

Final report of technical assistance from the  
Harvard Institute for International Development to  
the Unidad de Análisis de Políticas Económicas (UDAPE),  
Ministry of Planning, Government of Bolivia

USAID project contract number: 511-0571-C-00-7063

Period and amount: 1/1987 - 8/31/1989 : US\$ 1,477,053  
9/1/1989 - 8/31/1990 (no cost extension)  
9/1/1990 - 8/31/1991 : US\$ 496,750  
9/1/1991 - 12/31/1992 (no cost extension)

Total (1/1987-12/1992): US\$ 1,973,803

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**Scope:** This report contains a summary and an evaluation of the technical assistance offered by the Harvard Institute for International Development (HIID) to the Unidad de Análisis de Políticas Económicas (UDAPE), a policy analysis unit in the Ministry of Planning, Bolivia. UDAPE has received foreign technical assistance through the United States Agency for International Development (USAID) since 1984. Financed by USAID, HIID started working with UDAPE in January of 1987.

In this report I focus mainly on the role of technical assistance from the viewpoint of HIID since 1987. Jameson evaluated the role of technical assistance before 1987<sup>1</sup> and Cooley, Crosby, and Daly in 1991 evaluated UDAPE from its beginning<sup>2</sup>. This report is reflective and analytical rather than descriptive or chronological because it is intended to help UDAPE and USAID think and plan for the future. To be brief I have left out topics covered by previous evaluations and focused on areas discussed lightly by past.

In the appendices I include a list of the outputs from the project. Appendix 1 contains a list of the resident advisors and

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<sup>1</sup>. Kenneth Jameson, "Política de reforma del proyecto 511-0571, primera evaluación externa" (1985) and "Interim project evaluation: policy reform project AID-Bolivia" (1988).

<sup>2</sup>. L. Cooley, B. Crosby, and J. Daly, "Evaluation of UDAPE and the Policy Reform Project (Project No. 511-0571)" (1991). Management Systems International.

their publications from the project. Appendix 2 contains a list of the consultants, the subjects they worked on, and the dates of their employment. Appendix 3 contains a list of the most important reports produced by the consultants. Lastly, Appendix 4 contains a list of the papers presented at the two conferences sponsored by UDAPE/USAID/HIID.

**Foreign technical assistance to UDAPE:** Foreign technical assistance to UDAPE has gone through three overlapping stages.

First stage. During the initial stage, from 1984 until about 1987, UDAPE brought consultants to help set up computers and the system for collecting and analyzing economic information, two valuable legacies to this day.

Besides work on computers and information, UDAPE brought a loose collection of short-run consultants to work on helter-skelter topics. Advisors did little of substance during UDAPE's formative years, as written evaluations of the time and oral history suggests. UDAPE took whatever it could get, with little thought (so it would seem) to the quality of the advisors. Writing about this early period, Jameson said: "...the economic situation is so desperate...that the administration will welcome any type of technical advice it can get" (my emphasis)<sup>3</sup>. Perhaps the

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<sup>3</sup>. The Spanish version reads as follows: "Finalmente la situación económica se ha puesto tan desesperada y es tan escaso el

macroeconomic turmoil of the 1980s, the lack of clarity about UDAPE's own mission, and the large efforts needed to get UDAPE started made it difficult to screen for quality.

Second stage. During the second stage, from about 1988 to 1990, as the Bolivian economy stabilized and UDAPE's role in the government became clearer, the number and usefulness of consultants increased. UDAPE brought consultants to work on specific problems--developing a Computable General Equilibrium model, improve the Social Accounting Matrix--or (somewhat later) address pointed policy questions--is the exchange rate overvalued? did stabilization hurt smallholders?--or (at present) to think strategically about how to tackle important hurdles--how should the government think about privatization? economic growth? and the like.

During the second stage UDAPE brought consultants individually, in pairs to work jointly on the same project, or in sequence to study the same problem so UDAPE could get a second (or third) opinion on a problem.

Third stage. As UDAPE's technical and analytical expertise increased (there is now a PhD on its staff), UDAPE took over much  

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campo para manipular en estos tiempos, que cualquier administración dará la bienvenida a cualquier experiencia técnica que pueda recibir...." (Jameson, "Política de reforma....", 1985, p. 6).

of the work done by consultants. Whereas in the past UDAPE brought consultants to study general topics, at present UDAPE is bringing consultants for more and more specialized studies. At present UDAPE has its own cadre of well-schooled generalists.

Besides using more specialists, UDAPE is putting more effort into thinking about what it wants and writing clear, terse terms of reference, leaving little room for ambiguity about what consultants should do. Unlike the past, at present UDAPE marries the consultant to one or two of its own staff to ensure the transfer of knowledge and skills and to prevent the consultant from drifting.

UDAPE also shows increasing ability and good judgement in helping to select consultants. During the first two stages UDAPE routinely accepted consultants supplied by HIID or Nathan Associates. Over the years UDAPE has gotten to know many fine academic and development practitioners in the world. This allows UDAPE to assess better the quality of candidates recommended by HIID and to recommend candidates which HIID may not have known about.

In sum, UDAPE's ability to think carefully and clearly about what it wants, to write lucid, unambiguous, and doable terms of reference, to link its analysts with the consultant while the consultant is in La Paz, to know many international consultants,

all suggests that UDAPE has matured in its use of foreign assistance and has graduated from the status of a dependent institution needing a continual broker to the outside world.

**What have consultants done?:** The remarks in this section refer exclusively to the use of short-term consultants. HIID had two resident advisors: Arthur Mann who left before I took over the project in 1988 and Mario De Franco, who served for two years (1988-1990). De Franco excelled in his role as resident advisor. His stellar performance raised the standards and expectations of a resident advisor at UDAPE. By the time De Franco left he had done such a good job that within a short time after his departure we realized it was not necessary to replace him. By not doing so we helped to institutionalize the project.

Macroeconomics and sectoral studies: Many outside observers (myself included) have lamented UDAPE's inordinate concern with things macroeconomic at the expense of microeconomic or sectoral topics. The routine critique of UDAPE's substantive work runs something like this: during the initial stages UDAPE focused on macroeconomics because macroeconomics drove and hurt the Bolivian economy. As the macroeconomic chaos abated, so the reasoning goes, sectoral problems gained saliency but UDAPE lagged in its willingness and ability to tackle these problems.

This diagnosis is wrong, at least from the perspective of the

work done by consultants. A review of the short-term consultants hired by HIID since January, 1987 (Appendix 2) shows that the emphasis on macroeconomics has varied over the years. To construct the table below I arbitrarily classified each consultant assignment listed in Appendix 2 into either of two categories: macroeconomic or sectoral (though there is some overlap as with the use of CGE models to study electricity or agriculture).

The table below suggests a much more fluid and varied composition of macroeconomic and sectoral topics over the lifetime of HIID's involvement. Consultants did much sectoral work in the early years (eg, 1988) and macroeconomic work only accounts for 30% to 50% of the foreign technical assistance in the past two years, suggesting that UDAPE has already shifted much of its attention to microeconomic problems.

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Composition of topics studied by consultants at UDAPE (%)

<u>Year</u>	<u>Percentage</u>			<u>Consultants Number</u>
	<u>Macroeconomic</u>	<u>Sectoral</u>	<u>Other</u>	
1987	61	39	0	13
1988	8	90	2	48
1989	37	30	33	43
1990	63	37	0	19
1991	30	43	27	23
1992	50	50	0	22

Source: Appendix 2

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UDAPE's use of foreign assistance to study sectoral topics has changed. In the past, much so-called sectoral work was done from

a largely macroeconomic, desk-bound perspective. For instance, UDAPE's advisors made sophisticated macroeconomic models to study topics such as the effects of coca eradication on the national economy or optimal pricing, investment, and trade policies for natural gas, oil, and electricity. But in recent years UDAPE has asked outside advisors to get more involved with the sector and use more micro-level information. There is an increasing willingness among UDAPE staff and the consultants to do field work.

Formal training. Since 1987 HIID has held two workshops (each lasting one week) at UDAPE: one on the use of CGE models taught by Professor Santiago Levy of Boston University and one on project appraisal taught by Eduardo Blanco. Both workshops, particularly the one on modelling, received high marks from the UDAPE staff. It is unclear why UDAPE did not ask HIID to organize more workshops. Perhaps UDAPE's staff is too busy with day-to-day affairs and, consequently, the Director finds it difficult to release part of his staff for training, however short the training may be.

Informal education - the resident advisor. De Franco earned unmistakable accolades from UDAPE, outside evaluators, USAID officials, and consultants who got to know him. De Franco's success deserves special mention because it highlights the things USAID may want to keep in mind as they search for future resident advisors. De Franco excelled at UDAPE because he is Latin and could get along with the staff at UDAPE; his quiet charisma and

refined interpersonal skills helped. He had excellent analytical skills and so could help on substance. More importantly, he loved to think, and think creatively on anything brought to his attention. He spent endless hours with the staff of UDAPE brainstorming many topics, most of which had little to do with his own expertise. This passion with thinking, the courage to tackle problems lying far from his expertise, and his broad vision of the economy made him an invaluable asset.

General education. UDAPE asked HIID in 1989 and in 1990 to organize a conference in La Paz on stabilization and economic growth. It is difficult to comment on the usefulness of the conferences because I helped to organize them and because it is difficult to gauge the merits of a conference designed to educate policy-makers and the public about what needs to be done. The proceedings of the conferences will be published soon (Appendix 4).

Instead of commenting on the usefulness of the conferences, I would like to briefly compare the organization and management of the two conferences because they highlight UDAPE's growing maturity in its handling of outside advisors. UDAPE learned much from the first conference in organizing the second.

Both conferences centered on the same topic - stabilization and growth; both were preceded by a visit of UDAPE officials to Cambridge to discuss possible topics; both were open to the general public; and both drew on a distinguished list of international

economists. But the similarities end there. In the first conference UDAPE and HIID were unable to keep the authors focused on Bolivia. We got a loose string of interesting papers on stabilization and growth in the Southern Cone, but the authors left dangling the links to Bolivia. In the second conference UDAPE sent information about Bolivia to the authors and explicitly asked them to write about Bolivia. By grounding the conference in Bolivian information, the second conference elicited a much more lively debate with the public and policy-makers. In the first conference the authors dealt exclusively with macroeconomics; in the second conference most of the authors wrote on health, education, agriculture, and the like. Lastly, in the first conference the authors never had a structured dialogue with policy-makers; in the second, UDAPE set aside a day for discussions between the conference participants and policy makers. The Director of UDAPE, Juan Carlos Requena, and professors G. Edward Schuh and Vittorio Corvo visited the President of Bolivia to brief him about the main points of the conference. This ensured that the message got to the right people.

#### **The Future:**

From quantity to quality. As UDAPE's ability to do analysis increases, its demand for outside generalists will keep falling but its need for good specialists will increase. This trend has implications for finding expatriate advisors, whether short or long

term. HIID has found it increasingly difficult to find good specialists to go to Bolivia under USAID's present pay scale; many simply refuse to go because they get paid too little. Good specialists get paid more than good generalists, but USAID's pay scale for consultants does not reflect this. USAID should become more flexible in making allowances for rates that exceed the USAID maximum, particularly for first rate advisors who could save UDAPE much time. The increasing emphasis on quality also has implications for finding a suitable long-term resident advisor for UDAPE. It will not be easy.

From macroeconomics to sectors: If I am correct in noting a trend toward more specialized, sectoral topics, then I foresee an increasing flow of consultants to Bolivia to work on issues which have received inadequate attention in the past. Perhaps at UDAPSO we will see more consultants helping Bolivian policy-makers think about education, health, agriculture, women, the environment and some of the imponderable obstacles to development--ethnicity, values, corruption, and the like.

From top-down to collaborative research: More and more of the problems facing Bolivia will be sectoral and will require a medium to long-term perspective to handle properly. To be effective UDAPE will have to develop a vision of the future and earmark part of the technical assistance to do the research so the vision materializes.

This will require a change in the way USAID, Bolivian, and policy-makers, and expatriate consultants think and work. It will require sustained medium to long-term collaborative work. But truly collaborative work cannot be done until the bulk of UDAPE's staff is better trained. The PhD will become a prerequisite to do good analysis in the future. The tools needed to review and synthesize the literature, to independently carry out policy research, and to be able to speak as equals with foreign consultants can only be obtained with a PhD. The MA is an anachronism in today's rapidly changing world. The government of Bolivia and USAID must support UDAPE in their efforts to get more PhDs, otherwise UDAPE will lose competitiveness.

In the short to medium run, foreign advisors will probably continue to be useful, rubber stamping things everyone knows, giving second opinions, offering substantive help on topics where Bolivian analysts have done little work, and serving to gently remind people of the things which typically fall through the cracks: women, ethnicity, the environment, and agriculture. But in the long run, outsiders' greatest contributions lies in enhancing the analytical abilities of Bolivians by working collaboratively with them as equals.

APPENDIX 1

RESIDENT ADVISORS

RESIDENT ADVISORS	TITLE OF PUBLISHED REPORT(S)	DATE
Arthur Mann	The Role of Tax Reform in Bolivia Under Economic Liberalization and Stabilization  Paper Presented at the HIID Conference on Development Reforms, Marrakech, Morocco	October 26-29, 1988
Mario de Franco	High Inflation and Bolivian Agriculture  <u>Journal of Latin American Studies</u> (with Ricardo Godoy)  Vol. 24, part 3, pp. 617-637	October 1992
Mario de Franco	The Economic Consequences of the Cocoa Industry in Bolivia  <u>Journal of Latin American Studies</u> (with Ricardo Godoy)  Vol. 24, pp. 375-406	October 1992
Mario de Franco	Potato-Led Growth. The Role of Agricultural Innovations in Transforming Bolivian Agriculture: A Macroeconomic Perspective  <u>Journal of Development Studies</u>	1993 (Forthcoming)

RESIDENT ADVISORS	TITLE OF PUBLISHED REPORT(S)	DATE
Mario de Franco	Bias and Neglect in Agricultural Research in Bolivia  <u>Journal of Latin American Studies</u>  Manuscript	1993
Gonzalo Afcha Shanta Devarajan Mario de Franco Erick Larrazabal	Vulnerabilidad externa, politica fiscal y ajuste macroeconomico El caso boliviano  <u>Analisis Economico</u>  Volume 3: Ajuste Y Crecimiento, pp. 103-124	April 1992

**APPENDIX 2**  
**LIST OF CONSULTANTS**

CONSULTANTS	FIELD	START DATE	END DATE
Arthur Mann	Economist	Jan 12, 87	Jan 18, 87
Arthur Mann	Economist	Apr 06, 87	Apr 17, 87
Jerry R. Ladman	Financial Study	Jun 05, 87	Jun 27, 87
Edward F. Buffie	Exchange Rate	Jul 03, 87	Jul 19, 87
Shantayanan Devarajan	Macroeconomic Models	Jul 05, 87	Jul 20, 87
Santiago Levy	Export	Jul 20, 87	July 31, 87
Santiago Levy	Export	Aug 23, 87	Aug 29, 87
Jorge Martinez	Fiscal/Monetary	Sep 02, 87	Sep 16, 87
Jacques Delons	Employment Policies	Sep 22, 87	Oct 07, 87
Jorge Martinez	Fiscal/Monetary	Sep 22, 87	Oct 07, 87
Jacques Delons	Employment Policies	Sep 03, 87	Sep 17, 87
David Morawetz	External Trade	Oct 23, 87	Nov 15, 87
Carlos E. Sanchez	Industrial Sector	Oct 03, 87	Oct 10, 87
Rufino Cebrecos	External Trade	Nov 23, 87	Dec 19, 87
Carlos E. Sanchez	Industrial Sector	Nov 10, 87	Nov 28, 87
Hans Muriel Georg	Manufactured Exports	Jan 23, 88	Feb 06, 88
Rufino Cebrecos	External Trade	Jan 10, 88	Feb 20, 88
Carlos E. Sanchez	Industrial Sector	Jan 16, 88	Jan 30, 88

CONSULTANTS	FIELD	START DATE	END DATE
Shantayanan Devarajan	Macroeconomic Models	Jan 17, 88	Jan 31, 88
William Abraham	National Accounts	Jan 20, 88	Feb 29, 88
Paulo deTarso Medeiro	Financial Markets	Jan 23, 88	Jan 31, 88
Juan Carlos Protasi	Financial Sector	Jan 24, 88	Jan 30, 88
Carlos Manuel Bastos	Electricity Sector Study	Jan 30, 88	Feb 20, 88
Juan Luis Bour	Employment Policies	Jan 30, 88	Feb 20, 88
Thomas Wilson	Policy Reform	Jan 07, 88	Jan 24, 88
Juan Carlos Protasi	Financial Sector	Feb 01, 88	Feb 26, 88
Juan Jose Cembrano	Electricity Sector Study	Feb 02, 88	Feb 12, 88
Paulo deTarso Medeiro	Financial Market	Feb 03, 88	Apr 01, 88
Carlos Givogri	Electricity Sector Study	Feb 06, 88	Feb 13, 88
Jacques Delons	Employment Policies	Feb 06, 88	Mar 05, 88
Francisco Javier Labe	Electricity Sector Study	Feb 08, 88	Feb 12, 88
William Abraham	National Accounts	Mar 01, 88	Mar 23, 88
Jacques Delons	Employment Policies	Mar 10, 88	Mar 31, 88
Juan Luis Bour	Employment Policies	Mar 11, 88	Mar 31, 88
Walter Schulthess	Social Security	Mar 21, 88	Mar 25, 88
Carlos E. Sanchez	Social Industry	Mar 05, 88	Mar 12, 88
Walter Schulthess	Social Security	Mar 05, 88	Mar 12, 88
Carlos Manuel Bastos	Electricity Sector Study	Mar 14, 88	Apr 02, 88
Carlos Givogri	Electricity Sector Study	Apr 14, 88	May 14, 88

CONSULTANTS	FIELD	START DATE	END DATE
Carlos Manuel Bastos	Electricity Sector Study	Apr 14, 88	May 21, 88
Jacques Delons	Employment Policies	Apr 19, 88	Apr 22, 88
Paulo deTarso Medeiro	Financial Markets/Securities	Apr 02, 88	Apr 19, 88
Alfredo Visintini	Hydrocarbon Study	Apr 24, 88	May 07, 88
Carlos Givogri	Electricity Sector Study	May 17, 88	May 31, 88
Lee WarC	Project Evaluation	May 27, 88	Jun 24, 88
Jean Barroux	Microenterprise	May 29, 88	Jun 17, 88
Alfredo Visintini	Hydrocarbon Study	May 09, 88	May 14, 88
Walter Schulthess	Social Security	May 16, 88	May 28, 88
Carlos Manuel Bastos	Electricity Sector Study	Jun 13, 88	Jun 25, 88
Alfredo Visintini	Hydrocarbon Study	Jun 20, 88	Jul 01, 88
Valter Schulthess	Social Security	Jun 20, 88	Jul 16, 88
Eduardo Aime	Hydrocarbon Study	Jul 11, 88	Aug 27, 88
Carlos Givogri	Electricity Sector Study	Jul 20, 88	Aug 27 88
Alfredo Visintini	Hydrocarbon Study	Aug 16, 88	Aug 27, 88
Jean Barroux	Microenterprise	Aug 01, 88	Aug 24, 88
Carlos Manuel Bastos	Electricity Sector Study	Aug 04, 88	Aug 27, 88
Jean Barroux	Microenterprise	Aug 29, 88	Nov 26, 88
Eduardo Aime	Hydrocarbon Study	Sep 12, 88	Nov 26, 88
Alfredo Visintini	Hydrocarbon Study	Oct 21, 88	Oct 27, 88
Alfredo Visintini	Hydrocarbon Study	Nov 21, 88	Dec 03, 88

CONSULTANTS	FIELD	START DATE	END DATE
Carlos Manuel Bastos	Electricity Sector Study	Nov 28, 88	Dec 10, 88
R. Albert Berry	Agricultural Policy	Dec 08, 88	Dec 12, 88
Eduardo Aime	Hydrocarbon Study	Dec 17, 88	Feb 02, 89
Carlos Manuel Bastos	Electricity Sector Study	Dec 28, 88	Jan 28, 89
Shantayanan Devarajan	General Equilibrium Models	Jan 08, 89	Feb 18, 89
Alfredo Visintini	Hydrocarbon/Electricity Study	Jan 19, 89	Feb 04, 89
Santiago Levy	External Trade	Feb 05, 89	Feb 15, 89
Dani Rodrik	External Trade	Feb 07, 89	Feb 16, 89
Santiago Levy	External Trade	Mar 01, 89	Mar 11, 89
Mark Lindenberg	HIID Conference	Mar 10, 89	Mar 17, 89
Edward Schuh	HIID Conference	Mar 10, 89	Mar 17, 89
B. Biondi	HIID Conference	Mar 10, 89	Mar 17, 89
William Gibson	HIID Conference	Mar 10, 89	Mar 17, 89
Alberto Valdez	HIID Conference	Mar 10, 89	Mar 17, 89
Albert Berry	HIID Conference	Mar 10, 89	Mar 17, 89
Shanta Devarajan	HIID Conference	Mar 10, 89	Mar 17, 89
Judith Tencler	HIID Conference	Mar 10, 89	Mar 17, 89
Sherman Robinson	HIID Conference	Mar 10, 89	Mar 17, 89
William Gibson	HIID Conference	Mar 10, 89	Mar 17, 89
William Gibson	Macro/Agricultural Policy	Mar 18, 89	Apr 01, 89
Edward Schuh	Agricultural Policy	Mar 07, 89	Mar 10, 89

CONSULTANTS	FIELD	START DATE	END DATE
Eduardo Blanco	Project Appraisal	Apr 10, 89	Apr 29, 89
Vistor Guerrero	Gross Domestic Analysis	Apr 03, 89	Apr 11, 89
Victor Guerrero	Product Disaggregation	Apr 12, 89	Apr 28, 89
Victor Guerrero	Macro/Agricultural Policy	May 01, 89	May 09, 89
Eduardo Aime	Indicators for the Agricultural Sector	May 05, 89	May 20, 89
Alfredo Visintini	Indicators for the Agricultural Sector	May 10, 89	May 26, 89
Paul McNellis	Short Term Economic Models	Jun 01, 89	Jul 31, 89
Carlos Givogri	Electricity Sector Study	Jun 04, 89	Jun 24, 89
Alfredo Visintini	Exchange Rate Determination	Jun 12, 89	Jul 01, 89
William Gibson	Macro/Agricultural Policy	Jun 12, 89	Jul 23, 89
Shantayanan Devarajan	UDAPE/HIID Conference	Jul 10, 89	Jul 15, 89
Ricardo Godoy	UDAPE/HIID Conference	Jul 10, 89	Aug 03, 89
Arnold Harberger	UDAPE/HIID Conference	Jul 12, 89	
Jaime de Melo	UDAPE/HIID Conference	Jul 12, 89	
Rudiger Dornbush	UDAPE/HIID Conference	Jul 12, 89	
Shanta Devarajan	UDAPE/HIID Conference	Jul 12, 89	
Sebastian Edwards	UDAPE/HIID Conference	Jul 12, 89	
Albert Fishlow	UDAPE/HIID Conference	Jul 12, 89	
Peter Miovic	UDAPE/HIID Conference	Jul 12, 89	
Eduardo Aime	Electricity Sector Study	Aug 03, 89	Sep 02, 89

CONSULTANTS	FIELD	START DATE	END DATE
Alfredo Visintini	Electricity Sector Study	Aug 14, 89	Sep 09, 89
Alfredo Visintini	Electricity Sector Study	Sep 19, 89	Sep 26, 89
Alfredo Visintini	Electricity Sector Study	Oct 11, 89	Oct 21, 89
Eduardo Aime	Electricity Sector Study	Nov 13, 89	Dec 23, 89
Alfredo Visintini	Electricity Sector Study	Nov 15, 89	Dec 21, 89
Sebastian Edwards	External Sector	Jan 02, 90	Jan 27, 90
Alfredo Visintini	Energy Policy	Jan 03, 90	Feb 01, 90
Paul McNelis	Short Term Econometric Model	Jan 06, 90	Jan 18, 90
Eduardo Aime	Energy Policy	Jan 08, 90	Jan 22, 90
Raymond Vernon	Energy Policy	Jan 21, 90	Jan 27, 90
John Ickis	Energy Policy	Jan 22, 90	Jan 31, 90
Edward Schuh	Agricultural Policy	Mar 14, 90	Mar 16, 90
Edward Schuh	Agricultural Policy	Mar 17, 90	Mar 24, 90
Dani Rodrick	External Sector	May 02, 90	May 17, 90
Kathryn Dominguez	External Sector	May 02, 90	May 17, 90
Kathryn Dominguez	External Sector	May 18, 90	
Dani Rodrik	External Sector	May 18, 90	
Sebastian Edwards	External Sector	Jun 26, 90	Jul 19, 90
Eduardo Aime	Public Investments	Jun 30, 90	Jul 30, 90
Eduardo Aime	Public Investments	Aug 01, 90	Sep 26, 90
Sebastian Edwards	External Sector	Aug 17, 90	Aug 31, 90

CONSULTANTS	FIELD	START DATE	END DATE
Ivan Saballos	Export Sector	Nov 29, 90	Dec 13, 90
Pradeep Srivastava	Financial Sector	Dec 03, 90	Dec 13, 90
Ricardo Godoy	Agricultural Policy	Dec 17, 90	Dec 21, 90
Edward Schuh	HIID Seminar	Mar 14, 91	Mar 16, 91
Stanley Fischer	HIID Seminar	Mar 14, 91	Mar 15, 91
Shankar Subramanian	Financial Sector	Mar 20, 91	Mar 30, 91
Vittorio Corbo	Stabilization of Growth	May 01, 91	May 30, 91
Jere Behrman	Human Resources	May 01, 91	May 30, 91
Phyllis Glass	Conference - La Paz	May 10, 91	May 21, 91
Edward Schuh	Agricultural Policy	May 28, 91	Jun 04, 91
Donald Morrison	Conference - La Paz	Jun 01, 91	Jun 30, 91
Stanley Fischer	Conference - La Paz	Jun 03, 91	Jun 09, 91
Ricardo Godoy	Conference - La Paz	Jun 03, 91	Jun 23, 91
Jere Behrman	Conference - La Paz	Jun 05, 91	Jun 08, 91
Vittorio Corbo	Conference - La Paz	Jun 06, 91	Jun 12, 91
Edward Schuh	Conference - La Paz	Jun 06, 91	Jun 16, 91
Glenn Jenkins	Conference - La Paz	Jun 07, 91	Jun 18, 91
Richard Patten	Conference - La Paz	Jun 07, 91	Jun 18, 91
Miriam Ramos	Conference - La Paz	Jun 07, 91	Jun 09, 91
Hector Urquiaga	Conference - La Paz	Jun 07, 91	Jun 09, 91
Miriam Ramos	Conference - La Paz	Jun 10, 91	Jun 11, 91

CONSULTANTS	FIELD	START DATE	END DATE
Hector Urquiaga	Conference - La Paz	Jun 10, 91	Jun 11, 91
Gerardo Della Paolera	Commercial Investment Rates	Jun 24, 91	Jul 06, 91
Glenn Jenkins	Economic Growth	Jul 20, 91	Jul 28, 91
Leon Larrain	Policy and Administration	Jul 21, 91	Jul 27, 91
Gerardo Della Paolera	Commercial Investment Rates	Jul 28, 91	Aug 09, 91
Francisco Covarrubias	Social Development Strategies	Sep 30, 91	Oct 11, 91
Richard Cooper	Dollarization	Jan 02, 92	Jan 13, 92
Victor Guerrero	System of Indicators	Jan 26, 92	Feb 01, 92
Victor Guerrero	System of Indicators	Feb 06, 92	Feb 28, 92
Jere Behrman	Human Resources	Feb 13, 92	Feb 28, 92
Jere Behrman	Human Resources	Mar 02, 92	Mar 14, 92
Victor Guerrero	System of Indicators	Mar 02, 92	Mar 12, 92
Raul Hinojosa-Ojeda	Regional Economic and Commercial Integration	Mar 17, 92	Mar 25, 92
Jere Behrman	Human Resources	Mar 31, 92	Jun 10, 92
Bettye Harrison-Burns	Social Sector Strategy	Apr 15, 92	Apr 24, 92
Gerardo Della Paolera	Commercial Interest Rates	May 14, 92	May 23, 92
Vittorio Corbo	Stabilization and Growth	May 20, 92	Jun 13, 92
Victor Guerrero	Macroeconomic Models	Jun 13, 92	Jun 21, 92
Gerardo Paolera	Commercial Interest Rates	Jun 22, 92	Jun 27, 92
Vittorio Corbo	Stabilization and Growth	Jun 22, 92	Jul 23, 92

CONSULTANTS	FIELD	START DATE	END DATE
Chip Meyers	Income Distribution	Oct 03, 92	Oct 10, 92
Ricardo Godoy	Agricultural Policy	Oct 05, 92	Oct 10, 92
Betty Slade	Banking Reform	Nov 14, 92	Nov 21, 92
David Cole	Banking Reform	Nov 14, 92	Nov 21, 92
Victor Guerrero	System of Indicators	Nov 15, 92	Nov 21, 92
Ramon Frediani	Financial Sector Analysis	Nov 23, 92	Nov 28, 92
Ricardo Paredes	Labor Market and Legislation	Dec 01, 92	Dec 12, 92
Ravi Ramamurti	Regulation and Deregulation	Dec 07, 92	Dec 12, 92
Ramon Frediani	Financial Sector Analysis	Dec 14, 92	Dec 19, 92

## APPENDIX 3

## CHIEF REPORTS FROM HIID CONSULTANTS

CONSULTANTS	TITLE OF REPORT(S)	DATE
Jerry R. Ladman	Plan to Restructure the Bolivian Agricultural Bank	June 1987
Shantayanan Devarajan	Modelling Bolivia	July 1987
Santiago Levy	Instrumentos Fiscales Y Financieros Para La Promocion de Exportaciones En Bolivia	August 1987
Edward Buffie	Devaluation and Inflation in Bolivia	October 1987
Jorge Martinez	El Proceso Presupuestario Boliviano : Diagnostico Y Recomendaciones	November 1987
David Morawetz	Bolivia's Manufactures Exports : A More Optimistic Outlook	November 1987

CONSULTANTS	TITLE OF REPORT(S)	DATE
Carlos E. Sanchez	La Pequena Y Mediana Empresa Industrial En Bolivia : Un Diagnostico Y Recomendaciones de Politica	March 1988
Jean Barroux	La Micro Y Pequena Industria En Bolivia : Informe de la Mision	November 1988
Albert Berry	Sector Agropecuario Investigacion de Mediano Plazo Impacto de las Politicas Economicas Sobre el Sector Agropecuario	December 1988

CONSULTANTS	TITLE OF REPORT(S)	DATE
Santiago Levy Dani Rodrik	Trade Policy Issues	February 1989
Alfredo Visintini	Modelo del Sector Hidrocarburos	February 1989
Edwards Blanco	Project Evaluation	April 1989
Victor Guerrero	Desagregacion Trimestral del Producto interno Bruto de Bolivia	May 1989
Carlos Givogri Alfredo Visintini Carlos Manuel Bastos	Modelo Integrado Para El Sector Energetico	June 1989
William Gibson	Las Matrices de Contabilidad Social Para el Analisis de Fincas Compesinas En Bolivia	August 1989
Paul McNelis	The Econometric Model of the Bolivian Financial System	August 1989
Alfredo Visintini Eduardo Aime	Modelo del Sector Energia	November 1989
Alfredo Visintini	Macroeconomia Y Energia En La Economia Boliviana Un Modelo Integrado	November 1989

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Paul McNelis	Evaluation of Economic Models	January 1990
Sebastian Edwards	Exchange Rate Management in Bolivia : A Proposal Analytical Framework	January 1990
John Ickis Raymond Vernon	Marginal and Technical Needs of YPFB	February 1990
William Gibson	Modelo de Equilibrio General Con Enfasis En Los Sectores Agropecuarios	May 1990
Kathryn Domínguez Dani Rodrik	Exchange Rate Management and Growth in the Aftermath of Stabilization : The Bolivian Case	May 1990
Edward Schuh	Comments and Suggestions on Fondo de Desarrollo Compesino	June 1990
Edward Schuh	A Proposal to Develop the Capacity for Analysis of Agriculture in Bolivia	July 1990
Sebastian Edwards	The Real Exchange Rate in Bolivia : Analytical Aspects and a Preliminary Evaluation	July 1990
Sebastian Edwards	Exchange Rate Policy on Bolivia : Recent Developments and Future Prospects	August 1990
Ivan Saballos	Analisis Y Recomendaciones Sobre La Politica de Promocion de Exportaciones "no-Tradicionales" En Bolivia	December 1990

CONSULTANTS	TITLE OF REPORT(S)	DATE
Shankar Subramaniam	UDAPE's Macroeconomic Information System	April 1991
Jere Behrman Ryan Schneider	Bolivian Schooling investments in an International Perspective : Where Does Bolivia Fit?	May 1991
Guillermo Calvo Pablo Guidoti	Interest Rates, Financial Structure and Growth : Bolivia in a Comparative Study	June 1991
Jere Behrman	Human Capital : An International Perspective on Bolivian Performance and Policy Options	May 1991
Barbara Mierau-Klien John M. Page	Bolivia's Supply Response to Adjustment, 1985-1990	June 1991
Glenn Jenkins	Fortalecimiento del Sistema Tributario Boliviano	June 1991
Glenn Jenkins Richard Patten	A Tarrif, Excise and Vat Withholding Tax System for Imported Goods for Bolivia	June 1991
Glenn Jenkins Ricardo Godoy Richard Patten	Sistema Para Bienes Importados por Bolivia Retencion de Impuestos Arancel, Impuestos al Sonsumo Especifico e Impuestos al Valor Agregado	June 1991
Edward Schuh	The Potential Role of Agricultural Technology in Bolivia's Economic Growth	June 1991
Pradeep Srivastava	Interest Rates, Peso Problem and Dollarization in Bolivia	June 1991
Glenn Jenkins Ricardo Godoy Felipe Lopez Donald Morrison Richard Patten	Recommended Approach for the Introduction of Computers in Bolivia's Customs Administration	July 1991

CONSULTANTS	TITLE OF REPORT(S)	DATE
Glenn Jenkins Leon Larrain	Una Revision a la Politica Y la Administracion Tributaria en Bolivia	July 1991
Vittorio Corbo	From Adjustment to Growth : Lessons from Bolivia	August 1991
Gerardo Paolera	Informe Final	August 1991
Francisco Covarrubias	Viabilizacion de la Estretegia Social Boliviana	October 1991

CONSULTANTS	TITLE OF REPORTS(S)	DATE
Richard Cooper	Dollarization in Bolivia	January 1992
Jere Behrman Masako Ii David Murillo	Correlates of Urban Schooling in Bolivia in 1990 : Gender, Family Background and Region	March 1992
Victor Guerrero	Sistema de Indicadores Economicos	March 1992
Jere Behrman Masako Ii David Murillo	Household Demands for Schooling Investments in Urban Bolivia : Multivariate Analysis with Control for Unobserved Community Factors	June 1992
Chip Meyers Ricardo Godoy	UDAPSO : Impressions and Recommendations	October 1992
Ramon Frediani	Mision de Asistencia Tecnica al Sector Financiero de Bolivia	November 1992
Ravi Ramamurti	Policy Analysis of Privatisation : UDAPE's Possible Role	December 1992
Ricardo Paredes	Mercedeo Y Legislacion Laboral en Bolivia	December 1992
David Cole Betty Slade	Observations on the Bolivian System and Some Recommendations for its Improvement	December 1992

## APPENDIX 4

## IIID-SPONSORED CONFERENCES

The proceedings of the first conference are under review by the Institute for Contemporary Studies Press in San Francisco. The proceedings of the second conference are being edited by V. Corbo and will soon be published in English and Spanish.

## FIRST CONFERENCE (1989)

AUTHOR	TITLE
Shantayanan Devarajan	Bolivia after Stabilization: The Challenge of Achieving Growth With Equity
Gonzalo Afcha	External Vulnerability, Fiscal Policy and Macroeconomic Adjustment: The Bolivian Case
Rudiger Dornbusch	Short Term Macroeconomic Policies for Stabilization
Sebastian Edwards	Macroeconomic Policies, Stabilization and Structural Adjustment in Chile
Albert Fishlow	Economic Growth and Income Distribution
Arnold C. Harberger	Some Debt Crisis Scenarios in America Latina

## SECOND CONFERENCE (1991)

AUTHOR	TITLE
Jere Behrman	Human Capital: An International Perspective on Bolivian Performance and Policy Options
Guillermo Calvo Pablo Guidoti	Interest Rates, Financial Structure and Growth: Bolivia in a Comparative Study
Barbara Mierau-Klein John M. Page	Bolivia's Supply Response to Adjustment, 1985-1990
Edward Schuh	The Potential Role of Agricultural Technology in Bolivia's Economic Growth
Vittorio Corbo	From Adjustment to Growth: Lessons from Bolivia