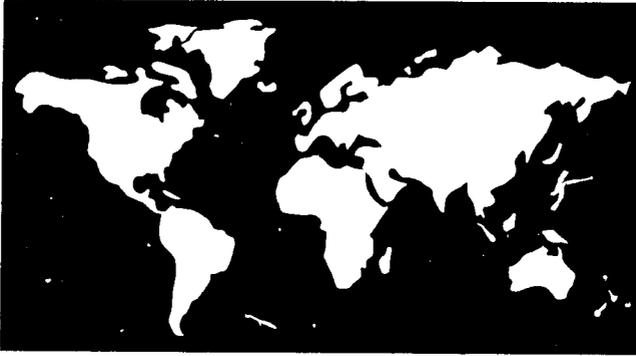


HIID

Harvard Institute for
International Development



1987-1989
Biennial Report



■ **HIID**

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■ Director's Statement

Biennial Report: 1987-89

The Harvard Institute for International Development has a three-part mission: development assistance, teaching and research. Its first goal is to bring to bear the knowledge available within Harvard University on the problems of growth and poverty alleviation in individual developing countries. In pursuit of that objective the Institute called upon numerous Harvard faculty members in a variety of disciplines to work on HIID projects over the past two years.

As an integral part of the University, the Institute seeks to ensure that the experience gained from technical assistance contributes to the University's primary missions — teaching and research. The Institute's staff not only teaches many of the courses dealing with development issues in various faculties, but we are also actively engaged in a research program that draws upon our overseas work. The Institute's unique ability to harness the resources of the University for work in developing countries and then to incorporate that experience with the University's research and teaching activities distinguishes HIID from most other organizations providing technical assistance abroad.

HIID grew out of the work of Harvard's Development Advisory Service (1962-1974), and earlier projects involving Harvard advisors in international development. The Institute was created in 1974 as the University's center for teaching, research, and technical assistance involving economic and social development in the Third World.

Throughout its more than three decades of experience, the Institute's work in developing nations has been guided by two constant principles. Our first task is to work with policymakers to assist them in clarifying the choices they face. It is not our role to make those choices for them. Nor is it our role to sell a particular point of view, including the view of a donor agency or foundation which may have contributed to funding the project. Second, we work to strengthen our counterpart institutions in developing countries so that they can carry out the analysis of these choices on their own. There is always some tension between the need to accomplish the work of clarifying policy choices and the need to develop the in-country capacity to carry out this analysis independently. Our clear goal, however, is to reduce and eliminate the necessity for ongoing technical assistance in a particular area.

Although the Institute does not try to sell one policy solution or another, we do have views on which kinds of policies are likely to work in a given setting. We are concerned with both growth and distribution and do not believe that sustained development is possible unless economic policy deals successfully with both objectives. With respect to growth, it is differences in productivity rather than levels of capital formation that separate the rapidly growing nations from the rest. Hence,

much of the Institute's work has sought to understand the reasons for the observed differences in factor productivity and to see which productivity-enhancing policies can be transferred from one country to another. While our understanding of the factors influencing poverty and income distribution is still relatively poor, there is increasing evidence that many of the same measures that improve productivity also serve to improve income distribution and reduce absolute poverty.

HIID's specialization in economics and management, therefore, is in working to achieve greater efficiency and hence higher productivity growth. Correction of price distortions that cause allocative inefficiency is part of what is involved, but only a part and sometimes not even a very important part. Academic courses on economic reform, uninformed by real world experience, often treat "getting prices right" as if that is all there is to reform, but people who have been involved in economic reform soon acquire a more dynamic view of this process. In many cases the goal is to create competitive markets that will reward enterprises for using opportunities to cut costs and increase their sales. In large numbers of developing countries, however, profits are achieved, not by cutting costs or raising sales, but by wringing more subsidies out of the government bureaucracy. Reform in this situation involves, most of all, measures to cut the ties that bind enterprises to that government bureaucracy.

Privatization is sometimes put forward as the solution to all developing countries' problems. Privatization does sometimes help. In most developing nations, however, including such economic success stories as South Korea and Taiwan, the government plays a central role, sometimes with outright ownership of industry, often with specific efforts to regulate and encourage particular sectors, and almost always with investment in critical infrastructure. As HIID has discovered over and over again, economic reform involves working with governments so they can do their job better and achieve legitimate social goals without undue costs in terms of economic efficiency. In the case of government's regulatory and taxation roles, the task is to create systems that minimize the discretionary authority of the bureaucracy. Where the task is developmental rather than regulatory, as in the case of public enterprises, there must be maximum flexibility and discretion on the part of the managers of those enterprises. The problem then becomes how to design incentives so that these enterprises will work efficiently for the good of society as a whole.

Over the past two years the Institute has been involved with a wide variety of economic and social reforms. We have worked with the governments of Indonesia, Kenya, The Gambia, and Malawi on tax reform. Trade policy has been a feature of our projects in Indonesia, Kenya, Morocco, and The Gambia. The better management of a nation's natural resources has been a feature of our work in Thailand and Brunei, as well as in Indonesia, where research on pesticide misuse led to that government's banning pesticide use on rice. Working with government banks to help them

become independent, competitive financial institutions rather than simply subordinate offices of the central bank is also a key feature of Indonesian reform efforts in which we have been involved. Food price policy has been a mainstay of HIID for two decades, most recently in Malawi, the Philippines, and Vietnam. Government budget reform and the introduction of microcomputers at the central and district levels have been key features of our work in Kenya. We have studied government industrial policies in Korea, Taiwan, Bangladesh and the Philippines in an effort to understand the relationship between government policy and the size of firms. Macroeconomic policy, always a prerogative of government, has been an important part of our work in Bolivia, Indonesia, and The Gambia.

In recent years we have made special efforts to expand our work in the social sectors, notably health and education. The Institute's project to strengthen indigenous research and prevention efforts against diarrheal disease is a unique effort to identify and implement more effective ways of encouraging the use of oral rehydration and related interventions to reduce the incidence of the major killer of the world's children. We have worked with the health ministries of Chad, Costa Rica, and Cameroon, and the city of San Juan, Puerto Rico, to improve their capacities to deal with a broad range of maternal and child health problems, improve their health information systems, and seek out more cost-effective methods for dealing with AIDS. In education, we are working with a number of governments, with major efforts in Egypt and Pakistan, on methods that will improve the ability of education ministries to allocate resources effectively and to plan for the expansion of the educational system that is needed to meet the growing demand for schooling.

Much of our work requires skills that cut across disciplines. Tax and banking reforms, for example, involve lawyers as much as economists. We have also discovered the need for skilled management consultants to work within the banks being reformed. The expertise of the anthropologist is invaluable in sorting out how institutions at the village level or among the urban poor really work. Policy change always involves politics, and the analyst of reform who sees the process as a purely technical exercise is sure to be frustrated, ineffective, or both. While it is not the advisor's job to get involved in the political process, the advisor must understand the political constraints within which policy is set. There may not really be a discipline of public management, but political scientists, specialists in business administration, public administration, and others contribute to our understanding of the political issues that constrain policy actions.

Similarly, it is difficult to imagine successful health interventions without medical doctors, but it is also difficult to design successful public health programs without economists, anthropologists, and management specialists. Educational planning requires people who have worked with educational systems, but the disciplines involved range from sociology to

computer science. Our past work has made us increasingly aware of the need to treat many development problems from a multidisciplinary perspective, and the Institute remains committed to seeking ways to involve a broad range of appropriate disciplines in our policy and research work.

HIID currently has just over 100 development professionals representing all of the disciplines mentioned above. One-third of these are economists. Other professional groups amply represented at the Institute are public health oriented medical doctors, specialists in public policy and public administration, anthropologists, and educational planners.

An organization cannot field projects in many countries without a strong administrative and logistical support system. In our case, the support system involves nearly 90 people, ranging from senior managers with broad responsibilities for the organization to administrative assistants responsible for logistical management on specific projects, and from specialists handling training to accountants and staff assistants.

In summary, the Institute attempts to bridge the gap between working on policy reform in the field and being on the cutting edge of research and teaching. There are many frontiers in research, but the one we care about is the frontier that leads to better ways of achieving economic and social reform in the developing world. Our approach to that frontier is through working on real problems and helping policymakers to make and implement real choices. Teaching about what we have learned is one way of helping ourselves to better understand what the reform process involves. Research conferences, such as the one in Morocco in 1988, in which over half of HIID's professionals participated, also play an important role in helping us move to a higher level of understanding. The teaching and publications that are the outcome of individual research as well as research conferences are ways that lessons learned from the field can contribute to the dialogue over reform in the development community at large.

— Dwight H. Perkins, *Director*

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■ Research

The Institute's research program aims to test and expand theory, to improve the basis for making policy decisions, and to provide instructional materials for teaching. In common with other research programs, the Institute's research activities reflect an effort to increase the understanding of the development process. However, unlike most research efforts, HIID's research output has two special characteristics. First, much of the research uses data and insights generated from field experience and policy-oriented advisory work. And second, the research covers the range of disciplines represented in HIID, including anthropology, economics, public health, educational planning, public administration, sociology, law and political science. While often these disciplines address research issues from their own perspective, the Institute encourages research with a multidisciplinary focus.

The Institute disseminates its research through publications and conferences, as well as through classroom teaching and workshops, which are discussed in separate sections.

■ Publications

In 1987 the Institute began publication of the **HIID Research Review** to make its research known to a broader audience. This widely distributed digest reporting on research conducted by the Institute's staff is published at least three times a year. In addition, HIID issues the Development Discussion Papers series (DDPs), which presents studies conducted by the Institute's staff and consultants. This working paper series allows the distribution of research findings at an early stage, so that the ideas can reach development professionals as soon as possible. Much of the Institute's research output eventually appears in academic journals, books, and other publications.

Particularly noteworthy during the past biennium was the publication of the **Handbook of Development Economics**, Vols. I and II, edited by Hollis Chenery and T.N. Srinivasan. These volumes contain a series of papers, including a number by HIID staff members. They provide a comprehensive and accessible survey of the current state of knowledge in the principle topics of the development profession.

In addition to the avenues noted above, several of the Institute's Cambridge-based projects have their own vehicles for publicizing or publishing their findings. The Applied Diarrheal Disease Research (ADDR) project sponsors national and regional conferences at which scientists supported by the project present their findings to national policy makers and the larger community of researchers on the subject of diarrheal disease. The Assistance to Resource Institutions for Enterprise Support (ARIES) project has developed an analytic framework and data base, the AskARIES Knowledge Base and a companion book, **Seeking Solutions: Framework and Cases for Small Enterprise Development**, (Kumarian Press, 1989) that contain abstracts of literature on small enterprise programs. AskARIES is a structured compendium of the expert knowledge on the subject of small enterprise development, designed for use on personal computers. This data base is widely used by aid agencies and private voluntary organizations, both domestically and overseas. The Basic Research and Implementation in Developing Education Systems (BRIDGES) project publishes its own Research Report Series, a collection of educational research reviews summarizing policy alternatives that hold promise for developing countries. In addition the project's activities are reported to collaborating countries and educational development agencies in **The BRIDGES Forum**. Finally, the Employment and



Enterprise Policy Analysis (EEPA) project produces a Project Discussion Paper series that summarizes its research findings.

■ Conferences

The Institute recognizes that conferences, which bring together researchers from the Institute and from other research centers, provide a means for fostering interactions between work done at HIID and elsewhere. Conferences have played a particularly important role in the Institute's research program during the past biennium as HIID's research agenda has expanded and its output has increased. A major focus of much of the Institute's overseas work has been on the process of reforming economic systems, a topic that is currently of considerable interest to policymakers. Quite naturally, this concern has informed much of the research work carried out by the Institute staff. In October 1988, the Institute held a conference on Systems Reform in Developing Countries which brought together those working on this general topic from within HIID and from other development agencies and institutions. The conference aimed to clarify what is meant by "structural reform", a term that covers a variety of attempts to decrease the direct intervention by government and make markets more efficient. Based on their experience in various countries, the conference participants examined the assumptions underlying prescriptions for reform in an effort to understand how reform efforts function in different environments.

The conference made it clear that reform involves more than removing government intervention from markets. Three major themes were developed in the conference papers, which drew on a wide range of country experiences and used a variety of analytic tools. First, there was considerable analysis of the institutional reforms required to make markets work. Some market imperfections were found to be removed through reform, while others inevitably remain and require continued government intervention. Second, it became clear that the mechanisms by which governments operate may require modification. Change may involve the degree of flexibility assigned to government officials, the degree of hierarchy used in various agencies, and so on. Third, if reforms are to succeed, the reform process must pay considerable attention to the politics of distribution. A volume reporting the conference results is under preparation.

A closely related area of Institute research has been work on the efficiency of so-called parallel markets which arise in response to the imposition of direct government controls. Some have assumed that such markets are allocatively inefficient while others argue to the contrary that such markets serve to reduce the inefficiencies that arise when direct controls replace prices. In line with this dichotomy, some argue that the removal of controls will lead not only to a reduction or even elimination of the parallel market but will improve efficiency and equity, while others see few benefits from measures to end such markets. As part of its concern with the functioning of such markets, the Institute sponsored a conference in November 1977, on Parallel Markets in Developing Countries, organized by Michael Roemer and Christine Jones. Drawing on their experience in a range of countries, the participants — from Canada, France, India, the Netherlands, Panama, the United Kingdom, and the United States — presented papers that examined the roles that parallel markets play, the changes in such markets under structural reform, and expected changes in efficiency and equity. It was recognized that there are several types of markets that are loosely referred to as parallel. One can differentiate between those generated by government controls, referred to as 'parallel' or 'black' markets, and those that result from natural divisions, and which occur even without government interventions, the so-called 'fragmented' markets. Although many parallel markets are illegal, some are not, since parallel markets probably increase welfare, so their existence is likely to reduce the

potential gains from market deregulation. Some conference papers have been published in a special issue of *World Development* (Volume 17, No. 12; December 1989) while others will appear in a separate volume to be published by the International Center for Economic Growth (Panama).

The next part of this section highlights some of the research completed by members of the Institute's staff during the biennium. The research falls into four broad groups: 1) policy analysis and development administration; 2) human capital formation; 3) mobilization of financial resources; and, 4) agriculture and food policy, and natural resource management. The titles of all DDPs issued during this period and of selected publications by the Institute's staff appear in the next section, along with publications by projects.

I. Policy Analysis

Economic planning, in the sense of designing a set of policies that will move the economy in some desirable direction at a reasonable and sustainable speed, is practiced by every country. In some countries the policy-making machinery employs a highly centralized system of target setting and controls to achieve its goals. In others, policymakers use indirect controls, such as tariffs and taxes, in an attempt to guide a basically unfettered market system. Although the means vary from one country to another, the objective of economic development remains relatively constant: to achieve a high rate of growth that will improve the quality of life for all citizens. Much of HIID's work continues to concern itself with the formulation of appropriate policies and economic system reforms to achieve that objective given the different political and social settings in which economic growth takes place. Much of the Institute's research output, therefore, reflects a continued desire to understand the policy formulation process and evaluate its outcome.

■ Macroeconomic Reform

The general issues involved in macroeconomic reforms are surveyed in two papers by Michael Roemer. In "Macroeconomic Reform in Developing Countries" (DDP No. 266), Roemer provided a theoretical framework for the Institute's conference on policy reform. In the paper, Roemer discussed the liberalization or structural adjustment of economies marked by pervasive controls over prices and quantities. Roemer explored five components of reform: adjusting prices to scarcity values, freeing markets to determine prices, shifting resources from government into private hands, rationalizing government's remaining role in development, and reforming institutions to carry out government's new role. Economic stabilization was treated as the foundation of reform programs, and the sequencing of stabilization and liberalization measures was shown to present difficult problems that have undermined many reforms. Roemer's review of the distributional impacts of reform programs helped to explain why they are so hard to implement, a point reinforced by his final section on the political economy of reform.

In a related paper (DDP No. 304), also presented at the Morocco conference, Michael Roemer and Steven Radelet further developed these themes. They reviewed the literature on macroeconomic reform in developing countries beginning with an outline of the neoclassical paradigm of competitive markets, the basis for conventional reform programs. Roemer and Radelet then surveyed the development literature as it swung from market pessimism in the immediate post-war era to optimism beginning in the mid-1970s. They conclude that the empirical evidence, although not overwhelming, indicates that competitive markets are associated with higher factor productivity and income growth. Reforms based on neoclassical theory have become

the foundation for standard stabilization and structural adjustment programs. Stabilization policies attempt to control inflation and reduce macroeconomic instability by correcting imbalances in foreign payments, government budgets, and the money supply. Typical measures include devaluation of the exchange rate, import liberalization, reduction of the government budget deficit, reduction in subsidies, wage restraints, and debt rescheduling. A common critique of this package is the heterodox view that orthodox policies will not cure, and may actually exacerbate, inflation. Longer term structural adjustment policies are aimed at altering the structure of production (towards tradable goods) and consumption (towards non-tradables) and improving the efficiency and flexibility of the economy. The authors end with an exploration of a number of critical reform issues including sequencing, credibility, timing, political acceptability, and likely effects on income distribution and poverty groups.

In his paper "Economic Systems Reform in Developing Countries," which was also presented at the Morocco Conference, Dwight Perkins attempts to bring greater clarity to what is meant, or should be meant, by economic systems reform. He points out that notions of how markets work in developing countries come primarily from studies of the agricultural sector where small production units predominate. But the lessons gained from agriculture give one an oversimplified picture of what is involved when one tries to introduce market forces to an industrial sector with large-scale units. After establishing a connection between growth performance and the nature of the economic system, Perkins concludes that although there are advantages to economic "backwardness," only nations that reform their economic systems will realize the full potential of being a late developer. While reducing the scope for bureaucratic commands is one kind of reform that may promote higher productivity growth, making market work is a much more complex process than is commonly thought and involves fundamental changes in enterprise behavior combined with substantial changes in the way government carries out its functions. Reform, therefore, is not just a matter of getting rid of hierarchical commands but also entails learning how to make markets and bureaucracy perform more efficiently.

■ Policy Reform Implementation

In continuation of their earlier work on the politics of reform, **John Thomas** and **Merilee Grindle** examined the implementation of reforms, noting that policy changes to create an improved environment for development have been of major importance in recent years. In "After the Decision: Implementing Policy Reform in Developing Countries" (DDP No. 295, forthcoming in *World Development*), they discuss what happens to the implementation of policy reforms in developing countries after the decision to initiate reform is taken. They conclude that while major aid donors have given priority to reaching agreements with the recipient countries on "policy reform" packages, the record of implementation of those reforms has not been good. Thomas and Grindle imply that this failure reflects the current views of policy reform in which the decision phase is paramount and is then expected to lead to implementation. However, experience suggests that implementation is often the most crucial aspect of the policy process. Even though adverse reaction is very likely to occur in the implementation phase, decision makers and donors seldom give attention to developing strategies for implementation, or for dealing with the resistance that is likely to arise during that phase. As an alternative, Thomas and Grindle propose a different model of the policy process to help anticipate the nature of the opposition various reforms might generate. They suggest that anticipating opposition, involving decision makers in implementation, and knowing the resources that will be available to support implementation will allow for the creation of a strategy which will

improve the prospects for successful implementation. Grindle and Thomas continue their analysis of process of policy and institutional change in an article to be published in a forthcoming issue of *Policy Sciences*. In this paper, "Policy Makers, Policy Choices, and Policy Outcomes: The Political Economy of Reform in Developing Countries," issued as DDP No. 302, they present an analytic model for understanding the role of decision makers in bringing about significant policy and institutional changes. The model indicates how the processes of agenda setting, decision making, and implementation shape the content, timing, and sustainability of reform initiatives.

■ Trade Policy Reforms

Numerous studies have proclaimed liberalized trade a pre-requisite to sustained economic development, reflecting a revival of the "trade as an engine of growth" paradigm. In a forthcoming paper **Pradeep Srivastava** argues that, to the contrary, experience has shown that the transition to a liberalized trading regime can be costly, problematic, and, more often than not, abortive. The success of such a transition depends crucially on whether or not the liberalization attempt is credible. Focusing on one aspect of credibility, Srivastava's paper shows that trade liberalization may not succeed since optimal tariffs may be time-inconsistent and, hence, unlikely to be implemented. He argues that the credibility of trade liberalization can be enhanced if the government nationalizes some part of the exportables sector. Government can thus be shown to have a real financial stake in the success of reform. He suggests, therefore, that the frequently observed emphasis on privatization as a concomitant of liberalization may be misplaced, and that at least the transition to unregulated markets may entail an increased role for government.

Country cases often provide useful information on the success, and failures, of specific policy reforms. **Joseph J. Stern** and **Richard Mallon**, together with **Thomas Hutcheson**, described the progress of trade policy reform in Bangladesh. They note, in "Foreign Exchange Regimes and Industrial Growth in Bangladesh" (*World Development*, Vol. 16, No. 12, pp. 1419-1493), that partial trade reforms carried out by the Government of Bangladesh during a period of severe economic and political crisis and under great pressure from the international donor agencies have been successful in generating some increase in exports and industrial output. They argue, however, that the failure to carry the reforms further leaves an inefficient and over-protected industrial sector in place which will continue to retard the economy's overall rate of growth. In a subsequent paper, presented at the Morocco conference on systems reform (DDP No. 305), Mallon and Stern focused more closely on the political economy of the trade and industrial policy reforms carried out in Bangladesh. Though some would have liked to see a sweeping reform of the industrial and trade policies, the reforms actually carried out bear the stamp of the complex interplay of bureaucratic, technocratic, and vested interest groups that fought to mold the emerging new policies to their own interests and to maintain the maximum scope for administrative discretion. Although substantial changes were made in the control regimes, the reform process consisted ultimately of a gradual and piecemeal dismemberment of a highly centralized economic planning and control regime. As illustrated in the authors' detailed analysis of changes in the protection afforded the textile, steel, and engineering industries, the negotiated piecemeal reforms create imbalances that will not necessarily generate pressure for further reform.

Increasingly computable general equilibrium models are used to gain insights into the effects of policy changes on the macroeconomy and, if data permits, on income distribution. In studying the trade and industrial reforms in Bangladesh, **Jeffrey D. Lewis** argues in his paper "The Macroeconomics of Policy Reform: Experiments with

a CGE Model of Bangladesh” (DDP No. 296), that reforms are efforts to pinpoint, quantify, and then eliminate the distortions and inefficiencies that characterize tariff and tax structures. Sometimes overlooked, he argues, is the fact that such policy reforms have macroeconomic implications too: changes in tariff rates, for example, affect both government revenue and import demand. Using a computable general equilibrium model of the Bangladesh economy he examines the macroeconomic and intersectoral consequences of proposed trade and industrial policy reforms. He finds that the proposed tariff reform, which would lower tariffs on industrial products to around 20-30 percent, would result in a decline in tariff revenues, and therefore reduce total government resources, although moderate increases in excise taxes would be sufficient to recover much of the revenue lost. Replacing the current off-budget export subsidy, based on retention of foreign exchange earnings, with export subsidies financed out of the government budget would promote exports; furthermore, it would have little detrimental fiscal impact, since higher exports would yield increased corporate tax revenue, while also permitting more imports, and thus higher tariff revenues.

In a paper entitled “Structural Adjustment and Economic Reform in Indonesia: Model-based Policies vs. Rules-of-Thumb” (DDP No. 297), **Shantayanan Devarajan and Jeffrey Lewis** also use a CGE model to investigate structural adjustment and economic reforms in Indonesia. They note that most economic policies for structural adjustment in developing countries are guided by ‘rules-of-thumb’ and they then proceed to look at the implicit assumptions underlying these rules. Using a CGE model of Indonesia which focuses on real exchange rate and tariff policy, they find that policy reforms guided by the rules-of-thumb may be quite misleading, and they make quantitative estimates of the error associated with using the rules-of-thumb approach. Here, too, the conclusion is that one cannot focus solely on the direct effects of policy changes but must take their overall impact into account. Devarajan and Lewis caution that the model used is still only a rough approximation of the economies of most developing countries and that their results do not necessarily have general applicability.

Although often overlooked, measures to improve market performance, such as anti-trust policies, form an important part of the reform arsenal, as is cogently discussed by **Clive Gray** (DDP No. 299 in English/DDP No. 277 in French). In his paper “Anti-Trust as a Component of Policy Reform: What Relevance for Economic Development,” he notes that a group of experts on Restrictive Business Practices (RBP), created in 1972 under UNCTAD, meets annually in Geneva, attracting delegates from over 50 countries. This group, together with the UNCTAD secretariat which supports it, expresses in various ways a consensus that every country should establish machinery to combat anti-competitive practices by producers and distributors, notably monopolistic and oligopolistic enterprises. This consensus clearly originates in the experience of industrial market economies, where RBP control has reached a mature status. Gray’s analysis examines RBP control as an element of economic policy reform in the developing world. In the thirteen developing countries already active in this area, RBP control is portrayed as a vehicle of social justice, protecting customers as well as firms with weak market positions against anti-competitive prices. As a measure of economic reform, RBP control is designed to attain, more indirectly, and with reduced loss of efficiency, several objectives traditionally linked with the more *dirigiste* approach of price control. Gray’s study ends with an examination of the arguments and evidence for RBP control as a vehicle for social justice and as a means for economic reform in developing countries.

■ Economic Reform

The Government of the Gambia introduced an Economic Reform Programme in 1985 in an effort to reverse a prolonged economic decline. The success of that program is analyzed by **Malcolm McPherson** and **Steven Radelet** in their paper "Economic Reform in The Gambia: Policies, Politics, Foreign Aid, and Luck" (DDP No. 300). The authors focus on the politics of the reform process and the role played by the foreign aid donors but they also recognize the influence of a good measure of luck. Within eighteen months of initiating the reform program, The Gambia's economy stabilized and began to grow, an admittedly rapid and unusual reversal of past trends. McPherson and Radelet analyze the most important factors in the recovery, including the specific policy reforms introduced, the role of foreign aid, lucky breaks in rainfall and world prices, and the Gambian political environment. They argue that a peculiar strength of the Economic Reform Programme was the mutual reinforcement in the policies used to redress the economic crisis. The government floated the exchange rate, eliminated controls on interest rates, reduced the fiscal deficit, liberalized the rice and fertilizer markets, and sharply raised the groundnut producer price. It restructured the tax system, raised utility and transport charges, reorganized several ministries, and introduced performance contracts for key parastatals. Equally important, the international community supported the reforms with generous financing, providing, between 1986 and 1988, resources equivalent to 38 percent of GDP annually between 1986 and 1988. The reform process was helped by the return of more normal rainfall levels after several years of drought, while an improvement in the terms-of-trade provided further stimulus. The nature of The Gambia's political environment — a strong democratic tradition, solid support for the government in rural areas, weak political opposition, and quick economic improvements which filtered down to the majority of the population - all help explain the acceptance of the reform.

A different reform process was the subject of Perkins's study "Reforming China's Economic System," (*Journal of Economic Literature*, Vol. XVI, June 1988). After describing reforms introduced between 1977 and 1987, Perkins presents an analysis of the rationale, implicit as well as explicit, behind these reforms. He then turns to the impact of the reforms on economic performance as well as on income distribution and on various measures of health, and concludes that fueling the momentum for reform was its impact on economic performance. This was particularly marked in the rural areas, but there were urban successes as well. Nor did the reforms lead to a significant worsening of the size distribution of income. While many reform measures have been put in place, Perkins concludes that major steps remain to be undertaken. If the hoped for productivity gains from continued reform are to be realized, China will have to rapidly expand its exports. Whether it will be able to do that is uncertain in part because China's ability to expand her exports rapidly is not in her hands alone.

A less successful case of economic reform was the focus of a study of Argentina. Building on his extensive experience in that country, **Richard Mallon**, in a paper entitled "Uncertainty and Policy Flexibility in Argentina" (DDP No. 265), notes that frequent external and internal shocks have consistently frustrated Argentine stabilization and adjustment efforts. Exchange rate, wage, and price targets adopted to reduce inflationary expectations or inertia proved too rigid to absorb such shocks. Mallon argues that more flexibility is needed to implement sound demand management policies and structural adjustments over the longer run in a volatile economic environment, especially under a democratic regime. After analyzing balance of payments, monetary, fiscal, and incomes policy measures adopted in the three most serious stabilization and adjustment programs of the past twenty years, he identifies

some common policy tradeoffs and dilemmas that characterize the Argentine case.

Glenn Jenkins continued his research on the impact of trade restrictions on welfare. In his study of the electronics industry, "Trade, Protectionism and Industrial Adjustment: The Consumer Electronics Industry in North America" (DDP 267), Jenkins analyzes the effects of protectionism in industrial economies, focusing on the consumer electronics industry in North America, the industrial sector that has received the greatest amount of protection. Both Canada and the United States have experienced a complete change in the industrial structure and patterns of trade in the television industry over the past decade, but the measures taken were ineffective in reducing the decline of employment. A side effect of the "protection while adjustment takes place" prescription has been the enrichment of the foreign producers of televisions at the expense of North American consumers.

■ Urbanization and Decentralization

One of the emerging areas of theoretical interest among HIID staff is the linkage of urbanization, decentralization, and agricultural diversification. **Dwight Perkins**, in "The Influence of Economic Reforms on China's Urbanization" (DDP No. 264), discusses the influence of economic reforms on China's urbanization. He points out that prior to the introduction of the economic reforms of the late 1970s, China's pattern of urbanization differed significantly from that found in other developing countries at comparable levels of per capita income in that China's rate of urbanization was lower given its growth in industrial employment. Perkins notes that since the introduction of reforms China's pattern of urbanization has moved closer to that of other comparable developing countries. Several measures accounted for China's lower level of urbanization prior to the reforms. Restrictions on rural to urban migration combined with large investment in urban industry led to increasing employment of urban women and the use of more capital intensive techniques combined with restriction on employment in the services sector. Finally, much industry was located outside of city boundaries although much of this so-called rural industry was really located close to urban areas. These bureaucratic restrictions on urban residence and employment had negative effects on both allocative efficiency and income inequality. As China moves toward more of a market system and the removal of some restrictions on rural to urban migration, efficiency and equity may or may not improve depending in part on how far market reforms proceed in other related activities.

The issue of urbanization and development is further developed by **John Meyer** and **Leslie Meyer** who note, in their paper "Economic Development, Cities, and the Urban Transportation Problem" (DDP No. 258), that the problems currently confronting cities in developing countries are like those found in Europe and North America a few decades or so ago, when those industrialized countries were in roughly the same stage of economic development as cities in developing countries are today. They argue that there is a consistent, almost universal, pattern in which the stage of general economic development largely determines wage, price, income, consumption and production patterns which, in turn, condition urban location patterns and transport needs. The major immediate transport problem in most cities is congestion. Due to the externalities and public-goods characteristics of urban transportation operations, governments quite properly and inevitably get involved in providing transportation services. Unfortunately such intervention often leads to an intensification of the very worst proclivities and difficulties encountered in providing urban transport services. Extreme and often costly governmental solutions can be avoided by more precisely defining what can and cannot be done by the public and private sectors to solve the complexities of what has come to be known as "the urban transportation problem."

A major theme of Kenya's development program has been its focus on decentralization. HIID staff, working with the Government of Kenya over a number of years, have undertaken a series of research efforts focusing on decentralization and urban-rural relations. **Hugh Evans's** "National Urban Policy in Kenya: Past Experience and New Directions" (DDP 272) discusses Kenya's national urban policy and compares Kenya's current approaches to urban development to earlier efforts. He concludes that while earlier urban development efforts were treated as a self-contained policy area, it is now regarded as an integral component of Kenyan national development strategy. While the allocation of investments in physical infrastructure remains a key instrument of policy, others include the promotion of rural trade and production centers (RTPCs), the improvement of delivery systems for public services, and the stimulation of private-sector initiatives in manufacturing and commerce, particularly small-scale businesses and activities in the informal sector.

Gary Gaile took up the matter of Kenya's rural trade and production centers in DDP No. 263, "Kenya's Rural Trade and Production Centers." He notes that the strategy of promoting rural trade and production centers is intended to increase rural-urban linkages, expand local employment opportunities, and redress the under-urbanized character of the Kenyan spatial economy. Gaile argues that in the next decade this strategy will create numerous centers through packages of investments targeted at increasing economic activity in these towns and their immediate hinterlands.

The rapid changes that have marked development in Pacific Asia over the past two decades are reviewed by **Park Yung Chul** in "Structural Change and Development in Pacific Asia" (DDP No. 283). This paper analyzes changes in trade patterns and structures of the Pacific Asian economies that explain, or are associated with rapid growth, increases in intraregional trade and foreign direct investment, and movements toward regional economic integration in the region over the past several years. The universal pursuit of an export-led development strategy, Park argues, is likely to produce two problems which could complicate global balance-of-payments adjustment. First, all countries promoting exports in the region are concentrating on North American and European markets. Secondly, Japan and the East Asian NICs could run a combined current account surplus of more than \$100 billion a year for at least the next five years. In order to avoid any further escalation of trade conflicts between the two sides of the Pacific, the author argues, it is necessary that Japan, Korea, and Taiwan be responsible for further liberalization of their trade regimes and expansion of their investment in the domestic goods sectors. These steps are in addition to the measures that the United States itself must take to help correct these trade imbalances.

Under the auspices of the Employment and Enterprise Policy Analysis (EEPA) project, **Tyler Biggs** produced a series of studies based on research in Taiwan. These papers, "Financial Mobilization and the Flow of Domestic Credit to the Private Sector" (EEPA Paper No. 15), "Heterogenous Firm Size and Efficient Intermediation," (EEPA Paper No. 16) and "Concessional Selective Credit Programs" (EEPA Paper No. 17), deal with impact of credit availability on the promotion and participation of small and medium firms in the industrial growth of less developed countries. Conventional analysis argues that credit markets must be liberalized so that small and medium sized borrowers can gain access to necessary credit. Biggs reports that the experience of Taiwan indicates that the liberalization argument may be oversimplified and that special credit programs may be altogether unnecessary. As the system for credit intermediation developed, the commercial banks directed their loans mainly to larger public and private enterprises. In turn, these firms became intermediaries, lending directly through trade credit, equipment and working capital

loans to smaller subcontractors, suppliers and manufacturers. In addition, the emergence of a large and thriving curb market has been enormously important in Taiwan's industrial development. Where informal channels have evolved, giving small and medium firms access to credit, Biggs suggests that it is necessary to go beyond the question of "getting prices right." Policymakers, he concludes, require a much greater understanding of the relationship between financial policies and sectoral investment activities under various constraints and imperfections in financial and other markets. Without taking these factors into account, financial liberalization may cause prohibitive costs of adjustment. Taiwan's experience suggests that, at certain stages of development, it might be more efficacious to support institutions such as the curb market than it would be to promote the power and resources of formal financial intermediaries at the expense of informal lenders.

Charles Mann, Merilee Grindle, and Parker Shipton produced a companion book to the AskARIES Knowledgebase, **Seeking Solutions: Framework and Cases for Small Enterprise Development Programs** (West Hartford: Kumerian Press, 1989). This volume not only explains the framework on which the software is based but also presents a series of 18 teaching cases which address the issues of institutional management and program design. Each case places the reader in the position of a decision maker who is asked to resolve a problem based on information presented. The situations presented in the cases underscore the fact that institutional and cultural contexts, as well as the visions and capacities of individuals, continuously interact and change over time. They conclude, therefore, that the management challenge does not consist of mounting a one-time search for some universally best solution, but building the capacity to continuously and creatively seek new solutions.

II. Human Capital Formation

Although labor has always been recognized as a primary factor of production, development economists have only recently recognized that labor quality and productivity is enhanced through education and by improved health and nutrition. Action to improve current or future human welfare through the allocation of scarce resources to health, nutrition and education is in fact investment in human capital, an activity every bit as important, if not more so, than investment in plant and infrastructure. Human capital formation includes such issues as education reform and planning, health management and financing, and the analysis of gender issues in development. To undertake research and policy analysis in the area of human capital formation, the Institute draws upon diverse resources available in the University. Over the years HIID has forged joint efforts with the School of Public Health and the Graduate School of Education in implementing overseas and Cambridge-based projects. In recent years there has also been a growing awareness of the analytic importance of gender in assessing the impact of the growth process on a society. Many policies which seem beneficial to the society as a whole often succeed at the cost of increasing the relative poverty or marginalization of women. As part of its efforts in this area, the Institute provides support and affiliate status to the Women in International Development: Joint Harvard/MIT Group (WID). A number of staff members also carry out research projects that focus on the interface of gender and development.

Issues of food security have moved center stage for sub-Saharan Africa in recent years, as population growth continues to rise and per capita food production has declined. One urgent question concerns the effects of cash cropping on the achievement of food security and nutrition at household and individual levels. A major research effort, Agricultural Commercialization and Nutrition Project, was headed by

Pauline Peters and Guillermo Herrera and involved anthropology, public health/nutrition, and agricultural economics. Among the reports produced by that study was a report to USAID Washington, "Cash Cropping, Food Security and Nutrition: The Effects of Agricultural Commercialization among Smallholders in Malawi".

Peters and Herrera argue that conceiving of commercialization and subsistence as opposing states (with the assumption that a region, group or household is *either* subsistence *or* commercially oriented) does not advance the study of smallholder households, whose strategies of production and consumption are necessarily intertwined. Though Malawi has had high rates of economic growth, it nevertheless has one of the lowest income levels in the continent and relatively high levels of high infant mortality and under-nutrition. The research results, based on data for 210 households in six village clusters, focused on the relationship between subsistence agriculture, maize production, and commercial production for the market, most often tobacco. The unequal distribution of land and income leads to an unequal ability among households to produce as much maize as they need, and to retain as much as they want. Tobacco is the highest value crop in the area and thus has a potentially positive effect on income and on nutrition, but it proved to be a risky venture with high variability in earnings. The study also focused on how expenditure patterns change, for men and women, as household incomes rise and what impact these changes had on the nutritional status and the incidence of infectious disease of women and preschool children.

■ Health Policy Reform

Donald Shepard and Emmanuel Max, in their paper "Productivity Loss Due to Deformity from Leprosy" (DDP No. 269 and forthcoming in the *Journal of Leprosy*) examine the impact of leprosy in India. They conclude that India's potential \$130 million gain from eliminating leprosy-caused deformities would be equal to one-eleventh of the entire official development assistance received by that country in 1985. Their analyses also showed that elimination of deformity would lead to a substantial increase in the probability of gainful employment, more than doubling earnings per patient gainfully employed; and would increase fourfold yearly earnings for all patients. The authors concluded that the development and evaluation of programs to eliminate deformity from leprosy deserve high priority.

Anne-Marie Foltz, former resident advisor with HIID's Health Planning Restoration Project in Chad, and William J. Foltz authored a paper, "The Politics of Health Reform in Chad," that was presented at the HIID Morocco Conference (DDP No. 301). They report on an attempt at reform of the health system in Chad, a particularly poor and troubled country, and argue that both the choice of reform and the probability of implementation depend in great part on the participants' (policymakers') concerns for their own and the regime's political survival and only marginally on the survival of their particular sectors of the bureaucracy. Thus, some variant of a pure politics model that takes into account a multiplicity of loyalties, obligations, and antipathies seems more appropriate than a standard bureaucratic-politics model for describing the outcome of this sectoral/organizational reform in Chad.

Anne-Marie Foltz also analyzed the institutionalization and fragmentation of maternal and child health (MCH) services in Chad in an earlier paper, "Institutionalization and Fragmentation of MCH Services in Chad," issued as DDP No. 260. Here she observed that while the promotion of MCH services is a major goal for many Third-World countries, such activities require additional resources which are often provided by bilateral, multilateral, or private donors. Using the case of Chad, Foltz argued that the multiplicity of MCH programs and strategies encouraged by these donors may prove counterproductive because recipient countries may not be able to

integrate and institutionalize them within their existing administrative structures. Moreover, without such strong institutional bases, these programs risk becoming competitive with one another for limited domestic resources.

In their book, **Primary Health Care in Africa: A Case Study of the Mali Rural Health Project, 1978-1982** (Westview Press, forthcoming), **Clive Gray**, Jacques Baudouy, Molly Bang, Kelsey Martin and **Richard Cash** report on a primary health care project in Mali. Their study was based on a project involving village health workers (VHWs) who were to be trained and serviced by public health officials at the district and subdistrict (arrondissement) level. The HIID project staff designed a program that would require no more than current, per capita health expenditures in Mali. Because public health expenditures were heavily skewed towards the urban centers, even this modest target would require a multiple increase in the per capita outlays for the rural population. Although the program devised a number of approaches to the training of rural health workers, in the end none of the local sources that might have borne the financial burden of continuing the project were willing to do so. While the authors conclude that the project demonstrated the intractability of rural Africa's economic problems, they point out that other options to meet the basic health needs of poor rural populations exist.

In DDP No. 285, "Setting the Price of Health: Implementing National Health Objectives Through Drug Pricing Policy," Jennie Litvack, **Donald Shepard**, and Jonathan Quick discuss the implementation of national health objectives through drug pricing policy. The authors note that public sector health facilities in developing countries often confront problems of inadequate drug supply, while the drugs that are dispensed are often inappropriate. Generally, the public health facilities provide drugs free of charge to patients who pay either a minimal fee or no fee for their visit. User fees, if applied to drugs, could improve supply by financing the recurrent costs. Moreover, if drug prices were used in a discriminatory fashion, charging higher prices for those more able to afford them, the cross subsidization that would be effected could be an effective tool with which to implement national health objectives.

Wang Zeng-sui, **Donald Shepard**, Zhu Yun-chen, **Richard Cash**, Zhao Rhen-jie, Zhu Zhen-xing, and Shen Fu-min reviewed the reduction of enteric infectious disease in rural China through the provision of deep well tap water in their paper, "Reduction of Enteric Infectious Disease in Rural China by Providing Deep Well Tap Water" (DDP 280; published in the *Bulletin of the World Health Organization*, Vol. 67, No. 2, 1989). Enteric infectious disease (EID) is an important public health problem in most developing countries and this study assessed the impact on EID of providing deep well tap water (DWTW) through household taps in rural China. The authors compared the attack rate of EID in 6 study villages (10,320 population) in Qidong county with DWTW with the rate in 6 control villages (9,397 people) with only surface water. Although the attack rate of EID in the study region was significantly lower than in the control region, the introduction of DWTW supplies did not significantly affect the attack rate of bacillary dysentery, but lowered rates of El Tor cholera, hepatitis A, and acute diarrhea. A cost-benefit analysis of the program showed its effectiveness in both economic and social terms.

Donald Shepard, together with a number of co-authors, analyzed the cost effectiveness of routine and campaign vaccination strategies in Ecuador, reporting their results in "Cost Effectiveness of Routine and Campaign Vaccination Strategies in Ecuador," *Bulletin of the World Health Organization*, forthcoming (DDP. No. 294). A 1986 national household survey of 3,697 children provided an opportunity for a cost-effectiveness analysis of routine vaccination services based in fixed facilities and compared that to mass immunization campaigns. A major purpose of the campaigns was to complement routine services and accelerate immunization activities. Based on

the coverage survey, the Program for Reduction of Maternal and Childhood Illness (PREMI) and earlier campaigns increased the proportion of children under five who were fully vaccinated. The campaign also helped ensure that vaccinations were completed when children were youngest and at greatest risk. The campaign, though less cost-effective than routine services, significantly improved vaccination coverage of younger children who were previously missed by routine services. The costs per fully vaccinated child of both the campaign and routine services compare favorably with programs in other countries.

In the decades since the period of independence, health conditions in much of sub-Saharan Africa have improved despite slow or even negative growth in GNP/capita. Now this modest progress may be threatened by the impact of AIDS. **Charles N. Myers** and Albert E. Henn address this issue in "The Potential Impact of AIDS in Africa," in *Africa in the 1990s and Beyond* (Robert I. Rothberg, ed. Algonac, Michigan: Reference Publications, Inc., 1988). Myers and Henn review the current knowledge about AIDS, admitting that much is still not known about the disease, and its prevalence in Africa, and conclude that the most affected regions appear to be in Central Africa, including Rwanda, Burundi, Uganda and Zambia, although the infection is widespread in other parts of Africa as well. While rejecting total pessimism they argue that the problem of AIDS in Africa is serious and growing and suggest that there is a clear and compelling case for United States involvement and leadership in helping African societies deal with the AIDS problem.

■ Population: Economics and Policy

In a series of papers, **Donald Warwick** focuses on ethical and moral issues in the area of human fertility and population control. In DDP No. 288, "The Ethics of Population Control," Warwick discusses the ethics of deliberate programs to control human fertility. He posits five ethical principles for evaluating such programs: freedom, justice, welfare, truth-telling, and security/survival. Among the means chosen to control fertility, voluntary choice is most consistent with these principles. However, voluntary abortion and sterilization have been opposed by religious leaders, and there are risks to client welfare when the method chosen is unsafe. The strategy of soft persuasion uses methods ranging from the presentation of information to non-coercive campaigns of persuasion. Another category of means is incentives or disincentives for potential users, field workers, or communities. Financial incentives to users limit freedom and justice when they are more attractive to the poor or the disadvantaged than to others. Incentives and disincentives to field workers put a premium on meeting quotas and often lead to sacrifices of client health. The most forceful methods are coercion, heavy persuasion, and strong peer pressure, which have been used in China, India, Indonesia, and Bangladesh. The discussion cites some of the reasons commonly given to justify such strategies, but concludes that they are not consistent with the five guiding ethical principles nor with international declarations of human rights.

In a further study of family planning, "The Impact of Public Policy on Fertility Control Programs: A Transactional Model" (DDP No. 289), **Warwick** introduces a transactional model to analyze the impact of public policy on fertility-control programs. The model has five core elements. The first is process, or the way in which policy is developed, while the second set consist of the delineation of clear goals, an accepted set of tasks, and sufficient technologies such as contraceptives. The third element is organization which links goals, tasks, and technologies to implementors and clients. The fourth element is the implementors and the fifth element is the program's clients. The adequacy of organization depends on its fit with a country's history, politics, culture, and centers of power. Effective implementation requires

implementors who understand program actions and who are willing to work. The discussion considers situations in which family planning programs may not be the most suitable means of fertility control. Warwick also considers methods of influence used, and the location, quantity, and quality of services. In a further paper, "Culture and the Management of Family Planning Programs", published in *Studies in Family Planning*, Vol. 19, No. 1, 1989, Warwick explores the specific links between culture, shared meanings, symbols, and lifeways of people and the management of family planning programs. He concludes that integrating family planning programs and local cultures raises profound questions of ethics to which there are no easy answers.

■ Gender Issues

Even though most women in developing countries, and certainly most poor women, work, their contribution to the pool of human capital is often overlooked by economic planners largely because government policymakers do not view women as productive workers. A number of research activities in HIID have focused on the issue of women in development. **Marty Chen**, in "A Sectoral Approach to Promoting Women's Work: Lesson from India" (*World Development*, Vol. 17, No. 7, 1989) suggests that a sectoral framework for analyzing and promoting women's work might bridge the gap between microlevel insights about women's work and macrolevel plans. As illustrated by the experience of India, a sectoral strategy offers a framework for coordinating action by focusing on women in critical sectors of the economy. Pilot projects can make women's work in these sectors visible to national policymakers.

Mary Anderson, Ernesto Cuadra, Frank Dall and Scott Moreland carried out a study of "Female Access to Basic Education: Trends, Policies and Strategies." They note that in most countries which experience difficulties in attaining the goal of universal primary education, cultural attitudes and scarcity of resources have constrained girls' access to education. The data base they constructed provides a simple and easy-to-use tool enabling users to compare gender information across countries, to facilitate the posing of relevant research questions by researchers, and to assist policymakers in evaluating various gender-access policy options. In a related study, "A Problem of Gender Access and Primary Education: A Mali Case Study" (forthcoming in the *Comparative Educational Review*), Frank Dall notes that at the primary education level, girls are under-represented. Malian politicians and voters do not think that the provision of more places in schools for girls is an urgent priority although statistical and documentary evidence suggests that the demand for formal education for girls in urban areas is growing. Despite the fact that there is little public pressure to deal with inequalities of gender access in Malian schools, Dall detects a glint of hope: during the past five years there has been a growing conviction among some women leaders in Mali of the role education can play in liberating women.

Mary Anderson in her research, "Improving Access to Schooling in the Third World: An Overview" (BRIDGES Research Report Series, March 1988), studied the factors that determine access to education. She concluded that at first glance limited enrollments reflect a supply problem: there are too few teachers and schools. For the poorest countries, the solution of building more schools and training more teachers is beyond their means. However, Anderson points out that the supply of education is a function of the demand for it, and not simply a function of a country's income or wealth. Thus, some relatively poor developing countries have achieved full enrollment for male and female students. In all these cases social demand for education was extremely high, and both state and families were willing to forego other uses of income in order to educate all children.

III. Resource Mobilization Policies

Fiscal and monetary policies have an important role to play in the mobilization of domestic resources and in their allocation among competing demands. Effective resource mobilization policies not only affect growth but have a substantial impact on income distribution, efficiency, employment creation and price stability. Not surprisingly, governments have made control over finance an important tool of their development strategies. Although the extent of intervention has varied across countries, nearly all governments consider it necessary to intervene in the financial and monetary sectors to channel cheap credits to sectors thought to be at the forefront of the development process. Like the reform of economic systems as a whole, governments have increasingly come to recognize that attempts to direct the mobilization and allocation of investment resources have often tended to retard, rather than enhance, growth. Over the years, the Institute has worked with numerous governments reviewing existing resource mobilization policies and suggesting means to improve both their ability to raise investment resources and to ensure that their allocation is productive.

■ Tax Reform

The Institute has been actively involved in the process of tax reform in a number of countries. In all these efforts the primary objective has been to improve the efficiency of the tax system while reducing the regressive nature that often characterizes the revenue system of many developing countries. These efforts are reported in a number of research studies which, together, have become a major resource on the process and impact of tax reform in developing countries.

Glenn Jenkins reviews some of this experience in his paper "Tax Reform: Lessons Learned" (DDP No. 281). In recent years, he notes, there have been more than twenty tax reforms that have taken a very different approach to the design of tax systems than those done one or two decades ago. Jenkins outlines the changes that have taken place over the years in the approach and policies of tax reform and he compares the earlier tax reform efforts with the successful tax reforms that have taken place in the 1980s. Through time it has become obvious that highly progressive statutory income tax rate structures have contributed very little to bringing about a more equitable distribution of income. As a consequence, recent tax reforms have aimed at creating simpler systems with lower rates and broader tax bases. There is evidence that the indirect tax system has assumed an increasing role in the revenue systems of many countries. The value-added tax has spread rapidly since 1980, often with only one or two rates of tax action. In spite of the availability of the microcomputer as an administrative tool, the efforts to create more efficient revenue systems are still greatly constrained by the inability of many developing countries to implement administrative reforms.

Glenn Jenkins's work on tax policy included a study which examined the changes in tax policies that occurred in Sri Lanka after the change in government in 1977 ("Tax Changes Before Tax Policies: Sri Lanka 1975 - 1988", DDP No. 268). He evaluates these policies in the context of the major reforms that were carried out in most sectors of the economy. These fundamental reforms have experienced significant success in terms of economic growth and employment. The numerous tax incentives and tax holidays initially weakened the income tax system, but significant progress was made with regard to indirect taxation for both domestic and traded goods. After a number of years of consistent economic management, Sri Lanka took steps to apply more economically oriented tax policies to strengthen and rationalize the tax system. One result of these changes was that the administrative cost of the tax

system in terms of revenue collected was reduced by about 50 per cent.

Together with Carlos Gutierrez, **Glenn Jenkins** undertook an examination of public sector finances in Central America. Their paper, "An Examination of Public Sector Finances in Central America," (DDP. No. 278) looks at the public sector finances of four Central American countries in terms of revenues, expenditure, and deficits for the period from 1980 to 1986. The large central government deficits were a reflection of the steady growth of current expenditures, including rising public sector debt service payments, increases in military spending, and transfers to the other levels of government. The prevailing tax structures were not only unable to increase revenues adequately, they were the source of serious distortions in the allocation of productive resources. Jenkins and Gutierrez advocated comprehensive tax reform for all of the countries to give them the fiscal foundation to carry out their public sector obligations.

In his paper, "Personal Savings and Portfolio Composition: Changes in Incentives in the 1987 Canadian Tax Reform" (DDP No. 257), **Graham Glenday** reports the results of his analysis of personal savings and portfolio composition based on changes in incentives in the 1987 Canadian tax reform. He reviews the anticipated effects on personal savings and portfolio composition arising from the changes in tax rate structure of the federal personal income tax as well as the changes in the special provisions affecting the taxation of interest income, dividends, capital gains and other sources of investment income at the personal level. He investigated changes in the distribution of the tax burden by income group and changes in the distribution of marginal tax rates on different types of assessed income within different income groups. This information was then used to estimate the changes in the accrual equivalent marginal tax rates on different types of personal financial savings instruments in order to reveal the extent of the changing incentives to save in these different forms.

A related resource mobilization issue is the use of counterpart funds. Such funds are generated when aid-financed commodities are sold in developing countries. Deposited into special accounts the funds can be used to finance the local costs of development projects. **Michael Roemer** notes that the supply of grains to Africa in recent years generated considerable counterpart funds and revived interest in questions regarding the economic impact of such funds. In his paper, "Aid Financed Imports, Counterpart Funds and Inflation," (*World Development*, 1988) Roemer notes that the generation of counterpart funds itself is not inflationary but the central bank's response to it could be. Using a monetarist model of the economy with no change in output as a result of the additional imports, he shows that the effects of aid-funded imports are multifaceted. Additional imports reduce prices. If, however, aid-financed imports substitute for other imports, foreign reserves will rise and consequently so will the money supply, fueling inflation. If the central bank then fails to compensate for the eventual expenditure of counterpart funds, inflation will increase further. Roemer concludes that to make the macroeconomic management of commodity aid simpler, recipient governments should be permitted to spend such funds almost simultaneously with the sale of imported commodities.

For many years the Institute has worked with the Government of Indonesia on reform of its resource mobilization capacity. Beginning with a reform of the indirect tax system and the institution of a value added tax, the reform process continues to evaluate and adjust other revenue sources. In "Property Taxation in Indonesia: An Analysis of the New Property Tax Law of 1986" (DDP No. 271), **Roy Kelly** argues that the new property tax of 1986 (*Pajak Bumi dan Bangunan*) represented a major improvement over the old IPEDA system. The rate structure has been simplified, the tax base has been expanded, incentives for tax evasion have been reduced, and

penalties for noncompliance have been increased. Kelly, after analyzing these changes, indicates there is tremendous revenue potential under this new law. Improvements in the accuracy of property identification and registration and appraisal of property market values, coupled with increases in tax collection efficiency and the official assessment ratio, could generate more than ten times the present revenue. The structure of the property tax is basically sound. It is now a matter of effective implementation, which depends on both the quality of staff (for registration, valuation, and collection) and on a strong political will to enforce strict compliance.

■ Credit and Banking

Another of the principal areas of HIID research on financial resource mobilization in Indonesia has involved rural credit and banking reforms. **Marguerite Robinson** and **Donald Snodgrass** discuss the role of institutional credit in Indonesia's rice intensification program in their paper "The Role of Institutional Credit in Indonesia's Rice Intensification Program" (DDP No. 248), noting that the doubling of Indonesian rice production between 1970 and 1986 was the result of a complex national effort. Therefore, they argued, the effects of government lending to rice farmers can best be understood in the broader context of the rice intensification process, which included selection and provision of inputs, education of farmers, development of infrastructure, and pricing and marketing strategies. Beginning in 1970, Improved National BIMAS, a subsidized credit program, provided input packages to rice farmers. Although it helped to introduce farmers to new high-yielding rice technology, BIMAS proved inappropriate in the long run for a number of reasons. These deficiencies caused farmer participation in the program to decline, and village banks established to channel BIMAS credit sustained increasing losses. In 1984 the government responded by phasing out the BIMAS program and introducing KUPÉDES, a non-subsidized program of general rural credit under which cash loans up to Rp 2 million are available for all types of rural economic enterprises. KUPÉDES, which is administered by Bank Rakyat Indonesia, meets villagers' needs for available, convenient, and affordable production credit. Between 1984 and 1986, KUPÉDES moved Indonesia's rural banking system from a loss of Rp 25 billion to a profit of Rp 10 billion, while sustaining loan losses of only two percent. Robinson and Snodgrass concluded that the most important factor in the achievement of national self-sufficiency in rice has been the flexibility of the government in continually adjusting both policies and implementation strategies to the changing realities of the country's complex natural environment and human resources.

The specifics of monitoring and evaluating credit activity in Indonesia were taken up by **Richard Patten** and **Donald Snodgrass** in "Monitoring and Evaluating KUPÉDES (General Rural Credit) in Indonesia" (DDP No. 249). KUPÉDES provides small loans to all types of rural producers at interest rates higher than those used in earlier government-subsidized programs targeted at particular forms of enterprise. The introduction of the program was encouraged by the Indonesian banking reform of June 1983 and by reconsideration of earlier experience with rural credit in the country. By September 1985, KUPÉDES reached its goal of converting the Unit Desa system of the BRI, comprising some 3,600 village banking offices, from a subsidized, money-losing activity undertaken by the bank as a contribution to rural development into a profit center.

Parker Shipton continued his analysis of credit mechanisms in rural African settings. In "Time and Money in the Western Sahel: The Cultural Economy of Interest and Usury in the Gambian Local Rural Finance" (DDP No. 303), he focuses on the cultural economy of interest and usury in Gambian local rural finance. In *Bitter*

Money: Cultural Economy and Some African Meanings of Forbidden Commodities (American Ethnological Society Monograph 1; Washington DC.: American Anthropological Association, 1989) he studies the ambivalent feelings that traditional societies have about money. Both studies examine options and practices of borrowing, lending, saving, and investing, as observed in traditional societies. Shipton suggests that foreign initiatives which promote market exchange without regard to local contexts may be inherently unfair and unproductive. The cultural disparities between foreign and local financial practices strongly shape the outcomes of financial services that institutions can provide.

Complementing the rural focus of Shipton's work, **Pradeep Srivastava** conducted research dealing with urban informal credit markets. Urban informal credit markets are a significant determinant of economic activity; in some Asian countries 20 - 80% of total urban credit is generated through informal markets. Srivastava's research presented empirical evidence about the size and nature of informal credit markets. He then developed a microeconomic model of lender equilibrium with debt repudiation. Issues such as market interlinkage, credit rationing, and allocative efficiency of the informal markets were also analyzed. Srivastava also undertook an analysis of financial liberalization in Asia noting that discussions of LDC financial sectors and financial liberalization have been dominated by two approaches. Early development theory suggested that, given perfect capital mobility and fixed exchange rates, monetary policy will be a relatively ineffective development tool. Although it eventually became recognized that financial policy, when deftly applied, can contribute something to the maintenance of short-term economic stability, the view that financial policies can have important implications for long-term growth and development was widely accepted. The overview developed by Shaw sees the LDCs as having a repressed financial system that is inimical to growth. By contrast, financial deepening or liberalization is viewed as favorable to growth. Srivastava reviewed the policy implications of these two alternative views and tested the relevance of these models using data for South Korea and other Asian countries. In a study of monetary policy and the informal sector in India, Srivastava notes that it has been argued by many economists in India that the presence of informal credit markets and "black" (or illegal) wealth can frustrate the government's monetary policy. Analyzing this issue he concludes the presence of extensive informal credit activity weakens the effectiveness of monetary policy.

■ Financial Development

David Cole reviewed research on financial development in Asia in "Recent Research on Financial Development in Asia" (*Asia-Pacific Economic Literature*, vol. 2, no. 2, September 1988). He noted that in the intervening years since Heinz Arndt published his 1983 review article on financial development in Asia, there has been a substantial outpouring of such research as well as some dramatic changes in the financial policies of many Asian countries which have affected the size, structure, and functioning of their financial systems. The most ambitious research efforts in recent years have been several conference volumes that explore various themes concerning financial development across a number of countries. A second group of studies dealing with financial development in Asia is comprised of comparative analyses by individual authors. Finally, there have been many case studies of the financial systems of individual countries of Asia. Cole's review of these various publications draws forth the major themes about financial development in Asia that they present. These include understanding the process of financial development, the potential benefits to be derived from it, and the role of policies in contributing to such development.

■ Project Appraisal

Studies relating to the ways that allocative decisions are made have reflected a long time research concern of HIID's. The result has been the development of courses, intensive summer programs, and teaching materials dealing with the issue of project appraisal and implementation. Much of the research in this area deals with issues relating to project appraisal. Two recent efforts include Clive Gray's study "On Measuring the Shadow Price of Uncommitted Fiscal Resources in Africa" (*World Development*, Vol. 17, No. 2, February 1989), and a paper by Savvakis Savvides, "Risk Analysis in Investment Appraisal" (DDP No. 276), a study that grew out of the effort to develop teaching materials for the summer workshop on project analysis and implementation. Gray notes that for many public investments and other interventions, particularly those in the social sectors, the anticipated expenditures of fiscal resources is considerably in excess of any receipts. In such cases the application of shadow prices reduces the estimated net present value and may even render it negative, allowing both donors and governments to assume that such investments are not socially productive. Gray suggests that an additional shadow price, above those normally calculated, is required to price the components of projected flow. Those include, on the cost side, payments out of government budgets, and, on the side of benefits, tax and other receipts anticipated to accrue to the national treasury as a result of the proposed expenditure. He then develops a methodology for estimating these "shadow prices of uncommitted fiscal resources" as a function of the marginal value product of supplemental fiscal resources that become available to fund materials and other complements used by government staff to render public services. This marginal value product exceeds the nominal value of the resources in question as a result of historical factors that have led to overstaffing of the civil service in many countries. In such cases the application of the shadow price reduces the net present value of government expenditures while increasing the value of any revenues to be earned, thus improving the overall evaluation of the social sector activities.

Savvides's analysis focuses on the application of Monte-Carlo simulation techniques in the evaluation of risk. Although this procedure has been discussed in the literature, risk analysis was not frequently used because, until recently, micro-computers were not powerful enough to handle the demanding tasks of Monte-Carlo simulating. Savvides not only provides a clear description of the methodology, but he has also developed a risk analysis computer program that works with a widely used computer spreadsheet program. This risk analysis program is now extensively used by students in HIID's Program on Investment Appraisal and Management (PIAM).

IV. Agriculture, Food Policy and Natural Resource Management

The sheer size of the agricultural sector in the economies of most poor countries distinguishes this sector from all others in the early stages of development. So long as market forces provide the primary direction to the sectoral allocation of resources the need to understand the factors that affect the individual producers in the sectors are of academic concern. But once government planners intercede within a framework of objectives and constraints, it becomes critical that such policies are informed by a clear understanding of the factors that promote agricultural growth. The idea that rapid economic growth with broad participation of the entire population for sustained periods of time is necessary if the problems of persistent poverty and hunger are to be solved is no longer questioned. The question of whether the world's resource base can sustain such rapid growth for more than a handful of special cases is now under serious challenge. There is increasing discussion and analysis of

whether global resources can be adequately managed to generate and *sustain* economic growth.

Reflecting these concerns, an increasing focus of HIID's research and advisory activities, overseas as well as in Cambridge, has been on the interlinked areas of agriculture, food policy and natural resource issues. In recognition of the critical mass of work being undertaken around these issues the Institute initiated in 1987 a new sub-series within its Development Discussion Papers, the *Agriculture and Food Policy* (AFP) papers.

Work in the area of agriculture, food policy and natural resources includes analysis of the general policies affecting agriculture and natural resource use and country-specific studies. A number of such country studies, first issued as Development Discussion Papers, have recently appeared in a volume edited by Terry Sicular, *Food Price Policy in Asia* (Ithaca, N.Y.: Cornell University Press, 1989).

■ Food Pricing and Growth

Peter Timmer, in his essay "Indonesia: Transition from Food Importer to Exporter" (first issued as DDP No. 250 AFP), notes that food prices have been an important policy instrument of the Indonesian government in its development planning since the "New Order" came to power in 1966. Rice prices have been the most prominent because of the crucial role rice plays in the economy, and rice stabilization has been one of the cornerstones of Indonesia's development effort. Corn, cassava, and imported wheat have also received policy attention, as has input pricing. The large subsidy for fertilizer has been controversial, but the evidence is strong that the subsidy on average remains highly profitable in social terms. **Theodore Panayotou** in his study, "Thailand: The Experience of a Food Exporter" (DDP No. 251 AFP), discusses the objectives, instruments and effects of past and present Thai policies toward the agricultural sector in the dynamic context of a rapidly growing and changing economy. The focus was on price policies affecting the food sector including sectoral and macro policies which have indirect, and often unintended, but powerful effects on the food system. The main lessons to be drawn from the Thai food price policy experience is that "getting prices right" is neither a necessary nor a sufficient condition for agricultural growth. Panayotou suggests that in the past getting prices "wrong" may not have retarded agricultural growth because there were other important compensating factors such as free irrigation water and free land for expansion. However, growth under "wrong" prices is not without costs as the excessive diversification, resource depletion, and widening of the rural-urban gap in Thailand suggest. Despite the changing environment for growth, Panayotou concludes that getting prices "right" in the future would not automatically generate new sources of growth if the necessary institutional reforms and technical changes do not take place. Terry Sicular, in her essay, "China: Food Pricing under Socialism" (DDP No. 252 AFP), notes that food price policy is often seen by countries as an economic tool that can be used to promote national objectives. She notes that China's use of food pricing policy must be seen in light of its socialist economic system, which includes a major role for government planning in resource allocation by means of administrative control of most agricultural prices (at least until the mid-1980s). In addition to price setting, the government had such other measures as directly planning crop acreage, making purchases from and sales to the agricultural sector, and sales to industry and consumers. Thus food price policy is part of a set of national policies designed to promote the objectives of rapid economic growth, equitable income distribution, national security, and a "good" society. It has supported the pursuit of some of these, while hindering others. It remains to be seen how current reform will affect food price policy in the future.

In "Crop Diversification in Rice-based Agricultural Economies: Conceptual and Policy Issues," *Research in Domestic and International Agribusiness Management*, vol. 8, (DDP No. 253 AFP), **Peter Timmer** discusses the conceptual and policy issues surrounding crop diversification in agricultural economies based on rice. He begins by noting that the Asian rice surpluses and the resulting historically low world rice prices have caused many countries to adopt diversification policies to reduce reliance on rice. The Japanese experience with planned diversification starting in the 1960s and the Thai experience with market-induced diversification in the 1980s both have encountered significant problems. Neither experience provides a very good model for other Southeast Asian countries. Conceptual problems in defining the objectives of diversification policies and significant barriers due to rice price stabilization programs impede the design and implementation of diversification programs. The most successful programs are likely to recognize the key role of marketing and the private sector in stimulating farmer adoption of non-rice crops.

Timmer also focuses on rice market interventions in Asia, pointing out that all countries in Asia intervene in their rice markets while economists say they should not. His paper "Analyzing Rice Market Interventions in Asia: Principles, Issues, Themes and Lessons," in *Evaluating Rice Market Interventions Policies: Some Asian Examples*, Asian Development Bank, Manila, Philippines, (DDP No. 254 AFP), suggests that this must be one of the widest gaps between theory and reality in all of economics. Rather than review the experience of countries with price policy, **Timmer** suggests that to understand the Asian experience with interventions into rice markets, analysts need to look at policies that affect rice prices both directly and indirectly and at their intended and unintended results. Actual experiences with rice market interventions are thus as important for judging results as are calculations based on the border price paradigm.

This same theme is further developed by **Timmer** in "Food Price Stabilization: Rationale, Design and Implementation" (DDP No. 298), a paper presented as part of the Morocco Conference on systems reforms. **Timmer** notes that "getting prices right" is not the same thing as free trade, at least for a country's basic foodstuff. The border price for such commodities as rice, wheat, or corn, he argues, is an important factor in determining the "right" food price policy, but so too are concerns about unstable world prices, market failures in farmer choices of input levels and output mix, the equitable distribution of food intake, and the nature of dynamic linkages between the food economy and the rest of the macro economy. In the complex political economies of Third World countries, no simple pricing formula based on first-best principles from partial equilibrium models necessarily reconciles these conflicting concerns in a socially and politically satisfactory manner. Building on previous work, the major contribution of this paper was to review the two-decade analytical debate over rice price policy in Indonesia in the context of these broader concerns for the potential benefits from rice price stabilization and the constraints on its implementation that grew out of the evolving political economy.

In "Agricultural Prices and Stabilization Policy," *Food Policy*, February 1989 (DDP No. 290 AFP), **Peter Timmer** outlines the analytical underpinnings for the pragmatic approach to agricultural pricing that is so dominant in Asia. In contrast to the free market and structuralist schools of agricultural pricing, this third school of thought is tentatively labeled the "stabilization" school. The main contention of this school is that by following short-run price movements in international markets, an economy incurs significant efficiency losses, but the economy incurs equally significant efficiency losses by not following longer-run trends in international opportunity costs (whatever the market processes that determine them). Optimal efficiency thus calls for some degree of market intervention to stabilize short-run prices. There must,

however, be sufficient flexibility to allow domestic prices to reflect international price trends. Rent-seeking behavior is constrained, if not eliminated, by using competitive market agents to carry out most marketing activities, but within government-established price bands. The paper lays out the basic logic of the analytical approaches on pricing strategies that are consistent with the theoretical rationale for their design and implementation.

In a paper, "Fertilizer Policy for the 1990s" (DDP No. 293 AFP), prepared for the HIID-USAID Symposium on Agriculture in the 1990s: Strategic Choices for Asia/ Near East Countries, Junaid Kamal Ahmad, Walter Falcon and Peter Timmer discuss fertilizer policy for the 1990s. Different aspects of government intervention in the fertilizer sector are analyzed with emphasis on the effects of the various pricing policies undertaken by governments, their justifications, and long-run impact. Stressing the experience of different Asian countries, general policy conclusions are put forward based on the lessons learned since the mid-1960s. A case is made that government intervention in the fertilizer sector is not only pervasive, but that some of it has an underlying economic rationale.

Jere Behrman, Jeffrey Lewis, and Sherif Lotfi discuss the impact of commodity price instability based on experiments with a general equilibrium model for Indonesia in their paper, "The Impact of Commodity Price Instability: Experiments with a General Computable Equilibrium Model for Indonesia" (DDP No. 273). It has often been claimed that commodity price fluctuations have a deleterious effects on producing countries. However, most empirical examinations of the validity of this claim have used cross-sectional data, although in a few instances case studies using economy-wide models have been undertaken. Little work has been done in evaluating the impact of commodity price instability within the theoretically consistent economy wide framework of computable general equilibrium (CGE) models. In their study, Ehrman, Lewis and Lotfi use a CGE model to explore the impact on the Indonesian economy of fluctuations in primary product prices. Although they conclude that their simulations may understate the true cost of primary product price instabilities on Indonesia, they find some effects in terms of observed variables which support the possibility of legitimate concern about such instabilities. In part this comes about because of the recognition of asymmetries in expanding versus reducing output due to fixed sectoral capital stocks, fixed aggregate labor supplies and limited substitution possibilities in production and in use. But, they conclude, in no case is the price instability impact only good or only bad. Usually GDP and investment are reduced, but real consumption and foreign exchange reserves (with a fixed exchange rate) are increased. Policymakers have to decide whether they prefer the outcome with or without price stability.

In this same analytic area, Glenn Jenkins and Andrew Kwok-Kong Lai analyzed the political economy of agricultural pricing policies in Malaysia in their paper "Pragmatism and Stability: the Political Economy of Agricultural Pricing Policies in Malaysia, 1960-1983," (DDP No. 275). They examined the evolution of Malaysian agricultural pricing policies in relation to rubber, oil palm, and paddy, with particular emphasis on tracing the political pressures that generated and sustained these policies. The magnitude of these pricing policies was measured in terms of the nominal and effective rates of protection they generate. Their impact on output, consumption, and foreign-exchange earnings was then estimated. Finally, the implications of these policies for the government budget and the incomes of rural households was assessed. Jenkins and Lai demonstrate that agricultural pricing policies have been remarkably stable over this period and that these policies have ensured that the price of paddy relative to non-agricultural prices has increased slightly over time. While the rubber and the palm oil sectors have been taxed,

substantial funds have been spent on research, replanting, and rural infrastructure which have promoted rural development and the expansion of these export crops.

John Cohen and Nils-Ivar Isaksson, in their paper "Food Production Strategy Debates in Revolutionary Ethiopia" (DDP No. 255), note that for more than a decade two strategies of rural development have competed for the attention of Ethiopian policymakers. The first, the smallholder approach, is based on individual freehold, a strong private sector, and public expenditures in support of essential agricultural sector institutions and infrastructure. The second, the agrarian socialism approach, is based on collective ownership of the means of production, group farming, state farms, and government control of marketing. Cohen and Isaksson review the history and direction of this debate, outlining, in the process, current government policies aimed at promoting agrarian socialism and their effects on food production and the quality of rural life. They conclude that Ethiopia will suffer ever increasing food deficits until it abandons its current agrarian strategy in favor of smallholder productivity and offers a range of options for donors involved in programs and projects promoting Ethiopia's agricultural development.

In his book, **Integrated Rural Development: The Ethiopian Experience and Debate** (Uppsala: The Scandinavian Institute of African Studies, 1987), Cohen reviews the seventeen-year history of Ethiopia's Chilalo Agricultural Development Unit (CADU), an integrated rural development program. Despite the general skeptical view towards integrated rural development activities, Cohen's central argument is that, under the right conditions, integrated rural development projects can play an important role in bringing development to small-scale farmers and their regions.

■ Natural Resource and Growth

The growing concern with the issues of natural resource use and the sustainability of long-term growth is reflected in the Institute's teaching, advisory activities, and research. **Theodore Panayotou** wrote two broad overviews of this emerging field. One of his papers (DDP No. 259) was titled "Economics, Environment, and Development." In another, he examines the issue of sustainable agricultural growth in Asia in "Natural Resource Management: Strategies for Sustainable Asian Agriculture in the 1990s" (DDP No. 279). The central theme of these papers is that good economics is good ecology and vice versa. Panayotou points out that natural resources and the environment are productive assets that generate a return like other economic assets and that unlike most economic assets which are protected, maintained and constantly enhanced, natural resources are mined, degraded and abandoned. He attributes this mismanagement to market failures, compounded by misguided government policies, that lead to gross undervaluation of natural assets, including the failure of national accounts to register the depletion of natural capital in the same way that they account for depreciation of human-made capital. Panayotou identifies the policy reforms in developing countries that would increase economic efficiency and equity while at the same time conserving natural resources.

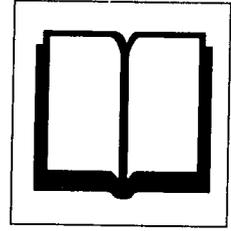
Panayotou deals with these same ideas in a more formal analysis in "Modeling Optimal Resource Depletion in Developing Countries: A Joint Investment-Extraction Decision" (DDP. No. 286). He notes that the optimal rate of resource extraction and the optimal allocation of mineral revenues between consumption and investment should be simultaneously determined. The theory of conservation is subsumed in the theory of investment, both involving the husbanding of resources for future use. The theoretical model he develops draws on Zambian experience in copper mining and economic growth and makes extensive use of a number of important advances in duality theory and intertemporal optimization. The optimal extraction rule requires producing an output for which the marginal variable cost of extraction plus the

'effective' user cost equals the world price. The revenue allocation rule requires equalization of marginal benefits from alternative uses, while the profit condition posited for the model dictates the time profile of the dynamic shadow prices of natural and reproducible capital. In a further analysis using Zambian mining data, Panayotou develops a translog variable cost function for mining without a priori restrictions on the elasticity of substitution as described in "A Translog Variable Cost Function: Theoretical Properties and Empirical Testing with an Application to Copper Mining in Zambia" (DDP, No. 287). He finds that the elasticity of substitution between domestic and imported inputs is relatively low, verifying a widely maintained hypothesis that mining technology affords only limited opportunities for capital: labor substitution.

Ricardo Godoy focuses on issues relating to small-scale mining in Bolivia. His study, "Small-scale Mining and Agriculture Among the Jukumani Indians, Northern Potosi, Bolivia," *Journal of Development Studies*, Spring 1988, indicates that 'high-grading', the selective removal of high grade ores, is the outcome of numerous forces in addition to mineral taxes. Chief among these is the piece rate system of payments to mine workers, which is part of the customary labor contract. Because of the nature of piece rate work, the selective removal of the best ore is not an irrational, wasteful, or shortsighted method of mining. Poor ore left behind is not lost forever but is eventually recovered when the price of ore rises or when laborers need cash.

Exploitation of fisheries is another area of increasing environmental concern. In "Conditions for Fisheries Development in the Third World" (DDP No. 282), **Panayotou** notes that the conditions for fisheries development in the Third World have been altered by the Law of the Sea and the declaration of 200-mile Exclusive Economic Zones (EEZs) by coastal states. For the first time, developing coastal nations have the opportunity to develop and manage their fisheries to generate economic surpluses (rents) on a sustainable basis, in support of their economic growth. In his paper, Panayotou reviews the opportunities and constraints for fisheries development in the Third World proposing approaches more adapted to the conditions of Third World fisheries. He concludes that the most promising development opportunity is fisheries management and that other development opportunities are not sustainable without management, in the sense of controlled expansion (or reduction) of fishing effort. Panayotou's paper integrates the biological, sociocultural, institutional, and economic features of Third World fisheries to generate alternative approaches to fisheries development which can help turn the fisheries sector from a liability into an economic asset for developing countries.

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■ Development Discussion Papers

Whether our research is conducted primarily in the field or at Harvard University, we feel it important to disseminate our findings to those involved and interested in the field of international development. One way HIID does that, while avoiding the often long lead-time before publication by outside publishers, is to publish a series of working papers by HIID staff and consultants. We call the series Development Discussion Papers (DDPs). Many of the papers are subsequently published as articles or chapters in books, whereupon we no longer reprint them for distribution.

DDPs published between July 1987 and June 1989 are listed below in chronological order. A new sub-series concerning agriculture and food policy was launched during this period (DDP Nos. 250–254 and 290–293).

For a complete listing of DDPs available and for ordering information, contact: Tom Gardner, Senior Editor, HIID, One Eliot Street, Cambridge, MA 02138.

DDP No.	Author, Title and Date
246.	Dietrich Spletstoesser. "Model of a Computer-based Food Monitoring and Control System for Developing Countries." August 1987.
247.	Courtney A. Nelson. "Binational Working Groups of the OTO: A Collaborative Form of Technical Assistance." October 1987.
248.	Marguerite S. Robinson and Donald R. Snodgrass. "The Role of Institutional Credit in Indonesia's Rice Intensification Program." November 1987.
249.	Richard H. Patten and Donald R. Snodgrass. "Monitoring and Evaluating Kupedes (General Rural Credit) in Indonesia." November 1987.

■ Agriculture and Food Policy Series

250. C. Peter Timmer. "Food Price Policy in Indonesia." November 1987.
 251. Theodore Panayotou. "Food Price Policy in Thailand." November 1987.
 252. Terry Sicular. "Food Price Policy in China." December 1987.
 253. C. Peter Timmer. "Crop Diversification in Rice-Based Agricultural Economies: Conceptual and Policy Issues." November 1987.
 254. C. Peter Timmer. "Analyzing Rice Market Interventions in Asia: Principles, Issues, Themes, and Lessons." November 1987.
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255. John M. Cohen and Nils-Ivar Isaksson. "Food Production Strategy Debates in Revolutionary Ethiopia." December 1987.
 256. Clive S. Gray. "Quelques Applications du Tableau Entrées-Sorties (T.E.S.) Marocain de 1980." December 1987. (French only).
 257. Graham Glenday. "Personal Savings and Portfolio Composition: Changes in Incentives in the 1987 Canadian Tax Reform." December 1987.
 258. John R. Meyer and Leslie K. Meyer. "Economic Development, Cities, and The Urban Transportation Problem: From the Bullock Cart to BMW." December 1987.
 259. Theodore Panayotou. "Economics, Environment, and Development." December 1987.

260. Anne-Marie Foltz. "Institutionalization and Fragmentation of MCH Services in Chad." February 1988.
261. Dwight H. Perkins. "Reforming China's Economic System." January 1988.
262. Michael Roemer. "The Macroeconomics of Counterpart Funds." February 1988.
263. Gary L. Gaile. "Kenya's Rural Trade and Production Centers." March 1988.
264. Dwight H. Perkins. "The Influence of Economic Reforms on China's Urbanization." March 1988.
265. Richard D. Mallon. "Uncertainty and Policy Flexibility in Argentina." March 1988.
266. Michael Roemer. "Macroeconomic Reform in Developing Countries." March 1988.
267. Glenn P. Jenkins. "Trade, Protectionism, and Industrial Adjustment: The Consumer Electronics Industry in North America." April 1988.
268. Glenn P. Jenkins. "Tax Changes Before Tax Policies: Sri Lanka 1975-1988." May 1988.
269. Donald S. Shepard & Emmanuel Max. "Productivity Loss Due to Deformity from Leprosy in India." May 1988.
270. David C. Cole. "Recent Research on Financial Development in Asia." June 1988.
271. Roy B. Kelly. "Property Taxation in Indonesia: An Analysis of the New Property Tax Law of 1986." July 1988.
272. Hugh E. Evans. "National Urban Policy in Kenya: Past Experience and New Directions." July 1988.
273. Jere R. Behrman, Jeffrey D. Lewis, and M. Sherif Lotfi. "The Impact of Commodity Price Instability: Experiments with a General Equilibrium Model for Indonesia." August 1988.
274. Graham Glenday and Glenn P. Jenkins. "Do Those Unemployed Longer Work Longer?" August 1988.
275. Glenn P. Jenkins and Andrew Kwok-Kong Lai. "Pragmatism and Stability: The Political Economy of Agricultural Pricing Policies in Malaysia, 1960-1983." August 1988.
276. Savvakis Savvides. "Risk Analysis in Investment Appraisal." October 1988.
277. Clive S. Gray. "La Politique de la Concurrence en tant que Composante d'une Reforme de Politique Economique: Quel Role Pour Developpement?" January, 1989. (French only, English see No. 299).
278. Glenn P. Jenkins and Carlos R. Gutierrez. "An Examination of Public Sector Finances in Central America." January, 1989.
279. Theodore Panayotou. "Natural Resource Management: Strategies for Sustainable Asian Agriculture in the 1990s." January 1989.
280. Wang Zeng-sui, Donald S. Shepard, Zhu Yun-Chen, Richard A. Cash, Zhao Rhen-jie, Zhu Zhen-xing and Shen Fu-min. "Reduction of Enteric Infectious Disease in Rural China by Providing Deep Well Tap Water." February 1989.
281. Glenn P. Jenkins. "Tax Reform: Lessons Learned." February 1989.

282. Theodore Panayotou. "Conditions for Fisheries Development in the Third World." March 1989.
283. Yung Chul Park. "Structural Change and Development in Pacific Asia." February 1989.
284. Theodore Panayotou and Somthawin Sungsuwan. "An Econometric Study of the Causes of Tropical Deforestation: The Case of Northeast Thailand." March 1989.
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286. Theodore Panayotou. "Modeling Optimal Resource Depletion in Developing Countries: A Joint Investment- Extraction Decision." March 1989.
287. Theodore Panayotou. "A Translog Variable Cost Function: Theoretical Properties and Empirical Testing with an Application to Copper Mining in Zambia." March 1989.
288. Donald P. Warwick. "The Ethics of Population Control." May 1989.
289. Donald P. Warwick. "The Impact of Public Policy on Fertility Control Programs: A Transactional Model." May 1989.

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290. C. Peter Timmer. "Agricultural Prices and Stabilization Policy." June 1989.
291. C. Peter Timmer. "Agriculture and Structural Change: Policy Implications of Diversification in Asia and the Near East." June 1989.
292. C. Peter Timmer. "The Role of Agriculture in Employment, Generation and Income Distribution in Asia and the Near East." June 1989.
293. Junaid Kamal Ahmad, Walter P. Falcon and C. Peter Timmer. "Fertilizer Policy for the 1990s." June 1989.
294. Donald S. Shepard, Robert L. Robertson, Charles S. M. Cameron III, Pedro Saturno, Marjorie Pollack, Jacques Manceau, Pablo Martinez, Paul Meissner and Julio Perrone. "Cost Effectiveness of Routine and Campaign Vaccination Strategies in Ecuador." June 1989.
295. John W. Thomas and Merilee S. Grindle. "After the Decision: Implementing Policy Reforms in Developing Countries." June 1989.
296. Jeffrey D. Lewis. "The Macroeconomics of Policy Reform: Experiments with a CGE Model of Bangladesh." June 1989.
297. Shantayanan Devarajan and Jeffrey D. Lewis. "Structural Adjustment and Economic Reform in Indonesia: Model-Based Policies vs. Rules-of-Thumb." June 1989.
298. C. Peter Timmer. "Food Price Stabilization: Rationale, Design, and Implementation." June 1989.
299. Clive S. Gray. "Anti-Trust as a Component of Policy Reform: What Relevance for Economic Development?" June 1989.
300. Malcolm F. McPherson and Steven C. Radelet. "Economic Reform in the Gambia: Policies, Politics, Foreign Aid, and Luck." June 1989.

301. Anne-Marie Foltz and William J. Foltz. "The Politics of Health Reform in Chad." June 1989.
302. Merilee S. Grindle and John W. Thomas. "Policy Makers, Policy Choices, and Policy Outcomes: The Political Economy of Reform in Developing Countries." June 1989.
303. Parker M. Shipton. "Time and Money in the Western Sahel: The Cultural Economy of Interest and Usury in Gambian Local Rural Finance " June 1989.
304. Michael Roemer and Steven C. Radelet. "Macroeconomic Reform in Developing Countries." June 1989.
305. Richard D. Mallon and Joseph J. Stern, "The Political Economy of Trade and Industrial Policy Reform in Bangladesh." June 1989.
306. Thomas P. Tomich. "Small Holder Rubber Development." June 1989.
307. Dwight H. Perkins. "Economic Systems Reforms in Developing Countries." June 1989.
308. Pradeep Srivastava. "Credibility in Trade Liberalization." June 1989.
309. Stephen B. Peterson. "Institutionalizing Microcomputers in Developing Bureaucracies: Theory and Practice from Kenya." June 1989.
310. David C. Cole and Betty Slade Yaser. "Adapting Monetary Policy Instruments: Indonesia's Experience." June 1989.

■ ARIES Project Publications

The principal published product of the Assistance to Resource Institutions for Enterprise Support (ARIES) Project was a bibliographic data-base package and book making available to development practitioners a wealth of information on small enterprise development.

The "AskARIES Knowledgebase," and an accompanying book, **Seeking Solutions: Framework and Cases for Small Enterprise Development Programs**, referred to in the Research Section, were both published by Kumarian Press. Ordering information may be obtained from:

Jenna Dixon, Kumarian Press, Inc. 630 Oakwood Ave., Ste. 119,
West Hartford, CT 06110.

Two working papers also published by the project during the period were:

Catherine Rielly, "Improving Rural Financial Markets: Appropriate Design of Savings Projects" 1987;

Heidi Hennrich, "Evaluation, Manuals and Methods: A Guide to Guides" June 1987.

■ BRIDGES Publications

The **Basic Research and Implementation in Developing Education Systems (BRIDGES)** project publishes numerous papers, including a Research Report Series and Education Development Discussion Papers. For a complete list of **BRIDGES** publications and an order form, contact: Billie Jo Joy, **BRIDGES Publications**, Gutman 442, Harvard University, Cambridge, MA 02138.

BRIDGES Research Report Series

1. Mary B. Anderson. "Improving Access to Schooling in the Third World: An Overview." March 1988. (Also available in Spanish).
2. Sivalsailam Thiagarajan and Aida L. Pasigna. "Literature Review on the Soft Technologies of Learning." July 1988.
3. Mun C. Tsang. "Cost Analysis for Educational Policymaking: A Review of Cost Studies in Education in Developing Countries." October 1988.
4. Martha Montero-Sieburth. "Classroom Management: Instructional Strategies & the Allocation of Learning Resources." April 1989.
5. Chris Wheeler, Steve Raudenbush and Aida Pasigna. "Policy Initiatives to Improve Primary School Quality: An Essay on Implementation, Constraints, and Opportunities for Educational Improvement." June 1989.

Education Development Discussion Papers

1. National Education Commission (Thailand). "Determinants of Effective Schools - Thailand Country Review." February 1988.
2. Stephen Anzalone. "Using Instructional Hardware for Primary Education in Developing Countries: A Review of the Literature." March 1988.
3. Thomas O. Eisemon. "The Consequences of Schooling: A Review of Research on the Outcomes of Primary Schooling in Developing Countries." September 1988.

■ EEPA Project Discussion Papers

The following papers were issued during the reporting period by the Employment and Enterprise Policy Analysis (EEPA) Project. For a complete listing and ordering information, contact: Sarah Potok, EEPA-HIID, One Eliot Street, Cambridge, MA 02138.

10. Merilee S. Grindle and John W. Thomas. "The Political Economy of Policy Change in Developing Countries." October 1987.
11. Brian Levy and Wen-jeng Kuo. "Investment Requirements and the Participation of Korean and Taiwanese Firms in Technology-Intensive Industries." October 1987.
12. Brian Levy and Wen-jeng Kuo. "The Strategic Orientations of Firms and the Performance of Korea and Taiwan in Frontier Industries: Lessons from Comparative Case Studies of Keyboard and Personal Computer Assembly." October 1987.
13. Brian Levy. "Export Intermediation and the Structure of Industry in Korea and Taiwan." October 1987.
14. Tyler S. Biggs, Merilee S. Grindle and Donald R. Snodgrass. "The Informal Sector, Policy Reform and Structural Transformation." July 1988.
15. Tyler S. Biggs. "Financing the Emergence of Small and Medium Enterprise in Taiwan: Financial Mobilization and the Flow of Domestic Credit to the Private Sector." August 1988.
16. Tyler S. Biggs. "Financing the Emergence of Small and Medium Enterprise in Taiwan: Heterogeneous Firm Size and Efficient Intermediation." August 1988.

17. Tyler S. Biggs. "Financing the Emergence of Small and Medium Enterprise in Taiwan: Concessional Selective Credit Programs." August 1988.
18. Jennie Hay Woo. "Education and Industrial Growth in Taiwan: A Case of Planning." August 1988.
19. Klaus Lorch. "Traders as Transactors: The Role of Trading Companies in Taiwan's Market-Based Economy." August 1988.
20. Brian Levy. "Export Intermediaries and Industrial Expansion: A Theoretical Perspective." August 1988.
21. Jean-Jacques Deschamps and William Grant, with Albert Berry and Susan Goldmark. "The Impact of Financial Market Policies: A Review of the Literature and the Empirical Evidence." October 1988.
22. Augustin Ngirabatware, Leonidas Murembya and Donald Mead. "Medium and Large Private Manufacturing Firms in Rwanda: Diagnostic Study of Current Situation and Policy Impact." August 1988.
23. Tyler S. Biggs and Brian Levy. "Strategic Interventions and the Political Economy of Industrial Policy in Developing Countries." October 1988.
24. Stevem Haggblade. "A Review of Rwanda's Textile Clothing Subsector." February 1989.
25. Carl Liedholm and Joan Parker. "Small Scale Manufacturing Growth in Africa: Initial Evidence." March 1989.
26. Donald C. Mead. "Policy Reform and the Informal Sector in Africa." Prepared for Conferences on the Informal Sector: Issues in Policy Reform. April 1989.

■ HIID Development Assistance

Perhaps the greatest asset HIID contributes to the expansion of knowledge and insight in the arena of international development stems from its practical work overseas. Theories of economic development, strategies for delivery of health care and educational services, diverse approaches to pricing, taxation and trade reform, environmental management in the process of growth — all are tested, re-examined and applied anew in the work HIID staff and advisors do in more than 30 countries in the Third World.

The Institute is involved in a wide variety of overseas development assistance activities. While many of these projects call for the provision of long-term resident advisors, increasingly the Institute has become associated with indigenous research institutes, helping such organizations to develop their own staffs, while also contributing directly to their research output. In addition, we manage an increasing number of research projects, dealing with such issues as agricultural policy, the interaction of the environment and economic growth, the provision of services to small enterprises, diarrheal disease, basic education policies, and the role of small and medium-scale firms in employment creation.

The Institute, in all of its overseas activities, also seeks to build indigenous institutional capacity through the provision of formal training as well as in daily collaboration with colleagues in the host countries. Success in this goal depends on the ability of advisors and consultants to work effectively with their counterparts, transferring knowledge and encouraging their colleagues to push the analysis forward on their own. Staff development efforts can only be successful if the overseas staff recruited by the Institute combines a deep expertise in their subject matter with an ability to work with others whose background and training may be vastly different. For this reason HIID will not undertake a project unless it feels confident that it can staff the project with quality personnel who are experts in their field and who are effective in transferring knowledge.

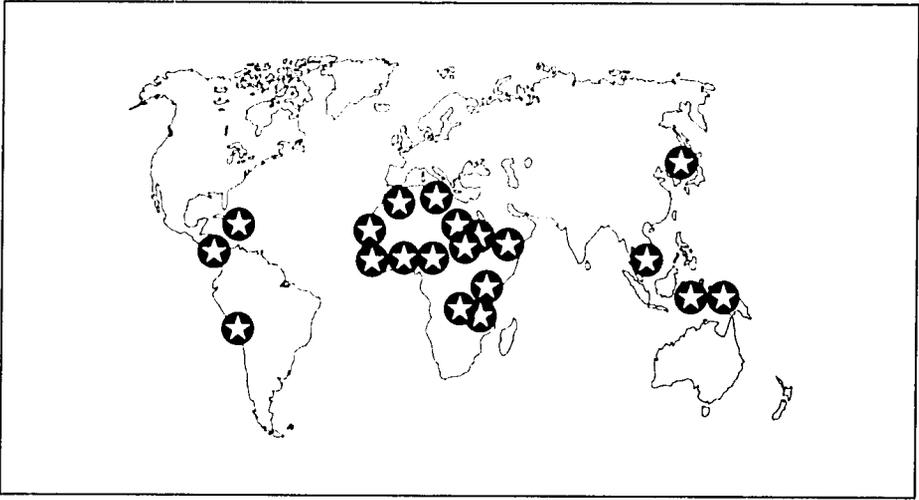
Through years of experience we have come to realize that institution building is a difficult process requiring a long-term commitment. Hence the Institute strongly prefers projects that offer a longer term association and are not focused solely on the resolution of one issue or the preparation of one specific report.

Reflecting the Institute's multidisciplinary focus, the overseas projects tackle a range of problems requiring assistance from a wide range of academic disciplines. Thus, HIID staff members are involved in projects dealing with macroeconomic issues, as well as with specific sectoral problems, including the provision of health and educational services, and strengthening of government management capacity. The specific activities, described in some detail below, involve the Institute in issues as diverse as tax and customs service reform, establishment of a school of public health, decentralization of planning, and studies to analyze the effectiveness of specific health interventions as a means of reducing childhood mortality and morbidity.

Over the years the Institute has also built up an impressive roster of Cambridge-based research projects. These activities complement the Institute's overseas work by providing a means for HIID staff to develop the insights they have gained from their field experience and test the specific results in a broader theoretical framework. Although the primary locus of these research projects is in Cambridge, they generally provide for staff to work overseas, for short or long periods of time, allowing them to interact with development professionals in the field, report on their research, and respond to the practical needs of those working in development agencies.

The following section provides information on all HIID projects during 1987-89. A brief project description introduces a listing of each project's staff.

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■ Bolivia — The UDAPE Project

The Bolivian government and USAID/Bolivia created UDAPE (Unidad de Analisis de Politicas Economicas) in 1984 to have a permanent institution capable of undertaking economic policy analysis. In January 1987, Harvard University signed a contract with USAID/Bolivia to provide technical assistance to UDAPE. Situated in the Ministry of Planning, UDAPE is a research think tank that offers services to a wide range of public institutions.

UDAPE has several functions. First, it monitors the macro-economic situation of the country, and the director meets weekly with the Council of Economic Advisors to discuss economic policies. Second, UDAPE collects and digests macroeconomic data and makes it available to interested parties. Third, it formulates and carries out long-term research on macroeconomic issues which it deems important. Fourth, it is increasingly serving as a problem-solving agency for policymakers. During 1988-1989, for instance, UDAPE was asked to undertake short studies on trade and agricultural policy, foreign-exchange auction markets, and state-owned enterprises.

HIID's role is to help build an institution by helping to strengthen the analytical abilities of the professional staff at UDAPE and by assisting in conducting policy analysis and research. Until now, emphasis has been placed on establishing analytical techniques and assisting the UDAPE staff in the use of these tools. Outside consultants collaborate closely with their UDAPE counterparts, thereby facilitating the transfer of technical expertise. Consultants routinely give seminars at UDAPE to present their major findings and to discuss methodological issues.

HIID's major accomplishments at UDAPE fall into four areas:

- (1) **Formal training.** HIID has organized workshops on the uses of computable general equilibrium models and project appraisal.
- (2) **Computable general equilibrium models.** We have helped UDAPE build a dynamic CGE model which has been and is being used to measure the impact of past macroeconomic policies on agriculture, compare the efficiency of a uniform and a differentiated tariff structure, and evaluate Bolivia's national development plan, among other things.
- (3) **Strengthening short-run macroeconomic policy analysis.** We have helped UDAPE develop macroeconomic tools to simulate IMF financial programming and to examine the short-run impacts of a currency devaluation, for example, on wages and prices.
- (4) **Sectoral studies.** We have helped UDAPE to carry out studies on energy and hydrocarbons, which have been instrumental in developing optimal pricing, investment, and trade policies for natural gas, oil, and electricity. We are also helping UDAPE build an energy model to measure the impact of energy policies on macroeconomic variables. In the field of agriculture, we have helped UDAPE develop a CGE model for the agricultural sector to evaluate the effects of past macroeconomic policies on Bolivian agriculture and a disaggregated social account matrix for agriculture.



HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff

Ricardo A. Godoy	United States	Cambridge Coordinator
Michael Roemer	United States	Cambridge Coordinator
Phyllis A. Glass	United States	Project Administrator

Field Staff

Mario A. De Franco	Nicaragua and Italy	Resident Advisor
Arthur J. Mann	United States	Resident Advisor

Project Consultants			
Name	Nationality	Assignment	Affiliation

William Abraham	United States	National accounts	Independent consultant
Eduardo Aime	Argentina	Energy policy	Independent consultant
Jean Barroux	France	Microenterprise in manufacturing	Independent consultant
Carlos Bastos	Argentina	Electrical models	Independent consultant
R. Albert Berry	Canada	Agricultural policy	University of Toronto
Brizzio Biondi-Mora	Italy	Agricultural policy	Austin Associates
Eduardo Blanco	Argentina	Project appraisal	IECSA
Juan Luis Bour	Argentina	Employment policies	Independent consultant
Edward Buffie	United States	Exchange rate management	Vanderbilt University
William Carey	United States	Manufactured exports	Independent consultant
Rufino Cebrecos	Peru	Export policy	IADB
Juan Jose Cembrano	Chile	Electricity sector studies	Chilectra Generacion
Jacques Delons	France	Employment policies	Independent consultant
Shantayanan Devarajan	Sri Lanka	CGE model/ agriculture sector	John F. Kennedy School of Government, Harvard
Hans Georg	Brazil	Manufactured exports	Bantrade Comp. Int'l.
William Gibson	United States	Agricultural policy	University of Vermont
Carlos Givogri	Argentina	Electricity sector studies	Independent consultant
Victor M. Guerrero	Mexico	Macroeconomic models	Banco de Mexico
Francisco J. Labbe	Chile	Electricity sector studies	University of Chile
Santiago Levy	Mexico	CGE model/ tariff structure	Boston University
Marc Lindenberg	United States	Macroeconomic policy	John F. Kennedy School of Government, Harvard
Richard D. Mallon	United States	Public enterprise policy	HIID
Jorge Martinez	Spain	Fiscal management	Georgia State University
Paul McNelis	United States	Macroeconomic policy	Georgetown University

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Name	Nationality	Project Consultants	
		Assignment	Affiliation
Paulo Medeiros	Brazil	Financial markets and securities	Diminas - DTVM
David Morawetz	Australia	Economic policy analysis	World Bank, Bolivia
Juan Protasi	Uruguay	Financial sector analysis	Independent consultant
Sherman Robinson	United States	Agricultural policy	University of California, Berkeley
Dani Rodrik	Turkey	Tariff structure	John F. Kennedy School of Government, Harvard
Carlos Sanchez	Argentina	Small enterprise	National University of Cordoba
Edward G. Schuh	United States	Agricultural policy	Humphrey Institute, University of Minnesota
Walter Schulthess	Argentina	Social security	Independent consultant
Judith Tendler	United States	Agricultural policy	Massachusetts Institute of Technology
C. Peter Timmer	United States	Agricultural policy	HIID
Alberto Valdes	Chile	Macroeconomic policy	IFPRI
Alfredo Visintini	Argentina	Energy policy	Independent consultant
Robert Vogel	United States	Financial sector analysis	University of Miami
Lee Ward	Chile	Project evaluation	Trade Division, Ministry of Economy, Chile
Thomas Wilson	United States	Manufactured exports	International Specialties, Inc.
Guillermo Cox-Zapater	Peru	Manufactured exports	ALGESA

■ Brunei — Public Management Project

The Public Management Project began in 1986 and was designed to allow HIID to respond quickly and flexibly to public management issues articulated by the Management Services Unit in the Office of the Prime Minister. During the period under review, the Institute has worked on a broad range of issues, but two clusters of activity have taken on greater coherence and will continue to be the focal points of our work in the future: civil service strengthening and natural resource management.

Work in the area of strengthening the civil service has included collaborating with government staff on planning a reorganization of the management of the Civil Service, developing a system and training staff to implement personnel performance appraisal, strengthening the management and curriculum of the Training Unit, and conducting a series of organizational development workshops for senior staff.

The Institute's involvement in the area of natural resource management has concentrated on activities that will improve analytical skills and increase the technical knowledge of staff in the resource departments as they proceed with identifying economically sound projects for diversifying the economy in the future. Project staff have also worked with senior government officials to provide help in the consideration of long range development strategies for the agriculture and forestry departments, issues of food security, and the management of Brunei's natural resource base.



Assistance has also been provided in the areas of manpower planning, economic diversification, national goal definition, tax policy, human capital investment, and agribusiness development.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff

Richard Pagett	United States	Cambridge Coordinator
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Field Staff

Ronald D. Stegall	United States	Resident Advisor
Fernando Ruiz Fernholz	Bolivia	Resident Advisor
Donna R. Flanagan	United States	Resident Advisor
Rosemary M. Aquino	Philippines	Resident staff

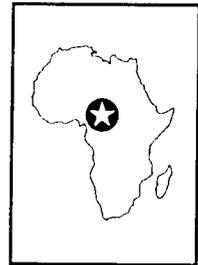
Project Consultants			
Name	Nationality	Assignment	Affiliation

Peter A. Ashton	United Kingdom	Environmental/ natural resources management	Harvard University
Lee Bolman	United States	Organizational development	Harvard University
Daniel D. Cantor	United States	Personnel and management systems	Human Resource Consulting Group
Clare Corbett	United States	Performance appraisal training	Center for Training and Development, Harvard University
John Evans	Canada	Public expenditure analysis workshop	Econanalysis & Associates
Fernando Ruiz Fernholz	Bolivia	Public expenditure analysis workshop/natural resource economics	HIID
Graham Glenday	Canada	Public expenditure analysis workshop/tax policy	HIID
Glenn P. Jenkins	Canada	Public expenditure analysis workshop	HIID
Ian Mayo-Smith	United States	Training program	University of Connecticut
Courtney A. Nelson	United States	Development strategies/ training program/ program development/ agribusiness development	HIID
Richard Pagett	United States	Recruitment and training policies	HIID
Theodore Panayotou	Canada	Human capital/natural resources/food policy	HIID
Dwight H. Perkins	United States	Development strategies	HIID
Douglas Renick	United States	Performance appraisal workshop	Center for Training and Deve- lopment, Harvard University

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Carol Rinehart	United States	Performance appraisal workshop	Chrysalis Consulting Group
Michael Roemer	United States	Project appraisal/development strategies	HIID
Christopher Shugart	United States	Public expenditure analysis workshop	HIID
Donald R. Snodgrass	United States	Manpower planning/needs assessment	HIID
Joseph J. Stern	United States	Project appraisal/development strategies	HIID
John W. Thomas	United States	Management	HIID
C. Peter Timmer	United States	Agricultural strategy	HIID
John Wehner	United States	Public expenditure analysis workshop	Foundation Land Company John D. MacArthur Foundation
Dean Williams	Australia	Organizational development/leadership training/management auditing	Harvard University

■ Cameroon — Child Survival/ Maternal and Child Health Project



The Cameroon Child Survival/Maternal and Child Health Project (Project SESA) is a USAID funded project, managed by a consortium headed by HIID, with the Charles R. Drew Postgraduate Medical School and the Academy for Educational Development as subcontractors. The project implementation contract was signed in November 1987, and the field team arrived in Cameroon in January and February 1988.

The project is designed to bring about an improvement in the health status of mothers and children through the reform of the health delivery system in the public sector in South and Adamaoua Provinces, an area including approximately 750,000 people. All activities of the project are organized through the Ministry of Public Health. The project seeks to introduce a system of integrated primary health care at the district level, with an emphasis on community responsibility both for defining needs and for financial responsibility for the health services.

At the end of July 1989, the field team had completed the design of the model to be introduced and finalized the timetable for the introduction of the improved clinical services, supervision, planning, financial management, health information systems, drug supply and delivery, and cost recovery. The new system will be phased in systematically during the remaining three years of the project.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff

Albert E. Henn	United States	Cambridge Coordinator
Malcolm Bryant	United Kingdom	Cambridge Coordinator

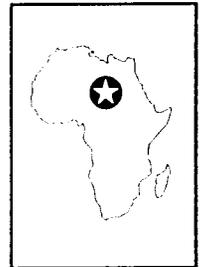
Field Staff

James C. Sonnemann	United States	Chief of Party/ Resident Advisor
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Project Consultants			
Name	Nationality	Assignment	Affiliation

Malcolm Bryant	Britain	Information systems	HIID
Bernard Guyer	United States	Immunization	Harvard School of Public Health
Augustin Touani	Cameroon	Training of trainers	CERFAP Mbalmayo

■ Chad — Health Planning Restoration Project



The Chad Health Planning Restoration Project began in 1985 as a sub-activity of the Chad Relief and Rehabilitation Project, funded by USAID. The specific goal of the project was to contribute to the restoration of health planning capabilities within the Ministry of Health of the Government of Chad through the re-creation of a health planning unit. This unit, called the "Bureau of Statistics, Planning and Studies" (BSPE), serves as a clearinghouse for health information at a central level, assesses health needs and establish priorities, provides guidance and coordinates activities of donor agencies in the health sector, plans and coordinates training efforts, and proposes the allocation of resources.

The project had two objectives in the first phase: to design and implement a health information system which would give the Ministry of Public Health the tools necessary to plan health services; and to institutionalize this system by training Chadian health personnel to carry out the work.

The HIID team, working closely with Chadian colleagues of the BSPE, performed a systematic analysis of the existing health system, which included: the identification of needs for health information, identification of options for a new information system, selection among the options, and the design and introduction of a new system. The new system gives priority to routine data collection from both public and private health facilities in Chad. The data, collected in three types of reports, are analyzed in the Ministry of Health's Bureau of Statistics with the help of microcomputers. To implement the new reporting system, the project organized seminars for health professionals throughout the country. Doctors, nurses, and administrators in 225 of Chad's approximately 350 health facilities have been trained to collect and report the necessary data. The project has also provided training in computerized data entry and analysis to members of the Bureau of Statistics.

Six months before the end of the project, 85 percent of the health facilities in Chad are currently participating in the new reporting system and are regularly sending in their reports. The BSPE provides feedback reports to all levels in the health system. In November 1988, it published, with the help of the Harvard team, the **Statistical Yearbook for Health**, the first since 1977. A second edition was published in May 1989.

The high participation rates and the general acceptance of this highly idiosyncratic health information system result more from the methods used by the Harvard team in the development of the system than from its actual shape. Accepting the local decision-making process, identifying the system's indicators starting from Chadian planners' and managers' objectives, tailoring the system to the human resources and the equipment available in the peripheral facilities, taking into account the management information needs of the peripheral health services supervisors, and respecting and reinforcing existing administrative structures were all methods that created a consensus about the need for and the utility of the information system among the future users of the system. They are probably the most significant contributions of this project and could be applied in the development of similar information systems in Third World countries.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff

Albert E. Henn	United States	Cambridge Coordinator
Theo J. Lippeveld	Belgium	Cambridge Coordinator
Kristan Schoultz	United States	Cambridge Coordinator

Field Staff

Theo J. Lippeveld	Belgium	Chief of Party, Health planning/administration
Isaline Greindle	France	Chief of Party Resident Advisor
John D. Barton	United States	Resident Advisor
Sarah Combs	United States	Resident Advisor, Training Coordinator
Anne-Marie Foltz	United States	Resident Advisor, Epidemiologist/ biostatistician

Project Consultants			
Name	Nationality	Assignment	Affiliation

John D. Barton	United States	Information systems	HIID
Anne-Marie Foltz	United States	Epidemiology	HIID
Peter W. Foltz	United States	Computer applications	University of Colorado
Isaline Greindl	France	Health planning	HIID

■ Chad — Population Advisory Project

The HIID project in Chad was broadened in 1987 to include a population advisor to assist the Ministry of Health by developing a legal basis for delivery of family planning services and to coordinate family-planning training efforts and the provision of contraceptive commodities.

A document was prepared, in coordination with government officials, proposing to change Chad's Pharmacy Law No. 28 of 1965, which forbade the use, distribution and advertisement of contraceptives. Some 250 Chadian professionals were trained in the clinical, administrative and sociopolitical aspects of family planning programs. Procurement mechanisms for contraceptives were established. A technical assistance team from Columbia University conducted a survey in order to determine attitudes and demand for family planning services in the capital.

Finally, an International Family Planning Conference was organized in N'Djamena in October 1988 gathering 20 international experts and 200 Chadian participants representing the political, religious, and technical institutions of the country. The major outcomes of the conference were: (1) the development of a family planning policy that takes into account Chad's ethnic, sociocultural and religious diversity; (2) the establishment of a national family planning program as an integral component of the Maternal and Child Health Program; (3) abrogation and repeal of Chad's Pharmacy Law of 1965; (4) collaboration between the public and the private sectors to ensure the development of a family planning program and the creation of a Chadian Family Planning Association.



Name	Nationality	HIID Project Staff Assignment
Cambridge Staff		
Albert E. Henn	United States	Cambridge Coordinator
Kristan Schoultz	United States	Cambridge Coordinator
Field Staff		
Leslie L. Brandon	United States	Resident Advisor

■ Costa Rica — Peripheral Health Care Research (PHCR) Project

The project's focus is development and testing of a method of lot-quality assurance sampling (LQAS) a statistical method for evaluating health care coverage in Costa Rica. This statistical survey method allows a smaller sample (28 households in this application) than was possible through previous sampling methods (210 households), which tended to evaluate health care on a national scale. As a result, quality can be assessed and management recommendations developed for a single health facility. The project evaluated 10 percent of all



national health facilities, examining such areas of primary health care as vaccinations, oral rehydration therapy (ORT), referrals of pregnant women and newborns, home visits by health care workers, and quality of information systems.

The work produced by the Costa Rica project has had a major impact on the day-to-day functioning of the Ministry of Health. For example, the lot-quality assurance sampling (LQAS) household data collected by the project has been used as the standard for evaluating other data produced by the Costa Rican Information System.

The Ministry asked the project to redesign the supervision system. Supervisors spontaneously asked the project staff to use project instruments since they were seen as comprehensive and easy to use. The supervision system is now being used to monitor all of Costa Rica's 720 Health Areas.

The Ministry organized emergency meetings of its primary health care personnel in all six health areas of Costa Rica in order to have the project's staff inform them of the problems detected by the project. These meetings led to local problem-solving initiatives organized independently of the project.

The Ministry continued to expand the role of the Office of Quality Control of Primary Health Care that was developed by the project. The Quality Control Office has undertaken assessment of the Department of Nutrition's activities, especially growth monitoring. The Director General of Health in responding to additional demand for QC from Ministry departments requested that one office coordinate these studies.

The Costa Rica project, while originally scheduled to end on July 31, 1989, has been extended through June 1990.

Name	Nationality	HIID Project Staff Assignment
Cambridge Staff		

Donald S. Shepard	United States	Co-Coordinator
Joseph J. Valadez	United States	Co-Coordinator/ Coordinator

Name	Nationality	Project Consultants Assignment	Affiliation
Silvia Boada-Martinez	Spain Argentina	Data collection	ECOS Humahuaca,
Lori DiPrete	United States	Anthropometry study	HIID
Anna Contramistos	Greece	Cost analysis	Harvard School of Public Health
Keith McInnes	United States	Information systems	Harvard School of Public Health
Marcia Sell	United States	Oral rehydration therapy	Harvard School of Public Health
Paul Ulrich	United States	Information systems	John F. Kennedy School of Government, Harvard
Veronica Vargas	Chile	Computer systems	Independent consultant
William Vargas	Costa Rica	Quality control	Ministry of Health, Costa Rica

■ Djibouti — Health Management Training Workshops



Three Health Management Training Workshops were held in Djibouti under the auspices of the Ministry of Health and Social Welfare. The first trained mid-level to senior health professionals in modern management techniques appropriate for implementing primary health care strategy. Among the basic management themes covered were: functions and roles of health service managers; techniques for effective delegation, communication, motivation, and decision-making; and processes of introducing change.

The second workshop focused on the development of local planning skills as the cornerstone of mid-level managerial requirements. The third repeated the module on the development of local planning skills for an audience comprised of physicians working within the Ministry of Health. The objective was to create a definitive plan for health care delivery in selected areas of the country.

The project thus evolved from its original goal of simply providing training in health care management to peripheral health care providers, to providing training in health planning to the Ministry of Health policymakers, and later to the direct provision of technical assistance in the development of a health planning unit and new health information system.

HIID Project Staff		
Name	Nationality	Assignment

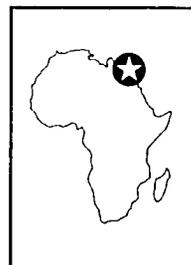
Cambridge Staff		
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Albert E. Henn	United States	Cambridge Coordinator
Yamil H. Kouri	United States	Cambridge Coordinator
Malcolm Bryant	United Kingdom	Cambridge Coordinator

Project Consultants			
Name	Nationality	Assignment	Affiliation

Malcolm Bryant	Britain	National health planning	HIID
Anne Marie Foltz	United States	Epidemiology and monitoring	HIID
Peter Foltz	United States	Computer applications	Independent consultant
Saul Helfenbein	United States	Peripheral health planning and management	Independent consultant
Solofo Ramaroson	Mauritius	Health monitoring and evaluation	Independent consultant

■ Egypt — Educational Planning Unit Project



The Educational Planning Unit Project is a two-year project designed to build institutional capacity in the National Center for Educational Research and the Educational Planning Unit, both under the Ministry of Education in Egypt. It is funded by the USAID mission in Cairo.

Name	Nationality	HIID Project Staff
		Assignment
Noel F. McGinn	United States	Principal Investigator
Frank P. Dall	United Kingdom	Coordinator of Project Activities
William K. Cummings	United States	Researcher/ Sector assessment

■ The Gambia — Economic and Financial Policy Analyses (EFPA) Project



The EFPA Project, which began in May 1985, is intended to assist the Ministry of Finance and Trade in The Gambia in improving its capacity to deal with macroeconomic policy issues. The project has three activities: training, both local and overseas; resident advisors who provide day-to-day support to senior Ministry staff; and consultants who undertake special studies within the Ministry and other parts of the public sector.

For the period July 1987 to June 1989, the project staff focused on ensuring that the Gambian Government and the Ministry of Finance and Trade had the support needed to implement the Economic Recovery Programme (ERP). This program, which was introduced in June 1985 in response to the continued deterioration of the Gambian economy, had two objectives: (1) stabilize the economy; and (2) provide a foundation for sustained growth and development.

The policy changes introduced in late 1985 and early 1986 under the ERP, together with a large increase in external assistance, helped to stabilize the economy. Consequently, the main focus of the project over the review period was to help the Gambian Government establish a sound basis for sustained development.

To this end, the project stepped up its training activities in order to allow Gambians to develop the skills necessary for managing the economy. A total of 56 Gambians were trained, either in The Gambia or abroad. Of these, 30 were short-term and 14 were long-term (master's degree programs and diploma courses). Twelve members of the Ministry of Finance were given specialized training locally.

The project staff continued working with Ministry officials on topics relevant to the economic recovery. These included exchange-rate reform, budget reform, tax reform, financial reform, and debt rescheduling. In addition, the debt reporting system and the budget were computerized, and the data base needed to fully monitor the IMF/World Bank adjustment programs was simplified and expanded. Harvard consultants worked on special studies related to budget reform, interest-rate policy, exchange-rate policy, parastatal reform, and privatization.

Following a formal review by USAID in February 1987, the project was extended until September 1991.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff

Lester E. Gordon	United States	Cambridge Coordinator
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Field Staff

Malcolm F. McPherson	Australia	Resident Advisor
Steven C. Radelet	United States	Resident Advisor
Paul E. McNamara	United States	Resident staff

Project Consultants			
Name	Nationality	Assignment	Affiliation

Lyle Brenneman	United States	Study of cooperatives	Heritage International, Oregon
Asafa Demissie	Ethiopia	Study of cooperatives	Independent consultant
James S. Duesenbery	United States	Macroeconomic policy	Harvard University
Catherine McAuliffe	United States	Financial reform	Tufts University
Paul McNamara	United States	Fiscal policy	Massachusetts Water Resources Authority
K.R.S. Murthy	India	Performance contracts	Indian Institute of Management
Jeffrey Nash	United States	Study of cooperatives	Independent consultant
John Perr	United States	Computerization of the budget	Independent consultant
Richard Pomp	United States	Company tax	University of Connecticut
Steven C. Radelet	United States	Debt management/ economic monitoring	John F. Kennedy School of Government, Harvard
Parker M. Shipton	United States	Informal credit	HIID
Brendan Walsh	Irish Republic	Macroeconomic adjustment	HIID
David Woodward	United States	Rural cooperatives	Independent consultant

■ Ghana — Sales Tax Study

HIID, in conjunction with the Crown Agents (U.K.), undertook a short-term project for the Government of Ghana, funded by the World Bank, to review the current sales tax system and to assess the advisability of Ghana switching its current sales tax system into a VAT-type credit-method sales tax. The Crown Agents focused on administrative issues, while HIID considered the economic, revenue and policy aspects of the sales tax system and the conversion to a credit-method system.



		HIID Project Staff	
Name	Nationality	Assignment	
Field Staff			
Graham Glenday	Canada	Coordinator	
		Project Consultants	
Name	Nationality	Assignment	Affiliation
Satya N. Poddar	Canada	Field study	Clarkson-Gordon and Dept. of Finance, Canada

■ INDONESIA PROJECTS

Michael Roemer, Institute Fellow, Coordinator of Indonesia Projects, Jakarta
 Joseph J. Stern, Institute Fellow, Coordinator of Indonesia Projects,
 Cambridge

■ Indonesia — Bank Rakyat Indonesia (BRI) Project

The Bank Rakyat Indonesia Training and Policy Advisors Financial Institution Development Project is a three-and-one-half year effort, oriented towards assisting the BRI in its institutional development, building on an earlier period (1983-86) of rapid bank growth. Areas of concern are policy development, training, and management. The project has focused on working closely with the policy framework of the KUPEDDES (small Unit Desa loans) program, investigating possible ways of expanding the services of the Unit Desas in order to develop a fully articulated rural financial system, possible extension of the BRI money transfer system to the Unit Desas, training of the Unit Desa staff in connection with the computerization of Unit Desa bookkeeping, and the development of a management information system.



Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Richard M. Hook	United States	Cambridge Coordinator
Ricardo A. Godoy	United States	Cambridge Coordinator

Field Staff

Richard H. Patten	United States	Resident Advisor
Richard M. Hook	United States	Resident Advisor
James R. Kern	United States	Resident Advisor
Robert Varley	United Kingdom	Resident Advisor
Lawrence D. Murdock	United States	Resident staff

Name	Nationality	Project Consultants Assignment	Affiliation
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David O. Dapice	United States	Banking policy	Tufts University
James R. Kern	United States	Training	HIID
Richard T. Monteverde	United States	Economics	Independent consultant

■ Indonesia — Center for Policy and Implementation Studies (CPIS) Project



HIID has been participating in the development of the Center for Policy and Implementation Studies (CPIS) since the inauguration of CPIS in 1982. CPIS, a multidisciplinary research, policy advising, and training center which combines macro and micro approaches to the analysis of development programs, grew out of HIID's Development Program Implementation Studies (DPIS) project, begun in 1979. The DPIS conducted multidisciplinary studies of four major development programs of the Indonesian Government: rice intensification, family planning, primary school construction, and village development. In 1982 the government moved to create permanent institutional capacity to carry out such studies. Work began on recruiting and training an Indonesian research staff and on undertaking additional policy and implementation studies.

In 1982-87 CPIS research concentrated on the development of rural banking in Indonesia. CPIS cooperated closely with Bank Rakyat Indonesia (BRI), the government-owned commercial bank responsible for serving small-scale and rural producers. The results of this cooperation included the introduction of a general rural credit program to make small loans to all types of rural enterprises (1984), a new program to mobilize rural savings (1986), and a series of organizational changes to support these programs and move toward the goal of a commercially viable full-service banking system suited to the needs of a rapidly growing and changing rural sector. The rural credit and savings programs have grown steadily and are now among the largest and most successful programs of their kind in the developing countries, while the profitability of BRI's rural operations has improved dramatically. In July 1987 part of

the CPIS work on rural banking was transferred to a new project located in the BRI itself and funded by USAID. CPIS continued to do some work on rural banking, concentrating on further improvement of the rural savings program.

Other CPIS studies in 1987-89 concerned aspects of rice production, smallholder tree crop production, improvement in the quality of higher education, employment in the urban informal sector, public health services, improvement of capital markets, and implementation of deregulation measures in the fields of trade and industry.

Work on rice production dealt primarily with government policies affecting farmers' use of purchased inputs such as insecticides and different types of fertilizer. CPIS was able to use its detailed knowledge of conditions in selected rural areas to assess farmer behavior and calculate the likely response to various possible changes in government policy.

The smallholder tree crop study deals with the production and marketing of rubber, coconuts, coffee, and cloves. In its initial phase, this study identified policy measures that could be taken to raise smallholders' income, efficiency, and export earnings, given the existing stock of trees. This work focused on marketing arrangements for vegetable oils and coffee, and on taxes and subsidies affecting tree crops. In the second, ongoing phase of the study, a low-cost "dispersal strategy" to make it possible for significant numbers of smallholders to plant higher-yielding stock is being developed.

CPIS work on higher education has sought to improve understanding of the educational process in public universities with the aim of developing proposals for qualitative improvement. The feasibility of grouping state universities according to differentiated capacities and missions; of granting greater financial, administrative, and academic autonomy; and of introducing a high-quality undergraduate honors program in selected universities have all been studied in depth.

The study on employment in the urban informal sector has investigated activities such as the role of scavengers in the country's recycling system, *becak* (pedal rickshaw) operation, and curbside retailing. These studies have led to proposals for government actions to promote healthy development of these activities, which support large numbers of people at earnings levels generally superior to the wages paid to unskilled laborers. Work so far has concentrated on Jakarta, but an expansion to other urban areas is contemplated.

CPIS began its activities in the field of public health in 1988. Continuing work in this area includes a household health profile, an assessment of health technology, community health surveys, a malaria surveillance project, and an assessment of nursing education.

The newest CPIS studies, inaugurated in 1989, concern Indonesia's fast-developing capital market and the implementation of the numerous measures of trade and industry deregulation undertaken in the past few years. These two studies are being carried out in cooperation with HIID's PFPST and CEM projects, respectively.

In support of its varied studies of the workings and impact of government programs and policies at the village level, CPIS has constructed and maintained a permanent village data base.

HIID's contract with the Ministry of Finance to assist CPIS was recently extended to the end of 1991.

HIID Project Staff		
Name	Nationality	Assignment

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Marguerite S. Robinson	United States	Co-Coordinator
Donald R. Snodgrass	United States	Co-Coordinator

Field Staff

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Robert C. G. Varley	United Kingdom	Resident Advisor/ Resident Coordinator
David H. Clark	United States	Resident Advisor
Joseph Hunt	United States	Resident Advisor
James R. Kern	United States	Resident Advisor
Wolfgang Linser	Austria	Resident Advisor
Richard H. Patten	United States	Resident Advisor
Jaime B. Quizon	Philippines	Resident Advisor

Project Consultants			
Name	Nationality	Assignment	Affiliation

Fred Balderston	United States	Higher education	University of California, Berkeley
Judith Balderston	United States	Higher education	University of California, Berkeley
Colin Barlow	United Kingdom and Australia	Tree crops	Research School of Pacific Studies, Australian National University
Christopher Bennett	United Kingdom	Tree crops/ rural savings	Winrock International Inc.
Andrew Berg	United States	International economics	Massachusetts Institute of Technology
David E. Bloom	United States	Higher education	Columbia University
Lakshmi Reddy Bloom	India	Urban informal sector	Independent consultant
David H. Clark	United States	Economics	University of Maine
David O. Dapice	United States	Tree crops	Tufts University
Anil Deolalikar	India	Public health	University of Pennsylvania
James J. Fox	United States	Fertilizer	Research School of Pacific Studies, Australian National University
Joseph Hunt	United States	Public health	HIID
Nathan Keyfitz	United States	Higher education	Harvard University
Richard Pearce	Australia	Higher education	School of Education, Macquarie University
Jaime B. Quizon	Philippines	Deregulation	Wharton Econometrics

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Linda Roemer	United States	Public Health	University of Lowell
Marguerite S. Robinson	United States	Anthropology	HIID
Henry Rosovsky	United States	Higher education	Harvard University
Henry Sandee	Netherlands	Urban informal sector	Free University, Amsterdam
Colin Shearing	United Kingdom	Tree crops	Agricultural Development Services, Ltd.
Neil Smelser	United States	Higher education	University of California, Berkeley
Donald R. Snodgrass	United States	Economics	HIID
Louis T. Wells, Jr.	United States	Deregulation	Harvard Business School

■ Indonesia — Customs and Economic Management (CEM) Project



The Customs and Economic Management Project provides technical assistance on a broad range of policy and institutional development issues for Indonesia's Ministry of Finance and other economic ministries. Five resident advisors and numerous visiting consultants have provided analysis of customs procedures, trade and industrial policy, macroeconomic management, tax reform, public enterprise restructuring, natural resource management, and reform of higher education. The work of CEM is complementary to and closely coordinated with the activities of other HIID projects in Indonesia.

Since 1986 advisors and consultants have designed and helped to implement modern customs procedures for the Ministry, including a computerized information system, and drafted legislation embodying the new procedures. Customs officials have been trained overseas as part of this effort. The underlying goal is to achieve an effective customs authority, capable of resuming its responsibility for a range of customs procedures, some of which are now performed for the government by a private international firm.

Since 1986, Indonesia has embarked on a series of measures that have deregulated import and investment procedures, provided incentives for exports, and in general lowered the costs of production and made the economy more competitive in world markets. CEM staff have supported these efforts with analysis of the impact of trade and industrial policies and regulations on the performance of Indonesian producers.

HIID advisors and consultants have developed data bases and tools to track the trade, fiscal, and macroeconomic behavior of the Indonesian economy and to assist in managing foreign debt. They have also monitored the progress of tax reform, a concern of the project's predecessor for many years.

Indonesia's success in agricultural and natural resource development has engendered concern about the impact of these sectors on the environment. CEM advisors and consultants have analyzed and helped to implement alternative practices that protect the environment without compromising the economic and social benefits from these resources.

Name	Nationality	HIID Project Staff	
		Assignment	

Cambridge Staff

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Jonathan Haughton	Ireland	Cambridge Coordinator
Michael Roemer	United States	Cambridge Coordinator

Field Staff

Richard R. Barichello	Canada	Resident Coordinator
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Gordon W. Cox	United Kingdom	Resident Advisor
Robert J. Higgins	Canada	Resident Advisor
James T. Walsh	Canada	Resident Advisor
M. Sherif Lotfi	United States	Resident staff
Ignacio Mas	Spain	Resident staff
Andrew D. Mason	United States	Resident staff
Halsey Rogers	United States	Resident staff
Mark N. Sundberg	United States	Resident staff
Yana van der Meulen	United States	Resident staff
James van Zorge	United States	Resident staff

Name	Nationality	Project Consultants	
		Assignment	Affiliation

Peter S. Ashton	United Kingdom	Resource management	Harvard University
Fred Balderston	United States	Higher education	University of California, Berkeley
Judith Balderston	United States	Higher education	University of California, Berkeley
Richard R. Barichello	Canada	Trade/industrial policy	University of British Columbia
Ralph Beals	United States	Trade/industrial policy	Amherst College
Christopher Bennett	United Kingdom	Trade/industrial policy	Winrock International
Cristina Berz	Argentina	Macroeconomic policy	Independent consultant
David Bloom	United States	Higher education	Columbia University
Howard Brown	Canada	Trade/industrial policy	Department of Finance Ottawa, Ontario
Frank Child	United States	Trade/macroeconomic	University of California at Santa Cruz
Charles T. Clark	Canada	Customs	Independent consultant
Gordon W. Cox	United Kingdom	Customs	Independent consultant
David O. Dapice	United States	Macroeconomic policy	Tufts University

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Sid Delgado	United States	Property tax	Office of Los Angeles County Assessor
Shantayanan Devarajan	Sri Lanka	Macroeconomic policy	John F. Kennedy School of Government, Harvard
Howard Dick	Australia	Trade/industrial policy	Independent consultant
John Dransfield	United Kingdom	Resource management	Independent consultant
John Evans	Canada	Debt analysis	York University
James A. Fay	United States	Resource management	Massachusetts Institute of Technology
Tan Ching Feaw	Malaysia	Resource management	Independent consultant
Fernando Ruiz Fernholz	Bolivia	Management design	HIID
Frank R. Flatters	Canada	Trade/industrial policy	Queen's University, Ontario
S. Malcolm Gillis	United States	Tax policy/mining royalties	Duke University
Ricardo A. Godoy	United States	Resource management	HIID
Daniel Golomb	United States	Resource management	Energy Lab, Massachusetts Institute of Technology
Yves G. Guerard	Canada	Pension policy	SOBECO Group
James Harlan	United States	Trade/industrial policy	Business Advisory, Ltd.
Jonathan Haughton	Ireland	Macroeconomic policy	HIID
A. Tomas Hexner	United States	Macroeconomic policy	Crux, Inc.
Robert Higgins	Canada	Customs	HIID
Ron Hood	Canada	Trade/industrial policy	R.D. Hood Economics
Richard Hook	United States	Trade/industrial policy	HIID
Elizabeth Huidekoper	United States	Higher education	Office of Budgets & Sponsored Research, Harvard University
Joseph Hunt	United States	Economics/public health	HIID
Michael Irwin	United States	Resource management	University of Illinois
Wilbert L. Krause	Canada	Customs	Independent consultant
Malcolm G. Lane	United States	Customs	West Virginia University
Mark Leighton	United States	Resource management	Harvard University
Brian Levy	South Africa	Trade/industrial policy	Williams College
M. Sherif Lotti	United States	Macroeconomics	HIID
Michael Lynch	United States	Trade/industrial policy	Independent consultant
Maria Miranda	United States	Resource management	Harvard University
Gerald Nelson	United States	Trade/industrial policy	University of Illinois
Sean Nolan	Ireland	Trade/industrial policy	Boston University
Tom O'Brien	United States	Higher education	School of Management, University of Massachusetts, Amherst
Theodore Panayotou	Cyprus/Canada	Resource management	HIID

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Sherman Robinson	United States	Macroeconomic policy	University of California, Berkeley
Jay K. Rosengard	United States	Trade/industrial policy	Independent consultant
Buford Merle Shepard	United States	Resource management	Clemson University
Christopher Shugart	United States	Trade/industrial policy	Independent consultant
Jeremy Stein	United States	Financial analysis	Harvard Business School
Thomas Stewart-Gordon	United States	Resource management	Independent consultant
Samuel Turnipseed	United States	Resource management	Clemson University
James Van Zorge	United States	Trade policy	HIID
Campbell Watkins	Canada	Resource management	Independent consultant
Robert Weiner	United States	Resource management	Brandeis University
Louis T. Wells, Jr.	United States	Trade/industrial policy	Harvard Business School

■ Indonesia — General Participant Training II (GPT II) Project



Under a prime contract between the Office of the Minister of State for Administrative Reform in the Government of Indonesia and the Midwest Universities Consortium for International Activities, Inc. (MUCIA), HIID continued to assist in implementing two major objectives of the General Participant Training II Project. The first objective, participant training, called for the Institute's involvement in the selection, preparation, placement, supervision, and support of participants sent to the United States for graduate training in economics, business administration, public administration, accounting and related fields. During this reporting period, 120 degree candidates were supported under the program.

The second major objective of the project was to assist in the establishment of a capability within the Government of Indonesia to plan and administer overseas training programs through the creation of an Overseas Training Office (OTO). HIID continued to assist in its institutionalization through periodic consultation.

The project ended in April 1989, but was succeeded by the Overseas Training Office-Support Office Contract (OTO-SOC) Project, which began in May 1989. The OTO-SOC Project (summarized separately in this report) is continuing many of the activities begun under the GPT-II Project, with the OTO playing a greater and more direct role in the activities previously handled by MUCIA and HIID.

Name	Nationality	HIID Project Staff	
		Assignment	
Cambridge Staff			

Richard Pagett	United States	Cambridge Coordinator
Thomas J. Skerry	United States	Administrator

Continued on following page

Name	Nationality	Project Consultants Assignment	Affiliation
Consultants			
Deborah Phillips	United States	Test preparation	University of California, Santa Barbara
Courtney A. Nelson	United States	OTO institutionalization	HIID

■ Indonesia — Ministry of Finance Training (MOFT) Project



The Ministry of Finance is continuing its long-term program, begun in 1981, of graduate training for officials who are expected to form the core of senior analysts and managers for the Ministry in the future. The Ministry is selecting, preparing, placing, and supporting participants who are enrolled in various educational programs in the United States, and who will return to positions in the Government of Indonesia. Participants are selected and prepared for U.S. study by the Ministry. They enroll in an intensive five-month training program in Jakarta designed to enhance their skills in English and their mastery of the principles of economics, statistics and mathematics. Participants then travel to the United States and enroll at either the Economics Institute in Boulder, Colorado, the American Language Institute at San Diego State University, or the English Program for Internationals at the University of South Carolina for further intensive study in both language and subject matter. During their seven-month enrollment in a U.S. preparatory program, participants apply to graduate schools with the expectation of enrollment the following September. Throughout the participants' stay in the United States, HIID's Training Office is responsible for students' graduate placement; financial support; academic advising and monitoring; and various kinds of logistic support.

During the period covered in this report, the project sponsored a total of 191 students, many of whom also received funding from other sources at some point during the same period.

These participants have come from all of the Directorates General within the Ministry of Finance, associated units such as the State Board for Financial Supervision and Control, the Capital Markets Executive Agency, and the Center for Research and Development, and from other Ministries. They have been enrolled primarily in programs in economics, accounting, public administration, law, and business administration.

Name	Nationality	HIID Project Staff Assignment
Cambridge Staff		

Richard Pagett	United States	Cambridge Coordinator
Thomas J. Skerry	United States	Administrator

Continued on following page

HIID Project Staff		
Name	Nationality	Assignment

Field Staff		
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Roy B. Kelly	United States	Resident Advisor
Jeffrey D. Lewis	United States	Resident Advisor

Project Consultants			
Name	Nationality	Assignment	Affiliation

Courtney A. Nelson	United States	Program institutionalization	HIID
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■ Indonesia — The OTO-SOC Project

In May 1989, under a prime contract between the Government of Indonesia and the Midwest Universities Consortium for International Activities (MUCIA), HIID began its subcontracting role in the administration of the Overseas Training Office - Support Office Contract (OTO-SOC). The OTO-SOC Project succeeds the GPT-II Project, and will carry on many of the activities begun under GPT-II. An important difference between the two projects, however, is that the Indonesian Government's Overseas Training Office (OTO) is playing a more direct role in students' placement and financial sponsorship under OTO-SOC than was the case under GPT-II. This represents a major step in the OTO's efforts to institutionalize the management of such projects.



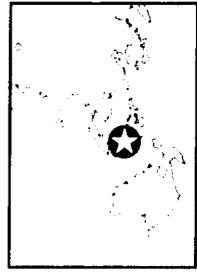
HIID's responsibility, which is managed by its Cambridge-based Training Office, is to place and monitor 38 OTO-SOC students in graduate programs in business administration, economics, and other social science fields. The students' financial support is provided by an OTO staff member resident at MUCIA's executive offices in Columbus, Ohio. During the period of this report, a total of 41 OTO-SOC sponsored students were assisted by HIID. Most of those students were transferred to OTO-SOC sponsorship from the GPT-II Project, but, from December 1988 through June 1989, HIID placed 34 new OTO-SOC students into graduate programs. The project is expected to continue through December 1992.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff		
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Richard Pagett	United States	Cambridge Coordinator
Thomas J. Skerry	United States	Administrator

■ Indonesia - Program for Financial Policy Studies and Training (PFPST) Project



The Center for Financial Policy Studies and Training (CFPST) Project, which originally began in 1983 under a two-year contract with the Ministry of Finance, was renewed for successive two-year periods in 1985 and 1987. The project, which has been renamed the Program for Financial Policy Studies and Training (PFPST) Project to reflect its scope of action, is concerned with both research on financial policy and the financial system, and the training of government officials in the workings of that financial system. The training is conducted mainly through a three-week course, called the Short Monetary Course, which has been given annually since 1980. Intended for financial officials from both government agencies and the private sector, the course offers lectures and panel discussions on current topics of interest by both foreign and Indonesian speakers.

The second major activity of this project has been to conduct and support research on the Indonesian financial system. This research, carried out by foreign consultants working with Indonesian scholars, is being presented at a series of biennial research conferences sponsored by the Ministry of Finance. The first, held in August 1986, focused on macro-monetary policy and the methodology for studying the functioning of the Indonesian financial system. A second conference, held in August 1988, examined the consequences of financial deregulation for the effectiveness of monetary policy and the efficiency of the financial institutions. The conference proceedings will be published in both English and Indonesian to be accessible to both foreign scholars and to students of finance within Indonesia.

A third concern of this project has been to assist with the preparation and revision of basic legislation and regulations affecting the financial system. The Ministry of Finance has been preparing new legislation for banking, non-bank financial institutions, insurance and pensions. A number of consultants have helped with the clarification of issues and the provision of alternative legislative precedents from other countries that might serve as models for the Indonesian laws. Once these laws are approved by the government, there will be a need for further work on preparation of implementing regulations and training of officials in various aspects of implementation.

The Indonesian Government implemented some major banking reforms in 1983, removing ceilings on bank credit and interest rates. Since then there has been cautious experimentation with some new financial market instruments but still major reliance on direct controls of financial prices. Now the government is considering further major steps to move the financial system in more market-oriented, flexible-price directions and, at the same time, to strengthen the legislative foundations and supervisory structure of the various financial sectors.

This evolutionary process is being observed closely and supported by teams from the World Bank and the Asian Development Bank and various other aid donors, in hopes that it will result in one of the few successful cases of financial reform. PFPST advisors and consultants are playing an active role in commenting on new policy measures proposed by the government and generally helping to support the process.

Name	Nationality	IIID Project Staff Assignment
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Cambridge Staff

David C. Cole	United States	Cambridge Coordinator
Philip A. Wellons	United States	Cambridge Coordinator

Field Staff

David C. Cole	United States	Resident Advisor
Betty Slade Yaser	United States	Resident Advisor
John W. Banwell	United States	Resident staff
Kathryn G. Marshall	United States	Resident staff

Name	Nationality	Project Consultants Assignment	Affiliation
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Robert Aliber	United States	Exchange-rate policy	School of Business, University of Chicago
Marcelle Arak	United States	Money markets	Citicorp Investment Bank
Frederick E. Balderston	United States	Capital markets	University of California, Berkeley
Judith Balderston	United States	Integrated social planning	University of California, Berkeley
John F. Chant	Canada	Banking regulation	Simon Frazer University
Edward Dawson	Australia	Bank management	State Bank of New South Wales, Sydney
James S. Duesenberry	United States	Financial policy	Harvard University
Constance R. Dunham	United States	Financial policy	Research Department, Federal Reserve Bank of Boston
Mark Edleson	United States	Business financing	Independent consultant
Andrew F. Giffin	United States	Insurance regulation	Towers & Perrin, Boston
Mauro Gonzales-Luna	Mexico	Banking law	Independent consultant
Yves G. Guerard	Canada	Pension reforms	SOBECO Group
Peter Hayward	United Kingdom	Banking supervision	Banking Supervision Division, Bank of England
Ross H. McLeod	Australia	Bank management	Department of Monetary Economics, Australia National University
Paul Meek	United States	Banking regulation	Federal Reserve Bank of New York
Sidney Mendelsohn	United States	Insurance regulation	Laxalt, Washington, Perito, & Dubuc, Washington, D.C.
Man Pangestu	Indonesia	Research Director	Economics Faculty, University of Indonesia
Catherine M. Prime	Australia	Insurance regulation	PTOW/TPF&C Sydney, Australia

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Jay K. Rosengard	United States	Regional development banks	Independent consultant
Andre Saumier	Canada	Capital markets	Saumier, Morrison, & Davison Partners Inc., Montreal
Hal S. Scott	United States	Banking law	Harvard Law School
Miranda S. Siregar	Indonesia	International finance	Boston University
Wayne N. Snyder	United States	Financial policy	Grand Valley State College
James M. Stone	United States	Insurance regulation	Plymouth Rock Insurance Company
Jerry Weiss	United States	Insurance regulation	Laxalt, Washington, Perito & Dubuc, Washington D.C.
Philip A. Wellons	United States	Financial policy	Harvard Law School
Betty Slade Yaser	United States	Financial policy	University of Houston, Clear Lake

■ Indonesia - Property Tax Administration Project



The Government of Indonesia is making a major push to increase the revenue yield of the property tax. The effort is directed at generating rapid revenue increases in the short run while improving the tax-administration structure to sustain revenue yield in the future. To assist the government in this effort, the Property Tax Administration Project officially began on April 15, 1988.

During its first year, the project focused its effort on a legal analysis of the property tax system, the development of a number of standard operating procedures for property tax functions and a variety of policy analyses. Specific policy issues have focused on a possible land transfer tax, the inclusion of machinery and equipment into the tax base, and division of property tax receipts and collection costs, as well as extensive work on property identification and registration and tax revenue collection and enforcement procedures.

Beginning April 1, 1989, the government initiated a pilot project in Tangerang Regency to field test the newly developed procedures. Some of the major innovations include the introduction of a computer-assisted property identification and registration system and a new "payment point" revenue collection system. An improved property valuation system and a taxpayer compliance program will be introduced during the second year. HIID assisted in the design of the pilot project effort and is assisting the government in evaluating the field implementation exercise.

The project is currently scheduled for completion in November 1990.

HIID Project Staff Assignment		
Name	Nationality	Assignment

Cambridge Staff

Glenn P. Jenkins	Canada	Cambridge Coordinator
Roy B. Kelly	United States	Cambridge Coordinator
Phyllis A. Glass	United States	Project Administrator

Field Staff

Abram Goldman	United States	Resident Advisor
O. St. Clare Risdien	Jamaica	Resident Advisor
Jay K. Rosengard	United States	Resident Advisor

Project Consultants			
Name	Nationality	Assignment	Affiliation

Karl Case	United States	Policies and procedures	Wellesley College,
Abram Goldman	United States	Property tax administration	Independent consultant
Roy B. Kelly	United States	Policies and procedures	HIID
Marco Montes	Chile	Property tax	Independent consultant
Anders Muller	Denmark	Policies and procedures	Danish Inland Revenue Directorate
Richard Pomp	United States	Laws and regulations	University of Connecticut
Jay K. Rosengard	United States	Policies and procedures	Independent consultant
Donald Stocks	United States	Property tax administration	Independent consultant

■ Indonesia - State Bank Training (SBT) Project



The Indonesia State Bank Training Project began in January 1983 with a contract between four government-owned banks — Bank Bumi Daya, Bank Negara Indonesia 1946, Bank Dagang Negara, and Bank Rakyat — and HIID. The project trains top and middle managers to deal with the rapidly changing financial conditions in Indonesia and in international financial markets.

A total of 79 middle-level bank officers have been enrolled in programs in business administration, economics, and law at universities throughout the United States during the period covered by this report. Of these, 78 were enrolled in master's degree programs and one was enrolled in a Ph.D. program: 25 completed their programs and returned to Indonesia.

Four seminars have been held in Indonesia for the presidents and managing directors of the state banks and some private banks. These seminars have dealt with topics such as strategic planning, banks as agents of development, performance appraisal, internal communications, restructuring of Indonesian financial markets, and world financial development.

As part of this project, 15 week-long workshops have been held in Indonesia on such topics as senior staff development, asset-liability coordination, loan marketing, funds mobilization, performance evaluation, management information systems, and international operations. More than 30 teaching cases have been written for the seminars and workshops which incorporate the problems being faced by the Indonesian banks and provide the basis for a discussion of possible solutions.

Professor Mark Flannery of the University of Florida modified a computer-based, competitive, bank-management game to reflect Indonesian conditions. The exercise simulates a competitive market environment and challenges the participants to maximize profits in an uncertain world. The game has been presented in five eight-day workshops.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

David C. Cole	United States	Coordinator
Richard M. Hook	United States	Deputy Coordinator
Thomas J. Skerry	United States	Training Administrator

Name	Nationality	Project Consultants Assignment	Affiliation
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Judith Balderston	United States	Economics	University of California, Berkeley
Glen Bingham	Australia	Product management	State Bank of South Australia, Adelaide
Ronald Dent	Australia	Product management	State Bank of South Australia, Adelaide
Mark D. Flood	United States	Computer systems	University of North Carolina, Chapel Hill
Maxwell Fry	United States	International finance	University of California, Irvine
Millard F. Long	United States	International finance	World Bank
David H. Loucks	Canada	Bank management	Royal Bank of Canada, Montreal
Iain McDonald	Australia	Bank management	Marketing Services, State Bank of New South Wales
Ross H. McLeod	Australia	Bank management	Department of Monetary Economics, Australia National University
Frank Morris	United States	Bank management	Federal Reserve Bank of Boston (retired)
Deborah L. Phillips	United States	Test preparation and instruction	AmericanLanguages Institute, San Diego State University
Charles Ramond	United States	Foreign-exchange forecasting	Predex Corporation, New York

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
Joseph Sullivan	United States	Bank management	Baybanks; Burlington, MA
Thomas Valentine	Australia	Bank management	Centre for Studies in Money, Banking & Finance; Macquarie University, Sydney
Philip A. Wellons	United States	Bank management	Harvard Law School

■ Indonesia — Urban Development Policy and Finance Project



The Urban Development Policy and Finance Project began in 1980 with two primary objectives: to provide training and policy analysis on urban development issues to the Government of Indonesia's Ministry of Finance and to create an Institute for Urban Policy Analysis (IUPA) for inter-ministerial coordination in urban policymaking. The project, attached to the Ministry of Finance, involves both resident advisors and a number of short-term consultants.

The beginning phase of the project focused heavily on training and institution-building. The training activities involved both domestic and overseas short-term training and overseas long-term degree training, while the institution-building activity focused primarily on the creation of the IUPA.

The IUPA Committee, consisting of representatives from the Ministries of Finance, Public Works, Home Affairs, and Communications, the State Ministry for Housing, the State Ministry for the Environment and the National Planning Agency (BAPPE-NAS), had the primary purpose of encouraging greater inter-ministerial collaboration in order to generate effective urban policy and maximize the effectiveness of urban investment decisions. This IUPA Committee has now been institutionalized as Tim Koordinasi untuk Pembangunan Perkotaan (TKPP) under the supervision of the National Planning Agency (BAPPENAS) in 1987.

Policy analysis has focused on a wide range of important urban development policy issues, including regional taxation and user charges, central-local grants and loans, and urban sector-specific policy related to transportation, water supply, and sanitation. As an outgrowth of this policy analysis work, considerable effort is now focused on the development of the Regional Development Account (RDA), a mechanism for appraising and funding regional government projects through long-term regional government loans.

Assistance has also been provided to develop a system for monitoring and maximizing the effectiveness of externally financed technical assistance related to urban development, as well as to evaluate various project proposals, including those related to regional development, information systems, transportation, water supply, integrated urban infrastructure development programs (IUIDP), valuation training and certification and urban financial management.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Glenn P. Jenkins	Canada	Cambridge Coordinator
Roy B. Kelly	United States	Cambridge Coordinator
Jonathan Haughton	Ireland	Cambridge Coordinator
Phyllis A. Glass	United States	Project Administrator

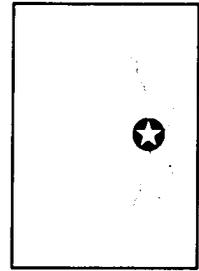
Field Staff

James Fitz G. Ford	Jamaica	Resident Advisor
Johan F.J.M. Bastin	The Netherlands	Resident Advisor
Roy B. Kelly	United States	Resident Advisor
Joseph E. Brett	United States	Resident staff

Name	Nationality	Project Consultants Assignment	Affiliation
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Ynto De Wit	The Netherlands	Urban and regional finance	Netherlands Development Finance Co.
Jose A. Gomez-Ibanez	United States	Transportation policy	Harvard Graduate School of Design
Robert Higgins	Canada	Information systems	HIID
John Kain	United States	Transportation policy	Harvard University
John Meyer	United States	Urban and regional finance	John F. Kennedy School of Government, Harvard
John Quigley	United States	Urban and regional finance	University of California, Berkeley
Anthony Rissetto	United Kingdom	Financial analysis	Cipfa Services
Christopher Shugart	United States	Urban and regional finance	Independent consultant
Paul Smoke	United States	Urban and regional finance	HIID
John Strong	United States	Urban and regional finance	College of William and Mary
David Watson	United Kingdom	Human resources	Independent consultant
John Wehner	United States	Urban and regional finance	Independent consultant

■ Kenya — Agricultural Planning, Policy and Management (TAP II) Project



HIID was selected by the government in 1976 to manage a Technical Assistance Pool (TAP) in the Ministry of Agriculture which was to assist the government in strengthening the Development Planning Division and in establishing a Management Systems Unit in the Ministry's administrative wing. In 1979, a separate Ministry of Livestock Development (MoLD) was created.

A Development Planning Division and a management unit were formed in the new Ministry and additional TAP-funded advisors assigned to them. Throughout the present reporting period HIID advisors performed training and operational activities similar to those of earlier project years: analysis of strategy issues, review of price policies, design of development projects, and the building of management systems.

Institution-building has been addressed through strengthening work planning procedures, building up the strategy section in the Development Planning Division, and using Kenyan consultants. The TAP Project continued its support of Kenyans attending short training courses overseas as well as masters degree programs.

The TAP Project began its 12th year in Kenya in July 1987. Although HIID continues to offer training and advisory assistance in the Development Planning Divisions of both the Ministry of Livestock Development and the Ministry of Agriculture, the program has shifted its emphasis toward budgetary and financial management.

TAP advisors now work in the Ministry of Finance, where they assist in development and implementation of Kenya's Budget Rationalization Program, in the National Cereals and Produce Board to design and implement a computerized information management system, and in the Ministries of Agriculture and Livestock Development, where they continue their work on policy analysis.

By the end of the reporting period, six Kenyans were studying for master's degrees in agricultural economics under the TAP Project and a number of economics officers have attended Harvard-sponsored workshops and other short courses.

HIID Project Staff		
Name	Nationality	Assignment
Cambridge Staff		
Richard H. Goldman	United States	Cambridge Coordinator
Field Staff		
Malcolm Hall	United Kingdom	Resident Advisor
P. B. Rajagopalan	India	Resident Advisor
Subramaniam Ramakrishnan	India	Senior Advisor
Dietrich Spletstoesser	Germany	Resident Advisor
Kandaswam Venkatesan	India	Resident Advisor
Michael Westlake	United Kingdom	Resident Advisor

■ Kenya — Research on Population Growth, Renewable Resources, and Environmental Policies



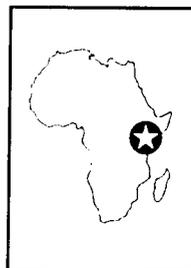
Funded under a grant from the U.S. Agency for International Development, the project assessed attempts to introduce private property in rural land in densely settled areas of Africa south of the Sahara. It compared the effects of these directed interventions with the changes in tenure systems occurring spontaneously. Population growth, cash cropping, and other causes are producing discernible movements toward stronger individual claims to rural land in the more crowded rural areas. Rising densities contribute to agricultural intensification and local resource conservation, though not necessarily enough to keep productivity apace or stop resource depletion.

The study concluded that governments and international agencies cannot easily control or speed up privatization. Strong similarities were found among the outcomes of twentieth-century attempts at tenure reform across the continent. They were slower, more superficial, and more ephemeral than planned. They failed to provide secure title — more often they merely introduced new temptations for poorer farmers to sell to richer ones — or to produce updatable land registers or workable systems of loan collateral. The Kenyan case, examined in some detail, is the most ambitious and emblematic: an expensive nationwide titling scheme is producing a register that is quickly becoming obsolete. But the registration process can radically affect the distribution of rights, concentrating these in the hands of men and introducing new kinds of confusion about titles, transfers, and mortgages.

Directed tenure reforms, the study concludes, will be inappropriate for most of the densely settled areas where they are likely to be attempted in coming decades. For most areas, scarce program and project resources are better spent on other initiatives which are more realistic, less contentious, quicker to implement, safer in their socioeconomic effects, and more lasting in benefits.

Name	Nationality	HIID Project Staff Assignment
Cambridge Staff		
Parker M. Shipton	United States	Research Coordinator

■ Kenya — Resource Management for Rural Development (RMRD) Project



The Resource Management for Rural Development (RMRD) Project is funded under a host country contract between the Government of Kenya and USAID Kenya. Located in the Ministry of Planning and National Development (MPND), the project started on March 1, 1986 and is being implemented in two phases through June 30, 1990. While the RMRD Project is a separate and new activity, it builds directly on the foundation established by HIID's Rural Planning Project (1977-86) in Kenya.

The objectives of the RMRD Project are to: (1) advise the government on strategies to promote the efficient and effective management of scarce domestic resources; (2) formulate policies and programs aimed at rapidly increasing productive employment opportunities in Kenya's rural areas and small urban centers; (3) ensure compatibility of district-level planning with the government's Budget Rationalization Programme (working with HIID's TAP Project); (4) identify linkages between increased agricultural productivity and expanded employment in urban-based manufacturing, commerce, and service centers, thereby creating opportunity for private investment; and (5) continue institutionalization of the district planning and management information systems developed under the Rural Planning Project.

During the reporting period, the RMRD Project concentrated its resources on several activities: (1) strengthening the government's decentralization efforts through its contribution to the evaluation and subsequent revision of Kenya's District Focus strategy (2) enhancing the analytical quality of the 1989-93 District Development Plans produced by the country's 40 districts; (3) assisting the government in further conceptualizing its Rural-Urban Balance strategy through analytical work leading to the establishment of the Rural Trade and Production Centre (RTPC) program and the implementation of the District Development Fund that supports it; 4) shifting the project's initial focus on computerization of government budget and finance systems (now taken over by the Ministry of Finance) to one that would empower the economists and planners in all departments of the Ministry of Planning and National Development to use microcomputers and selected software, largely through an end-user strategy that involves extensive training at a project-developed course at the Kenya Institute for Administration (KIA), specialized programming services focused on particular needs of Ministry professionals, establishment of data bases that can be drawn on by economists and planners, and expanding the word processing skills of secretaries serving officers throughout the MNPD; and (5) strengthening in-country training of district development officers and long-term training of economists and planners, primarily through a special program administered by Cornell University's Department of City and Regional Planning.

Name	Nationality	HIID Project Staff Assignment
Cambridge Staff		
Richard M. Hook	United States	Cambridge Coordinator
Parker M. Shipton	United States	Cambridge Coordinator
Field Staff		
John M. Cohen	United States	Senior Advisor
Judith K. Geist	United States	Resident Advisor
Alan G. Johnston	United States	Resident Advisor
Stephen B. Peterson	United States	Resident Advisor
Paul J. Smoke	United States	Resident Advisor
John W. Wheeler	United Kingdom	Resident Advisor

Continued on following page

Name	Nationality	Project Consultants	
		Assignment	Affiliation
David B. Lewis	United States	Training	Department of City and Regional Planning, Cornell University
Paul J. Smoke	United States	Rural urban planning	HIID

■ Kenya — Tax Reform Studies

During the period from 1985-87, HIID carried out two short-term studies of the Kenyan tax systems, in which the HIID team reviewed tax policies and administrative policies in the Income, Sales, and Customs and Excise Departments. Also included in this effort were a review of the prospects for computerization and a strategy for carrying it out for the Sales and Income Tax Departments. Finally, the staff consultants provided assistance in developing alternative tax policies.



In the 1987 study, HIID consultants provided technical assistance in developing tax policy alternatives in income and sales taxes; provided advice on sales tax enforcement procedures; and developed strategies for long-term improvements in tax policy development and implementation.

As in 1986 and 1987, HIID is providing technical assistance to the Ministry of Finance in Kenya in the preparation of tax policy options and possible administrative improvements in their tax systems for the 1988/89 budget.

Name	Nationality	HIID Project Staff	
		Assignment	

Cambridge Staff

Graham Glenday	Canada	Cambridge Coordinator
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Name	Nationality	Project Consultants	
		Assignment	Affiliation

Gordon Cox	United Kingdom	Sales tax and VAT legislation	HIID
Graham Glenday	Canada	Income and indirect tax policy	HIID
Satya N. Poddar	Canada	Income and sales tax policy	Department of Finance, Canada
David H. Rosenbloom	United States	International tax law	Caplin & Drysdale, Washington D.C.

■ Korea – Korea Development Institute Research Study



HIID and the Korea Development Institute (KDI), under the presidencies of Dwight Perkins and Koo Bon-ho, respectively, have enjoyed a long and productive relationship. The current project, *Economic and Social Change in the Republic of Korea*, was initiated by KDI, in part because of the positive reception afforded the ten volume KDI/HIID series, *Studies in the Modernization of the Republic of Korea: 1945-75*, (Council on East Asian Studies, Harvard University).

The project is organized around three central issues: (1) the political economy of Korea's macroeconomic policy in the 1970s and 1980s; (2) an evaluation of the Heavy and Chemical Industrial Policy of the 1970s; and, (3) an analysis of labor market development and social change in Korea since the mid-1960s.

Each of the projected volumes involves principal researchers from both HIID and KDI, with the entire project designed to be fully collaborative.

While a great deal has been written about Korea's development experience, these volumes share a common research methodology. In addition to traditional forms of economic analysis, each volume includes investigations into how key policy decisions were actually made and the influences which were brought to bear on those decisions. In line with this approach, intensive interviewing of policymakers and other key actors in the economy has been undertaken.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff		
David L. Lindauer	United States	Cambridge Coordinator
Dwight H. Perkins	United States	Research
Joseph J. Stern	United States	Research

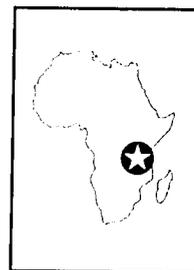
Name	Nationality	Project Consultants Assignment	Affiliation
Susan M. Collins	Jamaican	Research	Department of Economics, Harvard University
Richard N. Cooper	United States	Research	Department of Economics, Harvard University
Stephan M. Haggard	United States	Research	Department of Government, Harvard University
Ezra F. Vogel	United States	Research	Department of Sociology, Harvard University

Name	Nationality	KDI Staff Assignment	Affiliation
Kim Choongsoo	Korea	Research	KDI
Kim Ji-hong	Korea	Research	KDI

Continued on following page

Name	Nationality	KDI Staff	
		Assignment	Affiliation
Kim Jong-gie	Korea	Research	KDI
Kwack Tae-won	Korea	Research	KDI
Ro Sung-tae	Korea	Research	KDI
Yoo Jung-ho	Korea	Research	KDI
Lee Jeung-woo	Korea	Research	Department of Economics, Kyungpook University
Lim Hy-sop	Korea	Research	Korea University
Yoo Jong-goo	Korea	Research	Hanyang University

■ Malawi — Agricultural Commercialization and Nutrition (ACAN) Project



HIID received funding from the U.S. Agency for International Development for a research project investigating the effects of agricultural commercialization on food consumption and nutrition among smallholders in Malawi. The field research investigated the interrelations among crop production, income, consumption, and nutrition as these vary across rural households differentiated by household structure, land-holding size, and cropping pattern.

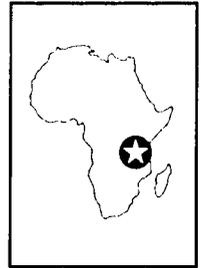
Malawi provided an appropriate setting for research on the topics of food security and cash cropping. During the 1970s, high aggregate growth caused Malawi to be considered an economic success. However, recent analyses suggest that the aggregate growth was "the result of preferential policy treatment" for the estate sector at the expense of smallholder agriculture. Others hold that government controls on food prices have allowed Malawian smallholders to do better in terms of income distribution and purchasing power. Nevertheless, Malawi has one of the lowest income levels on the continent, and indices of deprivation (high infant mortality and undernutrition), which became more widely known in the last decade, signal serious problems.

The research was carried out in the Zomba district of the southern region of Malawi where there is a high person/land ratio, and where production of maize (mostly intercropped with legumes, groundnuts, and other food-crops), vegetables and tobacco is combined with self-employment and wage labor. The area, located between two large urban centers, has long been part of a commercialized economy, with extensive cash cropping in the colonial period and numerous local markets. The results are based on data for 210 households in six village clusters collected between September 1986 and August 1987, through multiple methods of repeated agro-economic and nutrition surveys and intensive ethnographic studies.

The project was being carried out by an interdisciplinary team comprised of an economist, a nutritionist, and a social anthropologist, and employing a theoretical and methodological framework based on the three disciplines. The HIID team was affiliated with the Centre for Social Research at the University of Malawi and worked closely with members of the university faculty.

HIID Project Staff		
Name	Nationality	Assignment
Cambridge Staff		
Pauline E. Peters	United Kingdom	Co-Coordinator
M. Guillermo Herrera	United States	Co-Coordinator
Field Staff		
Pauline E. Peters	United Kingdom	Research Field studies
Thomas F. Randolph	United States	Field economist
Joan M. Sullivan	United States	Field nutritionist, ethnographic research

■ Malawi — Food Security and Nutrition Policy (FSNP) Project



The Government of Malawi has established a food security and nutrition unit (FSNU) within the Department of Economic Planning and Development in the Office of the President and Cabinet. The FSNU is the focal point for information, coordination, and analysis of Malawi's food security and nutrition situation. The unit, comprised of economists and nutritionists, monitors policies and projects concerning food security and nutrition; analyzes existing data and arranges for collection of new data to assess policy recommendations; and develops strategies for identifying and addressing Malawi's food security and nutritional needs, including early warning systems and managing food reserves. Major activities during the period of this report relate to recent liberalization of grain trade; establishment and management of a buffer stock to help stabilize prices and provide for emergencies; development of systems to monitor market prices and recommend stabilization activity as appropriate; and review of ways to increase food security of the poorest households.

Under World Bank funding, the government has contracted with HIID for a three-year program of technical assistance and training to the FSNU. In addition to policy analysis, the program assists Malawian officials in developing links and coordination between the new unit and other key policy elements in the food economy, such as the Macro Section in the Department of Economic Planning and Development, the Agriculture Development and Marketing Corporation (ADMARC), the Planning Division in the Ministry of Agriculture, and other units.

In addition to direct technical assistance, the program involves a small amount of external degree training as well as short courses in food and agricultural policy analysis and in data base collection and management. Four FSNU members have attended HIID's Kenya workshop on food policy. Assistance also will be provided, under the program, in the organization and implementation of internal seminars and workshops aimed at developing conceptual frameworks for designing food security policy and promoting coordination between the new food security unit and other key units in government.

Name	Nationality	HIID Project Staff Assignment
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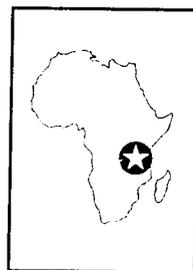
Cambridge Staff

Christine W. Jones	United States	Cambridge Coordinator
Charles C. Mann	United States	Cambridge Coordinator

Name	Nationality	Project Consultants Assignment	Affiliation
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Richard Goldman	United States	Food policy	HIID
Guillermo Herrera	United States	Nutrition policy	HIID
Thomas Pinckney	United States	Price stabilization	Williams College

■ Malawi — Tax Reform Implementation Project



In September 1987, HIID initiated a three-year project to implement a broad range of basic reforms in the tax systems of the Government of Malawi. These reforms include changes in the structures of the income, customs, sales, and excise tax systems; upgrading the policy-making capability; improving administrative systems; computerizing certain parts of the tax systems; and providing short- and long-term training.

A major element of this project has been the introduction of a credit-method, value-added tax structure to the surtax (a domestic sales tax). Along with the implementation of the VAT, other changes have been introduced in the indirect tax system. All indirect taxes were put on an ad valorem basis. The import duties and levy were merged into one simple import duty structure. Most of the luxury good tax elements were removed from the import duties and transferred to the surtax. Amendments were introduced to tighten the control on bonded warehouses to prevent losses in foreign exchange and tax revenues.

A number of significant changes have been introduced in the income tax. In its March 1988 budget, the Government of Malawi introduced significant changes to the investment incentives in its income tax system. It also announced its intention to shift its business income tax collections to a current payment or installment system. In mid-1988, the current or installment payment system for business income taxes commenced, and has been running successfully since then. New taxpayer identification numbers have been assigned for all businesses and have been implemented. Malawi has prepared a draft model tax treaty to form the basis of renegotiating its tax treaties with its major trading partners, and conducted a detailed legal review of the income tax structure in Malawi.

Another aspect of the project has been the design and implementation of basic computer systems to assist in the administration of the income and sales tax systems. Systems have been installed that deal with the registration, document control, and tax transaction accounts, tax liabilities and collections of the income and sales taxes. A number of Malawians were accepted for long-term training in the U.S. beginning in the fall of 1989. Three officials are enrolled in a master's degree program in computer science at West Virginia University, one is studying economics and public admini-

stration at Duke University, and two are attending the International Tax Program at Harvard Law School.

Name	Nationality	IIID Project Staff Assignment	Affiliation
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Cambridge Staff

Robert Conrad	United States	Coordinator	Duke University
Graham Glenday	Canada	Cambridge Coordinator	
Vivien Goldman	United States	Project Administrator	

Field Staff

Thomas P. Hart	United States	Resident Advisor	
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Name	Nationality	Project Consultants Assignment	Affiliation
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Robert Conrad	United States	Income tax policy	Duke University
Gordon Cox	United Kingdom	VAT legislation	IIID
Allan Firestone	United States	Income tax systems	Independent consultant
Ben Foley	United States	Income tax administration	Tax Administration Advisory Service, US IRS
Graham Glenday	Canada	Indirect tax policy	IIID
Elaine Glennie	Canada	Project administration	Department of Finance, Canada
Neil Glennie	Canada	Computerization	Independent consultant
Arnold Harberger	United States	Income tax administration	University of Chicago & UCLA
Paul Hellmich	United States	Income tax administration	Tax Administration Advisory Service, US IRS
Joseph Hook	United States	Income tax administration	Tax Administration Advisory Service, US IRS
Malcolm Lane	United States	Computerization	West Virginia University
Charles Lines	United Kingdom	VAT administration	Independent consultant
Jo Beth Mertens	United States	Computerization and administration	Emory University
Michael Palumbo	United States	Economics	University of Virginia
David Rosenbloom	United States	International tax	Caplin & Drysdale, Washington D.C.
Jonathan Skinner	United States	Income tax policy	University of Virginia
Peter Steahmers	United States	Income tax administration	Tax Administration Advisory Service, US IRS
Leslie Stickland	United Kingdom	VAT administration	Independent consultant
Victoria Summers	United States	Income tax legislation	IIID, International Tax Program, Harvard Law School
Robert Uhar	United States	Income tax administration	Tax Administration Advisory Service, US IRS
James Walsh	United States	Customs administration	Department of Customs and Excise, Canada

■ Morocco — Pricing Policy Project



The Morocco Pricing Policy Project in the Pricing Directorate (DP) of Morocco's Ministry of Economic Affairs (MEA) has as its main objective to equip the DP to move away from its historical focus on setting of price ceilings, positioning itself to analyze and advise the government on issues arising from the extensive liberalization which the Moroccan economy has undergone during the 1980s.

Substantive issues on which the advisors worked during the two years included electricity and water rate-making, forecasting of inflation, contract-programs between government and parastatals, use of Morocco's input-output table to track repercussions of price shocks, establishment of a computerized data base on pharmaceuticals, and development of partial equilibrium models of subsidized foodstuffs (soft wheat, edible oils and sugar) to analyze alternatives for reducing the fiscal burden. Several of these exercises have involved regular interaction with such Ministries as Finance, Agriculture, Health, and Commerce & Industry.

Name	Nationality	HIID Project Staff
		Assignment
Cambridge Staff		
Richard D. Mallon	United States	Cambridge Coordinator
Field Staff		
Clive S. Gray	United States	Senior Advisor
Alfred H. Saulniers	United States	Resident Advisor

■ Puerto Rico — City of San Juan AIDS Project



The major purpose of this project is to assist San Juan in the development of a plan to meet the AIDS epidemic in the city, to help the Health Department monitor and evaluate that program, and to write proposals to procure the funds needed to implement the plan.

As a result of HIID's efforts, the San Juan AIDS Institute (SJAI), which represents an innovative conjunction of public and private enterprise, was established in January 1988 to begin meeting the city's need for providing more comprehensive and cost-effective health care for its burgeoning number of AIDS patients.

In addition, HIID staff participated in the writing of nine proposals to CDC, HHS, and NIH for the City of San Juan to help improve a variety of services for AIDS patients and to initiate epidemiological surveillance of HIV infection in the city. All nine proposals were funded, permitting the City of San Juan to: (1) monitor the penetration of infection by the AIDS virus into several non-high risk sub-populations; (2) establish and evaluate an infrastructure to reach drug abusers in order to prevent the spread of AIDS; (3) develop and test methods to educate former addicts to act as primary health care workers in community clinics; (4) establish community-based

sites to provide AIDS counseling and testing; (5) perform epidemiological research on HIV seroprevalence in this population; (6) develop and evaluate community based AIDS services throughout San Juan; (7) design a mass-media campaign to help control the transmission of HIV infection in San Juan; (8) establish a program for early detection, follow-up, treatment and prevention of AIDS among children; and (9) strengthen the existing community-based primary health infrastructure in San Juan by incorporating expanded capabilities to diagnose and treat STDs and to offer HIV testing, counseling, and referral.

In addition, HIID has worked closely with our colleagues in San Juan on policy issues (development of a City of San Juan Five Year Plan for AIDS Control) and the organization of AIDS educational conferences for health care workers: AIDS in Hispanics: Teleconference between New York City and San Juan (September 28-29, 1988); and the Panamerican Workshop on AIDS Counselling that took place in San Juan in October 12-17 of 1988.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Yamil H. Kouri	United States	Coordinator
Joseph J. Valadez	United States	MIS
John Balling	United States	Statistics
Jenner Mandel	United States	Proposal writing

Field Staff

Claude A. Betts	Panama	Resident Advisor
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Name	Nationality	Project Consultants Assignment	Affiliation
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Perry Pate	United States	AIDS clinical work	AIDS Clinic - Massachusetts General Hospital
Teresa Rola	Venezuela	AIDS laboratory work	AIDS Lab - Massachusetts General Hospital
George Seage	United States	AIDS public health	City of Boston

■ Puerto Rico — San Juan AIDS Institute

As a direct result of HIID's City of San Juan AIDS Project, the city, in association with representatives of the private sector, decided to establish the San Juan AIDS Institute (SJAI) as an alternative method for the prevention, early detection and treatment of AIDS patients that is more comprehensive and cost-effective than traditional approaches for managing the AIDS epidemic.

In December 1987 a five-year contract was signed with the SJAI to offer technical assistance for the development of the institute. During 1988-1989 HIID's work focused on facilitating the initial development of the SJAI and performing an eco-



conomic study of the cost-effectiveness of the new health strategy vis-a-vis previously used methods. With HIID's assistance, an epidemiological surveillance system was organized for San Juan; an educational program was designed and implemented; an ambulatory referral center was inaugurated; a 20-bed inpatient ward was remodeled and inaugurated; home care teams were created and are visiting AIDS patients at their homes; an extended care facility was provided and a clinical research team was formed which applied for an NIH grant to create the first AIDS Clinical Trials Unit outside the mainland United States.

With the same budget the City of San Juan spent in 1987 solely on inpatient care, through the SJAI more services have become available, greater numbers of patients are being examined at earlier stages, and each patient is under the supervision of a case manager. Emphasis is on prevention, early detection and alternative and less costly forms of health care. Ambulatory visits increased while inpatient stays decreased. Preliminary economic analyses of patient costs per day/per year have tended to support the original assumption of the City of San Juan that the SJAI is more cost effective than the previously used approach. More in-depth studies are currently underway.

The SJAI is currently being considered by the authorities of the Commonwealth of Puerto Rico as a model to be implemented in an island-wide program.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Yamil H. Kouri	United States	Coordinator
Joseph J. Valadez	United States	Evaluation
John D. Balling	United States	Statistics
Donald S. Shepard	United States	Economics

Field Staff

Claude A. Betts	Panama	Resident Advisor
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Name	Nationality	Project Consultants Assignment	Affiliation
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Myron E. Essex	United States	Virology	Harvard AIDS Institute
Martin Hirsch	United States	Infectology	Massachusetts General Hospital
Fernando Zacarias	Mexico	Public health	Pan American Health Organization
Lydia Bond	United States	Education	Pan American Health Organization
Ruth Zamora	United States	Evaluation	University of Puerto Rico

■ Puerto Rico — The Robert Wood Johnson Foundation Project



In September 1988 HIID assisted the City of San Juan in the conceptualization and preparation of a proposal to the Robert Wood Johnson Foundation (RWJ) to develop methods to control the heterosexual transmission of HIV infection in San Juan. The project was funded on March 1, 1989. It involves strengthening the existing community-based primary health infrastructure in San Juan by expanding capabilities for diagnosis and treatment of sexually transmitted diseases and offering HIV testing, counseling, and referral. In addition, contact-tracing activities were to be initiated to track and control the spread of the infection. All of these activities would be coordinated through the San Juan AIDS Institute.

HIID, through a subcontract with the City of San Juan, is providing technical assistance in the following areas: training; program management, monitoring and evaluation; clinical and epidemiological support; operations research of implementation problems; computer systems management; field methodology; statistics; and planning and development of educational interventions.

Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Yamil H. Kouri	United States	Cambridge Coordinator
Joseph J. Valadez	United States	Evaluation
John D. Balling	United States	Statistics

Field Staff

Claude A. Betts	Panama	Resident Advisor
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Name	Nationality	Project Consultants Assignment	Affiliation
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Kenneth Ofofu-Barko	Ghana	Epidemiology	Pan American Health Organization
Francisco Ramos	Mexico	Education	Harvard School of Public Health

■ Senegal - Rural Health Care II Project



In 1985 HIID signed a USAID-funded contract with the Government of Senegal to undertake the second phase of the Senegal Rural Health Care Project in the Sine-Saloum region. During the four-year project the Institute provided technical assistance to Senegal in the development of a primary health care system in the rural Kaolack and Fatick regions. Focus was on rural primary health care, oral rehydration therapy, and training of Senegalese health professionals. The training component, a major objective of the project, consisted of both short-term and long-term training in the United States, as well as a series of short-term training seminars organized and offered by the HIID

team in Senegal. A consortium including Tulane University's School of Public Health and Tropical Medicine and the John Snow Public Health Group, Inc., a private Boston-based consulting company, was organized by the Institute to carry out the activities envisioned under the project.

The Institute's contract with the Ministry of Health concluded on March 31, 1989. A five-month extension contract with USAID was negotiated which provided continued academic and logistic support to students until their return to Senegal at the end of the academic year. The project officially ended on August 31, 1989

Name	Nationality	HIID Project Staff Assignment	Affiliation
Cambridge Staff			

Albert E. Henn	United States	Cambridge Coordinator	
Kristin Schoultz	United States	Cambridge Coordinator	

Field Staff			
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Stephen A. Simon	Canada	Resident Advisor Public health physician/epidemiologist	
Jean-Paul J. Chaîne	United States	Resident Advisor, Diarrheal disease control	John Snow Public Health Group Inc.
Alpha Boubacar Diallo		Resident Advisor, Health management	

Name	Nationality	Project Consultants Assignment	Affiliation
Fran Chaîne	United States	Administrative systems	Independent consultant

■ Sudan — Vitamin A Program Support

It has been known for 80 years that Vitamin A is essential to survival. Deficiency impairs cell differentiation; specifically, the maintenance of normal secretory epithelia, thereby rendering the subject more vulnerable to infection. Only recently, however, has the risk associated with subclinical deficiency received attention as a public health problem burdening developing countries.

Children with incipient signs of Vitamin A deficiency were found to have a subsequent mortality rate several-fold higher than that of normal children. These studies did not control for environmental, socioeconomic, nutritional or health covariates, so a causal relationship could not be conclusively inferred. More recently, a controlled trial of Vitamin A supplementation was conducted in Indonesia. Delivery of 200,000 international units of Vitamin A every six months was associated with a reduction of 34% in mortality among children under six years of age. Baseline differences in the prevalence of diarrheal disease and xerophthalmia suggest that the observed difference could be due in part to more serious health and nutrition problems in the control villages.

HIID was awarded a research grant under AID's "Vitamin A deficiency Program Support" to replicate and extend the above research in the Sudan, an African setting



which differs significantly from that of the original study. In collaboration with the Ministry of Health of the Sudan, HIID is currently conducting a double-blind, prospective trial of Vitamin A supplementation. Households, not villages, have been assigned at random to a treatment group or to a control group. All children with signs or symptoms of Vitamin A deficiency were treated and excluded from the study. After obtaining baseline socioeconomic, demographic, and anthropometric data, 11,500 children under six years of age in the former group received 200,000 units of Vitamin A and 40 units of Vitamin E, while another 11,500 in the latter group received only Vitamin E. Treatment will be administered three times with intervals of six months between each treatment. Every six months after the initiation of treatment the effect of Vitamin A on child mortality, morbidity, and nutritional status will be assessed.

Preliminary findings of the study were presented at the International Vitamin A consultative Group (WHO) meeting held in Kathmandu, Nepal in November 1989. Sample households were found to vary considerably in socioeconomic status and morbidity patterns. This variation will permit identification of households which respond or fail to respond to supplementation.

HIID Project Staff		
Name	Nationality	Assignment
Cambridge Staff		
M. Guillermo Herrera	United States	Cambridge Coordinator
Field Staff		
Penelope S. Nestel	United Kingdom	Resident Advisor

■ Thailand — Rural Industries and Employment Project

HIID signed a subcontract with Pacific Management Resources (PACMAR) Inc. to cooperate with TDRI on an 18-month study in Thailand, the Rural Industries and Employment Project.

The industrial sector has been growing very rapidly in Thailand in recent years. Growth has been heavily concentrated in the greater Bangkok area. Nearly two-thirds of the labor force still work in agriculture and there are large rural/urban differentials in income and productivity. Agricultural development, which has also been rapid, is thought to be exhausting its potential for growth along the extensive margin. The government is interested in possible policy measures to promote the regional dispersion of industrial activity in the coming years. The study is designed to illuminate the existing pattern of industrial activity in Thailand, the implications of current trends, and the costs and benefits of alternative policies.



Name	Nationality	HIID Project Staff Assignment
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Cambridge Staff

Tyler S. Biggs	United States	Cambridge Coordinator
Donald R. Snodgrass	United States	Cambridge Coordinator

Field Staff

Peter J. Brimble	United Kingdom	Resident Staff
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Name	Nationality	Project Consultants Assignment	Affiliation
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Tyler S. Biggs	United States	Industrial policy	HIID
Michael Murray	United States	Economics	Bates College
Donald R. Snodgrass	United States	Rural employment	HIID

■ Thailand — Thailand Development Research Institute (TDRI) Project



Since the late 1970s, a group of Thai economists and policymakers, under the leadership of Dr. Snoh Unakul, Secretary General of the National Economic and Social Development Board (NESDB), have been promoting the idea of an institution in Thailand capable of carrying out public policy research relevant to Thailand's development problems, and the Thailand Development Research Institute (TDRI) was founded in late 1984.

In October 1985, HIID was awarded a project by the Department of Technical and Economic Cooperation (DTEC) of the Thai government to assist TDRI in its formative years through research design and planning advisory services. During the first year, the main objectives of HIID's project were to assist TDRI in planning its research activities and defining the major areas of research; developing institutional capacity; and establishing a research network and linkages with research institutions abroad.

The work accomplished under the first year of this project included assistance with research plans for natural resources and the environment; assistance in preparing specific proposals to TDRI research directors for agriculture and rural development, and natural resources and environment; and review of the long-term research plan of the energy, infrastructure and urban development program.

During the second year of the project, HIID worked with TDRI on research design and laid the groundwork for prospective collaborative research in four programs: Agriculture and Rural Development; Science and Technology; Human and Social Resources; and Macroeconomic Policy.

A subsequent two-year extension of the project is supporting HIID participation in a series of research projects, co-authored papers, and publications on critical issues of Thai development. HIID has helped initiate and collaborate on research on macroeconomic policy, natural resources and environment, industry and trade, science and technology, and human resources and social development. Numerous co-authored papers have been prepared including the following recent representative examples:

"Effective Rates of Protection when Domestic and Foreign Goods are Imperfect Substitutes: The Case of Thailand." (Shantayanan Devarajan with Chalongphob Sussangkarn, 1988).

"An Econometric Study of the Causes of Tropical Deforestation in Northeast Thailand." (Theodore Panayotou with Somthawin Sungsuwan, 1989).

"The Development of Technological Capability in Manufacturing: A Macroscopic Approach to Policy Research for Thailand." (Larry Westphal with Kopr Kritayakirana, 1989).

"Economic Transformation and Flexibility of the Education System." (Charles Myers with Chalongphob Sussangkarn, 1989).

"Private Provision of Family Planning Services in Thailand: Trends and Analysis." (Charles Myers with Teera Ashakul, 1989).

"Population and Economic Development in Thailand: Some Critical Household Behavioral Relations." (Jere Behrman with Chalongphob Sussangkarn et al., 1989).

Finally, HIID also helped TDRI prepare concept papers, plans and proposals for an expanded publications program, and an integrated data base as part of an eventual TDRI Information Center. The publication proposal provided the basis for a revised and expanded publications program at TDRI, which began in mid-1987 and includes a research quarterly and a system of external review of proposed TDRI monographs. HIID coordinates reviews by expatriates for TDRI manuscripts.

HIID Project Staff		
Name	Nationality	Assignment

Cambridge Staff		
David C. Cole	United States	Cambridge Coordinator
Charles N. Myers	United States	Cambridge Coordinator
Theodore Panayotou	Cyprus/Canada	Cambridge Coordinator

Field Staff		
Charles N. Myers	United States	Resident Advisor
Theodore Panayotou	Cyprus/Canada	Resident Advisor

Project Consultants			
Name	Nationality	Assignment	Affiliation
Jere R. Behrman	United States	Human resources and macroeconomic policy	University of Pennsylvania
David O. Dapice	United States	Industry and trade policy	Tufts University
Shantayanan Devarajan	Sri Lanka	Macroeconomic policy	John F. Kennedy School of Government, Harvard
Frank R. Flatters	Canada	Industry and trade policy	Queens University, Ontario
John F. Kain	United States	Urban planning and economics	Harvard University
John Montgomery	United States	Land reform	John F. Kennedy School of Government, Harvard
Walter A. Rosenblith	United States	Science and technology policy	Massachusetts Institute of Technology
T. Paul Schultz	United States	Human resources	Economic Growth Center, Yale University
Larry E. Westphal	United States	Industrial technology	Swarthmore College

■ Zaire — School of Public Health Project



HIID is a member of a consortium of universities, led by the Tulane University School of Public Health and Tropical Medicine, which is providing technical assistance to Zaire in its efforts to create a School of Public Health. The project was designed to meet the need to train large numbers of public health professionals to implement the Government of Zaire's planned expansion of primary health care in urban and rural areas. The new school is of vital importance to sustaining the momentum in low-cost preventive medicine and health care service extension.

The project's major thrust has been to develop the capacity of Zairians to undertake the full range of administrative and academic activities associated with the creation and management of a new school of public health. New faculty for the school are currently undertaking doctoral studies in several schools of public health in the United States, and two will be attending the Harvard School of Public Health in the coming academic year. In addition, Harvard hosted a seminar in November 1988 for all prospective faculty to develop the case study as a teaching method. Harvard's role in this project has been to bring its expertise in the areas of health policy and management and curriculum design and development.

HIID Project Staff Assignment		
Name	Nationality	Assignment

Cambridge Staff

Albert E. Henn	United States	Cambridge Coordinator
Malcolm Bryant	United Kingdom	Cambridge Coordinator

Field Staff

B.S.F. Adjou-Moumouni	Benin	Resident Advisor Health policy/management
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Project Consultants			
Name	Nationality	Assignment	Affiliation

Ayita D'Almeida	Togo	Instructor	WHO Training Center, Togo
Malcolm Bryant	United Kingdom	Instructor	HIID
Kitsoro Kinzounza	Congo	Instructor	Brazzaville Training Center
Ronald A. Schwartz	United States	Instructor	Independent consultant

CAMBRIDGE-BASED PROJECTS



■ Agricultural Policy Analysis Project II

The U.S. Agency for International Development awarded the second phase of the Agricultural Policy Analysis Project to a team headed by Abt Associates Inc. The Abt team includes HIID, the Food Research Institute of Stanford University, North Carolina State University, the International Science and Technology Institute, and Abel, Daft & Early.

This five-year project, which began in October 1988, is divided between AID central core funds and buy-ins from USAID missions and regional bureaus. The project has three main components: (1) policy support activities in AID-served countries; (2) research in five policy areas — international trade, natural resource management, political dynamics of policy reform, economic structural adjustment, policy analysis capacity building; and (3) policy analysis training and information dissemination.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Richard H. Goldman	United States	Project Coordinator/ Training Coordinator	HIID
Merilee S. Grindle	United States	Research Coordinator, Political dynamics	HIID
C. Peter Timmer	United States	Technical Advisor	HIID
Consultant			
Robert L. Paarlberg	United States	Political dynamics	Wellesley College

■ Applied Diarrheal Disease Research (ADDR) Project

The Harvard Institute for International Development is the recipient of a U.S. Agency for International Development Cooperative Agreement to support applied diarrheal disease research in selected developing countries. This five-year project is being conducted with the assistance of The New England Medical Center (Tufts University) and Johns Hopkins University School of Hygiene and Public Health as subcontractors.

The goal of the ADDR Project is to reduce the serious morbidity and mortality associated with diarrheal disease in selected countries by improving national capacities to understand and confront diarrheal disease problems. To reach this goal, the ADDR Project has two major components: a grants program and provision of technical assistance.

The ADDR Grants Program is the core of the project. Research grants are awarded to developing country institutions (universities, ministries of health, national research centers, PVOs) qualified to undertake applied diarrheal disease research. The principal investigators of ADDR-funded projects must be host country nationals,

while short-term technical assistance may be provided by biomedical and social scientists from the United States or other countries.

Four areas have emerged as research priorities for ADDR: (1) the home use of nutritionally sound, culturally acceptable foods and fluids during acute diarrhea; (2) the natural history, etiology, and management of persistent and invasive diarrhea; (3) the investigation of the role of sociocultural and behavioral factors in the management of diarrheal disease; and (4) studies on prevention through behavioral and policy changes and intervention trials. Physician treatment practices, household risk factors and risk reduction, care-seeking behavior of mothers, dietary management of diarrhea in hospitals, and cultural perceptions of diarrhea are all being studied under current research grants. As appropriate, ADDR attempts to foster the integration of social science with biomedical research in the prevention and control of diarrheal diseases. Many of the currently funded studies have interdisciplinary research teams.

The ADDR Project has focused its grant-making efforts on some 50 research projects in seven "emphasis" countries: Mexico, Peru, Nigeria, Kenya, Pakistan, Indonesia, and Thailand.

Through its grants program the ADDR Project is assisting in the further development of the indigenous research capacity of developing countries. In addition, the ADDR Project conducts workshops in the selected countries to assist researchers in proposal development, data management and analysis, and presentation of results. ADDR organizes special conferences, which include a series of country-specific and regional meetings to present the research findings to the policymakers responsible for the national diarrheal disease control programs as well as the larger community of diarrheal disease researchers. These conferences also serve to foster interaction among the ADDR-supported scientists and their colleagues.

ADDR draws upon the expertise of a Technical Advisory Group (TAG) comprised of international experts in diarrheal diseases. This twelve-member group of biomedical and social scientists assists ADDR management in policy formation and proposal review during their biannual meetings.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Richard A. Cash	United States	Principal Investigator	HIID
Courtney A. Nelson	United States	Project Manager	HIID
Jonathon L. Simon	United States	Project Manager	HIID
James Trostle	United States	Social Scientist	HIID
Mary Jo Good	United States	Social Scientist	HIID
John Snyder	United States	Medical scientist	Boston Children's Hospital
Technical Advisory Group (TAG)			
Kenneth H. Brown	United States	TAG Member	University of California, Davis
Isabelle de Zoysa	United Kingdom and France	TAG Member	CDD Program, World Health Organization
Cutberto Garza	United States	TAG Member	Division of Nutritional Sciences, Cornell University
Roger Glass	United States	TAG Member	Center for Disease Control

Continued on following page

Name	Nationality	Assignment	Affiliation
Richard L. Guerrant	United States	TAG Member	University of Virginia Medical School
Robert C. Hornik	United States	TAG Member	Annenberg School of Communication, University of Pennsylvania
Arthur N. Kleinman	United States	TAG Member	Department of Anthropology, Harvard University
Peter Kunstadter	United States	TAG Member	University of California at San Francisco School of Medicine; Chiang Mai University, Thailand
Myron N. Levine	United States	TAG Member	University of Maryland, School of Medicine
Shirley Lindenbaum	Australia	TAG Member	City University of New York
Robert S. Northrup	United States	TAG Member	Brown University
Nathaniel Pierce	United States	TAG Member	World Health Organization
Patricia L. Rosenfield	United States	TAG Member	Carnegie Corporation
Robert W. Ryder	United States	TAG Member	Project 3IDA
Bonnie Stanton	United States	TAG Member	College of Medicine University of Maryland

Consultants			
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Lewis Barness	United States	Pediatrics	College of Medicine University of South Florida
Massee Bateman	United States	Soup-based ORT	Child Survival Fellow Johns Hopkins University
H. Russell Bernard	United States	Anthropology	Department of Anthropology, University of Florida
Paul Cleary	United States	Sociology	Harvard Medical School
John Clemens	United States	Medical Epidemiologist	University of Maryland
Jeannine M. Coreil	United States	Applied anthropology	University of Texas, Medical Branch
Christine Costello	United States	Demography	Center for Child Survival, Jakarta
Anne Fleuret	United States	Anthropology	University of Nairobi
Miriam Goheen	United States	Anthropology	Department of Anthropology, Amherst College
Mary Jo Good	United States	Sociology	Harvard Medical School
Dennis Gray	Australia	Anthropology	University of Western Australia
Kristy M. Hendricks	United States	Nutrition	Children's Hospital/ Harvard University/ Massachusetts General Hospital
Janice Hogle	United States	Anthropology	Independent consultant
Abraham Horowitz	Chilean	Evaluation	PAHO, Washington, D.C.

Continued on following page

Name	Nationality	Assignment	Affiliation
Peter Kunstadter	United States	Medical Anthropology	University of Calif. at San Francisco School of Medicine; Chiang Mai University, Thailand
David Leon	United States	Data management and statistics	Population Council Bangkok
Barry Levy	United States	Epidemiology	Family Health International
Francis Onyango	Kenya	Country Coordinator	Department of Pediatrics University of Nairobi
Perti Pelto	United States	Anthropology	Department of Anthropology University of Connecticut
Debra Schumann	United States	Maternal education, behavior, and risk factors	Department of Anthropology, Case Western Reserve University
Stephen Soumerai	United States	Social Medicine	Harvard Medical School
John D. Snyder	United States	Pediatrics	Boston Children's Hospital
Bonnie Stanton	United States	Pediatrics	University of Maryland
Allan M. Walker	United States	Nutrition	Harvard Medical School
Julia A. Walsh	United States	Physician prescription practices	Harvard Medical School
Christine Wanke	United States	Infectious disease	Deaconess Hospital
Mitchell G. Weiss	United States	Social medicine	Harvard Medical School
Wendy Wornham	United States	Pediatrics	Department of Pediatrics, Cambridge Hospital

■ Assistance to Resources Institutions for Enterprise Support (ARIES) Project

The ARIES project was designed to strengthen the capabilities of support organizations in developing countries to implement small-scale and micro-enterprise development programs. ARIES builds on the work of the Agency for International Development's earlier Program for Investment in the Small Capital Enterprise Sector (PISCES) and Small Business Capacity Development projects. It worked with intermediary support organizations that provide services to small and micro-businesses and industries, such as private voluntary organizations (PVOs), banks, chambers of commerce, management training centers, business people's organizations, and other developing country government and non-governmental organizations (NGOs).

This five-year project was implemented by a team headed by Robert R. Nathan Associates, Inc. (RRNA) with the Harvard Institute for International Development (HIID), Control Data Corporation (CDC), and Appropriate Technology International (ATI) serving as subcontractors.

The project had three major components, which were designed to complement each other: research, training, and technical assistance directed, respectively, by HIID, CDC, and RRNA under RRNA's general project management.

HIID's activity, the applied research component, was divided into three major segments. The first was a strategic overview paper which drew upon the relevant literature and interviews to identify major problems facing the support organizations.

The paper presented a framework for working with these organizations to help them cope more effectively with these recurring problems.

Recognizing the usefulness of the case method of management training for executives of support institutions, the second aspect of the HIID component was to develop a series of teaching cases which focused on strategic decisions shaping important development institutions. These are being used in workshops to help managers improve their own decisionmaking. Drawing upon Harvard's experience in teaching people how to use the case method effectively, HIID provided workshops and support to a growing network of case teachers and writers who are developing materials for their agencies' own internal training programs.

Third is AskARIES, an innovative knowledgebase (textual database). Using Notebook II (c. Pro/Tem) software for the IBM-PC and organized by the same framework as the strategic overview paper, the user at a PC can query the knowledgebase for information from the literature relevant to any selected category of "recurrent problems." The HIID analyst's perspective and observations on each entry enrich the information available to the user. Techniques and approaches of expert system design extend the utility AskARIES as well as simplify its use. The overview paper and cases have been published by Kumarian Press as **Seeking Solutions: Framework and Cases for Small Enterprise Development Programs**. AskARIES has been published as a package containing 16 data diskettes, an extensive **User's Guide and Notebook II**.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Charles K. Mann	United States	Coordinator	HIID
Merilee S. Grindle	United States	Senior Researcher	HIID
Parker Shipton	United States	Senior Researcher	HIID
Louis T. Wells, Jr.	United States	Senior Researcher	Harvard Business School
Rajesh Pradhan	India	Researcher	HIID
Consultants			
Jeffrey Ashe	United States	Case writer	Jeffrey Ashe & Associates
Robert Baker	United States	Programmer	ProTem Software, Digital Marketing
Margaret E. Bowman	United States	Case writer	Technoserve, Inc.
S. Lael Brainard	United States	Case writer	Independent consultant
Kay Calavan	United States	Case writer	USAID/Bangladesh USAID/Nepal
H. I. Latifee	Bangladesh	Case writer	Chittagong University
Catherine H. Lovell	United States	Case writer	University of California, Riverside
Maria Rausa	Spain	Translator	Independent consultant
Catherine Rielly	United States	Credit and savings	Independent consultant
Francisco Roman	Philippines	Case writer	Asian Institute of Management
Martin Walsh	United Kingdom	Case writer	Tototo Home Industries

■ Basic Research in Developing Education Systems (BRIDGES) Project

Initiated in 1985, BRIDGES is a five-year project directed by the Harvard Institute for International Development and the Harvard Graduate School of Education, and funded under a cooperative agreement by the U.S. Agency for International Development. Subcontractors on the BRIDGES Project include the Institute for International Research, Michigan State University, the Research Triangle Institute, and Texas Southern University. The BRIDGES group includes educators, researchers, planners, and policymakers involved in improving Third World schools. The goal of their collaborative effort is to design strategies that will accomplish the following: (1) increase children's access to primary schooling; (2) reduce the frequency of early school leaving and grade repetition; (3) optimize the use of fiscal and educational resources; and (4) analyze educational needs and improve the accuracy of educational statistics and projections.

There are three principal sets of activities carried out under BRIDGES: research reviews, empirical research, and research dissemination and implementation.

Research reviews include identification of critical areas of education development and synthesis of research on six principal issues: (1) determinants of access to schooling and policies that increase access; (2) effectiveness and costs of the full range of contemporary learning technologies, such as competency-based instructional techniques, programmed textbooks, and radio instruction; (3) factors that influence teachers' utilization of time and instructional materials, and classroom characteristics and processes that promote student achievement; (4) the relationship of school resources and organizations to student learning; (5) the relationship between classroom learning and post-educational productivity and achievement; (6) management information systems conducive to formulating and implementing programs that improve access, reduce failure and dropout rates, increase learning, and optimize use of resources. State-of-the-art research reviews are being prepared by BRIDGES staff in collaboration with the Bureau of Educational Research of Kenyatta University, Kenya; the Center for Research and Development of Education in Chile; the National Education Commission of Thailand, and the National Institute of Education in Sri Lanka.

Empirical research includes design and implementation of cross-national research studies to supplement available knowledge. Together with international assistance agencies, ministries of education, and Third World research centers, BRIDGES designs and carries out research programs to fill the critical gaps in knowledge pinpointed by the research reviews. Particular attention has been given to physical facilities, learning technologies, instructional materials, and teacher performance.

Dissemination and application include implementation of findings in ways useful to Third World planners, officials of USAID and other international assistance agencies, as well as to others interested in the development of education systems. A major objective of BRIDGES is to provide educators, planners, and policymakers in Third World countries with tools to: (1) develop accurate reports of existing educational conditions; (2) generate valid estimates of anticipated educational needs; (3) make rational assessments of the cost and effectiveness of various strategies which might be employed to realize country-defined educational objectives; and (4) evaluate the potential impact of alternative policies and education programs in the evolution of education systems.

To accomplish these goals, a set of integrated software packages for use with microcomputers is being developed, including basic planning procedures, performance monitoring programs to assist in monitoring education systems, and models of

education systems that simulate mixes of resource inputs and other sectors of society. The planning models are being designed in collaboration with Third World educators and planners and will include country-specific data. Implementation of the packages includes intensive training so that policymakers can adapt the software to meet local and changing needs.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Noel F. McGinn	United States	Principal Investigator	HIID
Frank Dall	United Kingdom	Project Manager	HIID
Mary B. Anderson	United States	Access to education: Team leader	HIID
Thomas J. Cassidy, Jr.	United States	Egypt Country Coordinator	HIID
Ernesto Cuadra	Chile	Central American Education Indicators: Project Leader	HIID
William K. Cummings	United States	Sri Lanka Country Coordinator	HIID
Russell G. Davis	United States	Project research coordinator	HIID
Martha Montero- Sieburth	Mexico	Classroom Management: Team Leader	Harvard Graduate School of Education
Donald P. Warwick	United States	Pakistan Country Coordinator	HIID
Field Staff			
James A. Toronto	United States	Resident Advisor, BRIDGES/Egypt	HIID
Consultants			
Karl H. Clauset	United States	Computer simulation and modeling	Boston University
Frank Dall	United Kingdom	Education and development	HIID
Russell G. Davis	United States	Education and development	HIID
Thomas O. Eisemon	Canada	Cognitive learning	McGill University
Rawia Fadel	United States/Egypt	Physical facility planning	Independent consultant
John Hahnfeld	United States	Computer technology	Harvard Graduate School of Education
Donald Morrison	United States	Computer systems	Office of Information Technology, Harvard University
Shirl Schiffman	United States	Educational design and training	University of Virginia
Joyce Wolf Shepard	United States	Editorial assistant	Harvard University
Teresa Tatto	Mexico	Teacher education	School of Education, Michigan State University
Hans Weiler	Germany	Educational planning and policy analysis	School of Education Stanford University

■ Cost-effective Strategies for Control of Dengue Fever

HIID was awarded, in June 1989, a contract for a study of dengue fever prevention from the Johns Hopkins University, with funds from the Rockefeller Foundation. Dengue fever is a viral disease transmitted by the bite of the aedes aegypti mosquito. Once eradicated from the Western Hemisphere, it has reappeared in the past decade. In Asia, the disease is endemic and responsible for many fatalities. The main control strategies are vector control (clean-up of mosquito breeding sites, spraying, and other approaches to control mosquitos), continued development of a vaccine, and careful treatment of ill persons. The study's principal investigator is Donald S. Shepard. Puerto Rico, Brazil, and Thailand were selected for case studies. The project is examining the cost of these control efforts and their probable effectiveness in averting or postponing dengue outbreaks.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Donald S. Shepard	United States	Principal Investigator	HIID

■ Employment and Enterprise Policy Analysis (EEPA) Project

Since 1984, a project team headed by HIID as the prime contractor, with Michigan State University (MSU) and Development Alternatives, Inc. (DAI) as subcontractors, has been undertaking a major research and technical assistance effort in the field of employment and enterprise policy under the sponsorship of the United States Agency for International Development (AID). The central focus of the EEPA project is improving our understanding of the role played by small and medium firms in efficient, job-creating industrial development and of how this role can be enhanced through policy measures. EEPA aims to help developing countries stimulate intersectoral linkages, avoid policy biases that could distort or suspend efficient structural transformation at the firm level, move toward more open economies, and develop institutional structures to support policy reform.

The core of EEPA's funding comes from AID's Bureau of Science and Technology and is intended to support research, promotional, dissemination, and project management activities. Additional funds are contributed by field missions and other bureaus of AID to support specific research and technical assistance activities related to the general purposes of the EEPA project.

EEPA research has focused primarily on the role of progressive small and medium firms in the development of the industrial sector. Although small firms are not necessarily either more or less efficient than large firms in a static sense, it does appear that progressive small enterprises whose managers seek to expand and develop their enterprises can play an important part in the creation of an efficient industrial sector and significant numbers of productive, well-paid jobs. In many countries government policy suppresses this healthy development by providing protection of several different kinds to a few large firms and by both subsidizing and discriminating against very small enterprises. Very small firms may escape much taxation and regulation, but progressive small firms which want to grow can be

caught in a "small firm growth trap." This occurs when their expansion is inhibited by a high marginal tax rate arising from their increasing visibility and liability to taxation, minimum wage legislation, and most importantly, loss of government subsidies. Necessary policy reforms appear to include reduction of these discriminatory barriers to firm expansion and the adoption of promotional incentives based on enterprise performance.

The EEPA project is also investigating programmatic measures to promote the development of progressive small and medium firms. Assistance in marketing and the acquisition of technological capability appear to be especially important. Because small firms are numerous and only a few of them have growth potential, ways must be sought to make assistance programs more selective and cost-effective.

Another component of EEPA research is a study of firm size distribution and patterns of development. This study seeks to relate the evolution of firm size distribution within the industrial sector to established patterns of structural change in relation to levels of economic development and to trace the significance of these changes.

Finally, patterns of enterprise performance and growth at various levels of economic development are being studied. Close attention has been paid to the experiences of South Korea and Taiwan, which provide valuable lessons for countries that have not yet made the transition to "newly industrialized country" status. Middle-income cases being studied are Thailand, the Philippines, and some Latin American countries. Comparative experience from Bangladesh and several African countries is also being examined to improve our understanding of firm dynamics in low-income settings.

Long-term advisors have been placed in Rwanda (by MSU), Sri Lanka (by DAI), and Bangladesh (by HIID) under the EEPA Project. HIID's work in Bangladesh began in August 1987 and will continue until July 1990. It is concerned with the impact of government policy on growth and employment creation in the industrial sector, especially small and rural enterprises. Analyses of enterprise performance and its relationship to government policies have been carried out, and an extensive field survey of industrial enterprises is underway.

In addition to these long-term activities, EEPA carries out short-term missions when requested to do so by USAID Missions. During the period under review, short-term projects took place in Korea, Taiwan, the Philippines, Belize, Sri Lanka, Honduras, Ecuador, Guinea, Tunisia, and Botswana.

Dissemination of research results is an important objective of the EEPA Project. Through June 1989, 26 EEPA Discussion Papers were issued. In addition, a number of seminar presentations of EEPA project findings have been given. A final report in the form of a monograph synthesizing project findings will be presented to AID by the end of 1989. The project has been extended through September 1990 to permit activities carried out on behalf of USAID Missions to be completed.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Donald R. Snodgrass	United States	Project Coordinator	HIID
Tyler S. Biggs	United States	Project Manager/ Deputy Project Coordinator	HIID

Continued on following page

Field Staff

Gian S. Sahota	India	Resident Advisor, EEPA/Bangladesh	HIID
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Consultants

Andrew Berg	United States Taiwan	Economic analysis,	Massachusetts Institute of Technology
Elliot Berg	United States	Guinea workshop	Elliot Berg & Associates
Merilee S. Grindle	United States	Political analysis	HIID
Robert House	United States	Technology consultant, Bangladesh	Vanderbilt University
Brian D. Levy	South Africa	Economic analyst	HIID, Williams College
Christopher Shugart	United States	Guinea workshop	HIID
Dirck Stryker	United States	Guinea workshop	Tufts University
John W. Thomas	United States	Political economy	HIID
Robert West	United States	Guinea workshop	Fletcher School of Law and Diplomacy
Wing T. Woo	Malaysia Taiwan	Economic analysis,	University of California, Davis
Chang-Ho Yoon	Korea	Economic analysis	Korea University

■ International Tropical Timber Organization (ITTO) Project

In September 1987, HIID signed a contract with the International Tropical Timber Organization (ITTO) to prepare a pre-project study, *Tropical Forest Management for Multiple Use*, as a basis for forming project proposals to promote sustainable use of tropical forests. ITTO, based in Yokohama, Japan, is a newly established intergovernmental organization of producers and consumers of tropical timber. It was established in April 1985 under the International Tropical Timber Agreement (United Nations Conference, Geneva 1983) to promote expansion and diversification of international trade in tropical timber. It seeks to encourage reforestation and sustained conservation, as well as use of tropical forests, with concern for genetic resources and for ecological balance.

The pre-project study was completed by January 31, 1988. The final report was titled "The Case for Multiple-Use Management of Tropical Hardwoods Forests," a 276-page study with a 15-page executive summary in English, Spanish, and French. Topics covered by the study include the prospects of tropical forest resources and timber trade, an assessment of natural forest management, the undervaluation of timber and the neglect of non-timber goods and services, the economics of multiple-use management, logging technology, enrichment planting, multispecies plantations, and conservation of genetic resources. It also includes chapters on the constraints and opportunities for multiple-use management, including institutional reforms, government policies, and international cooperation. Finally, the study identifies gaps in knowledge and proposes areas for further research and experimentation.

The study is basically a "project paper" to enable the formulation at a later stage of project proposals for research and development on selected sites towards the

development of systems of multiple-use forest management for the African, Latin American, and Asia/Pacific regions.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Peter Ashton	United Kingdom	Co-Coordinator	Harvard University
Theodore Panayolou	Cyprus/Canada	Co-Coordinator	HIID
James P. Ito-Adler	United States	Editor	HIID
Consultants			
Peter Ashton	United Kingdom	Forestry management	Harvard University
Alan Grainger	United Kingdom	Global forestry models	Resources for the Future
Gary Hartshorn	United States	Latin American forest management	Tropical Science Center, San Jose, Costa Rica
Mark Leighton	United States	Ecology	Department of Anthropology, Harvard University
Charles Peters	United States	Ecology	Institute of Economic Botany, New York Botanical Garden
Jeffrey Vincent	United States	Tropical forest management and timber trade analysis	Department of Forestry, Michigan State University

■ Resource Mobilization Strategies in Sub-Saharan Africa

HIID received a grant from the Ford Foundation to carry out research on the topic "Market and Non-Market Resource Mobilization Strategies: Issues of Differentiation and Growth in Sub-Saharan Africa." The research was explicitly designed to be multidisciplinary.

The authors wrote two companion papers examining the relation between market and non-market modes of mobilizing resources, drawing on their respective disciplines to address a body of literature culled from economics, anthropology, and other social sciences. The primary audience for the papers written under this project are those individuals presently engaged in or planning to undertake research addressing the organization of production at the farm level in sub-Saharan Africa.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Christine W. Jones	United States	Economic analysis	HIID
Pauline E. Peters	United Kingdom	Anthropological analysis	HIID

■ San Pablo Health Care Facilities Evaluation

At the request of the Hospital Management Corporation of America, HIID organized a team of senior managers to evaluate the financial and operational capabilities of the Hospital San Pablo, in Bayamón, Puerto Rico, and to assess the potential for use of this medical center as a training center for medical and health care professionals from Latin America and the Caribbean.

This project was begun in June 1987 and completed successfully in September 1987. A site visit by the team took place in August and a final report was submitted by the end of September.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Yamil H. Kouri	United States	Coordinator	HIID
Consultants			
Mitchell Rabkin	United States	Medical education	Beth Israel Hospital
Lawrence Martin	United States	Hospital finance	Massachusetts General Hospital
Jack Kasten	United States	Hospital management	School of Public Health, Harvard
J. Rivera Dueño	United States	Health care delivery systems	University of Puerto Rico

■ World Hunger Media Project

Beginning in 1985, HIID has served as the research base for a project designed to inform the public of trends in rural development research and the implications of these trends for improving the quality of Western aid overseas.

Research was supported by grants from the Carnegie Corporation of New York, the Rockefeller, Ford, and InterAmerican Foundations, the International Fund for Agricultural Development, UNICEF, the United Nations Development Programme, and Church World Service.

The results of this project will be reported first in a forthcoming book written by the project's coordinator. Major themes include: (1) efforts to improve the economic climate in which rural development occurs; (2) farming systems research; (3) efforts to overcome political obstacles to small farmer advancements; and (4) household economics.

The possibilities of presenting project results through television have also been explored, in consultation with skilled filmmakers specializing in development issues and development professionals at HIID.

The objective of a potential television series would be to stimulate public thinking about the prospects for reducing world hunger, as well as to show why the problem should be important to Americans. Thus, the series would describe what forty years' experience with foreign aid has taught us about the practicalities of reducing hunger, and explain the impact America's aid and trade policies have had on economic growth in developing countries and, as a result, on ourselves.

Field research for both the book and television series has involved visits to sites in nine countries where major stories will be told, including Pakistan, India, Bangladesh, Kenya, Malawi, Burkino Faso, Mexico, and Bolivia.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Richard M. Harley	United States	Project Coordinator	HIID

■ **Women and Household Livelihoods in Rural India**

This was an intensive study of a single rural village in the Indian state of Gujarat which analyzed how different classes of households cope with seasonality and drought. The analysis includes sections on the operation of land, labor, and credit markets as well as treating non-market institutions which govern access to resources. The research was partially funded by a grant from the Ford Foundation.

Name	Nationality	Assignment	Affiliation
Cambridge Staff			
Martha Chen	United States	Research Coordinator	HIID

CAMBRIDGE-BASED PROGRAMS

■ Indochina Program

In March 1988, an ad hoc committee on Indochina was appointed from senior Harvard faculty and staff to explore ways in which Harvard could become involved with the countries of Indochina (Vietnam, Laos, and Cambodia). The committee includes Graham Allison (KSG), Dwight Perkins (HIID), Peter Ashton (FAS), James Austin (HBS), Lincoln Chen (SPH), Marcia Grant (HIID/KSG), Roderick MacFarquhar (FAS), Joseph Nye (KSG), Nancy Pyle (HIID), Amartya Sen (FAS), Hue-Tam Ho Tai (FAS), Peter Timmer (HIID), Thomas Vallely (HIID), and Mechai Viravaidya (HIID). The committee has overseen the formation of an Indochina program at HIID, funded by the Christopher Reynolds Foundation of New York. Thomas Vallely was appointed coordinator for the Indochina Program in October 1988, assisted by Lucy Pullen.

Dwight Perkins, director of HIID, led a delegation to Vietnam in January 1989 and, in collaboration with Andrea Panaritis of the Christopher Reynolds Foundation, launched Harvard on what is intended to be a long-term initiative in Vietnam. HIID's efforts in Vietnam will build on the Institute's extensive experience in advising developing countries on economic policy.

In 1989, Harvard welcomed the first Mason Fellow from Vietnam, Tran Cao Nguyen from the Central Institute for Economic Management (CIEM) in Hanoi, the economic policy arm of the Council of Ministers. The Indochina Program is also arranging for intensive English training for at least three more Mason candidates from Vietnam.

Peter Timmer, Faculty Fellow at HIID, has initiated collaboration between HIID and the Universities of Cantho and Ho Chi Minh City on a project to develop a food policy for Vietnam. The Vietnamese leader of this project is Vo-Tong Xuan, vice-rector of the University of Cantho, formerly on the permanent staff of the International Rice Research Institute (IRRI) in the Philippines, and presently a member of the Vietnamese National Assembly. Xuan and his colleagues have begun a country-wide compilation of data needed for a joint paper with Timmer on Vietnam's food system and he has been invited to Cambridge as an HIID Visiting Scholar, supported by a grant from the Ford Foundation.

HIID hosted two visiting Vietnamese delegations in the fall of 1988. One delegation was led by three senior economists with the State Committee for Social Sciences and the second delegation was headed by Nguyen Xuan Oanh (M.A., Ph.D. 1954), a member of the National Assembly and director of the Bureau of Economic Research.

The next step in the Indochina program is an involvement in Cambodia, which, given the current political situation, will be primarily through non-governmental organizations. During the 1988-89 academic year, Ngeth Sophon (M.P.A./M.C. '89), former elected leader of the Ampil section of Site II on the Thai-Cambodian border, was a Mason Fellow and then participated in HIID's Program on Investment Appraisal and Management. Currently, two NGO representatives and specialists on Cambodia, James Taylor and Debbie Aung Din, are attending the Kennedy School of Government.

The first two Laotian Fulbright Scholars since 1975 were at Harvard during 1988-89. Pheuiphanh Ngaosyvathn completed the Mason Program and attended the PIAM Workshop during the summer. Mayoury Ngaosyvathn was a Presidential Scholar at Radcliffe College, where she conducted research on Laotian tribal women. In the future, Harvard will be seeking various opportunities to include students from Indochina in the University's programs of study, including those developed at HIID.

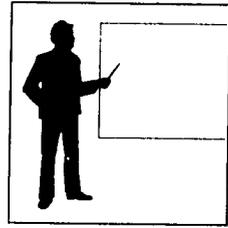
■ Latin American and Caribbean Health Program

The Latin American and Caribbean Health Program (LACHP) consists of a team of five research associates at HIID who work with international institutions and governments. Yamil Kouri serves as program coordinator. His specialties are health policy and management, manpower development, and disease control. Joseph Valadez, the deputy program coordinator, specializes in information management, health system design, operations research, and monitoring and evaluation of health care systems. Donald Shepard works in the fields of health care finance and operations research. Guillermo Herrera is a public health physician with extensive field experience in the areas of maternal and child health and nutrition. Charles Myers is an economist with a health care finance specialty.

The LACHP undertakes research and development activities in three general areas: sexually transmitted diseases and AIDS, child survival interventions, and health policy and management. The core staff of the LACHP brings to these projects expertise and program responsibility in the areas of: program planning, policy analysis, economic analysis, and management information systems (including operations research, program monitoring institutions and evaluation, computer systems design and management, and statistics).

In addition to participating in projects listed elsewhere in this report, the LACHP staff organize and participate in conferences, symposia, and workshops as well as consult with various international agencies.

■ Teaching



One of the Institute's goals is to transmit the knowledge gained from working on development problems in various countries. Teaching by HIID staff members provides an important means of disseminating the knowledge gained about the development process and provides a major benefit to the University. Increasingly, students interested in development issues also draw upon the entire range of resources provided by the Institute, including access to staff members as thesis supervisors, financial support for research, and involvement in HIID's own research and advisory activities, overseas and at Harvard.

Working with policymakers in a number of developing countries has made clear the difficulty of applying theory to real life situations. The theoretical constructs that underlie every field provide sound and consistent analytic frameworks, allowing the analyst to work through complex issues and propose conclusions based on this analysis. But the actual application of theory to real problems requires a sensitivity to the limitations of data, uncertainty of observations, and the interactions of social and political factors that define the set of feasible policy options. HIID staff members, who have often worked for extended periods in developing countries, can convey this sense of complexity to their students. Thus, the courses taught by HIID staff persons are noted for their ability to combine theoretical constructs with the insights gained from actually trying to apply these constructs.

The transmission of such practical knowledge and experience occurs in a number of ways: formal courses, summer workshops and seminars; orienting and counseling students in their own research; study groups; and discussion forums. In addition, HIID tries to support students, graduates as well as undergraduates, who seek to work in developing countries as part of their education experience. Through its student travel grant program the Institute provides limited support for students to carry out thesis research in developing countries, or to accept an internship with an organization. In addition, the Institute provides grants for student organizations concerned with development issues, including the Harvard-Radcliffe International Development Forum, the Harvard chapter of the Overseas Development Network and the Harvard-MIT Women in Development group. All these activities are motivated by our belief that students, at all levels, need to complement their knowledge of theoretical constructs with an understanding of how these tools can be effectively used in the real world.

Over the years the resources offered to students through the Harvard Institute for International Development have expanded. The increasing demand for the services provided through the Institute has been reflected in a growing enrollment in development courses, increasing demand for thesis supervision, and a growing interest by students in HIID. As HIID's research activities have expanded the Institute has been able to offer research assistantships to a large number of students, many of whom go on to work in the development field.

HIID staff persons teach in the Faculty of Arts and Sciences, the John F. Kennedy School of Government, the Graduate Schools of Education and of Public Health, as well as Harvard Business School and Harvard Law School. They teach courses in economics, sociology, anthropology, public health, business and education. Reflecting HIID's multidisciplinary nature, the courses taught by staff members deal increasingly with social change, the politics of development, health, and management issues. New programs combining economics and law have been developed to train students in the fields of law and fiscal policies and of international law and development. In

broadening its focus, the Institute is moving to fulfill its charge to deal with all aspects of growth and development. A full listing of the courses taught by HIID staff members in the formal curriculum for the years 1987-89 is shown below.

■ Courses Taught at Harvard by HIID Staff (1987-89)

Faculty of Arts and Sciences

■ *Freshman Seminar.*

Donald P. Warwick. (Fall 1987; Fall 1988).

Freshman seminars offer opportunities for incoming students to work closely with members of the faculty on a variety of selected topics. The seminar offered by Warwick focuses on the uses and limits of public policy in promoting economic justice.

■ Anthropology 101. *Forest Ecology and Economic Development in the Tropics.*

Ricardo Godoy and Mark Leighton (Fall 1987 and 1988).

Explores problems of economic development and human ecology in the tropical rainforest.

■ Anthropology 150. *Social Anthropology of Change and Development.*

Parker Shipton (Fall 1988; Spring 1989).

An anthropological perspective on economic development. Through case studies selected from different regions of the Third World, examines both directed and undirected forms of change.

■ Anthropology 270. *Ethnography of Africa.*

Parker Shipton (Spring 1989).

Examines classic and contemporary studies of African peoples south of the Sahara, emphasizing interactions between culture, economics, and politics in adaptations to poverty.

■ Anthropology 276. *Analysis of Social Change and Development.*

Pauline E. Peters and Parker Shipton (Fall 1987).

Combines political, economic and cultural analysis to consider interaction among local, regional and national systems in planned and unplanned social change.

■ Anthropology 277. *Problems in the Analysis of Social Change and Development.*

Pauline Peters (Spring 1989).

Examines problems in political, economic and cultural analysis of change across cultures.

■ Economics 985d. *Senior Tutorial: Research in Economic Development.*

Christine Jones, Richard Goldman, Charles K. Mann and Theodore Panayotou (1987-88); Anne C. Case, Charles K. Mann and Richard Goldman (1988-89).

Examines the major issues and approaches to the study of economic growth and distribution in the developing world in order to guide senior thesis writers in the selection of appropriate topics.

■ Economics 1230. *Public Finance in Developing Countries.*

Glenn Jenkins and Graham Glenday (Fall 1987); Glenn Jenkins, Graham Glenday and

Jonathan Haughton (Fall 1988).

Examines the role of the public sector in developing countries with an emphasis on the design and implementation of taxation and budgetary policies.

■ Economics 1231. *Financial Policy in Developing Countries.*

David Cole and Hal Scott (Spring 1988).

Considers the longer-run developmental role of the financial system in mobilizing and allocating domestic and foreign savings in less-developed countries facing pressure from volatile interest and exchange rates.

■ Economics 1259. *Modern Korean Economic Development.*

David Cole (Spring 1988).

Examines the modernization of the Korean peninsula both as a case study in development and as a testing ground for various theories of economic development.

■ Economics 1261. *The World Food System: An Economic Perspective.*

Peter Timmer (Spring 1988 and Fall 1989).

Considers the context of world hunger, food and agricultural issues in economic development, technical aspects of food systems, economics as the organizing framework for analysis of food policy issues.

■ Economics 1262. *Agriculture in Economic Development.*

Richard Goldman (Fall 1987 and Fall 1989).

Evaluates the contribution of the agriculture sector to the economic development process, paying particular attention to policy-determined interactions with non-agricultural sectors and with consumers. Emphasis on technical change, pricing and trade policies.

■ Economics 1266. *Natural Resource Economics in Developing Countries.*

Theodore Panayotou (Fall 1987 and Fall 1988).

Economic theory of natural resources and the environment in a development context and policy analysis of resource environmental issues in developing countries.

■ Economics 1267. *Political Economy of Latin America.*

Richard D. Mallon and Merilee S. Grindle (Spring 1988) and Richard D. <4 pt blank> Mallon (Spring 1989).

Analysis of economic performance, political change, and conflict in the postwar period. Analysis will focus on the economic and political dilemmas of policy choice and implementation, based on the comparative experience of individual Latin American countries.

■ Economics 1299a. *Economic Development: Macroeconomic Analysis.*

Joseph Stern and Donald Snodgrass (Fall 1987).

Examination of the current economic conditions of developing countries and the major macroeconomic policy issues confronting them. Analysis of the role of international trade, fiscal and monetary policies and macroeconomic planning.

■ Economics 1299a. *Economic Development: Trade, Industry and Agriculture.*

Joseph J. Stern (Fall 1988).

Examination of the current economic conditions of developing countries and the

major issues confronting them in the fields of international trade and industrial and agricultural development.

■ Economics 1299b. *Economic Development: Sectoral Analysis*. Donald Snodgrass and Joseph J. Stern (Spring 1988).

Emphasis on sectoral and distributional issues in developing countries; analyses of structural change, dual economy models, food aid, and agriculture and industry growth.

■ Economics 1299b. *Economic Development: Capital and Human Resources*. Donald Snodgrass (Spring 1989).

Focuses on the contribution of capital and human resources to the process of development. Includes survey of structural change, fiscal and monetary policy, and income distribution.

■ Economics 2338. *Historical Perspective on Economic Development*. Peter Timmer. (Fall 1987).

Seminar examining the historical roots of key issues in the process of development in the Third World.

■ Economics 2690a. *Economic Development*.

Hollis B. Chenery, Harvey Leibenstein and C. Peter Timmer. (Fall 1987) and C. Peter Timmer, Dwight H. Perkins and Jeffrey Williamson (Fall 1988).

Basic introduction to the field of economic development at the graduate level with emphasis on macro-analysis of how development strategies are worked out in actual historical contexts.

■ Economics 2690b. *Economic Development*. Christine Jones.

Continuation of 2690a, concentrating on alternative strategies for industrialization, the modernization of agriculture, international trade, and other central issues of development.

■ Economics 2690c. *Economic Development: Development Planning and Policy Analysis*. Hollis Chenery and Shantayanan Devarajan (Spring 1988)

Continuation of 2690b. Use of planning models in formulating development programs and evaluating alternative policies. Discussion of experiences of different types of countries.

■ Economics 2690d/hf. *Economic Development: Seminar*.

Hollis Chenery, Richard Goldman, Glenn P. Jenkins, Dwight H. Perkins, Joseph J. Stern, C. Peter Timmer, and Jeffrey G. Williamson (1987-8) and Hollis B. Chenery, Shantayanan Devarajan, Richard Goldman, Glenn P. Jenkins, Dwight H. Perkins, Michael Roemer, Terry Sicular, Joseph J. Stern, C. Peter Timmer, Jeffrey D. Williamson (1988-89).

Research seminar on current issues in development.

■ Economics 2695. *Studies in Communist Chinese Society*. Dwight Perkins, Ezra Vogel and others. (Spring 1989).

Review of China's post-1949 experience with planning, the role of the market in the

post-1979 reforms, rural economic and social development, income inequality and stratification and related topics.

■ Economics 2696. *Economic Development of Southeast Asia.*

David C. Cole, Theodore Panayotou, Donald R. Snodgrass and Joseph J. Stern. (Spring 1988) and Theodore Panayotou, Donald R. Snodgrass and Joseph J. Stern (Spring 1989).

Research seminar focusing on the process of economic development in Southeast Asia since the 1950s.

■ Economics 2720. *The Appraisal of Development Expenditures.*

Glenn P. Jenkins and Graham Glenday (Fall 1987) and Glenn P. Jenkins, Graham Glenday and Jonathan Haughton (Fall 1988).

Theories and techniques of financial, economic, and social analysis of public development projects, with an introduction to principles of cost-benefit analysis and evaluation of projects for different sectors.

■ Sociology 247. *The Implementation of Social Policy: Seminar.*

Donald Warwick (Fall 1987 and Fall 1988).

Using the perspective of organization theory, this course analyzes conditions under which planned programs are actually carried out. Considers the relationship between planning and implementation, and impact of sociopolitical, bureaucratic, and cultural environments. (Also listed in the Graduate School of Education as Course A-180).

■ Women's Studies 10a: *Introduction to Women's Studies.*

Pauline Peters and Olwen Hufton. (Fall 1987).

Foundation course for the concentration in women's studies.

John F. Kennedy School of Government

■ S-157. (Same as Economics 1261)

■ S-551. *International Development: Theory and Policy.*

Dwight H. Perkins, Michael Roemer and Pradeep Srivastava (Spring 1988); Dwight H. Perkins and Pradeep Srivastava (Spring 1989).

Deals with the macroeconomic aspects of development strategies in actual historical contexts as well as the relationship between growth and income distribution.

■ S-553. (Same as Economics 2690b)

■ S-555y. *Research Seminar: International Development.*

Shantayanan Devarajan, John Thomas (1987-88)

Designed for students pursuing specific research topics in public policy and management in the developing countries.

■ S-556. (Same as Economics 2720)

■ S-562. *Workshop: The Design and Management of Development Programs and Projects.* John Thomas (Spring 1988; Spring 1989).

This workshop in program design draws heavily on students' experience and

working knowledge of analytic techniques, attempting to synthesize practical experience and education to provide the student with a stronger set of skills for future participation in development programs. (Also listed in the School of Public Health as ID-220cd).

■ S-563. *Economic Policy Analysis in Developing Countries*. Goldman, Michael Roemer (Spring 1988; Spring 1989).

Guidance and practice in using economic theory and methods to prepare policy analyses for high-level decision-makers in the governments of developing countries.

■ S-564. *The Politics of Development Policy in the Third World*. Grindle (Fall 1987; Fall 1988).

A comparative exploration of the political, economic, and ideological foundations of major policies for economic and social development in the Third World.

■ S-565. (Same as Economics 1266).

■ S-566. (Same as Economics 1230).

■ S-567. (Same as Economics 1262).

Harvard Business School

■ HBS-1949 *Relationship Between Government and Business in Agribusiness*. Goldberg and C. Peter Timmer.

Explores the impact of government policies on private decision-making of firms in global farm supply, farming, food processing, and food distribution companies, and potential for private firms to affect public policies.

Graduate School of Education

■ A-095. *Integrative Seminar*. Charles Myers.

This seminar is intended for APSP core doctoral students, and it focuses on development of diagnostic and prescriptive skills required of educational leaders.

■ A-210. *Evaluation of Programs and Policies*. Carol H. Weiss. (Fall 1988).

The course focuses on an understanding of the purposes of evaluation; the role of the evaluator; and the role of evaluation conclusions in organizational decision-making.

■ A-215. *Educational Research in the Third World*. Noel McGinn. (Spring 1988; Spring 1989).

The seminar focuses on effectiveness of teachers, school principals, schools, national systems and research, including topics such as research priorities of international agencies, education and training of women, curriculum development and literacy retention.

■ A-180. (Same as Sociology 247).

■ A-324. *The Structure of Education and its Reform*. William K. Cummings. (Fall 1987; Fall 1988).

Studies the origins of mass education in the United States and other industrialized

countries and recent movements to reform the educational systems.

■ **A-731. *Administrative Models of Higher Education.***

William K. Cummings. (Spring 1989).

This course surveys several models of higher education and considers their international impact. The focus initially is on Western and Japanese models of higher education; the course subsequently deals with higher education in developing countries.

■ **A-803. *Policy Options for the Development of Education.***

William K. Cummings. (Spring 1988; Spring 1989).

The course focuses on the relation between education and development including human capital formation. Policy areas such as educational selection, tracking, school administration, teacher training and political participation are considered.

■ **A-828. *Education and Development: Social Change and Social Policy in Developing Societies.***

Charles Myers. (Fall 1987; Fall 1988).

Introductory review of theories of economic and social change with special emphasis on social investment and social policy in the process of modernization and development.

School of Public Health

■ **HPM-220cd. *Module on Operations Management.***

Donald Shepard. (Spring 1988).

Techniques in quantitative analysis for health care systems.

■ **HPM-221ab. *Managing Health Delivery Organizations.***

Albert Henn, Richard Cash, and Donald Shepard (Fall 1987).

Introduces the management of health delivery organizations in industrialized and less developed countries. Topics include organizational issues, financial management, cost accounting, management control systems, and institutional strategy.

■ **HPM-262cd. *Health Planning and Policy for Developing Countries.***

Donald Shepard (1987-88 and 1988-89).

Deals with skills needed for health planning through lectures, problems, and case studies. Strong emphasis is placed on the economic analysis of health issues in developing countries.

■ **HPM-264b. *Operations Management.***

Donald Shepard and Robin Gorsky. (Fall 1988).

Introduces quantitative techniques useful for making models and decisions in health services forecasting.

■ **HPM-265d. *Management Information Systems.***

Albert Henn and Joel Lamstein. (Spring 1989)

This course is designed to teach international health managers how to design health

sector management information systems, and how to use microcomputers to manage those systems.

■ HPM-290abcd. *Applied Research Project - International health section.*
Donald Shepard (1988-89).

Offers a supervised experience for a thorough analysis and recommendations of a problem in international health with a field-based client.

■ HPM-300. *Health Policy Tutorials.*
Donald Shepard and Albert Henn (1987-88 and 1988-89).

■ ID-208a. *Transformation of the Health Sector in South Africa: Obstacles and Possibilities.*
Richard Cash. (Spring 1987; Spring 1988).

■ ID-209a. *Health Services in Developing Countries.*
Richard Cash. (Fall 1987; Spring 1988).

Provides a broad overview of health and health care problems in developing countries. Central issues include ecological, environmental, and other characteristics of developing countries affecting health, analysis of health problems, alternative approaches to solving them.

■ NUT 208cd. *Nutritional Aspects of Human Disease.*
Guillermo Herrera and Jelja Witschi. (1987-88 and 1988-89).

Reviews the role of diet in the causation and management of clinical obesity, diabetes mellitus, coronary artery disease, anemia, liver disease, alcoholism, gastrointestinal disorders, and renal disease.

■ NUT 210ab. *Nutrition Problems of Less-developed Countries.*
Guillermo Herrera. (1987-88 and 1988-89).

The nutrition problems of less-developed countries are discussed in the context of basic human needs. Special emphasis on issues in human biology relevant to the formulation of nutrition policy and programs.

■ NUT-358. *Research.*
Guillermo Herrera (Fall 1987; Fall 1988).

The role of nutrition and other environmental factors in the etiology and management of diabetes mellitus; the relationship of malnutrition to physical and cognitive development; ecology of protein-caloric malnutrition and behavioral consequences; vitamin A deficiency and child morbidity/mortality.

■ POP-217b. *Introduction to Community Diagnosis of Birth and Death Rates in Developing Countries.*
Gretchen Berggren, John Wyon, Joseph Valadez. (1988-89)

This course introduces students to principles of community diagnosis and their application for developing decentralized health service delivery systems in Third World countries.

■ TPH-202b. *Epidemiology of Infectious Diseases of Public Health Importance in Developing Countries.*
Richard Cash. (Fall 1987; Fall 1988).

Thorough review of the epidemiology of infectious diseases of public health importance in developing countries with emphasis on epidemiologic patterns of bacterial

and viral diseases as they relate to different geographic and socioeconomic environments.

■ TPH-300c. *Urban Health Care in Developing Countries*.
Richard Cash. (Spring 1989).

■ TPH-300d. *Assessment of Health Needs and Interventions in Natural and Man-made Disaster in Developing Countries*.
Richard Cash (Spring 1989).

■ EPT-224d. *Field Methods for Developing Countries: Epidemiology Surveys, Program Evaluation*.
Richard Cash (1988-89).

Harvard Law School.

■ HLS 3086. *International Finance and Law: Debt Restructuring*.
Philip A. Wellons.

Students examine the causes of the debt crisis in developing countries and proposals to resolve it, exploring major economic and political issues in addition to legal ones.

STUDENT PROGRAMS

■ Edward S. Mason Program in Public Policy and Management



Mason Fellows meet President Oscar Arias of Costa Rica during the 1988-89 spring field trip to Nicaragua and Costa Rica.

Initiated in 1957, the Edward S. Mason Program in Public Policy and Management brings approximately fifty-five middle- to senior-level officials from developing and newly industrialized countries to the John F. Kennedy School of Government at Harvard each year. These officials pursue a one-year program resulting in a Master in Public Administration degree. Originally focused on economics, the course offerings now permit concentration in such diverse fields as public management; public health; education; public enterprises; agriculture and food policy; and urban, regional, and energy planning. HIID interviews more than two hundred candidates per year in their home countries, teaches some of the courses they select, and provides academic and logistical support while Fellows are residing in Cambridge.

1987-88

The 30th class of Mason Fellows was composed of 12 women and 41 men representing 28 countries, including, for the first time, a Fellow from South Africa. The geographical distribution by region included 21 Fellows from East and Southeast Asia, 11 from South Asia, 13 from the Caribbean and Latin America, three from North Africa and the Middle East, and five from Africa.

Mason Fellows arrive at Harvard with strong and varied academic preparations. This year's class had 10 bachelor's degrees in engineering, nine in economics, six in law, five in political science, and three each in history, business administration, commerce, English literature and English, with two each in behavioral science and psychology, and one each in public administration, accounting, journalism, and medicine. A number of the Fellows also had previous master's degrees, including seven L.L.B.s, six M.B.A.s and one M.D. There were also four each in public administration and political science, three in economics, two each in English literature and engineering, and one each in history, commerce, organizational psychology, East Asian studies, linguistics and library science.

Fifteen Fellows were sponsored by their own government agencies, 12 had scholarships from USAID, and 11 were self-sponsored. Six were funded by UNDP, five by the Ford Foundation, four by the World Bank, and two by the OAS. Financing the program continues to be a major concern for Fellows, and several experienced financial difficulties during the year because their expected grants did not come through. As a result, for the 1988-89 academic year the Mason Program office has adopted a strict policy of not allowing Fellows to enter the program unless their financing is firm. The University registrar is also committed to enforcing this rule.

Thirty-five of the Fellows worked for government agencies, including administrative services, foreign ministries, ministries of education and defense, customs services, central banks, and government corporations. Six worked for private development organizations, four for international organizations, two for private banks, two were journalists, and there was one doctor, one professor, a librarian, and the president of a power company.

The annual fall retreat of HIID staff and the Mason Fellows was held in early September at the Chatham Bars Inn on Cape Cod, and one of the highlights was a talk by Professor Raymond Vernon on the origins of the Mason Program. Other activities this year included the monthly luncheon series, which featured guest speakers Professor Rudiger Dornbusch of MIT; Professor John Kenneth Galbraith; Alice Rivlin, former director of the Congressional Office of Management and Budget; and Martin Kalb, former chief diplomatic correspondent for CBS and NBC news.

The Mason Fellows went to Mexico in March for their spring field trip. Fifty of the Mason Fellows and four American mid-career program students were accompanied by Richard Thornburgh, director of the Institute of Politics; Merilee Grindle of HIID; and Marcia Grant, Andrea Yelle, and Karen Steeber of the Mason Program office.

Mexican President Miguel de la Madrid received the entire group in his home and encouraged the Mason Fellows to explore Mexico as a development model. Political change was also a dominant theme of the trip, which preceded the June national elections in which Carlos Salinas de Gortari, an alumnus of the program, was a successful presidential candidate for the Institutional Revolutionary Party (PRI). The Fellows were hosted by El Colegio de Mexico, ITAM, the Ministry of Agriculture, the governors of Queretaro and Oaxaco and the mayor of Mexico City. The group also visited the archeological sites of Teotihuacan, Mitla and Monte Alban.

The first fellowships given specifically to the Mason Program were named in honor of Costa Rican President Oscar Arias. They will permit two outstanding Costa Ricans to attend the Mason Program. These new fellowships have helped us to make fundraising for an endowment and fellowships a high-priority activity for the coming year.

The Mason Fellows as a group performed well academically. This year all 53 Fellows received their Masters in Public Administration in June. Five of the top ten M.P.A. scholars were from the Mason Program, and three Mason Fellows were selected as Lucius N. Littauer Fellows: Denise Yue of Hong Kong, Anthony Ollero of the Philippines, and Luisa Rohr of Argentina. A new prize to recognize academic and leadership achievement among Mason Fellows was established this year, the Josephine and Raymond Vernon Prize in Academic and Leadership Distinction. The awardees were: Tan Yongsoo and Chiang Chie Foo of Singapore for academic distinction, Sheela Bhide from India for academic and leadership distinction, and El Sadig Musa from the Sudan for leadership distinction.

After eight years of directing the Edward S. Mason Program, Nancy Pyle left to become a special assistant in international affairs to President Derek Bok. The new director, Marcia Grant, joined the program during the summer of 1987, coming from USIA and an earlier academic career of teaching politics of development.

1988-89

The 31st class of the Mason Program was composed of 62 Fellows: nine women and 53 men representing 36 countries, including, for the first time, participants from Cambodia and Laos. After a hiatus of many years, Fellows attended from Uruguay and Western Samoa. As in the past, the class continued to have a strong Asian presence, with 13 students from South Asia, eight from Southeast Asia and 11 from East Asia and the Pacific. There were also 10 Fellows from Africa, two from the Middle East, 15 from Latin America and the Caribbean, and three from Indochina.

Mason Fellows come from an impressive variety of academic and professional backgrounds. This year's class had nine bachelor's degrees in economics, seven in engineering, and six in political science/international relations. Fellows also held degrees in physics, sociology, city planning, military science, humanities, agriculture, public administration, and hotel management. Many of the Fellows had previous

master's degrees, with six in economics; five in business administration; three in public health; two each in political science, physics, engineering, and philosophy; and one each in veterinary medicine, English literature, management, social science, journalism, biochemistry, and international relations. Underscoring the academic strength of this group is the fact that there were five Ph.D.s: three in law and one each in disease control and sociology.

Sponsorship of this year's Fellows was divided among their governments, international organizations, and U.S. government agencies. Fifteen received funding from their home countries and another 15 were sponsored by USAID. The Ford Foundation contributed support to nine; five each received funding from UNDP and the Asia Foundation; four received funding from the Fulbright Program; two each received funding from The World Bank and the Run Run Shaw Foundation; and one each from the Pan American Health Organization, USIA, and the Volta River Authority. In addition, seven Fellows were self-financed. The majority of the Fellows worked for their governments. Five Fellows came from universities, four worked in the private sector, and three worked for non-governmental organizations.

In preparation for the academic year, the Fellows attended a two-month summer program at the Kennedy School. In July they studied computers, economics, math, English, and case studies. They were joined in August by their American and European colleagues in the mid-career program.

In September the annual retreat with the HIID professional staff took place at the Chatham Bars Inn. In October, the 30th anniversary of the Mason Program was celebrated with a major two-day event on development. Speakers included Harvard's president, Derek Bok; the president of the African Development Bank, Babacar N'Diaye; Robert McNamara, president emeritus of the World Bank; and James Grant, director general of UNICEF. The anniversary spurred a major fund-raising effort to complete the Edward S. Mason Chair in Development, which continues.

The monthly luncheon series began in October and continued throughout the academic year. Speakers included Professor Rudiger Dornbusch of MIT; Marvin Kalb, director of the Joan Shorenstein Center for Press and Politics; Professor Noam Chomsky of MIT; Graham Allison, dean of the Kennedy School; and Professor John Kenneth Galbraith. Holiday parties were also held for the Fellows and their families at Thanksgiving, Christmas, and the June commencement.

This year's spring field trip was to Nicaragua and Costa Rica. The trip was organized by Gail Gugel with the help of Mason Fellows Miguel Gomez of Nicaragua and Jesus Castro of Costa Rica. Marc Lindenberg and his wife Kathy, and Administrative Dean Nancy Dunn of the Kennedy School of Government accompanied the trip. The group was hosted by President Daniel Ortega in Nicaragua and President Oscar Arias in Costa Rica. Although only a single day was spent in Nicaragua, the visit to two countries offered the Fellows a comparative perspective that greatly enriched the trip.

Fifty-nine of the Fellows received their M.P.A degrees on June 8, 1989. Most of the Fellows returned to their home countries to work at the end of June, while a few students stayed in the United States to continue their studies. Several Mason Fellows were recognized at graduation for their outstanding academic performance, leadership, and contribution to the Kennedy School. Aruna Bagchee of India, Raul Rodriguez of Mexico, and Tharman Shanmugaratnam of Singapore were selected as Kennedy School Littauer Fellows. Gopalan Balagopal of India was the first mid-career Fellow to receive the Manuel C. Carballo award for his paper on "ICDS in India: An evaluation of Child Survival Interventions." For the second year, the Josephine and Raymond Vernon Prize recognized academic and leadership distinction in the Mason Program. Francisco Diez of Argentina and Cheng Yan Yeo of Malaysia were recog-

nized for academic performance; Jesus Castro of Costa Rica was recognized for scholarship and leadership. The first recipient of the Eric Yankah Volta River Authority Prize for group leadership was Lito Lorenzana of the Philippines.

1987-88 Mason Fellows

ARGENTINA

Luisa Rohr, Lawyer, Dr. Rubeel, Segal & Asociados

BANGLADESH

Anwar Faruque, Assistant Secretary, Ministry of Relief and Rehabilitation

BOLIVIA

Eduardo Rodriguez, Attorney

COLOMBIA

Jorge Melguizo, Account Officer, Banco de Bogota

Bertha Ospina, Consul, Consulate of Colombia, Boston

Hernando Ruiz, Economic Vice-President, FENALCO

Gabriel Soto, Secretario General, Banco Central Hipotecario

COSTA RICA

Jorge Monge, Minister, Ministry of Planning

EGYPT

Taher Farahat, II Secretary, Ministry of Foreign Affairs

ETHIOPIA

Mathewos Woldu, Economist, The World Bank

GUATEMALA

Edgar Pape, Counselor, Embassy of Guatemala

HAITI

Lionel Delatour, Minister-Counselor, Embassy of Haiti, Washington, D.C.

Pierre Marie Boisson, Ministry of Economy and Finance

HONG KONG

Chung Yue, Director, Hong Kong Economic Affairs Office

INDIA

Shyam Bajpai, Managing Director, MP State Cooperative Oilseed Growers' Federation, Ltd.

Sheela Bhide, Deputy Secretary, Department of Rural Development

Rabi Das, Joint Secretary and Director of Food, Government of Gujarat

Anil Lakhina, Director, Maharashtra Institute of Administration

Vinod Rai, District Collector, Government of Kerala

Sunder Thomas, Secretary to State Government, Social Welfare and Labor, State of Karnataka

JAMAICA

Valerie Veira, Special Assistant to Director, Jamaica Industrial Development Corporation

KOREA

Soonwoo Hong, Chief, Planning Division, The Bank of Korea

Bonghee Kang, Division Chief, The Bank of Korea

Gil Soo Kim, Assistant Director, Economic Planning Board

MALAWI

Wilfred Chintochi, Planning Officer, Department of Economic Planning and Development

MALAYSIA

Sani Bin Mat Ahmad, Senior Administrative Officer, Central Bank of Malaysia
Chow-Soon Ng, Senior Economist, Bank Negara Malaysia

NEPAL

Roshan Bajaracharya, Consultant, Industrial Services Center

NICARAGUA

Arnoldo Martinez, Inter-American Development Bank, Office of Professional Services

PAKISTAN

Javaid Awan, Additional Deputy Commissioner
Ishfaq Khattak, Divisional Traffic Officer, Pakistan Railway
Shaigan Malik, Deputy Director, Islamabad Administration
Shahid Rashid, Deputy Secretary, Government of Baluchistan

PEOPLE'S REPUBLIC OF CHINA

Hong Chen, Program Officer, China International Center for Economic and Technical Exchanges
Yiwei Wang, Deputy Chief, Foreign Trade Department
Chen Yue, Research Fellow, Research Center for Economic, Technological and Social Development

PERU

Carmen Yliana Hermosa, Officer of Technical Cooperation, Latin American Association of Developing Financial Institutions

PHILIPPINES

Ramon Abaya, Chairman and President, Cagayan Electric Power & Light Co.
Ernesto Garilao, Executive Director, Philippine Business for Social Progress
Pastor Lorenzo, Research Tutor/Consultant, Center for Research and Communication
Rosalina Magat, Head of Program Management Department, Farmers Livelihood Assistance Group
Antonio Ollero, Deputy Executive Director, Economic Support Fund

SAUDI ARABIA

Mahmood Al Jarboa, Director, Computer Automation Department, Saudi Arabian Department of Customs

SINGAPORE

Judy Lim, Director of Operations, National University Hospital
Soo Khiang Bey, Head of Air Intelligence Department, Ministry of Defense
Chie Foo Chiang, Director, Information and Services Division, Ministry of Education

SOUTH AFRICA

John Tsebe, Librarian, University of the North

SUDAN

El Sadig Musa, Principal Industrial Engineer, Africa Development Bank

TAIWAN

Rock Jo Shui Leng, Central News Agency
Yun Wang, Senior Reporter, China Times

TUNISIA

Rafla Mrabet, Tunisian Embassy, Washington D.C.

1988-89 Mason Fellows

ARGENTINA

Francisco Diez, Chief of Cabinet, Ministry of Foreign Affairs

BANGLADESH

Safar Hossain, Director, President's Secretariat
Zia Siddiqui, Joint Director, Bangladesh Bank
Bishnu Saha, Assistant Secretary, Ministry of Jute

BHUTAN

Deo Narayan Dhakal, Planning Officer, Ministry of Power Industries & Mines

BOLIVIA

Elba Calero, Assistant Population Officer, USAID

CAMBODIA

Sophon Ngeth, Administrator, Ampil Camp, Site II
Tanivong Neal, 1st Vice-President, Societ_ de Construction Industrielle

CAMEROON

Herman Ntchatcho, Assistant Representative, United Nations High Commissioner
for Refugees

COSTA RICA

Jesus Castro, General Manager, Marta Hotels

COLOMBIA

Sonia Rodriguez, Researcher/Demographic Advisor, University Javeriana
Hernando Lobo Guerrero, Advisor to Mayor of Bogota as UNDP
Consultant

ECUADOR

Jamil Mahuaud, Senator, Former Minister of Labor

EGYPT

Salah El Sabaa, Executive Manager, Cabinet of Ministers' Information & Decision
Support Center

EL SALVADOR

Ricardo Castaneda, Senior Partner, Castaneda, Salinas & Associates

GHANA

Joshua Ofedie, Budget Officer, Volta River Authority

HONG KONG

Keith Kwok, Principal Assistant Secretary for Transport

INDIA

Aruna Bagchee, Director, Ministry of Agriculture, Krishi Bhavan
Gopalan Balagopal, Director, Ministry of Information & Broadcasting, Shastri
Bhavan
Jarnail Singh, Secretary, Government of Manipur
Chandrashekar Balakrishnan, Private Secretary to the Minister of State for Food
and Civil Supplies
Shrawam Nigam, Joint Director, Department of Economic Affairs,
Ministry of Finance

INDONESIA

Chandra Emirullah, Section Chief of Finance, Ministry of Finance

JAMAICA

George Briggs, Director, Administrative Staff College
Marie Slyfield, Executive Director, Government Administrative Reform Program

KOREA

Seock Eom, Protocol Secretary to the Prime Minister
Byung Chen Oh, Director, National Security Institute

LAOS

Pheuphanh Ngaosvathyn, Former Director of Political Affairs, Ministry of
Foreign Affairs

MALAWI

Roy Kavinya, Assistant Chief Economist, Department of Economic Planning and
Development
Stallard Mpata, Principal Secretary, Ministry of Labor

MALAYSIA

Nooraisah Ahmad, Program Coordinator, National Institute of Public
Administration
Chen Yan Yeo, Senior Economist, Central Bank of Malaysia

MEXICO

Eduardo Suarez, Under-Director in Financial Programming, Finance and Public
Credit Ministry
Raul Rodriguez, Technical Director, National Foreign Trade Bank/Bancomext
Francisco Cota Gomez, Under-Director for Health Services, Mexican Institute of
Social Security

NICARAGUA

Miguel Gomez, General Director, Ministry of Agricultural Development and
Agrarian Reform

NIGERIA

Habib Abdullahi, Principal Planning Officer, Economic Planning Division, Kano
State Government
Abubakar Umar, Military Governor, Kaduna State

PAKISTAN

Mohamed Hanif, Deputy Director, Organization and Methods Division, Cabinet
Secretariat
Rukshana Saleem, Vice-Commissioner, Sind Employees Social Security Institution
Mohamed Khan, Director, Industries and Mineral Development, Government of
Sind

PANAMA

Eduardo Vallarino, Director, National Civic Crusade

PEOPLE'S REPUBLIC OF CHINA

Lang Sheng Shuo, Deputy Division Chief, China International Centre for Economic & Trade Exchanges, Ministry of Foreign Economic Relations and Trade

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Julian Yang, Director, Department of International Cooperation, Economic System Reform Institute of China

Yang Yang, Deputy Division Director, Research Center for Economic, Technical, and Social Development, The State Council

PHILIPPINES

Christopher Gomez, Systems Analyst, Central Bank of the Philippines

Lito Lorenzna, Undersecretary, Department of Environment and Natural Resources

Primo Arambulo III, Regional Advisor in Veterinary Public Health, Pan American Health Organization/ World Health Organization

Alex Flores, Chief of Staff, Constabulary Security Group

SAUDI ARABIA

Zuhair Hamzah, Manager of Planning and Development Control, Yanbu Industrial City, Royal Commission for Jubali and Yanbo

SENEGAL

Aida Lo Faye, Rural Health Project Coordinator, Ministry of Public Health

SRI LANKA

Herbert Gunawardane, Deputy Inspector General, Sri Lanka Police Service

TAIWAN

David Poo, Deputy Director, Corporate Planning Division, Department of Rapid Transit Systems, Taipei Municipal Government

Wu Nai Jen, Standing Member of Central Executive Committee, Head of Public Information Department, Democratic Progressive Party

THE GAMBIA

Momodou Sallah, Financial Analyst, The National Investment Board

UGANDA

Paul Kasozi Kazenga, Senior Personnel Officer, Ministry of Public Service and Cabinet Affairs

Abel Ayazika Nakwagala, Personal Assistant/ Administrative Officer to the Minister of Economic Planning and Development

URUGUAY

Hugo Davrieux, Division Director, Office of Planning and Budgeting

WESTERN SAMOA

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■ Summer Workshops/Programs



The Harvard Institute for International Development has a deep commitment to institution-building as an integral part of its provision of technical assistance to developing countries. This commitment finds one form of expression in the educational opportunities and training provided for the mid-career professionals who act as our colleagues and counterparts in the countries where we work. In some instances this involves helping them gain access to existing programs of professional education in their own countries and abroad. In other cases, HIID has helped devise special forms of training appropriate for the individuals and institutions involved.

One area where the Institute has been expanding its efforts is in the design and implementation of summer workshops and programs aimed at specific areas of technical expertise. The original model for these efforts is the Public Enterprise Workshop, which celebrated its fifteenth year of existence in 1989. HIID staff, working with the Boston Area Public Enterprise Group (BAPEG), created this program to train managers of public enterprises and officials of government agencies that deal with public enterprises at the policy level.

The second HIID initiative in this area was the development of the Course on Banking and Monetary Policy in Developing Countries. The course, which began in 1984, was originally a forum for the trainees in the Indonesian State Bank Training Project. Since then, it has expanded both its scope and the roster of trainees to cover a wide range of issues in the field for banking and financial officers from the commercial banks, central banks, and finance ministries of many developing countries.

A third summer workshop quickly emerged when the Program on Investment Appraisal and Management was added to the HIID roster in 1985. The PIAM workshop has become extremely popular among government officials and representatives of the private sector as well. To date, over 256 participants have successfully completed the PIAM workshops.

In the summer of 1987 two new Africa regional workshops were initiated by the Institute, both of which were held at the Agricultural Resource Centre of Egerton University, Njoro, Kenya. These two efforts were designed for English-speaking participants from the countries of sub-Saharan Africa. Each workshop is led by senior HIID staff with faculty drawn from the Institute, other international development agencies, and African institutions in the public and private sectors.

The Workshop on Food and Agricultural Policy Analysis is a five-week course designed for economists — public sector officials, consultants, and staff of donor agencies — involved in policy analysis on a broad range of food and agricultural issues. The goal is for participants to enhance their ability to analyze critical food and agricultural issues that confront their countries and communicate the results of their analyses to policy decisionmakers.

The Workshop on Budgeting in the Public Sector is a four-week workshop designed for middle-level officials who have a role in preparing, reviewing, or overseeing the implementation of budgets at the national or sub-national level — including operating ministries, parastatals, and regional or local-level governments.

The Educational Policy and Planning Analysis Workshop, coordinated by Project BRIDGES, trains educational planners and policymakers in the use of microcomputers through the hands-on application of software and methodologies designed for educational policy planning.

■ Course on Banking and Monetary Policy In Developing Countries

This course was initiated by HIID in the summer of 1984 as a forum for the trainees under the Indonesia State Bank Training Project. The purpose was to discuss recent trends and prospects in Indonesian banking, to consider how their graduate training in the United States could be applied to Indonesian problems, and to learn about the practical aspects of banking operations and regulation through visits to financial institutions in the United States and Canada. From the beginning, there were individuals from other countries interested in participating in the workshop, and they accounted for three of the 18 participants in the first workshop. In subsequent workshops one-half to one-third of the 30 participants have been from Indonesia and the remainder from other developing countries.

The six-week course developed by HIID combines a systematic review of the experience of several developing countries that have initiated a process of financial deregulation, with a similar investigation of the policy and regulatory structure of several developed countries, including those of the United Kingdom, Canada and the United States. Subjects addressed in the course include: the role of financial institutions in the development process; patterns of regulation of financial institutions and problems of deregulation; alternative instruments of monetary policy in a decontrolled monetary system; implications of deregulation for bank policies mobilization and allocation of funds; problems of efficiency, performance evaluation, and incentives in state-owned or mixed banking systems; recent innovations in financial instruments, customer services, and information systems as well as their relevance for developing countries; and techniques for managing risk and maintaining solvency in unstable financial environments.

The workshop is directed by David Cole, coordinator of financial and banking studies, HIID. Claire Brown served as administrator for the course during 1988 and 1989.

The 20 participants in the 1988 summer course came from 14 different countries and were a more experienced and senior group overall than has been the case in previous years. The main themes of the course included monetary policy, regulation of financial systems and solvency crises, asset and liability management for financial institutions operating in modern market-oriented environments, and the development of new international financial instruments and markets. The course was led by David Cole and Philip Wellons, deputy director of the Program on International Financial Systems at Harvard Law School.

In addition to the two course leaders, 1988 lecturers included: Hugh Patrick (Columbia University), on the evolution of the Japanese financial system; Hal Scott (Harvard Law School), on basic principles of financial regulation; Millard Long, (World Bank) on the World Bank's role in dealing with financial crises in developing countries; Aristobulo de Juan (World Bank), on the Spanish banking crisis; Mark Flannery (Univ. of North Carolina), on a computer simulation game based on the Indonesian banking system to teach principles of asset liability management; and Betty Slade Yaser (HIID project associate in Indonesia), on Turkey's recent experience with financial reforms and the development of money markets in Indonesia.

The course members visited a number of financial institutions in the Boston area, including the Federal Reserve Bank of Boston, the regional office of the Federal Deposit Insurance Corporation, and a venture capital firm, Advent International. A field trip to Canada included stops in Montreal, Ottawa, and Toronto. Senior officials of the Ministry of Finance, the Bank of Canada, and the new Office of the

Superintendent of Financial Institutions discussed the recent changes in Canada's regulatory system. There were also visits to the Royal Bank of Canada and the *Caisses Populaires Desjardins* (Quebec's huge cooperative credit institution, a diversified, multi-service financial organization) in Montreal, and the head offices of the Bank of Montreal and the Ontario Securities Commission in Toronto. Professor John Chant of Simon Fraser University, a frequent HIID consultant in Indonesia, joined the trip for four days and gave talks on the particular offices and institutions that were visited.

The 1989 course on banking and monetary policy was held in Singapore from May 14 to June 23. Holding the course in Singapore allowed a closer look at financial policies that have transformed Singapore into a booming financial center in the brief period of two decades. The consensus of those who attended from Africa (8), the Middle East (2), Asia (10), and Latin America (1) was that the experience of visiting Singapore and nearby Malaysia was extremely useful for understanding the complex process of financial development. Senior officials of the Monetary Authority of Singapore and Bank Negara Malaysia, commercial banks, merchant banks, securities dealers, and regulators in both countries addressed the course and explained both the policies and circumstances that had guided the rapid expansion and diversification of their financial systems.

The course covered the following range of topics: financial development and its relation to economic development; supervision of financial institutions; the objectives and instruments of monetary policy; financial aspects of bank management; and the evolution of new financial instruments, especially in the international markets. The participants included central regulators, who engaged in lively debates both in and out of class.

Lecturers in the 1989 course included David Cole, HIID; Philip Wellons, HIID and Harvard Law School; Mark Flannery, University of North Carolina; Dean Tan Chwee Huat, Basant Kaput, and Amina Tiabji from the National University of Singapore; and Philip Pillai, a prominent Singapore attorney and specialist on financial regulation. An alumnus of the 1987 course, Abdul Murad, who has recently been appointed director of the Banking Regulation Department at Bank Negara Malaysia, gave a highly informative briefing on the Malaysian banking system and, in the process, demonstrated some of the benefits he had derived from his earlier participation in the course.

■ 1988 Course participants

BOLIVIA

Ricardo Rojas, Manager, Development Office, Central Bank of Bolivia
Mario Tejada, Banco Hipotecario Nacional

BURMA

U Maung Maung Than, Ministry of Finance
U Min Aung, Director General of Budget Department, Ministry of Finance
and Planning

CHINA

Li Youpeng, Research Center for Economic, Technological and Social
Development, The State Council of P.R.C.

COLOMBIA

Mary Cecilia Berrio, Auditor of Banking Services, Central Bank of Colombia

EGYPT

Mohammed Ahmed, Deputy Manager, Foreign Division, National Societe
Generale Bank

FRANCE

Jacques G. Toureille, Senior Operations Officer, Financial Sector Adjustment Project, Ghana, World Bank

THE GAMBIA

Lalla M. Ceesay, Manager, Current Accounts and Savings Department, Gambia Commercial and Development Bank

Abdoulie Sonko, Branch Manager, Gambia Commercial and Development Bank

GRENADA

Michael Archibald, General Manager, National Commercial Bank of Grenada

INDIA

Krishna Murthy, Ministry of Finance

INDONESIA

Widharto, Junior Economist, Monetary Division, Bank Indonesia

Achwan, Deputy Director, Private Supervision Department, Bank Indonesia

Adhi Paryono, Ministry of Finance

JORDAN

Kamal S. El-Fanek, Public Debt Department, Central Bank of Jordan

KENYA

Francis O. Awuor, Undersecretary Monetary Division, Fiscal and Monetary Affairs Department, Ministry of Finance

Samuel D. Kameri, Undersecretary, Fiscal and Monetary Affairs Department, Ministry of Finance

MEXICO

Juan Lecuona-Valenzuela, Center for Latin American Monetary Studies

THAILAND

Kiettisak Meecharoen, Deputy Director, Department of Bank Supervision and Examination, Bank of Thailand

■ 1989 Course Participants

BANGLADESH

M. Ruhul Amin, General Manager, Bangladesh Bank Training Academy

Ataul Haq, General Manager, Department of Banking Inspection

INDONESIA

Tarihoran Sabar Anton, Junior Economist, Monetary Division, Bank Indonesia

Firdaus Djaelani, Directorate of Financial Institutions and Accountancy, Ministry of Finance

Dahlan Siamat, Directorate of Financial Institutions and Accountancy, Ministry of Finance

Nana Supriana, Deputy Manager of Foreign Exchange, Bank Indonesia

JORDAN

Zayyan Z. Zawaneh, General Controller, Central Bank of Jordan

MALAWI

Michael Damalekani Chembe Banda, Assistant General Manager, Foreign Exchange Reserve Bank of Malawi

NIGERIA

Toyin Phillips, Assistant Director, Central Bank of Nigeria

SAUDI ARABIA

Abdul Aziz A. Al-Ghusen, Banking Control Department, Saudi Arabian Monetary Authority

SIERRA LEONE

Mohamed Morlai Turay, Director of Banking, Bank of Sierra Leone

ZAMBIA

Anna Sankhulani, Research Department, Bank of Zambia

■ Program on Investment Appraisal and Management

During the summer of 1985, HIID offered, for the first time, a unique program on investment appraisal and management. The program was created especially for professionals in public and private organizations who are involved in investment decisions affecting major projects. Participants learn modern methods of conducting financial, economic, and social evaluations of projects, as well as techniques for project planning and implementation. Participants also become proficient in using microcomputers to make financial and management decisions.

The eight-week course consists of core lectures, discussion groups, case studies, computer-based exercises and the completion of an actual project evaluation. Core lectures are conducted in the mornings by the program faculty and special lectures are given weekly by experts from the public and private sectors on particular investment and management issues. The balance of the day is spent examining case studies, using microcomputers to analyze investment projects, and discussing presentations by program members.

Teaching staff for the program include Program Coordinator Glenn Jenkins (Institute Fellow) and Graham Glenday (Institute associate). Vivien Goldman is program administrator.

The 1988 Program on Investment Appraisal and Management began on June 27 with a full roster of 55 participants. Thirty-six countries were represented. For the first time we had participants from Costa Rica, Kuwait, Luxembourg, St. Kitts and Nevis, Swaziland, Western Samoa, Zambia, and Zimbabwe. These participants brought to 70 the total number of countries represented in the program over four years.

The 1988 program had an expanded teaching staff with four principal lecturers: Glenn Jenkins, Graham Glenday, Fernando Fernholz, and Jonathan Haughton. They were assisted by six tutors: Shiva Kumar, Lora Sabin, and G.P. Shukla, Ph.D. candidates at the Kennedy School of Government; and Baher El-Hifnawi, Hiroshi Kato, and Pastor Lorenzo, recent KSG graduates.

The curriculum for 1988 was amended to emphasize project organization and risk analysis in addition to the core material on project appraisal. Guest lecturers for this aspect of the course included Louis Wells (Harvard Business School), David Smith (Harvard Law School), Donald Lessard (M.I.T.), John Parsons (M.I.T.), Raymond Vernon (John F. Kennedy School of Government), Adebayo Ogunlesi (First Boston Corporation in New York), and Savvakis Savvides (Cyprus Development Bank). Savvides is a 1985 alumnus of PIAM. Other lecturers included Arnold Harberger (University of Chicago), Richard Patten (HIID), Malcolm Gillis (Duke University and formerly of HIID), and Chun-yan Kuo (senior economist, Canadian Department of Finance). Course materials included LOTUS 1-2-3 and RiskMaster, an original risk analysis software package that was developed by Savvakis Savvides. Both LOTUS and RiskMaster are used by the participants to appraise actual projects they have

brought with them.

In 1989, the Program on Investment Appraisal and Management began its fifth year. The 1989 program had 56 participants representing 34 countries. For the first time there were participants from Bolivia, Bhutan, United Arab Emirates, Papua New Guinea, Laos, Cambodia, Canada, Belize, and Antigua.

1989 program faculty included Glenn Jenkins, Graham Glenday, Jonathon Haughton, Fernando Fernholz, and Roy Kelly. Members of the tutorial staff include D.N.S. Dhakal, Madi Hirshland, Joseph Tham, and Mona Yacoubin-Carlson. Ignacio Harriague, who served as a tutor, is an alumnus of the program from 1986. Baher El-Hifnawi assisted in the program for three years, returning from Egypt to assume the responsibilities of head tutor.

Guest lecturers for 1989 included: Professor Louis Wells of the Harvard Business School; Professor John Parsons of M.I.T.; Professor Raymond Vernon of the Kennedy School of Government; Adebayo Ogunlesi of the First Boston Corporation; Professor Robert Conrad of Duke University; and Professor Arnold Harberger of the University of Chicago and the University of California at Los Angeles.

■ 1988 PIAM participants

BOTSWANA

Thulisizwe William Johnson, Assistant Project Officer, Botswana Development Corporation

Bame Kgari, Senior Economist, Ministry of Finance and Economic Planning

Victor Jakopo Senye, Assistant Projects Officer, Botswana Development Corporation

CAMEROON

Patient Bebe Manga Bell, Deputy Director of Industrial Planning, Ministry of Planning and Regional Development

Gerard Yves Djophant, Chief of Service of Prospective Studies, Ministry of Planning and Regional Development

Jerome Obi Eta, Deputy Director of Highways, Ministry of Equipment

COSTA RICA

Jose Rivera, International Division Manager, Banco Nacional de Costa Rica

CYPRUS

Andreas P. Andreou, Senior Analyst, Cyprus Development Bank

Constantinos Iacovou, Planning Officer, Planning Bureau

DENMARK

Diana Hidalgo, Head of Section, The Industrial Fund for Developing Countries

ECUADOR

Patricio Vicente Marquez, Research Fellow, PAHO, World Health Organization

EGYPT

Rasha Adel Abdel-Hakim, Senior Project Analyst, MISR Iran Development Bank

Aly El Hariri Ekbal, Commercial Secretary, Ministry of Economy and Foreign Trade

THE GAMBIA

Abdoulie Saihou Sey, Economist, National Investment Board

Byemalleh M. Wadda, Economist, National Investment Board

GUYANA

Patrick Francis Kendall, Deputy Head, Department of International Economic Cooperation, Secretariat of the President of Guyana

HONDURAS

Orlando G. Castro, Head, Project Analysis Department, Banco Centroamericano de Integración Económica

JORDAN

Amir Abdelfattah Bakir, Senior Economic Researcher, Royal Scientific Society
Nabih Ahmad Salameh, Director, Projects Department, Pension Fund

KENYA

Richard Ethan Ndubai, Agricultural Senior Assistant Inspector, Office of the President

KUWAIT

Ali H.J. Shihab, Economist, Operations Department, Kuwait Fund for Arab Economic Development

LESOTHO

Mantho Motselebane, Senior Educational Planner, Ministry of Education

LIBERIA

Raymond Jallah, Jr., Director, Ministry of Planning and Economic Affairs

LUXEMBOURG

Georges Heinen, Project Officer, U.N.D.P. Vietnam

MALAYSIA

K. Ariyathavaratnam, Director, Roads and Traffic Management, Mayor's Office, Kuala Lumpur

MEXICO

Arturo Baca, Project Officer, Banco de Mexico
Graciela Cintora-Rubin, Loan Officer, Interamerican Development Bank
Mario Novelo Guizar, Head, Project Appraisal Department, Banco de Mexico

NIGERIA

Ajiboye Agunbiade, Senior Research Fellow, Nigerian Institute of Social and Economic Research

PAKISTAN

Anis ul-Haq, Deputy Secretary, Lahore Chamber of Commerce and Industry
Abdul Ghafur Mir, Executive Vice-President, Pakistan Industrial Credit and Investment Corporation, Ltd.
Abdul Karim Nayani, Office of PDM, U.S. Agency for International Development
Mohammad Saeedullah, Vice-President, National Development Finance Corporation
Tariq Sultan, Managing Director, Punjab Small Industries Corporation

PHILIPPINES

Lazaro Mariano Javate, Senior Financial Analyst, Ministry of Labor and Employment

ST. KITTS AND NEVIS

Kenrick W. Clifton, General Manager, St. Kitts and Nevis Investment Promotion Agency

SINGAPORE

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SOMALIA

Mohamoud Awil Ibrahim, Senior Financial Analyst, African Development Bank

SRI LANKA

Shriyalatha Paranavitane, Deputy Director, Ministry of Finance and Planning

SUDAN

Abd El Malik Elfadni, Senior Financial Analyst, Islamic Development Bank

SWAZILAND

June Nonhlanhla Richards, Senior Planning Officer, Ministry of Natural Resources and Energy

TAIWAN

Wei-Haw Jean, Senior Specialist, Department of Performance Evaluation, Council for Economic Planning and Development

TANZANIA

Alois Charles Mtowa, Principal Management Consultant, Eastern and Southern African Management Institute

THAILAND

Prasert Chuaphanich, Director, Department of Engineering, Provincial Waterworks Authority

Anothai Techamontrikul, Senior Vice-President, Industrial Finance Corporation of Thailand

TRINIDAD AND TOBAGO

Clarry Benn, Manager, Investments, Trinidad Unit Trust Corporation

Gerard Stanley Johnson, Operations Officer, Interamerican Development Bank

TUNISIA

Habib Kamoun, Financial Analyst, African Development Bank

UGANDA

Boaz Buhamizo, Deputy Head, Supervision/Recovery, Uganda Development Bank

Ephraim Gumisiriza, Secretary, Industrial Licensing Board, Ministry of Industry and Technology

Robinah L. Sabano, Industrial Officer, Ministry of Industry and Technology

WESTERN SAMOA

Kolone Vaai, Financial Secretary, Government of Western Samoa

ZAMBIA

Mukela Saasa, Assistant Director, Investment Policy Department, National Commission for Development Planning

ZIMBABWE

Enos Henry Kawisa, Senior Project Analyst, Small Enterprises Development Corporation

Augustine Nzuma, Principal Officer, Ministry of Cooperatives, Community Development and Women's Affairs

■ 1989 PIAM participants

ANTIGUA

Edward Aaron, Senior Financial Analyst, Data Processing Assistant, Government of Antigua

BELIZE

Yvonne S. Hyde, Permanent Secretary, Government of Belize, Ministry of Economic Development

BHUTAN

Kinley Dorji, Undersecretary, Ministry of Agriculture

BOLIVIA

José Luis Contreras, Finance Manager, La Continental de Seguros y Reaseguros S.A.

BOTSWANA

Centre Babe Botana, Senior Economist, Ministry of Finance and Development Planning

Gerald Nyadze Thipe, Principal Economist, Ministry of Finance and Development Planning

CAMBODIA

Sophon Ngeth, Administrator, Ampil Camp, Site II, Thai Border, Khmer-People's National Liberation Front

CAMEROON

Joseph Gado, Deputy Director of Construction, Ministry of Public Works and Transport

CANADA

Richard Laliberté, Chief, Quantitative Tax Analysis, Tax Policy Department, Department of Finance, Government of Canada

EGYPT

Dina El-Halwagy, Consultant, Peat, Marwick, Hassan and Co.

EGYPT

Mahmoud Sadek Foda, Director and Partner, First Cairo Finance Company

THE GAMBIA

Abdul Rahman Cole, Principal Industrial Economist, Ministry of Economic Planning and Industrial Development

Bai Ibrahim Jobe, Economist, Ministry of Finance and Trade
Mambury Njie, Economist, Ministry of Finance and Trade

GHANA

Dr. William A. Adote, Chief Director, Ministry of Transport and Communications
Patricia Mensah, Deputy Director, Monitoring and Evaluation Division
Vincent Ate Ofosu-Amaah, Head, Development Finance Unit, Ghana Commercial Bank

GUATEMALA

Carlos Alfredo Villeda, Coordinator, Agricultural Program, Central Bank of Guatemala

INDONESIA

Ida Nuraini Hasni, Research Associate, Center for Policy and Implementation Studies

JAMAICA

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Veniece Pottinger, Director, Planning and Economic Policy Division
JAMPRO, Ltd.

JORDAN

Suleiman Musa Hawari, Deputy Managing Director and Finance Manager, Arab Potash Co.

KENYA

Peter Kariuki, Senior Planning Officer, Kenya Pipeline Corporation Ltd.

KOREA

Nam-sup Huh, Managing Director, Planning Operations, Korea Green Cross Corporation

LAOS

Pheupanh Ngaosyvathn, Former Director of Political Affairs, Ministry of Foreign Affairs

LESOTHO

L. Leuta, Chief Industry Development Officer, Ministry of Trade and Industry

MALAYSIA

Ismail bin Alowi, Assistant Manager, Public Finance Division, Bank Negara
Bruno Vun Leong Chung, Research Officer, Institute for Development Studies

MEXICO

Pitágoras González López, Head, Agriculture Program FIRA, Banco de Mexico
Daniel Salazar Saldaña, Financial Analyst FIRA, Banco de Mexico
Francisco Torres Noyola, Advisor to General Director FIRA, Banco de Mexico

NEPAL

Dr. Jagadish Raj Baral, Agriculture Extension Chief, Agriculture Training and Manpower Development Program

PAKISTAN

Ghiasuddin Ahmed, Secretary to Chief Minister, Chief Minister Secretariat
Javaid Aslam, Chief of Section, Planning and Development Department,
Government of the Punjab
Syed Samsamul Haque, Joint Secretary, Finance Division, Government of Pakistan
Mushtaq Malik, Director General, Local Government and Rural Development

PAPUA NEW GUINEA

Ereman Ragi, First Assistant Secretary, Commercial Investments Division,
Department of Finance and Planning

PHILIPPINES

Elmer H. Dorado, Senior Development Specialist, National Economic and
Development Authority (NEDA)
Lemuel Mendez Miravalles, Director, Ateneo Center for Foreign-Assisted Projects,
Ateneo de Manila Graduate School of Business
Mary Margaret Que, Senior Financial Economist, Corporate Affairs Group,
Department of Finance

REPUBLIC OF CHINA

William C.C. Chen, Associate Administrator, Mechanical Industrial Research
Laboratories, ITRI
Katherine Mei-Li Jen, Deputy Director Secretary, Development Fund,
Executive Yuan

SAUDI ARABIA

Saleh Fahad Al-Ajaji, Project Officer, Saudi Industrial Development Fund
Mohammed Abdullah Al-Megbel, Project Officer, Saudi Industrial
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SRI LANKA

B. Abeygunawardena, Assistant Director, National Planning Division, Ministry
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S.C. Perera, Deputy Director, Ministry of National Planning

SWAZILAND

Zandile Tshabalala, Senior Assistant Planning Officer, Ministry of Works and Communication

TANZANIA

Edine E. Mangesho, Economist I, Ministry of Industries and Trade

THAILAND

Chaisak Chumprom, Economist, Policy and Planning Department, Petroleum Authority of Thailand

Songkram Grachangnetara, Director, Evaluation Division, Budget Bureau, Ministry of Finance Complex

Sawadiparp Kantatham, Director of Security and Defense Projects Division, Bureau of the Budget

Pornpan Pookaiyaudom, Assistant Director, Project Analysis Division, Office of the Board of Investment

UGANDA

Lennox Kato-Ddungu, Assistant General Manager, Development Finance Group, Uganda Commercial Bank

Moses Kayingo Kibirige, Principal Loan Officer, Uganda Development Bank

UNITED ARAB EMIRATES

Nabeel Abdulla Qambar, Director of Asian Division-Operations, Abu Dhabi Fund for Arab Economic Development

ZIMBABWE

Nicholas Shoko, Senior Cooperative Office, Ministry of Cooperatives

Demetria Sibindani, Operations Officer, Small Enterprises Development Corporation

■ Public Enterprise Workshop

For the past fifteen years, the Harvard Institute for International Development (HIID) has sponsored the Public Enterprise Workshop (PEW), a summer program designed to assist policymakers and managers of state-owned enterprises in developing countries improve their planning and management skills. Public enterprises in most developing countries play a key role in carrying out national development policies. They face serious issues and problems in achieving social and economic goals, in establishing autonomous yet accountable organizations, in implementing modern information and control systems, and in identifying resources for improving performance. Yet, despite the diverse country environments in which the enterprises operate, their situations are often quite similar.

In 1973, HIID initiated an international workshop to bring together public enterprise managers, their government supervisors, and a group of concerned scholars. Their purpose was to compare experiences and discuss ways of coping with common policy issues. The subsequent formation of the Boston Area Public Enterprise Group (BAPEG) to promote and coordinate international research and service activities in this area has greatly enriched our knowledge of the field and has helped to develop materials which workshop participants have found useful.

The objective of the Public Enterprise Workshop is to offer participants a broad overview of public enterprise potentials and problems and to provide the tools for understanding and solving problems at the interface between the enterprise and the government. Lectures are combined with group discussions and practical exercises

which afford participants opportunities to test the use of various techniques in specific cases presented to the workshop. While the content of the program changes over the years in response to trends within public enterprise, topics normally covered include: public enterprise as an instrument of national development policy, organizational development and conflict management, marketing and communications strategies, strategic planning, pricing and financing policies, project appraisal, performance evaluation, and privatization.

The workshop is directed by a senior member of the Institute's staff. For five years (1983-1987), the PEW was led by Richard Hook, who left to serve in Indonesia as a resident advisor on the BRI Project. Richard Mallon, who had coordinated the workshop before his resident assignment with the TIP Project in Bangladesh, resumed leadership of the workshop in 1988. Rodney Lister served as the administrative assistant for the PEW during 1988 and 1989; Timothy Brown assisted in 1989. The teaching staff consists of faculty from Harvard and BAPEG, the Boston Area Public Enterprise Group, which includes professors from Boston University, Northeastern, and MIT.

Participants are expected to take an active role in the solution of specific cases dealing with public enterprise problems. They are encouraged to make presentations based on their own experience for group discussion. Several field trips are conducted to local institutions of interest, such as Massport, and to Washington, D.C., where the participants visit the World Bank and the International Monetary Fund. Informal meetings are scheduled with guest speakers, and other events are organized to facilitate a rewarding interchange of ideas and experience. At Harvard the intensive study schedule included training in the use of personal computers. Sixteen computers with printers were installed at Rockefeller Hall, the site of the workshop.

The Fourteenth International Workshop on Public Enterprise Policy and Management in Developing Countries was held in Cambridge during the summer of 1988. Thirty-one participants from 17 countries gathered for six weeks of intensive seminars which combined group discussions with lectures and practical exercises. HIID projects were represented by four Kenyans, four Gambians, and one Indonesian.

The Fifteenth Annual Workshop on Policy and Management of Public Enterprises in Developing Countries was initiated at Harvard on June 19, 1989, with 38 participants from 21 countries. Twenty-one participants were from Africa, 10 from Asia, and three each from the Middle East and Latin America.

■ 1988 PEW Participants

BANGLADESH

 Ghulam Muhammad Quader, General Manager, Jamuna Oil Company Limited

BHUTAN

 Ugen Chewang, Deputy Chief Auditor/National Project Director, Royal Audit Authority

EGYPT

 Abdalla Ibrahim Abdel Rehim, Director General, Chamber of Petroleum and Mining Federation of Egyptian Industries

THE GAMBIA

 Angela Christina Andrews, Chairperson, Gambia National Insurance Corporation

 Lai Mboge, General Manager, GAMTOURS, Gambia Public Transport Company

 James Wilfred Davies, Deputy Accountant General, Accountant General's Department

 Demba Amat Gaye, Gambia Pension Fund Manager, Social Security and Housing Finance Corporation

INDIA

Ravindra Shankar Mathur, Joint Secretary (Pharmaceutical Industry), Ministry of Industry

INDONESIA

Suyoto, Head of Sub-Directorate, Directorate of Investment Fund

JAMAICA

Maisie E. O'Reggio-Alexander, Deputy Financial Secretary, Public Enterprise Division, Ministry of Finance and Planning

KENYA

Charles Musembi Maundu Senga, Undersecretary, Ministry of Finance
Francis Karanjah Mwangi, Principal Assistant Inspector, Inspectorate of State Corporations

Benjamin Enos Oduor, Senior Assistant Secretary, Treasury of the Kenya Government
Hillary Kariuki Njoroge, Undersecretary, Ministry of Finance

KOREA

Dong Soo Kim, Assistant Director, Public Enterprise Performance Division
I, Economic Planning Board (Korean Government)

LIBERIA

Joseph Kpandeh Famolu, Project Manager, Ministry of Agriculture
Jackson E. Doe, Deputy Director General, National Social Security and Welfare Corporation

MALAWI

Alex Cedric Gomani, Principal Economist, Ministry of Finance

MALAYSIA

Jaafar Abu Bakar, General Manager, State Economic Development Corporation
Mohamed bin Haji Abdul Hamid, Assistant General Manager (Administration), Kelang Port Authority
Yahya Y.A. Ghani, Chief Executive, Johor Port Authority

NEPAL

Bhumi Narayan Shrestha, Associate Director of Studies, Nepal Administrative Staff College

PAKISTAN

Arshad Farooq, Joint Secretary, Ministry of Production
Abdullah Akmal, Member (Income Tax), Central Board of Revenue
Rukhsana Jabbar Memon, General Manager, Trading Corporation of Pakistan
Mohammad Azhar, Member (Planning), Planning & Development Department, Government of the Punjab

PHILIPPINES

Eleanor F. de la Cruz, Director, Corporate Concerns Office, Department of Finance, Central Bank of the Philippines
Emmanuel F. Capinpin, Corporate Auditor, Central Bank of the Philippines

SWAZILAND

Mandla Winston Mkwanzazi, General Manager, Swaziland Royal Insurance Corporation
Nicholas Thulasizwe Gumede, Director, Veterinary Services, Ministry of Agriculture

TANZANIA

William A. Mlaki, Director of Planning and Development, Tanzania Investment Bank

1989 PEW Participants

ARGENTINA

Hector Edgardo Angrisani, Bidas S.A.P.I.C.

BOLIVIA

Miguel Sergio Taborga, Director of Fund Raising, Presidency of the Republic of Bolivia

EGYPT

Fatmi Mahhoud Abdel Azim, Head, Commodity Import Program
Magdy Naguib Makkar, Manager of Quality Control, Egyptian Iron and Steel Company

THE GAMBIA

Sainey M. Cham, Managing Director, Gambia Utilities Corporation
Catherine Agatha Goswell, Principal Accountant, Accountant General's Department
Modou Badara Njie, Financial Controller, The Gambian National Investment Board

GHANA

Victor Kodjo Dumashie, Deputy Chief Financial Officer, Volta River Authority
Mr. Francis Kofi Ocran, Senior Consultant for Operations, Ministry of Finance Incorporated
Veronica Wiredu, Deputy Director, Ministry of Fuel and Power

INDIA

Badri Nath Jha, Director of Personnel and Administration, Engineers India Inc.
R.D. Joshi, Director, Bureau of Public Enterprise
N.R. Krishan, Joint Secretary, Ministry of Energy
Shyam Suri, Joint Secretary, Ministry of Industry

IVORY COAST

W. G. Bene Hoane, Senior Economist, Development Research, African Development Bank

JORDAN

Na'man Eissa Fakhoury, Executive Director, Central Bank of Jordan

KENYA

Limo C. Kollum, Senior Assistant, Ministry of Finance
Ernest Muriuki Mungai, Deputy Secretary, Government Investments Department, Ministry of Finance
Edwin Omwemga Nyaribo, Accounts Controller, Ministry of Finance

LIBERIA

Francis Robert-Tuan Karpeh, General Manager, Decoris Oil Palm Company
Alfred B.Z. Kennedy, Project Manager, Butaw Oil Palm Company
Joseph Sowen Neufville, Financial Controller, National Social Security and Welfare

MALAWI

Alimon Alfred Mwase, Economist, Comptroller of Statutory Bodies

MALAYSIA

Abubakar Daud, Chairman, Terengganu State Economic Development Corp.
Mohamad Taufek Nahrawi, Director, Sarawak State Economic
Development Corp.

MEXICO

Pablo Papacostas, Central Bank of Mexico

NIGERIA

Jonathon Oluwole Coker, Minister Counselor, Ministry of External Affairs
J.E. Odiri, Chief Executive, Ministry of Finance Incorporated

PAKISTAN

Mohammad Saeed Qureshi, Member, Prime Minister's Inspection Commission
Zaheer Sajjad, Member, Board of Revenue

PHILIPPINES

Federico Calimbas Pascual, Executive Vice President, Philippine National Bank

TAIWAN

Hao Chen, Express City Editor, The China Times Express

SWAZILAND

Thamsanqa T. Vilane, Senior Assistant Secretary, Ministry of Finance

UGANDA

Washington Israel Tuhumwire, Senior Industrial Officer, Ministry of Industry
and Technology

ZAMBIA

Patrick Andy Lungu, Senior Economist, Ministry of Finance
Chinyama David Mbilikita, Principal Economist, Government of the Republic
of Zambia

ZIMBABWE

Misheck Nyampingidza, General Manager, Dairy Marketing Board

■ Workshop on Budgeting in the Public Sector

This workshop, originally entitled the Workshop on Public Budgeting and Financial Management in Africa, was initially offered in Kenya in the summer of 1987. The workshop is designed for senior officials from English-speaking nations who have a role in preparing, reviewing, or overseeing the implementation of budgets at the national, operating ministry, parastatal or decentralized levels of government.

The workshop combines group discussions with case studies, problem-solving exercises, substantial reading, and instruction in the use of selected technical tools that are useful in budgeting and financial management. The Institute draws on the knowledge and experience it has acquired through its assistance to governments in Africa, Asia, and Latin America. This is supplemented with country data, documents, case studies assembled especially for the workshop, and invited lecturers, including government officials and representatives of international agencies.

The aim of the workshop is to enhance the performance of participants by broadening and deepening their understanding of the entire public budgeting process through the analysis of alternative approaches to public budgeting. This is accomplished through introducing them to the uses in budgeting of cost-benefit analysis, performance indicators, and microcomputers, as well as by building links among participants to enhance the sharing of information and joint problem-solving

across organizational and national boundaries.

Topics covered include: the budget and the national economy; policymaking, planning, and budgeting; the budget as a tool of management; recurrent and development budgets; foreign aid and the budget process, parastatals and the budget process, and reform efforts in selected countries; and management of development projects and the budget process.

With 33 participants from 17 countries enrolled, the second Workshop on Public Budgeting and Financial Management took place in Cambridge from June 26 to July 30, 1988. The program consisted of: (1) discussion of case studies dealing with such problems as setting the size of a nation's budget and the fiscal consequences of a troubled project; (2) lectures dealing with such topics as recurrent costs, the relation of planning and budgeting, expenditure control and performance, and program budgeting; (3) instruction in cost-benefit analysis; and (4) hands-on training in the use of microcomputers in budgeting.

In 1988, Workshop Coordinator Lester Gordon was joined by a faculty consisting of Subramaniam Ramakrishnan, senior advisor in HIID's TAP II Project in Kenya; Donald Shepard, research associate at HIID and associate professor, Harvard School of Public Health; James Verdier, lecturer in the John F. Kennedy School of Government; Robert Youker, a private consultant, formerly with the World Bank; and Eduardo Wallentin and Wenda Tai, recent graduates of the Kennedy School, who served as tutors in the computer laboratory. Guest lecturers included: A. Premchand, assistant director of the Fiscal Affairs Department, International Monetary Fund; Harris Mule, former permanent secretary, Ministry of Finance, Kenya; and Robert Lacey, director of the Public Administration Division, Economic Development Institute, World Bank.

With 26 participants from 18 countries enrolled, the third Workshop on Budgeting in the Public Sector took place in Cambridge from June 26 to August 4, 1989. Workshop Coordinator Lester Gordon was joined by a faculty consisting of Subramaniam Ramakrishnan and Donald Shepard. Guest lecturers included Harris Mule: David Lindauer, research associate at HIID and professor of economics, Wellesley College; David Grossman, former budget director of New York City; and Richard Mallon, Institute Fellow. Jennifer Gordon, Robert Kornfeld, and Robert Shireman served as tutors in the computer laboratory.

■ 1988 Course Participants

BRUNEI DARUSSALAM

Matassan Bin Haji Md. Daud, Head of Research, Ministry of Development
Han Ting Kuang, Assistant Director, Finance Department, Ministry of Defense
Abdullah Hj. Matahir, Financial Officer, Treasury Department, Ministry
of Finance

Pengiran Abdul Rahman Bin PRW Pengiran Haji Metussin, Senior Administrative
Officer, Agriculture Department

COSTA RICA

René Castro Salazar, Executive Director, National Cooperative Board
(Administration Budget Control)

THE GAMBIA

Louise Holdbrook, Cadet Planner/Budget Officer, Ministry of Economic Planning

GHANA

Griffith Danso Apatu, Chief Economic Planning Officer, Ministry of Finance
Samuel Baafi Nyantekyi, Principal Assistant Secretary, Budget Division, Ministry
of Finance and Economic Planning

Twumasi-Ankra Selby, Financial Officer, Ministry of Transport and Communication

JORDAN

Ali Hiyari, Chief of Foreign Loans Division, Ministry of Planning

KENYA

Kenneth O. Atieno, Head of Economic Coordination, Fiscal and Monetary Affairs, Department, Ministry of Finance

Josephine K. Gichuhi, Undersecretary, External Resources Department, Ministry of Finance

Benjamin K. Kisilu, Deputy Permanent Secretary, Finance and Administration, Ministry of Agriculture

G. N. Macharia, Deputy Secretary (Finance), Ministry of Livestock Development

Henry Tiolo Ndiema, Undersecretary, Budgetary Supply Department, Ministry of Finance

LESOTHO

Nthuntsi Borotho, Principal Secretary for Health, Ministry of Health

Everitt Ntai, Financial Controller, Ministry of Agriculture

SUDAN

Ga'afar Eltahir Mohamed Ali, Deputy Undersecretary, Budget Department, Ministry of Finance and Planning

Magdeldin Mustafa, Deputy Undersecretary, Budget Department, Ministry of Finance and Planning

SWAZILAND

Isabella Bongie Katamzi, Senior Planning Officer, Economic Planning and Statistics

Noreen Maphalala, Undersecretary, Ministry of Finance

TANZANIA

Elikira Jubilate Ndossi, Assistant Commissioner, Ministry of Finance and Planning

Mawinda E. J. Owino, Senior Economist, Ministry of Finance and Planning

John Lesley Zayumba, Senior Economist/Assistant Commissioner, Ministry of Finance and Planning

ZAMBIA

Leslie Pierre Mulenga, Chief Budget Analyst, Ministry of Finance

ZIMBABWE

Dominic Muchenje Mandaza, Deputy Permanent Secretary, Finance Ministry of Local Government, Rural and Urban Development

■ 1989 Course Participants

BANGLADESH

Sofia Hasna Jahan Ali, Associate Professor, Economics Department, Dhaka University

BELIZE

Jaime D. Alpuche, Budget Director, Ministry of Finance

REPUBLIC OF CHINA

An-nan Liu, Senior Accountant, Accounting Office, Council for Economic Planning and Development

CYPRUS

Anna Ashikali, Senior Coordination Officer, Planning Bureau, Planning Commission

THE GAMBIA

Suwareh Landing Darbo, Economist, Ministry of Finance and Trade

GHANA

Christine Obeng-Boampong, Deputy Director, Ministry of Agriculture

GUATEMALA

Roberto Adan Macal Lucero, Chief, Unit of Development, Ministry of Finance

KENYA

Emily M. Gatuguta, Assistant Secretary, Ministry of Energy

William P. Mayaka, Deputy Secretary, Ministry of Agriculture

Johnston K. Njoroge, Undersecretary, Ministry of Finance

James J. Nyaga, Deputy Secretary, Budgetary Supply Department, Ministry of Finance

Samuel C. Randiga, Deputy Secretary, Budgetary Supply Department, Ministry of Finance

MADAGASCAR

Jeanne Rasoavo'olona, Chief of the Programming Service, Department of Planning

Irene Modeste Raveloson, Chief of Program Budgeting Service, Department of Planning

MALAWI

Zangazanga D. Chikhosi, Undersecretary of the Treasury, Ministry of Finance

Patrick Benedict Kadangwe, Principal Inspector of Taxes, Office of the Commissioner of Taxes

MALAYSIA

Mohammed Ali bin Ahmad, Senior Assistant Director, Budget Division, Ministry of Finance

Lai Kwok Kong, Assistant Director, Budget Division, Ministry of Finance

NIGERIA

Olugbenga Ogunsanwo, Assistant Director, Central Bank

OMAN

Mohammed J. Hassan, Deputy Secretary, Director of Development Budget, Ministry of Finance and Economy

PAKISTAN

Nawaz Ali Legari, Deputy Secretary, Finance Department, Government of Sind

PHILIPPINES

Jesus C. Beringuela, Undersecretary, Department of Budget and Management

SRI LANKA

Danansooriyalage Piyasena, Deputy Director of the Budget, General Treasury, Ministry of Finance

Anada Rajapakse, Deputy Director of Budget, Budget Office, Ministry of Finance

UGANDA

Christopher M. Kassami, Chief Government Planning Economist, Ministry of Planning and Economic Development

ZIMBABWE

Chipo Mhini, Senior Administrative Officer, Ministry of Finance

■ Workshop on Educational Policy Analysis and Planning

The challenge facing educational planners, policymakers, and administrators in most developing countries is how to continue to expand coverage, increase access, and insure the equitable distribution of resources and opportunity in the face of continuing population growth, expansion of compulsory education, and increasingly limited resources. To be successful, difficult choices must be made from among sets of alternative policies and programs. Under the direction of the BRIDGES Project, the Workshop on Educational Policy Analysis and Planning provided its participants with some of the skills necessary to make these kinds of choices and policy decisions.

The workshop was designed to provide exposure to and training in policy analysis and planning that can be facilitated by the use of microcomputers. It was structured so that participants could learn concepts and skills for using microcomputers, while simultaneously enhancing their knowledge of policy analysis and planning in education.

The workshop's objectives were to contribute to participants' understanding of current concepts and methodologies of education policy analysis and planning; to encourage the use of data routinely collected by ministries and known analytical techniques for policy analysis; to aid participants with the development of systematic outlines of information requirements for policy analysis and planning in their countries; and to provide participants with knowledge and hands-on experience with microcomputer software packages for policy analysis and planning. Participants received training in the use of System for Tracking Education Progress (STEP), a software package designed by BRIDGES to aid in projecting basic educational indicators, as well as an opportunity to discuss their experiences and knowledge of educational policymaking and planning with colleagues from other Third World countries.

Among the topics covered were: concepts, methods, and models for educational policy analysis; data and information requirements for policy analysis and planning; the use of ministry data to evaluate the relative effectiveness of alternative educational delivery services; standard off-the-shelf software packages for policy analysis and planning, including Lotus 1-2-3, Rbase System V, and SmartForecast II; computer-based modeling; the integration of database management, spreadsheet, and statistical analysis software in policy analysis and planning in educational management information systems; and the System for Tracking Educational Progress (STEP).

The instructional staff consisted of faculty from the Harvard Graduate School of Education (HGSE), the Harvard Institute for International Development (HIID), Michigan State University (MSU), and the Research Triangle Institute (RTI) of North Carolina. All have extensive experience working on educational policy and planning issues in Third World countries. The staff included: Thomas Cassidy (information specialist, HIID), Ernesto Cuadra (researcher, HIID), William Cummings (lecturer, HGSE, and research associate, HIID), Russell Davis (professor of education and development, HGSE, and former faculty Fellow, HIID), and Mun Tsang (associate professor, MSU). Administrative and technical staff included: Frank Dall, project manager; Katharine Galaitsis, administrative assistant; and Billie Jo Joy, publications.

■ 1988 Workshop Participants

ANTIGUA

Bevis Peters, Education Planner/Project Manager, University of the West Indies

BURUNDI

Deogratias Kanyarugano, Chef du Service des Statistiques, Ministère de L'Éducation Nationale

EGYPT

Reda A.S. Afifi, Undersecretary/Director General, Ministry of Education

Mashallah M. M. Sayid Ahmed, Systems Analyst, Ministry of Education

Refaat A. Askandar, Systems Analyst, Ministry of Education

Kemal H. Bayoumy, Assistant Lecturer and Researcher, National Center for Education Research

Ahmad I. Heggi, Lecturer, Comparative Education, Helwan University

Nadia Y. K. Mahmoud, Lecturer, Ain Shams University

Sayed M. A. Maksoud, Professor, Institute of National Planning

Hussein M. Nassar, Secondary Stage Inspector, Ministry of Education

Mohamed A. F. Ramadan, Systems Analyst, Ministry of Education

Mustafa A. E Samie, Assistant Professor, Suez Canal University

INDONESIA

Boediono, Head, Center for Informatics, Ministry of Education and Culture

Heroe Prabowo, Computer Programmer, Ministry of Education and Culture

Sumarto, Educational Planner, Ministry of Education and Culture

PAKISTAN

Iqbal Ahmed, Joint Secretary, Ministry of Education

Anwar Khaitran, Secretary of Education, Government of Baluchistan

Habibullah A. Madhani, Manager, Personnel and Administration, Aga Khan Education Service

Muradali K. Nizamani, Secretary of Education, Government of Sind

Muhammad I. Qureshi, Programmer, Academy of Educational Planning and Management

SRI LANKA

M. A. Ariyadasa, Chief Education Officer, Ministry of Education

THAILAND

Chinnapat Bhumirat, Education Specialist, Office of National Education Commission

TUNISIA

Mourad Ezzine, Director of Planning, Information and Statistics, Ministry of Higher Education and Scientific Research

■ Workshop on Food and Agricultural Policy Analysis

HIID's Africa Regional Workshop on Food and Agricultural Policy Analysis was first held in the summer of 1987, at Egerton University's Agricultural Resource Centre in Njoro, Kenya. Dr. Richard Goldman of HIID has served as the workshop coordinator, supported by an international faculty.

The principle aim of the workshop is to introduce participants to practical techniques for analyzing food and agricultural policy in an environment where data and time for analysis are scarce. The focus of the program is on using the basic foundation concepts in economics to define and analyze policy problems and to guide in the use of simple estimating techniques which can substitute, when necessary, for more sophisticated applications.

Main topics covered in the workshop include: making demand and supply projections; agricultural pricing policy issues; measuring the costs, benefits, and distributional impact of food and input subsidies; assessing policy impact on food consumption patterns; international agricultural trade issues; exchange rate impacts on agricultural growth; and food security analysis.

Topics are introduced in lecture modules and reinforced by applied microcomputer-based exercises and problem sets. The exercises are based on Lotus 1-2-3 software, and microcomputer instruction is offered throughout in the workshop's microcomputer lab. Participants work with data from their own countries. During the workshop, participants build a commodity-specific model from their own country's data, supplied by the workshop's data bank. In 1989, the faculty designed a structural adjustment policy game, which was played over a two-day period.

HHID's second annual Africa Regional Workshop on Food and Agricultural Policy Analysis began on June 12, 1988 at Egerton University, with 21 participants from eight African countries. The third Africa Regional Workshop on Food and Agricultural Policy Analysis began on June 25, 1989, also at the Agricultural Resources Centre at Egerton University. There were 25 participants from nine African countries enrolled in the workshop.

Richard Goldman, the workshop coordinator, has drawn together an international faculty including T.C. Pinckney (IFPRI and Williams College), N. Lipumba (University of Dar Es Salam), M. Hall (HHID and FAO), and N. Luwi-Lume (Agman Ltd.).

■ 1988 FAPA participants

MADAGASCAR

Jose Herbert Raratovombahoaka, Ministry of Agricultural Production and Agrarian Reform

MALAWI

Jean Theu, Food Security and Nutrition Policy Unit, Department of Economic Planning

TANZANIA

Mokiwa A. Kigoda, Senior Economist, Ministry of Finance
Andrew R. Kwayu, Agricultural Economist, Ministry of Agriculture
Dominic Beda Massawe, Agricultural Economist, Marketing Development Bureau
Gallus Romanus Monji, Sokoine University

UGANDA

Molson Ammon Kallisa, Principal Planning Economist, Ministry of Coops and Marketing
Elizabeth Mukibi, Senior Economist, Ministry of Planning and Economic Development
Paul Oryokot, Ministry of Coops and Marketing
Peter Watham, Statistician, Agricultural Secretariat, Bank of Uganda

ZAMBIA

Hilda Munjoma, Economist, National Commission for Development Planning, Agricultural Unit

ZIMBABWE

Pascal Mpunzwana, Senior Economist, Agricultural Marketing Authority
Andrew Rukovo, Senior Agricultural Economist, Ministry of Lands, Agriculture and Rural Resettlement

■ 1989 FAPA Participants

BURUNDI

Epitace Nobera, Ministry of Agriculture and Livestock
Alfred Asante, Ministry of Agriculture

KENYA

Rosemary Atieno, Egerton University
Luke Ouma Awange, Ministry of Agriculture
J. Kithinji Chokerah, Ministry of Planning and National Development
Joseph Waweru Kamau, Ministry of Planning and National Development
John K. Kariuki, Ministry of Agriculture
Joel Kiprotich Arap Kimeto, National Cereals and Produce Board
Gamaliel Mesesi Oketch, Ministry of Agriculture
Stephen Were Omamo, Egerton University

MALAWI

Felix Raphael Mloza, Department of Economic Planning and Development

RWANDA

Rwamasirabo Serge, Ministry of Agriculture

SUDAN

Mohamedali Ahmed Hamza, Ministry of Agriculture
Abdelatif Ahmed Ijaimi, Ministry of Agriculture
Abdelrhman Mohamed El-Tohami, Ministry of Agriculture

TANZANIA

Elisha Lwegasila K. Bubelwa, Ministry of Agriculture and Livestock
Anacleti K. Kashuliza, Sokoine University
Miriam A. Nkumbi, Ministry of Agriculture and Livestock
Florence P. Nkya, Ministry of Agriculture and Livestock

UGANDA

Lawrence B. Byensi, Ministry of Cooperatives and Planning
K. Leonard Msemakweli, Uganda Cooperative Alliance
Mark Robert Otim, Ministry of Agriculture
Wilson Sseddekanyi Ssenfuma, USAID Mission
Wemesa Wachemba, Ministry of Cooperatives and Marketing

ZAMBIA

Austin A.K. Mwape, Bank of Zambia

■ Training Office

Since its inception, HIID has had a strong appreciation of the need to assist in the development of analytic and research skills of the staff in developing countries with which it works on technical assistance activities. Thus, in addition to maximizing the informal training that takes place as part of its regular advisory and consulting work, HIID has consistently sought to encourage project funders to include sufficient resources in project budgets to sponsor qualified individuals for advanced training whenever appropriate. The administration of this training was handled on a decentralized basis by each project, and the close contact and personalized support of project backstoppers greatly increased the trainees' chances for success.

In 1981, the Institute was asked by project sponsors to consider moving beyond the narrow scope of assisting only a limited number of trainees. As a result, HIID now supervises the graduate training of an entire cohort of mid-career civil servants from selected government units in large-scale institution-building programs. The intent was to recreate on a larger scale the personalized services that had proven so effective in the training components of earlier technical assistance projects.

During the period covered by this report, the Training Office managed the participant training components of 14 projects. Although its specific responsibilities varied according to the terms of each project, its work generally encompassed four major areas:

(1) Selection and Preparation

- assisting in the selection of qualified candidates for training through field interviews and examinations,
- organizing and administering intensive in-country preparatory programs in language instruction and subject matters related to intended fields of study, and
- placing trainees in carefully selected pre-degree programs in the United States and Western Europe for further language and academic preparation where necessary;

(2) Placement

- selecting graduate programs and short courses that most effectively meet trainee and employer needs,
- coordinating the application process to ensure that all required information is supplied in order for trainees to be considered for admission into competitive universities,
- following through on applications to provide information on foreign universities to admissions offices which may not be familiar with foreign grading practices and the types of transcripts and letters of recommendation supplied by many applicants, and
- assisting in the selection of the program to attend;

(3) Academic Monitoring and Support

- assisting in the design of individual study plans,
- helping in the resolution of any academic or personal problems which may arise, and
- submitting regular reports and briefings to the participant's employer;

(4) Financial and Logistic Support

- disbursing tuition, maintenance, and support payments to trainees and their families during their study abroad, and

- providing assistance with travel, visas, immigration, and medical and health insurance.

To carry out these responsibilities, the Training Office has a full-time staff of ten, comprised of the assistant director, two placement counselors, two academic counselors, an office manager, three staff assistants, and a secretary. An accountant from the HIID Finance Office is also assigned to the Training Office. During the period under review, this office assisted 499 students from Brunei, Cameroon, Indonesia, Kenya, Malawi, Morocco, Senegal, and The Gambia.

Affiliated Programs

■ **Harvard-Radcliffe International Development Forum**

The Harvard-Radcliffe International Development Forum (HRIDF) is an organization of undergraduates at Harvard whose main goal is to bring about a greater understanding of Third World issues among fellow undergraduates. HRIDF was founded in the spring of 1984 by students at the College with the support of C. Peter Timmer, Faculty Fellow at HIID and professor at Harvard Business School. HRIDF's first major effort was the "Realistic Approaches to World Hunger" symposium in April 1984. This two-day event brought together over 400 students from Harvard as well as neighboring colleges. The event was led by Professor Timmer of Harvard and Dr. Nevin Scrimshaw of MIT. The symposium also marked the founding of the Overseas Development Network, a network of students in the United States who share HRIDF's concern for Third World development.

HRIDF's affiliation with HIID was formalized in January 1985. Since affiliating with HIID, HRIDF has been in a stronger position to carry out its program.

■ **Women and International Development: Joint Harvard/MIT Group**

The Women and International Development: Joint Harvard/MIT Group is an international network of researchers, educators, students, development practitioners, and others who share a common interest in the role of women in the development process. The WID Group receives institutional support from HIID at Harvard and from the Center for International Studies at MIT. In addition, the WID Group has received financial support from the Pathfinder Fund and the Kraft Corporation. The WID Working Papers series was begun in 1983 with a grant from the Ford Foundation.

Begun as a discussion group in 1979, WID retains its participatory structure. The Group has an administrative panel of six people elected annually by the membership and an executive coordinator appointed by the panel. The activities of the organization are carried out by several task forces in cooperation with the administrative panel and the executive coordinator. An advisory board of development practitioners, policymakers, and scholars meets biannually to assist the administrative panel in its long-term planning. WID's membership consists of a highly diverse group of women and men of various national, educational, and professional backgrounds, and membership is open to all. Since its inception, WID's membership has grown to over 800 members and attendance at WID programs continues to grow.

WID seeks to increase public awareness of development issues and to narrow the gap between academic research on development and the implementation of development projects. Toward that end, WID sponsors a seminar series, research forums, an annual workshop, and a monthly newsletter.

■ HIID Administration and Staff

HIID has grown considerably since its formal establishment in 1974 as an outgrowth of Harvard's Development Advisory Service, which itself was founded in 1962. HIID now has close to 200 staff members, including professional and administrative staff based in Cambridge, project staff working overseas, and support staff.

The Institute's governing structure derives from its purposes — to draw upon the diverse resources of Harvard to involve the University in development assistance overseas, and to contribute to Harvard's teaching and research in fields related to development work. Day-to-day management is handled by the director, executive director and senior coordinator of plans and programs in consultation with the Committee on Plans and Programs, comprised of senior core professional staff.

Policy decisions, including decisions to engage in new projects, are reviewed by a Faculty Council, consisting of senior members of Harvard's faculties with interest in HIID's work, and by a Committee of Deans, drawn from six Harvard faculties.

The following is a list of the people on those committees, as well as HIID staff during the period from July 1, 1987 to June 30, 1989. It has been the teamwork and dedication of all those listed here which has made it possible for HIID to contribute both to the development needs of the Third World and to the educational enrichment of Harvard University.

GOVERNING COMMITTEES

■ Committee of Deans

A. Michael Spence, Chairman; Dean of the Faculty of Arts and Sciences.

Graham T. Allison, Jr., Dean of the Faculty of Government in the John Fitzgerald Kennedy School of Government.

Harvey V. Fineberg, Dean of the Faculty of Public Health.

Patricia Albjerg Graham, Dean of the Faculty of Education.

John H. McArthur, Dean of the Faculty of Business Administration.

Gerald M. McCue, Dean of the Graduate School of Design.

■ Faculty Council

David H. Maybury-Lewis, Chairman; Professor of Anthropology.

David E. Bell, (*Chairman); Clarence James Gamble Professor of Population Sciences and International Health.

William Alonso, Richard Saltonstall Professor of Population Policy.

John R. David, Professor of Medicine; John Laporte Given Professor of Tropical Public Health in the Faculty of Public Health

William A. Doebele, Jr., Professor of Advanced Environmental Studies in the Field of Implementation in the School of Design.

***Robert Dorfman**, David A. Wells Professor of Political Economy.

Jose A. Gomez-Ibanez, Professor of Urban Planning and Public Policy, Graduate School of Design.

William C. Hsiao, Professor of Health Systems Economics in the Faculty of Public Health.

Elizabeth C. Huidekoper, Director, Office of Budgets and Sponsored Research.

Samuel P. Huntington, Eaton Professor of the Science of Government; Director of the Center for International Affairs.

Francis Keppel, Senior Lecturer on Education in the Graduate School of Education.

John D. Montgomery, Professor of Public Administration in the Faculty of Government.

David N. Smith, Vice Dean; Lecturer on Law and Development, Harvard Law School.

Louis T. Wells, Jr., Herbert F. Johnson Professor of International Business Management.

* Appointment ended before June 30, 1989.

■ Institute Personnel, 1987-1989



Senior Management

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***This listing includes all members of the HIID professional staff who served overseas on HIID projects during the reporting period, including those listed in previous categories.*

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- John M. Cohen**, Institute Fellow; Senior Advisor, Resource Management for Rural Development Project, Kenya; J.D. University of Michigan Law School; Ph.D. University of Colorado (Political Science).
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■ Visiting Scholars Program

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Visiting Scholar appointments are normally for one academic year, but appointments for shorter periods are possible under certain circumstances. Reappointment for a second year can be considered when additional time is required to complete planned research. Candidates are usually affiliated with another institution from which they take leave for the period of appointment.

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Rosario Manasan, Lecturer, College of Economics and Management, University of the Philippines at Los Banos

Chung Hyan Ro, Professor, Graduate School of Public Administration, Yonsei University, Korea

Sjahrir, Lecturer, Department of Economics, University of Indonesia

Moshe Syrquin, Professor of Economics, Bar-Ilan University, Haifa, Israel

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■ HIID Sources of Funds

The sources of financing for HIID activities during the 1987-89 period have included private foundations, multilateral and bilateral aid agencies, regional development banks, the United Nations organizations, and host governments. Cambridge-based projects and research activities have been funded by the U.S. Agency for International Development, the Christopher Reynolds Foundations, Inc., the City of San Juan (Puerto Rico), the U.S. Department of Agriculture, the Ford Foundation, Hospital Management Corporation of America-PR, the International Fund for Agricultural Development, the International Tropical Timber Organization, the Korea Development Institute, the San Juan Aids Institute, and the United Nations Development Programme. In addition, a number of Institute activities were financed through subcontracts from consulting firms that included ABT Associates, Robert R. Nathan Associates, and the John Snow Public Health Group Inc. Various departments and schools of the University supported the courses taught by the Institute staff.

Support for overseas projects has come from the U.S. Agency for International Development, the Bank Rakyat Indonesia, the Center for Policy and Implementation Studies, the governments of Bangladesh, Negara Brunei Darussalam, Ghana, Indonesia, Kenya, Malawi, Senegal, Thailand, and the United Nations Development Programme. In addition, the U.S. Agency for International Development, and the World Bank and its affiliate, the International Development Association, have supported projects by providing funds to the governments of Indonesia and Bangladesh and to private institutions and firms including the Center for Human Services, the International Human Assistance Program, the Midwest Universities Consortium for International Activities, and Pacific Management Resources, Inc., who have, in turn, contracted for HIID services.

HIID Sources of Funds: July 1, 1987 – June 30, 1989

	1987-88	1988-89
I. Overseas Activities		
A. Fiscal Policy	622,379	1,656,949
B. Economic Policy Reform	5,905,622	6,361,786
C. Rural Development	2,183,917	2,172,297
D. Public Health	2,560,794	3,637,128
E. Assistance to Research Institutions	1,170,536	2,043,578
F. Management Reform	2,228,783	2,280,872
G. Training	7,073,917	7,340,929
Subtotal	21,745,947	25,493,540
II. Cambridge-based Activities		
A. Economic Policy Reform	1,724,907	1,444,093
B. Educational Planning Research	2,120,261	2,603,328
C. Public Health Research	1,169,812	1,962,036
D. Educational Programs	1,410,243	1,337,124
E. Teaching	308,328	298,776
F. Other	124,235	36,670
Subtotal	6,842,730	7,835,915
III. Other Income	602,465	612,701
TOTAL	29,206,197	33,888,267