assistance.


An analysis of the terms under which an internationally backed oil refinery was built in Thailand. The financing of this project may establish a pattern for future cooperation between industrialized and developing nations.


A review of major problems in economic and social development in Southeast Asia. In education and technical assistance certain conclusions reached as a result of lay experience in India are: (1) all requests for technical assistance should be clearly linked with specific economic development projects; (2) technical assistance offered should be both flexible and certain; (3) each recipient country should become a donor country, at least in a small way, as soon as it can; (4) many more training facilities should be developed within the recipient country. Perhaps the most important administrative agency is the planning organization.


A criticism of bilateral and multilateral programs of technical cooperation. Both their short-term authorization and underwriting and the administrative separation of technical and economic cooperation create difficulties.

2373. Ferrandi, Jacques, "La communauté économique européenne et l'assistance technique,” 6 IDR (September 1964) 8-10.

A review of technical assistance problems as they relate to the European Common Market. Technical assistance must be temporary and must not become a new form of colonization, but it must have sufficient permanence so that its fruits are not lost when the expert withdraws. Experts must develop local talent to continue projects. (In French)


An analysis of United Nations activities in the development of petrochemicals in the Economic Commission for Asia and the Far East area and a discussion of the problems of regional development. U.N. actions on petrochemicals and natural gas will have far-reaching influence on industry and agriculture in Asia and the Far East.


A case study of a United Nations' technical assistance mission in Afghanistan. Liberation of the economic development program from the stranglehold of under-developed administration is inseparable from basic political reform. The efforts of the U.N. could only begin this reform, but they made many Afghans aware of the need for action in the political as well as the economic field.


A survey of the United Nations technical assistance through the eyes of a recipient nation, Pakistan. An underlying resentment toward former colonial control still is evident. Because of latent emotionalism regarding the ways that foreign aid is given, multilateral aid often is superior to bilateral aid.


A classification of eleven instruments of technical and economic assistance into four principal functions. Of these, joint operation must form the backbone. To be effective technical assistance must go beyond advice and demonstration.


An analysis of an attempt by technical assistants to promote change through a national program of community development. In technical assistance planners should not expect to bring about drastic changes by means of one sequence of actions, no matter how well planned and executed, because certain actions of a sequence may be dependent upon a change that can occur only consequent to the actions themselves. One may expect success only up to the point where actions are to occur that are not dependent upon subsequent actions, and one may expect other positive results that are not fully anticipated.


A critique of American methods of administering foreign aid and technical assistance. U.S. financial aid is of little use to the countries that need it most and of considerable use to countries that can provide their...
own capital. This paradox must be resolved by directing aid toward forming the social and administrative institutions that can render it useful. Also, the experts who carry out technical assistance programs must familiarize themselves with the culture and attitudes of the countries they intend to help.


An examination of the Technical Assistance Administration (TAA) of the United Nations. Several factors are involved in whether or not an organization survives —pressures from the organization’s environment; the dominance of leadership; the maintenance of goals; intergroup rivalries; the effect of coalitions; and the defense of organizational integrity.


A report on the new awareness of the need for administractive training in underdeveloped areas and of what international agencies are doing to spur its growth, especially in Africa. The United Nations, largely through UNESCO, has emphasized the need for setting up national and regional schools of public administration. Some national institutes have come into existence, and they are coordinated to a limited extent by the International Institutes of Administrative Sciences.


A review of the activities of the United Nations Relief and Works Agency for Palestine Arab Refugees in the Near East (UNRWA), which already has performed a significant service among Arab refugees.


An analysis of special preparatory training for experts assigned to technical assistance missions. More widespread use of economic development institutes could, in particular, cater to the training of planners, while the universities and technical colleges could continue to dispense a kind of training designed primarily for national needs and in accordance with characteristics of the industrialized countries.


An examination of foreign experts in development projects with suggestions about how they can best be used. In many projects involving close and extensive contact with the local people it is impractical to use foreign experts. Therefore, the project planning must consider the amount of training that the local people need. Continuity is also improved when locals are used.

On-the-job training and technical education must be an important part of development programs to produce local experts. Government should help the training of such experts by giving projects in which they are involved high priority and establishing organizational frameworks and personnel policies that will maintain prestige and morale.


A review of the University of Missouri’s five years in India for the Agency for International Development. It is expected that their activities will make significant contributions to an improved agricultural educational system.


An inquiry into the role of Japanese aid in Asian agricultural development. Aid to Southeast Asia by Japan alone will be insufficient, but an agreed joint aid policy involving Japan, America, Canada, Australia, and New Zealand, and other deeply interested countries, such as Britain, would be indispensable.


An examination of the potential role of a research institute in providing technical assistance. A central organization—designed to provide technical assistance to each segment of the economy, staffed with scientists and technicians, adequately equipped with laboratory and supporting facilities, and suitably directed toward serving the government, industry, and business of the country—can be a major asset in the development program. The organization can: (1) undertake industry research and provide technical and economic services for industry; (2) provide technical assistance in development and industry planning; (3) develop technical manpower and enhance the scientific and technical capabilities of the country; and (4) provide liaison with and obtain services from foreign personnel and research organizations.


A suggestion of criteria for measuring successful technical assistance and of conditions for integrating the technical assistance into a country’s development plan. A successful technical assistance project is one that introduces a new product or brings about improved methods of manufacturing existing products, coupled with an attitudinal or social change. A successful project must be assessed by the extent to which it is integrated into a country’s development plan.

2389. Langrod, Georges, “Une nouvelle conception de la
An examination of the problems encountered in implementing a technical assistance program. Technical assistance depends measurably for its success on its administration. In technical assistance there is need for cooperation among the several social sciences, especially between public administration and cultural anthropology.

A consideration of the use of technical knowledge in economic development. The application of the knowledge in underdeveloped countries has not permitted food production to increase faster than population. Rather than adapting the present knowledge to conditions in underdeveloped countries developers should encourage localized research directed specifically to the problems of these countries.

A study of foreign aid and technical assistance as factors in the growth of underdeveloped nations. Foreign aid must be free of political and ideological strings. At the same time it should be rendered only when recipient nations are making every attempt to induce their own growth and are willing to work out their development plans in cooperation with knowledgeable international facilities, such as the United Nations agencies. Also, the assessment of an international income tax on all those nations above a certain per capita income level may be an equitable way of raising all the foreign aid capable of absorption by the developing nations.

An analysis of Sino-Soviet bloc technical assistance, which began in 1953. Steadily expanding, the bloc's technical assistance is geographically concentrated and is largely on a credit basis. As a whole, the efforts have been effective. The record in regard to the achievement of Sino-Soviet political goals, which is the real objective, is mixed, but it may yet be considerable.

An analysis of the problems encountered in granting technical assistance. The United States is not yet able to produce the type and quantity of trained personnel for technical assistance assignments that are needed. The U.S. must consider whether to train personnel by exposure to generalities or to adapt the principles to the specialty of the administrator.

A discussion of some aspects of the planning and administration of programs of technical assistance, including (1) the fallacy of cultural homogeneity; (2) the continuing force of native traditions; and (3) the cultural determinants of administrative behavior. Programs must be individualized to fit the various subcultures, native tradition must be accounted for, and culturally determined behavior of the administrators of the programs must be recognized.

A case study of technical assistance in Ceylon under the auspices of the International Health Board of the Rockefeller Foundation. The problems of parasites, nutrition, sanitation, social conditions, and economies are interlocked. An improvement in any will affect the others. At the same time, however, a lack of improvement in any one may hold back progress in all the others. An invaluable byproduct of the Rockefeller hookworm work was the demonstration that no permanent gain can be made in combating disease without a rise in the general social and economic level.
A discussion of the relationship between science and development. With the notable exception of China, change in the developing countries is generally the result of a policy decision by an international agency or by an industrialized country that for strategic, economic, traditional, or humanitarian motives shows an interest in the development. It is therefore likely to be a directed change.


An analysis of the problems involved in evaluating technical assistance. Massive assistance to attain results over a short period may result in little achievement. Real changes in government systems and practices in Southeast Asia would take a long time, as they are based on long established institutions, cultures and habits. The best approach to extending technical assistance is the indirect way—helping to develop the country’s capacity to help itself.


An analysis of the problems of integration of technical assistance projects in development administration. This is important, for the project is meaningful only as it relates to the development effort. Whether or not projects succeed depends on the efforts of those who shape it—planners, government staff members, and political leaders.


An examination of the individual technical assistance project and its administration. Successful administration of a project in a host country is quite different from successful performance of the project officer in his own country. Stresses and conflicts almost inevitably arise, particularly when the cultural forces that influence policies, attitudes, and practices in the host country are misunderstood or misinterpreted.


An examination of the role of technical assistance projects in contemporary development. The deliberate application of research in technical assistance project administration should be very rewarding.


An analysis of the work role of the technical assistance project officer. The success of the project cannot be found just in studying the various work roles of the project officer. It derives instead from the universe of forces that determine the course of events in a developing country and affect its growth and quality of life, wherein everything is bound together inseparably and it is impossible to isolate the consequences of the project from the political, social, cultural, and psychological matrix that is the totality of that society.


An analysis of the role of American voluntary agencies in technical assistance abroad. Their efforts are based on the tradition of service, humanitarianism, and social responsibility toward those whose opportunities for development have been few. The agencies extend trained assistants to enable others to help themselves and launch pilot programs that serve as practical testing instruments within manageable proportions and permit alterations without great cost or time expenditure to either the host country or the contributing agency. They evidence the underlying belief that assistance should be carried forward on a basis of mutual benefit to the host country and the agency. Finally, they demonstrate elements of uniqueness and flexibility and face-to-face relationships, which are powerful forces in the genesis of ideas and the transfer of skills.


A review of the major aspects of American technical cooperation, including its relationship to economic development, types of assistance, and coordination with other programs. The United States emphasizes mutuality in its programs, contrasting with the Soviet bloc’s emphasis on direct operational “packaged” methods. The American method provides a firmer base for emergence of indigenous leadership, thus increasing the problem-solving capacity of the less developed countries.


An examination of economic and technical assistance as a means of satisfying a minimum condition for the achievement of political stability. Beyond a general expansion of the present programs for technical cooperation, greater use of the technical and managerial resources of U.S. industry would accelerate progress. In addition to adaptive development of devices, processes, or techniques of various kinds systems-development approach to basic problems that inhibit economic growth in the underdeveloped areas is needed.


A review of the organization of Israel’s technical assistance programs. Israel has become a large supplier of technical assistance to developing countries in Africa, Asia, and Latin America. This assistance takes two forms—the supply of technical experts and the training in Israel of technicians from foreign countries.

A critique of the bilateral material and technical assistance programs of the United States and other countries, noting the subordination of social programs to those for economic and industrial growth. Increased attention to social factors can minimize the problems associated with rapid economic development and industrialization. Such attention is urged for future U.S. programs, since the U.S. has the largest bilateral program in the world.


An examination of United States programs in foreign research, sponsored by the National Institutes of Health and the Department of Defense, showing that little research is being devoted to the causes of conflicts. Research in developing nations should include a larger involvement by the government, with the cooperation of social scientists in developing needed research programs.


A discussion of the circumstances that will allow optimal utilization of foreign aid and technical assistance in India. Ten years of development plans have offered rich experiences in utilizing external assistance. An economic structure adjusted for harnessing all available agencies within the country to channel and utilize external assistance from diverse sources exists. The economy is necessarily becoming more complex, but a flexible approach to receiving and allocating funds and materials will not lead to difficulties either for the donors or the recipients if the goals of development are clear and political stability is maintained.


An evaluation of the United Nations' and United States' technical assistance program operations in the contexts of program-making, costs of program administration, human factors in program operations, and conditions of sustained program impact. The framework of the United Nations is practicable and in certain respects more suitable for Point Four operation than are the bilateral arrangements of the United States. The United Nations' programs must be strengthened through the United States' sustained financial support because they promote the interests of the free world community in many ways.


An assessment of United States contributions to educational assistance, which reveals the postwar response to the rising demand of the developing countries for educational and technical assistance has been almost inaudible. There are no indications that a reversal is imminent.


An examination of American goals and interests as donors of technical assistance to accelerate economic development in the emerging nations. Candor suggests not that the U.S. diminish its aid but that it approach their problems to teach and with as much eagerness to receive as to give.


A discussion of the role of the social scientist in technical assistance programs, especially in the Middle East. There is an urgent need for the social scientist to be involved in programs from the beginning; otherwise, projects of technical aid will risk being disrupted, and possibly wrecked, by the forces of local culture or will create in the longrun more problems than they have solved.


A case study of an American Friends Service Committee (AFSC) technical assistance mission in India. In entering technical assistance AFSC realized that it would be moving into an activity where it would be intentionally trying to induce changes in a foreign culture pattern. AFSC usually places great emphasis upon the selection of personnel and upon the responsibility of the field staff for determination, within AFSC principles and specific purpose, of methods and even of scope of the project.


An examination of the national planning and coordinating machinery of Iraq and Jordan since the United States' Point Four and the United Nations' Expanded Program were launched to discover the extent to which the two recipient governments have provided a planning base for the integration of technical assistance projects. Technical expertise available through U.S. and U.N. programs has not received maximum utilization in Iraq and Jordan. Hope for administrative improvement lies in the development of stronger national unity in those countries, which in turn will promote regional coordination.


A review of the rise of social sciences in developing nations. It is generally true that conditions for research
and training are limited and uncertain. The new nations at times have exhibited some animosity toward researchers, possibly because of their intense nationalism. In selecting foreign students for study in the United States care must be taken to choose those who are scholars and leaders, for they are the bridges for cooperation. More cooperation among schools in different nations must develop, and attempts to combine research and service in underdeveloped countries must begin.


An attempt to differentiate between Soviet and western technical assistance to underdeveloped countries. The overall assistance extended by Soviet organizations is not export of capital, and is, consequently, not aimed at deriving any benefits from the exploitation of their peoples. In contrast to western practices the Soviet government and citizens never take part in the management of the programs or institutions in underdeveloped areas that they have aided.


A résumé of international organizations and programs for cooperation in the development of Africa. Technical assistance is as necessary for African growth as economic assistance. Consequently, in addition to the large amounts of government loans to African nations and foreign investment within them, numerous technical assistance programs have arisen. It is important that foreign investors and contributors be assured that their expenditures are secure. (In French)


A discussion of the organizing and financing of aid to underdeveloped countries, primarily from the point-of-view of West Germany, but with general application. More detailed directives should be given to the governments of the underdeveloped countries for the elaboration of applications for assistance, and the United Nations Special Fund itself should have sufficient personnel to work out projects in those countries. Much waste occurs in the work of the Technical Assistance Organization experts, because their services are not fully used by the underdeveloped countries that have applied for them.


An examination of new approaches to international assistance. If the aim of properly constructed plans is accepted as an essential preliminary to successful development, some countries have the administrative cadre to devise and supervise such a plan. They are ready for large imports of capital, and although they may need some foreign technicians, these men can usually be hired in the normal way. Some countries have the administrative and technical personnel they need but lack development planners. Other countries, however, are only beginning to build up their cadres, and they need technical assistance in making surveys, in devising plans, and in carrying them out. Thus, for the next generation a group of development planners, of competent administrators, and of trained persons in a wide variety of specialties will be needed.


A suggestion of several approaches to the study of technical assistance in the Philippines and underdeveloped countries in general. All social science disciplines can offer insights into the methodology of technical assistance. The question might be approached by making case studies of specific assistance programs or by studying community reaction. Study of leadership, resistance to innovation, and types of assistance might also be useful.


An examination of major features of peacetime food administration. Only with the entry into operation of the United Nations' Food and Agricultural Organization World Food Program was an administrative means found by which the organized world community could make a start on bringing together some of its unused resources.


A report on the Japanese aid effort and a description of the work of Japan's Overseas Cooperation Volunteers. As an indication of Japan's renewed interest in Asian economic assistance, Japanese aid is increasing, after a decline in 1964.


A discussion of various methods to administer American technical assistance to underdeveloped countries, including administrative machinery such as the "servicios" in Latin America and the Joint Commission on Rural Reconstruction in China (Taiwan). Servicios and similar administrative structures are action-oriented and are effective because of a high degree of autonomy, but they often arouse serious resentment in host nations because of American domination or lack of respect for other administrative machinery. Under certain circumstances slower techniques, more directly in control of host administrators, are advisable.


A review of Israel's expanding technical assistance program. The training courses and program for cooperation organized by Israel are based on the principle
that mutual aid in the field of science and constant exchange of experience constitute important factors in raising standards of living and in increasing mutual understanding. Israel's assistance is available to any country willing to accept it in a spirit of mutual comprehension and on the basis of friendly relations. Israel's experience indicates that a lack of material resources in no way blocks large-scale projects, provided that the necessary technical knowledge is available and the will to share it with others exists.

(d) Technical Assistance in Public Administration


An evaluation of public administration technical assistance from the standpoint of the Philippine receivers. The fundamental problem of the underdeveloped countries is how to accumulate tremendous amounts of capital necessary to accelerate economic and social development. Given the limited resources of these countries, public administration technical assistance is valuable in making efficiency and economy possible in government operations.


A review of the efforts of the United Nations to aid the improvement of administrative practices in developing countries by establishing national institutes of public administration. Member governments work out requests for technical assistance in public administration without knowing how to relate administrative training and improvement to their overall government problems. An approach is needed that would insure that countries planning programs involving technical assistance seek the advice of the U.N.


A rejoinder to Albert Lepawsky's comments in "Technical Assistance: Challenge to Public Administration," in which he states that public relations courses are of dubious value in international training programs for public administration. Lepawsky's position is in error; training and research in public relations are very significant as tools for building effective democratic government.


Two assessments of United States technical assistance to the Philippines from the points-of-view of a Filipino and an American official. International Cooperation Administration efforts to improve government services by upgrading the efficiency of government agencies have yielded considerable results. Accomplishments include: reorganization of various government offices; adoption of performance budgeting; accelerated issuance of land titles; establishment of Philippine leadership in government management and training in Southeast Asia; classification of positions and standardization of salaries; reduction of tax anomalies; simplification of criminal identification; and speedy apprehension of malefactors. Some major problems include: the gulf between knowledge and its application; the failure to delegate authority or accept responsibility; a reluctance by managerial personnel to exercise firm administrative discipline in relations with subordinates; difficulties encountered because of the annual budget system in planning new projects and carrying out existing ones; the occasional employment of technicians ill-suited for overseas work; the lack of a systematic followup on the implementation of projects; and a lack of reliable, specific measures for evaluating accomplishments of a particular technician.


A discussion of the work of the International Secretariat for Volunteer Service, whose objective is to help developed and developing nations to organize, expand, and improve volunteer programs. To create effective programs of this nature will aid in supplying developing nations with one of their most urgent needs—middle-level manpower. Middle-level manpower includes a wide level of vocationally skilled workers and excludes both high management and unskilled labor. The Secretariat's aim is to encourage development of volunteer programs, both export and domestic ones.


An examination of the experience of the University of Southern California in conducting orientation programs in municipal development and administration for Venezuelan mayors and councilmen. The experience
was unique because it operated entirely at the municipal level and because the activities and studies were organized for elected officials who provide the political and administrative leadership for Venezuelan local governments.


An examination of program planning and development in the United Nations' Expanded Technical Assistance Program. Such planning must take place at the level of the recipient country, and the country must relate its needs to the resources available, both internally and through bilateral and multilateral technical assistance. The U.N. program can increasingly serve as a point of coordination for technical assistance.


An analysis of the meaning of and conditions for world order and the relationship between world order and national development. World order, a system endowed with effective measures to insure world peace and development, is indispensable. Intellectuals must play the decisive role in its accomplishment.


A discussion of the organizational problems of the U.N. Technical Assistance Administration. These problems are of two types: (1) administrative weaknesses of indigenous governments caused by inexperience, corruption, backwardness of economy, or cultural structure; and (2) problems facing an agency staffed by people with a variety of national and personal backgrounds.


A survey of the development of the Technical Assistance Administration (TAA), its duties and organization, its experience in executing programs, and its reorganization in 1952. The problems of the TAA are generally administrative—hierarchy of channels; rigid procedures; committee system; recruitment of competent personnel on the basis of a wide geographical distribution, and reporting and communication. Effective administration demands an understanding on the part of the personnel responsible for the execution of the TAA programs. Variations in background and experience, as well as fear of offending national sensitivities, are just a few of the barriers.


A discussion of the problems encountered in technical assistance and of how they can be met. A basic understanding must be reached between the donor and receiver of assistance about which goals are to be undertaken. Recommendations for action should be based carefully upon an initial survey, and broad goals should be reduced to definite, realistic statements of concrete action.


A sketch of the public Administration program of the International Cooperation Administration. Advisers or experts, consulting contracts, contracts for the development of local institutes, and training in the United States are among the main approaches used. Solutions to administrative problems should be adapted to the culture of the host country rather than transplanted from abroad.


A survey of the activities of the United Nations and other international bodies in technical assistance in public administration. Public administration in most underdeveloped countries faces two major problems—a historic distrust of governmental institutions and an emphasis on governmental formalism. More imagination is necessary in technical assistance programs, especially in relating them to social and economic development.


A review of the experience of OPEX, a form of expert assistance that is an alternative to the advisory form of expert assistance. The more highly technical the field in which assistance is required, the greater is the gap between the level of national competence and the requirements of the posts to be filled.


An analysis of the British contribution to the Colombo Plan. The most interesting development is in the field of administrative studies. A new institute within the University of Sussex that will gather into one organization experts in economics and in all the main fields of development studies has been proposed. It will provide courses of study for three types of people—senior administrators from overseas, British graduates who want to specialize in the problems of overseas development, and British officials at home and overseas concerned with aid who need retraining.


A review of some unusual problems facing the field administration of a foreign aid program. If there is
validity in the view that administrative concepts have powerful cultural roots, then it seems essential that field administrators and technicians achieve a broader perspective than their specialties are likely to allow. Interdisciplinary social science teams to examine the overall effects of country purposes and their effects could benefit aid missions.


A discussion of the relationship between public administration and cultural change, referring to technical assistance programs. If developmental programs are to succeed, systems of public administration must be oriented toward a positive rather than a neutral role in policy development. Seasoned bureaucracies become hostile toward innovation, and this must be avoided for successful programs.


An examination of the possible role of public administration in exploring situations where cross-cultural or cross-discipline features might be significant elements in guiding technical cooperation. Many sociological and anthropological insights are available and need only to be adapted to administrative needs. Public administration experts should undertake case studies to see if knowledge of other disciplines can be guided into a more useful program of action than seems to exist now. Studies bearing upon the need for adaptation of existing knowledge to new situations and upon the need for mobilizing the relevant contributions of the various specialized disciplines can be suggested for most areas of technical cooperation.


An examination of the concept and role of the International Civil Servant. It is hoped that the International Civil Service does not develop the weaknesses of national civil services. So far the record of the United Nations Civil Service has been encouraging.

2447. Tickner, Fred J., “Technical Assistance in Public Administration,” 31 PAL (Spring 1953) 63-64.

A description of the genesis and operation of the Public Administration Division of the Technical Assistance Administration of the United Nations. Technical assistance in the principles, procedures, and methods of modern administration is given to countries that request it in the same way as technical assistance in the more material and technical fields. The assistance provided by the U.N. is for a limited period, and eventually the expert advisers withdraw, leaving the mechanism and the organization that has been created as an integral part of the domestic arrangements of the country concerned.


An examination of the management improvement program in the Philippine government through United States technical assistance. Most American advisers who have had a hand in the project have viewed the problem as a technical one. In terms of providing continuity in specific projects and of determining dates of phasing out, the present International Cooperation Administration technical scheme needs some reassessment.


An attempt to formulate the conditions of success or failure of technical assistance to improve public administration. Improved public administration facilitates large social changes. In many developing nations government is depended upon to modify long-standing social, economic, and political arrangements. Progress in education, wealth, transport and communication, industrial and agricultural growth, national defense, and the general welfare demand a more efficient, effective, and honest public administration.


A consideration of aspects of the personnel selection process for employment abroad. The capacity to understand the language of another group is frequently less important than the capacity to understand that members of the foreign group will have a different outlook on life.


A review of UNESCO's role in Africa. The key to political consolidation and economic and social development lies in the development of a strong educational system.

An examination into the role and growth of international civil servants. The international civil servant is aware of the need to understand fully the peculiarities of each culture and subculture in which he works, but he is equally cognizant of the fact that there are universal responses, too. His job is to represent universalism.

A review of the stands that Pakistan and most of the underdeveloped nations took at the United Nations Conference on Trade and Development in 1964. Although world trade doubled between 1950 and 1962, the underdeveloped nations actually lost a significant share of the international market. The developed nations must understand and adjust their policies to the fact that foreign aid will not greatly benefit the underdeveloped nations in their growth unless world trade is structured to be more favorable to the emerging nations. The developed countries must accept responsibility for maintaining international price stability and for reducing their restrictive tariffs.

An appraisal of the progress of the development decade. The prospects for the less developed countries are not hopeful, unless the attitudes toward them among the prosperous countries change. Development cannot be achieved without international assistance.

A consideration of the United Nations' problem of preserving former colonial territories from a meaningless independence granted too lightly. Only a small segment of the problem is considered—the options that may be open to the islands of the western Indian Ocean. The best formula may be a regional solution, protected by multilateral activity.

A review of the underlying principles, structure, and major defects of the Organization of African States. The main difference between the OAS and other regional organizations is the pan-African base of the movement on the actual relations between states, rather than a dream of a united Africa.

A consideration of how changes resulting from technical development affect the formulation and conduct of U.S. foreign policy in the Middle East. Technical development has introduced a new factor in diplomatic relations among nations, and the secret of how to relate technical development and diplomacy into a consistent, coherent foreign policy has yet to be discovered.

An analysis of some problems of development assistance. The task of communicating knowledge and transferring experience cannot be usefully pursued unless this knowledge and experience is adapted to the concrete realities of the countries receiving the aid. Therefore, they must be aware of those realities.

2460. Chambre, Henri, "Aid From the East Bloc Countries to the Underdeveloped Countries," 1 WJU (September 1960) 69-86.
A discussion of Communist aid to developing areas. The development of a backward country cannot be achieved by bilateral or multilateral economic aid alone. The countries concerned must regard their own development in terms of the specific problems facing them, without attempting to copy an economic system because it has been successful elsewhere.

A discussion of the role of the United Nations in the breakup of colonialism and in attempts at political development. A particularly strong need of all new countries, varying greatly in scale among them, is the shortage in trained manpower for administration.

An analysis of UNESCO's management problems. In an organization such as UNESCO, as compared with a national management task, a top manager must know a wide range of facts about many peoples and governments and have a flexible approach to a broad spectrum
of assumptions. The requirements set up pressures against the full expression of the administrator's personality.


An analysis of the structure and functions of the International Monetary Fund.


A discussion of the weaknesses of the Economic Commission for Asia and the Far East—Asia's primary economic organization. A lack of coordination within the body and a general aura of inefficiency that are symptomatic of the lack of real authority and dynamism affect the organization. An even deeper malaise, however, is its policy of appeasement.


An examination of the role that the three regional economic commissions of the United Nations that serve the developing world play in promoting integration within their regions. Integrative output of the commissions is closely related to environmental conditions and the resultant receptivity of member states to ideas and initiatives of the commissions. Hopefully, conditions and attitudes will be modified, thus removing some of the limitations upon cooperative action.


A review of the Alliance for Progress during its fourth year of operation, with special attention to the measurement of the American effort, Latin America's economic philosophy, and the role of private business. In sum, the failure to learn critical lessons from early mistakes bodes ill for the organization.


A discussion of the role of the Inter-American Committee for the Alliance for Progress (CIAP). The scope and tempo of Latin American economic development are increasing as governments and international agencies seek to propel the continent into an era of self-sustaining growth. For its part in this undertaking CIAP has gained considerable prestige and influence.


A consideration of Africa's development needs. The United Nations is the only organization through which the development of Africa can be discussed worldwide. Africa cannot be treated in isolation. The development of its natural resources and the adequacy of economic returns for its primary products, as well as its internal development, call for a worldwide understanding.


An examination of the nature of and the reasons for American aid to specific countries of the Middle East. Undoubtedly, United States aid policy has been influenced by Soviet competition. However, in the longrun the substantial measure of genuine altruism accompanying aid, while neither professed by the donor nor acknowledged by the recipients, may contribute more to the success of U.S. objectives than national self-interest possibly could alone.


An attempt to survey available knowledge of Comecon, the organization that will probably play an increasing role in the economic development of East Central Europe. Comecon also reveals some of the particular problems faced by centrally planned economies when they try to integrate.


An examination of American adjustments to India. Americans differ both cross-sectionally and longitudinally in sentiments about their host country. New comers may experience a cycle of adjustment induced in part by their learning to live with their own national identity. Enclaving and the growth of a subculture hostile to the host country may result.


A discussion of the nature and role of Britain's Overseas Development Institute and its publications.


A discussion of trends toward administrative decentralization of the United Nations. Both on administrative and political grounds the 1960s will witness an increase in decentralization.


An argument that fears of newly developing nations about the European Economic Community are exaggerated and that the EEC, as it has been conceived, is more likely to promote than to hinder the development of nonmember countries. Underdevelopment is the consequence of a structural situation, which will not be improved by measures that consolidate the structure that established it even more firmly. Rather, only by changing the structure can the division of countries between the rich and poor be ended.


An examination of the relationship of the conflict
between capitalism, Communism, and aid to under-developed nations. The data analyzed indicate that aid to developing nations from the Communist bloc is less on a monetary basis than the assistance furnished by the western nations, especially the United States. Until the Communist nations can expand their productive output appreciably, they will continue to play a subordinate assistance role. Several things can be done to strengthen the U.S. foreign aid program, however.


A review of French assistance during 1964. Three trends characterized French aid: (1) private credits increased, while government assistance remained about the same; (2) capital investments and technical assistance expanded, while direct subsidies declined; and (3) aid to countries outside the franc zone expanded, while assistance conveyed through international organizations diminished.


An appraisal of the first half of the United Nations development decade. If the development decades of the future are to make truly significant advances in well-being, the ultimate question is not how much economic change the poor country can absorb, but rather how much social change its people can absorb and how quickly.


A survey of United States aid to Africa with emphasis on government assistance, including the grants and loans of the Agency for International Development, the Food for Peace, the Export-Import Bank, the military assistance program, the Peace Corps, and other programs. In 1962 American aid to Africa was reduced, not because of a lack of absorptive capacity by African countries, but because of a lack of commitment on the part of the United States.


A consideration of the European Economic Community’s regional policy for Mediterranean Europe. The creation of the European community may aggravate existing regional problems. The objective of the community’s regional policy is the elimination of the wide disparities in development among its regions. Certain principles are applied to developing a regional policy. First, economic development must not have material accomplishments only as its goal. Second, the development must be the result of a coordinated evolution of the economic condition of all elements of society. Third, regional development is above all a local effort; expensive infrastructure does not bring it about as long as the local population is not aware of the efforts it must make. Fourth, the magnitude of the problem faced may be too great for the technical and financial resources of the area, making outside participation necessary.


An analysis of the various regional and international organizations primarily concerned with making development assistance loans, credits, and grants. There is a wide diversity of agencies with important differences in their functions, purposes, structures, membership, resources, and methods of operation. They also have much in common, particularly in their growing acceptance by both aid-giving and aid-receiving countries. It seems that such agencies, despite and perhaps because of their diversity, are very much in the ascendency in the external development field.


A review of implications of European Area Assistance programs. Certain underdeveloped areas may need fundamental improvements before extensive private capital and investment can be attracted.


Suggestions of how the United States can aid Latin America. A new basic dimension of technical assistance is needed. Its essence is administrative skill in the management of differences and the transmitting of these skills to Latin administrators in a setting of genuine respect.


A discussion of necessary policies in international aid. Many governments are not getting the types of assistance they need, partly because there is a tendency for those supplying technical aid to press the sort of aid they are in a position to provide—or what the recipient happens to believe important.


A discussion of significant developments that have marked the management of United Nations operational programs in recent years. There has been a tendency to minimize or to provide insufficient financial support for general budget, personnel, and program planning units.


A discussion of changes in United Nations administrative capacity. Trends indicate administrative capacity and flexibility on the part of the U.N. in meeting a variety of tasks.

2486. Singer, H. W., “External Aid: For Plans or Projects,” 75 EJO (September 1965) 539-545.

A consideration of the value of diverse forms of external aid. The scope for planning aid through aid consortia, combined with technical planning and project
assistance to developing countries, may increase in the next phase. This could result in greater effectiveness of aid.


A review of Swiss aid to Africa. The underlying motivations are idealistic and pragmatic: (1) humanitarian help to the needy is a Swiss tradition; (2) Switzerland takes seriously its responsibilities as a developed nation; (3) it hopes that world peace will be enhanced by the orderly transfer of knowledge; (4) the international prestige of Switzerland is furthered; and (5) channels are opened for future commercial relations. Six basic operating principles govern the assistance program. First is that of “building, then retiring.” Second, theoretical training is almost always combined with practical experience. Third, no funds are given to governments but rather are given directly to private and public corporations and institutions. Fourth, Swiss aid must be incorporated into the overall development plan of the recipient nation. Fifth, preference is given to the smallest countries and within these to small towns and agricultural areas. Sixth, initially modest projects are favored in order to minimize the cost of possible errors, though a project may be enlarged when thorough investigation reveals genuine need and probable success.


An examination of work roles of Americans representing the United States in India. Americans in India are highly educated professionals, technological specialists, and skilled administrators. Eleven percent function as system-builders of the third culture; one-fourth generate innovations on a more limited scale; and one-half fulfill work roles either as defined before entry or developed after arrival.


An examination of the place of the Afro-Asian world in China’s overseas perspective. For the Chinese the underdeveloped world is a land of tremendous opportunity. It is a world in flux, where old political orders and alliances are crumbling and new ones are being formed; where new friends can be won, old balances of power upset, and powerful new alliances built.


A review of changes affecting the role of the American professor abroad. The traditional role of technical cooperation is becoming more and more outmoded or inapplicable. Administrative assignments have been successful in proportion to the efforts of the host institution or agency to seek permanent replacements among local personnel.


An examination of the role of the American businessman abroad. American businessmen play an important role in the economic development of foreign nations in carrying on tax-paying businesses that furnish employment, in offering skills, in displaying management methods, and in providing training programs.


An appraisal of the history, future, and contributions of the Latin American Free Trade Association. LAFTA clearly demonstrates that regional cooperation faces its greatest obstacles in the very areas where it is most needed. Internal fragmentation, contending groups, lack of adequate legal instruments, and ignorance of the functioning of a modern society represent major hurdles. External pressures also tend to be negative.


A review of the activities of the United Nations Conference on Trade and Development. UNCTAD’s targets include: getting the gross national product of less developed countries to grow at the rate of 5 per cent a year; raising the average gross national product per head to $170 by 1970; and matching a desired level of imports with the ability to pay. UNCTAD started from the basis of what the developed can do for the less developed, and it is now reaching the level of what the less developed can do for themselves.
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