

HIID



*1991-1993
Biennial Report*



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HIID

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International Development

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Director's Statement

Development involves rising incomes for a majority, not just for a handful of people close to the levers of power. These rising incomes must be sustainable and not just a product of a temporary boom in prices or the rapid exploitation of a natural resource that is soon depleted. The development process is something that is carried out by the people who receive higher incomes, it is not a gift or an act of charity provided by generous outside donors. Development, therefore, is something people in developing countries do for themselves and for future generations.

What then is the role in this development process of a university located in one of the most economically advanced parts of the globe? What does a university such as Harvard have to offer to achieve development? HIID personnel working in developing countries, it is sometimes suggested, actually are in charge of policy reform efforts in particular countries. But in my thirteen years as director of this Institute, I cannot recall a single instance in which an HIID advisor or consultant actually made the decision to change a policy or put a new system into effect. Those decisions have always been the responsibility of the authorities of the countries in which we have worked.

Therefore, what does HIID do or at least try to do? We primarily try to mobilize the knowledge and experience gained in other development efforts throughout the world and make that knowledge and experience available to those who must ultimately decide what is to be done. Government decision makers seldom have the time to survey the world to find out who knows the advantages and pitfalls of introducing value-added taxes or how to best organize an information system. HIID's role, therefore, is similar to the rest

of the university Through research, broadly defined, the Institute attempts to understand what kinds of development policies work best in particular environments Through personal contact, both in the classroom and in one-on-one discussions with senior officials around the world, we try to make the ideas and information we have acquired available to others

Does HIID have a point of view about what works and what does not? We certainly do not impose a particular ideology on the people we put in the Harvard classroom or send abroad At the same time, it should not be surprising that a group of development specialists working together over a period of three decades would come to share some views about what works and what does not work In addition to our overseas projects on concrete development issues, we hold numerous workshops and conferences to try to better understand the lessons that can be extracted from these overseas experiences The majority of HIID staff share the view that market forces and indirect incentives are more effective vehicles for implementing change than commands and regulated prohibitions If you want to save the remaining tropical rainforest, you better provide the people in a position to exploit that forest with concrete, mostly positive, incentives to save it In the absence of such incentives, no realistic amount of police power is likely to do the trick Instead, the police themselves will quickly succumb to the incentives in place, good or bad

A belief in markets and indirect incentives, of course, is not the same thing as laissez-faire economics or a policy of always minimizing the role of government Much of HIID's effort, in fact, is concentrated on helping political leaders to reform government practices, not to do away with them We have worked with governments in Zambia and Kenya to reform budgeting procedures so that expenditures reflect national priorities We have participated in numerous efforts by governments to remove distortions and undesirable discretionary elements in their international trade policies Modernizing tax systems so that they both generate more revenue and remove government discretion from tax rules has been a major element of our work in the Dominican Republic, Zambia, Kenya, Indonesia, and elsewhere We have worked with the Ministry of Health in Pakistan and the Ministries of Education in Pakistan and Egypt to set up management information systems Debt management and other elements of government macroeconomic policy have been a mainstay of our work in many countries The objective of all of these efforts has been to help create governments that can efficiently carry out those duties assigned to the state in ways consistent with a dynamic market economy driven by privately owned firms

In most developing economies, reform is a piecemeal process carried out over a period of many years Politicians must first convince themselves of the validity of the arguments of their technical advisors and then win over or surmount opposing forces But in some cases in recent years reform has come with a rush — the “big bang” approach as it is sometimes called The content

of reform in the former Soviet-type economies of Eastern Europe, the Commonwealth of Independent States, and East Asia is not that different from countries such as Indonesia or the Republic of Korea. Where economic reform has been preceded by a collapse of the old political system, however, events have virtually dictated radical economic reform as well. In this context, HIID has been working closely with the Russian privatization agency (GKI) to help set up and run the distribution of vouchers and the sale of state companies. We also have helped with macroeconomic analysis that is part of the stabilization efforts in Russia and Mongolia, the latter hit harder by the collapse of the old system than almost any country in history.

However, not all reform of former Soviet-type economic systems has been carried out in an atmosphere of crisis. Several years ago, we began working with the government of Vietnam to help them better understand what the transition to a market economy entails. This effort, which has ranged from the analysis of food price policies to foreign investment incentives to the reform of state-owned enterprises, continues. China is another country that has gradually undergone the process of a transition from a command to a market economy with considerable success. In the spring of 1993, HIID held a conference that brought together some of the ablest economists in China involved in the reform efforts with those working in East Europe and Russia to see what each could learn from the other.

HIID's major new initiative over the past two years has been the expansion of our environmental reform efforts. For many years, HIID has worked on issues related to the preservation of the rainforests of Southeast Asia, Thailand, Malaysia, and Indonesia. But it is only recently that the financial resources needed to launch a broader effort have become available. Today our expanding environmental programs involve work on the "brown" issues of environmental degradation in Eastern Europe and a broader effort to examine both "brown" and "green" issues in Asia.

The environmental field has also given us the concept of sustainable development. Economic development based on the exploitation of non-renewable resources and the destruction of the quality of our air and water is not likely to be sustainable. For HIID, however, sustainability has implications for more than just our work on the environment. Our experience in countries such as The Gambia and Zambia demonstrates that it is possible to design packages of economic reform which can turn around even what appear to be nearly hopeless economic situations. At the micro level, it is also possible to help design systems that will reform the often corrupt and inefficient customs agencies of many developing countries.

But how do we sustain these reform efforts when a critical reform-minded minister of finance retires from the scene and is replaced by politicians with little interest in reform? And how do we address the entrenched corruption control devices of a modern customs system if few within the customs service have any incentives to make it work? Understanding these issues takes us a

long way from the world of technocratic solutions and into the realm of political economy. It is not HIID's role to become directly involved in political action, but successful analysis of reform requires us to try to understand the processes at work. Political analysis, as a result, has become an integral part of most of our work.

Research is the foundation of all our development efforts. Many of our funded projects, in fact, are straight research efforts based in Cambridge and help us understand what constitutes best practice in many different areas of economic and social reform. But we have also worked over the years to help enhance the research capacity of developing country research institutions so that they will be in a stronger position to carry out their own studies on those international practices that best suit to their situations. To this end, HIID has worked on joint projects with research institutes, such as the Korea Development Institute, the Thailand Development Research Institute, the Unidad de Analisis de Politicas Economicas in Bolivia, and Indonesia's Center for Policy and Implementation Studies.

For the past seven years, we have also been working to enhance the research capacities of a large number of health institutions in Latin America, Asia, and Africa. Our applied Diarrheal Disease Research project is a model for other efforts. It involves work with developing country scientists on the design of research proposals and the creation of research networks that will disseminate their results and generate new ideas for further work. The research itself is the responsibility of developing country scientists.

HIID feeds directly what we have learned from these diverse activities into the Harvard classroom and into HIID's own summer workshops for students from around the world, plus numerous ad hoc conferences and workshops. Over forty regularly scheduled courses in seven of Harvard's faculties are taught by HIID's staff. Numerous other courses taught by faculty elsewhere in the university have been enriched by their experience working on short-term assignments with HIID. HIID has also begun to work with other universities to help them design appropriate curricula for public policy programs such as the M.P.P. program being established at the National University of Singapore.

Just over thirty years ago, under the leadership of Edward S. Mason, Harvard University committed itself to creating an institution designed to make it possible for the university to work with developing countries on a sustained basis. For the next two decades, Mason continued to play an active role as an advisor to the Institute and as a participant in many of its activities. It was his vision that saw the possibilities for creating an organization that would commit the university to an ongoing relationship with the developing world, and his skill and energy that made it a reality. Ed Mason died in 1992 at the age of ninety-three, but HIID lives on as his legacy to the university. Without such an institution as HIID, the university's relations with the developing world would have been mostly ad hoc and driven by current

academic fashions in the United States. Instead, by creating HIID, the university has responded to the perceived needs of the developing nations and has brought the experience gained back to Cambridge. The nature of Harvard's involvement with issues of economic and social reform around the world will continue to change as the environment for economic and social reform itself also changes. The one constant is the learning process, which goes both ways between Harvard University and the developing world.

*Dwight H. Perkins, Director
Cambridge, Massachusetts
1993*



Edward S. Mason (left), whose vision led to the founding of HIID and its predecessor organizations, with Egyptian President Nasser (right) and an unidentified colleague

Remembering Ed Mason

A Distinguished Life in International Development

Edward Sagendorph Mason was a great scholar and a distinguished public servant. Warmly esteemed by all who knew him, he was a devoted member of the Harvard community, whose contributions to this university still shape many of its activities a quarter century after his formal retirement.

Of humble origins, Mason was born in Clinton, Iowa, but his family soon moved to central Michigan and later, when he was fourteen, to Lawrence, Kansas. To help finance his way through the University of Kansas, where he graduated at the age of nineteen, he worked in a copper mine in Butte, a cattle ranch in Spokane, and in the oil fields and zinc mines of southeast Kansas. He was an athlete and remained one all of his life. At Kansas, he played varsity football and basketball. In Cambridge he was an accomplished softball pitcher and rowed and played tennis, rowing well into his eighties, giving up tennis in his seventies, he said, only when his granddaughter began to beat him.

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Mason first arrived at Harvard in 1919, stayed one year, and then went on to Oxford. He returned to Harvard in 1923. With time out during the second world war, Mason remained at Harvard for the next sixty-three years.

It was in Cambridge in 1930 that he married Marguerite and where they raised their three children. They were a remarkable team, each acknowledging and respecting the other's interests. In their division of labor, Marguerite was in charge of Cambridge, while Mason's domain covered the Charles River, Harvard University, and the wide world beyond.

Through the first decades of his career, Ed Mason's academic work dealt mainly with the relationship between government and business. In the 1930s his seminar on industrial structure, monopoly, and price rigidity was a centerpiece in this field. In this earlier period and in the 1950s he initiated the modern field of industrial organization. He created the dominant paradigm of the industry study, by exploring the relationship between industry structure, the conduct of firms in the industry, and the economic performance that resulted. Mason's collaborators and students dominated the field and remain important to this day, they include many lawyers as well as economists.

Mason's interest in industrial organization and the relationship between government and business was part of his lifelong concern with issues of public policy. In 1941 he and his colleague and old friend, William Langer, went to Washington to help organize the research and analysis branch of what originally was the Office of the Coordinator of Information, later the Office of Strategic Services. The economic division that he created had an enormous range of activity, focusing primarily on the German and Japanese economic ability to make war and on the American capacity to affect this ability through blockade, bombing, and sabotage. To this office Mason attracted some of the ablest economists of that generation. Throughout his career, the respect and affection that so many of Mason's colleagues felt toward him enabled him to attract an extraordinary group of scholars to one major endeavor after another.

Mason was a generous and understanding man who could see the good qualities in people and bring them out. He was always determined and persistent, which meant that he also saw to completion what he started. The list of projects, large and small, that he led is long. In 1946 he was one of the authors of the speech of Secretary of State James Byrnes in which the Secretary announced the return of responsibility for the German economy to the Germans. In 1956, he, together with Ray Vernon, did a pioneering study of the New York Metropolitan Region, a study that tried to identify the economic, political, and social forces that were shaping that vast urban area. At the time the problems of urban areas were mainly the concern of architects and philosophers, almost no economist and only a few political scientists knew much or cared greatly about such issues. The studies that resulted provided rich fare for a generation of urban planners to follow.

Ed Mason's public services included membership on presidential commissions under four chief executives. He was economic advisor to the Secretary of State at the 1947 Moscow conference. He was President of the American Economic Association and a recipient of the Medal of Freedom and many other honors.

Ed Mason's services to Harvard, in addition to his primary lifetime activities of teaching and research, were numerous and diverse. In the troubled environment of 1969, on the eve of his retirement, Ed was called on to serve as acting Dean of the Faculty of Arts and Sciences. Prior to that, from 1947 to 1958, he was Dean of what is now the John F. Kennedy School of Government. It was during this earlier deanship that Ed began his involvement with developing countries, an interest that was to occupy much of the last three decades of his career.

In 1954 Ed Mason directed an eight person team that drew up a development plan for Pakistan, and in 1958 he conducted a similar exercise for Iran. The Pakistan involvement led to the creation of the two institutions most associated with Mason today, the Mason Fellows program and the Harvard Institute for International Development. The Development Advisory Service, as HIID was called at the time, worked with governments in developing countries to enhance their capacity for planning and economic analysis. The Pakistan project served as a field laboratory during the 1960s for some of the best development economists of the period, many of whom brought their experience back into the university classroom. One of the first economic development courses at Harvard, taught by Ed Mason along with David Bell and Gustav Papanek, was a product of this collaboration with the developing world.

Among his many accomplishments, Mason regarded the mid-career program for government officials from developing countries, now called the Mason Fellows Program, as his crowning achievement. Perhaps it was because he could see a bit of himself in each Mason Fellow, many of whom had risen from humble beginnings to go on to improve the lot of their fellow man.

Ed Mason remained active in HIID long after his retirement from teaching. At age seventy-five, he led a major study of Korean development, published in ten volumes, and at age eighty-five he wrote a carefully researched history of the first decades of the Institute. He continued to come to his office at HIID every morning until a stroke made that physically difficult. The last five years of his life were spent in California, where he was close to his family and where he died on February 29, 1992 at the age of ninety-three.

Abram Bergson
John Kenneth Galbraith
Carl Kaysen
Raymond Vernon
Dwight H. Perkins, *Chairman*



BRIDGES Researchers and visiting education policy makers playing EPICS, an education policy simulation

Research

HIID Research: Learning from Experience

The Harvard Institute for International Development conducts and publishes research as an integral part of its commitment to provide technical assistance to developing countries and enhance international studies at Harvard University. Much of the research and writing done by HIID reflects experience from overseas advisory projects. Field investigations and data analyses are often conducted as part of overseas technical assistance projects, sometimes in collaboration with host country research centers and sometimes directly for operating ministries. HIID also funds and guides field research conducted by developing country specialists in their own countries. Several publications, especially textbooks and manuals, have emerged from HIID's training and teaching efforts at Harvard and in the field. Whatever shape it takes, HIID research attempts to contribute insights from the Institute's experience to the knowledge of scholars and practitioners of development.

During the biennium, HIID expanded its involvement in three areas that promise substantial research output in the future. First, with advisory teams

or individuals in place in Moscow and a number of East European capitals, and a continuing Indochina program, HIID continues to generate published output on the problems of economic reform in transitional economies. Second, its program on the environment and sustainable development has burgeoned, not least because of the vast need for work in Eastern Europe and the former Soviet Union. Third, HIID researchers have conducted three comparative studies focused on African economic reforms and development, sponsored by USAID.

HIID disseminates its research in a number of ways. The Development Discussion Papers are used to give early exposure to the work of the staff before it is published. The Institute has published over 450 DDPs since its inception in 1974. In 1993, the Institute published the fourth and fifth books in its series, *Harvard Studies in International Development*. Several additional manuscripts are being edited or are nearing completion for this series. Staff members are active in seeking publication of their work in journals, books, and textbooks. A list of the work published by HIID staff during the biennium appears later in this report. Staff also convey their experience and research results by teaching courses at Harvard, offering summer workshops, training host country professionals, and attending professional conferences. Page-length synopses of Institute research appear quarterly in the *HIID Research Review*, available free upon request.

This section reviews HIID research output during the 1991-1993 biennium. Because much research emanates from development assistance projects, there is some overlap between the work reported here and the Development Assistance section of this report. The Institute's research clusters into five broad areas: economic policy reforms, the rural economy, the environment, human capital, and management of development.

Economic Policy Reforms

Economic Reform in Transitional Economies

The re-emergence of *Eastern Europe* from the Soviet bloc and the subsequent breakup of the *Soviet Union* has propelled an entirely new set of countries into play as economic reformers. HIID, under the guidance of Jeffrey Sachs, has been advising Poland and Russia on stabilization and reform, while Andrei Shleifer has a team advising Russia on privatization through the voucher system. In these countries, the case for *shock treatment* — dramatic, rapidly implemented reforms — has seemed strong. As budget deficits force money creation that threatens to generate hyperinflation, it becomes urgent to end the largest drain on government expenditure, the losses of public corporations.

China and *Vietnam*, however, have followed a more gradual approach toward a market system, with considerable economic success, as Dwight

Perkins has shown in a number of papers. Both began by introducing markets where it was easiest to do so, in the rural areas and the urban informal sector. China followed a step-by-step, experimental approach even within agriculture, as documented by C. Peter Timmer, Lu Mai, and Gao Xia Meng. Early on both China and Vietnam also opened up their economies to promote exports. Only later, after success was achieved in agriculture and foreign trade, did these Asian reformers begin to tackle the much more difficult task of reforming large state enterprises and the financial system.

This gradual approach has obviously worked well for China and Vietnam. China's GNP growth has averaged nine percent a year for fourteen years. Perkins is not certain, however, that there are lessons for Eastern Europe and Russia. Unlike the former Soviet bloc, China and Vietnam had established government institutions in place, and China did not (though Vietnam did) face the dangers of hyperinflation or the breakup of their primary trading relationships with the demise of the CMEA. Furthermore, the economies of both China and Vietnam were dominated by small producing units in both rural and urban areas, not the gigantic firms that constituted over half of the Soviet-type economies in Eastern Europe and Russia.

In 1993, HIID published a volume on *reform in Indochina*, the fifth book in its series, *Harvard Studies in International Development*. Organized and edited by Borje Ljunggren, the book's thirteen chapters include articles by Dwight Perkins on economic reform in Vietnam and Laos, David Dapice on a comparison of Vietnam with other East and Southeast Asian countries, and C. Peter Timmer on food policy. The book concludes that none of the three Indochinese countries has a centrally planned economy any more. Vietnam, Laos, and Cambodia are all becoming market economies and are beginning to emulate their rapidly growing Southeast Asian neighbors. The questions are whether these countries can build the capacity to manage market economies, whether they will be able to mobilize the domestic resources necessary to sustain development, and whether their political systems will acquire sufficient legitimacy abroad and flexibility at home to cope with development.

Stabilization and Structural Adjustment

Jeffrey Lewis has applied *computable general equilibrium models* to study the impact of stabilization and structural adjustment on semi-industrial economies. His contribution has been to incorporate the impact of financial markets on real behavior. His models permit the endogenous determination of inflation, interest rates, and aggregate investment. Lewis shows, using data from Turkey, that an economy hit by a severe external shock can be nearly restored to its pre-shock performance with a combination of devaluation, reduced budget deficits, and interest rate liberalization. But the choice of policies depends on the relative importance of different national objectives such as inflation control, GDP growth, and employment creation. Lewis also

shows that the outcome of financial liberalization depends crucially on a strong savings response. With a weak response, deregulation may lead only to inflation and higher interest rates.

Santi Chakrabarti developed a *macroeconomic consistency model* to analyze policy outcomes in Kenya. During the last two years, he and colleagues have expanded the model to incorporate behavioral equations and policy variables, which had previously been treated exogenously. The model can now generate both output levels and prices endogenously. These changes have made the model more adept at handling policy issues and has given the

The Challenge of Reform in Indochina Borje Ljunggren, editor. Cambridge Harvard University Press for HIID, 1993

Reforming the Economic Systems of Vietnam and Laos
Dwight H. Perkins

Indochina beyond the Cold War: The Chill from Eastern Europe
Nayan Chanda

Market Economies under Communist Regimes: Reform in Vietnam, Laos, and Cambodia
Borje Ljunggren

Laos: Decentralization and Economic Control
Bernard Funck

"Beyond Suffering": The Recent History of a Cambodian Village
May Ebihara

Vietnam at the Starting Point: Just Another Successful Asian Economy?
David Dapice

Food Policy and Economic Reform in Vietnam
C. Peter Timmer

Vietnam: Successes and Failures of Macroeconomic Stabilization
David Dollar

Population, Health, and Gender in Vietnam: Social Policies under the Economic Reforms
Joan Kaufman and Gita Sen

Economic Reform and the Intensification of Rituals in Two North Vietnamese Villages, 1980-90
Hy V. Luong

The Political Economy of "Reform" in Vietnam: Some Reflections
Adam Fforde

Political Renovation in Vietnam: Renewal and Adaptation
William S. Turley

Concluding Remarks: Key Issues in the Reform Process
Borje Ljunggren

government of Kenya an improved tool in discussing adjustment programs with the IMF and World Bank

Malcolm McPherson and **Steven Radelet** have compiled a volume on *stabilization and structural adjustment in The Gambia* during the second half of the 1980s, with contributions from a dozen HIID authors. The Gambia's experience demonstrates that improved economic performance can be achieved in the short to medium term through the introduction of a comprehensive set of effective macroeconomic policies. Radelet's computable general equilibrium model simulations demonstrate that it was the combination of comprehensive reforms, plus the fortunate end of the long drought, that made the difference. McPherson's work emphasizes that sustained development, even up to the limited potential of a small, poor country like The Gambia, requires sustained, effective government attention to institutional changes such as improved monetary management, enhanced revenues, and controlled public expenditures. In a related work, Radelet suggests that The Gambia's democratic political institutions, the ruling party's rural power base, a weak relationship with neighboring Senegal, and weak opposition groups were the political factors that made comprehensive reform feasible. The reforms were, however, placed squarely in the hands of a technically competent finance minister and his officials, a pattern that marks other successful reform programs. Despite its very small population and relative poverty, The Gambia's reforms offer lessons for other African countries.

Clark Leith has been working on a book about *structural adjustment in Ghana*. Ghana's economic reform program has been in place for ten years and has had modest success in turning the economy around. Leith is trying to gauge both the degree of success and the reasons the adjustment has not been able to restore the economy fully to productivity levels of the post-independence period. The book will suggest implications of Ghana's experience for the design and implementation of other economic reform programs.

Steven Radelet and **Benjamin Dennis**, in work funded by USAID, have used pooled data from twenty-seven countries over eighteen years to examine the *impact of stabilization programs on economic performance in Africa*. The results suggest that stabilization policies have been associated with improvements in economic performance: slower monetary growth has been associated with reduced inflation and increased output in the short run, and real exchange rate depreciation has corresponded with fewer imports, more exports, and increased output. They also find, for all except exports, parametric shifts suggesting that the response between policy and performance improves for reforming countries, but not for countries without stabilization programs. In other words, structural adjustment does seem to be taking place in sub-Saharan Africa.

The recent literature on development, including HIID's 1991 volume *Reforming Economic Systems*, has emphasized the importance of *organizational development* in sustaining economic reforms and growth. **Malcolm**

McPherson and Clifford Zinnes have explored differences in norms and preferences across societies to investigate why some developing countries are better than others at organizing themselves to establish the institutions required to support economic reforms and growth. The authors have constructed a simple model and used it to examine the long-term effects of corruption on economic retrogression in sub-Saharan Africa, via its impact on productivity and propensities to save and invest. The model is also helpful in explaining the economic collapse of the Soviet Union.

Exchange Rate Management and Trade

Why has *exchange rate management* generally failed to be an effective policy instrument in sub-Saharan Africa? Jeffrey Lewis and colleagues, including James Duesenberry, Clive Gray, Malcolm McPherson, Stephen Younger, and Clifford Zinnes, are attempting to answer this question under a grant from USAID through the HIID-managed Consulting Assistance for Economic Reform (CAER) project. The exchange rate project, scheduled for completion in mid-1993, is organized around case studies of Ghana, Uganda, Zambia, and Senegal (as representative of the franc zone). It addresses, among other issues, the responsiveness of trade to exchange rate adjustments, the linkage between inflation and devaluation, and alternative mechanisms for managing exchange rates in Africa.

Lewis, Shantayanan Devarajan, and Sherman Robinson have also applied a highly aggregated general equilibrium model of an open economy to propose an important new measure of the *real exchange rate*. In contrast to the widely used one-good, purchasing-power-parity (PPP) model, Lewis and colleagues employ three goods — exports, domestic goods, and imports — and assume limited substitutability in production between exports and home goods, and in consumption between domestic goods and imports. This “one-two-three” model makes it possible to incorporate terms-of-trade shocks and changes in capital flows explicitly into the real exchange rate, requiring little more information than the standard PPP measure. The new real exchange rate is likely to be a truer guide to policy than the PPP measure.

Clark Leith has developed a simple measure for evaluating empirically the static welfare gains and losses from *trade policy* options facing a small, open economy. The measure, which employs a graphical presentation, can be implemented with modest data requirements. Leith uses it to evaluate the trade policy options facing Botswana.

Monetary and Financial Reform

After the financial disasters of the 1980s, many African countries have begun to dismantle controls over credit and interest rates, and are moving towards *market-based monetary management*. In a major study for USAID under the CAER project, James Duesenberry and Malcolm McPherson (with contributions from Bruce Bolnick, Eric Nelson, and Stephen Younger) have

looked in detail at monetary systems in Ghana, The Gambia, Malawi, and Senegal. They stress the importance of institutional reform and capacity building as prerequisites for market-based monetary reforms. The finance ministry and central bank in most countries will have to become more adept at formulating, implementing, and monitoring monetary policies. Some countries may need to wait several years before fully implementing market-based controls. In the interim, they can make progress by developing a bill auction, improving reserve management, strengthening financial supervision, and rationalizing the distribution of credit ceilings while these remain in place. Publication of this report is expected in 1994.

A study of *monetary policy in Indonesia* by David Cole, Betty Slade, and Christopher Lane found that Indonesia's open capital account since 1970 provided the discipline needed to entrench sound monetary and fiscal policies over two decades despite heavy dependence on primary exports with wide price fluctuations. Indonesia also managed the shift from direct credit controls to indirect monetary controls with considerable success. Indonesia's performance stands in marked contrast to most other primary exporting countries during the 1970s and 1980s.

Another major body of HIID research focuses on *the impact of financial policy* in the newly industrializing countries, primarily in East and Southeast Asia. David Cole and Betty Slade, in collaboration with Hal Scott and Philip Wellons of the Harvard Law School's Program on International Financial Systems (PIFS), have completed a study (to be published by Oxford University Press) of the effects of government policies on the functioning of money markets in seven Asian countries. These studies have demonstrated the increasingly important role of money markets in the operation of market-oriented financial systems and also in the implementation of monetary policy. They have also shown that overly restrictive government policies can hamper the development of money markets and the integration of the financial system.

As these more advanced developing countries shift to more market-oriented financial systems, governments increasingly assume a supervisory, oversight role to assure that market institutions follow *prudential standards and procedures* to help reduce market risk and assure a fair and efficient market. This was the theme of a conference and book on financial regulation, organized through PIFS as a joint endeavor of HIID and the Law School. The conference included discussion of general issues of regulatory reform and appropriate regulatory frameworks for developing countries, followed by studies of countries which had carried out regulatory reforms.

Prudential financial regulation and its interaction with institutional development is also the subject of a study by Alison Harwood, who shows how the Indonesian government developed a regulatory structure that limited its role to that of regulatory overseer and significantly reduced its impact on outcomes. Nevertheless, during the transition to a more liberal environment,

the Indonesian government has helped to improve the market's attractiveness and reduced its vulnerability by substituting for, building, and in some cases managing new market institutions. Thus the process of financial reform contains an apparent contradiction that has to be accepted: though the end result is a government whose only task is prudential regulation, during the transition government needs to be an active agent of change, interacting closely with private firms.

Cole and Slade have studied or consulted on the *development of capital markets* (stock exchanges) in Indonesia, Singapore, Hong Kong, Malaysia, Thailand, Nepal, and Bolivia. They have observed that many countries are under heavy pressure, either from their own internal dynamics or from international institutions, to accelerate the development of their capital markets. Often market activity is promoted before suitable legal and institutional infrastructure is in place. Frequently this leads to a crisis or market collapse that then generates demand for improvement. HIID field activities are generating information on a number of cases and crises that will be pulled together into a broader assessment of the role of capital markets.

Harwood, as part of a study of eight Asian countries sponsored by the PIFS and the Japan Center for International Finance, evaluated whether the absence of financing constrained capital market growth in Malaysia and Hong Kong. She concluded that intermediaries are predominantly banks that take few capital market positions and thus have limited funding needs, which are met through banking deposits. However, both countries should consider efforts to reduce the banking system's direct (intermediation) and indirect (lending) exposure to the capital markets and to develop alternative funding sources for all capital market intermediaries.

HIID's work on financial markets in Indonesia encompasses prudential regulation of *insurance and pension funds* as well. The essence of these industries is the promise of future benefits in return for current premium payments, a contract that obviously needs to be regulated. **Thomas Power** has concluded from his work on insurance regulation that in countries like Indonesia policymakers must often be persuaded that there is a real social cost to permitting insolvent companies to continue operating and that it is better to pay that price earlier rather than later. With neither a tradition of informative disclosure nor a well-disciplined accounting and actuarial profession, and a perception of governmental obligation to promote its domestic industry, there is little support for prudential regulation in financial industries such as insurance. Power is documenting the history of Indonesia's new insurance regulations, which are intended to overcome these inertial forces.

Fiscal Reform

HIID has been a major center for the design and implementation of *tax reform* for over two decades, an effort now led by **Glenn Jenkins, Graham Glenday, and Roy Kelly**. The Institute has advised on tax reforms in Albania,

Belize, Dominican Republic, The Gambia, Indonesia, Kenya, Lesotho, Malawi, Mexico, Nepal, Sri Lanka, and Zambia. From HIID's experience, and from tax reforms in at least twenty other countries over the past nine years, a number of lessons have been learned for the successful reform of fiscal systems.

Recent tax reforms have had three objectives: to simplify the structure of the tax system, to broaden the tax base, especially by removing incentives for tax avoidance and evasion, and to increase government revenues. The legislation and implementation of recent administrative reforms and new tax structure designs have had a discernible effect on the stabilization of countries' economies. Computerized information systems, changes in administrative and managerial practices, and training of tax personnel are all essential and must be an integral part of any tax reform.

In sub-Saharan Africa, as in the transitional economies of Europe, tax reform is an integral part of broader economic reform, including trade liberalization, export development, monetary and financial market reforms and development, privatization, and urban and regional financial changes. HIID fiscal economists have studied the *sequencing and coordination of tax reform*, notably in sub-Saharan Africa, to discover whether some sequences and macroeconomic conditions are more advantageous than others in the introduction of tax reforms.

Design and implementation of *value added taxes* (VAT) have been an important activity of HIID advisers in several countries. Since 1986, **Graham Glenday** has assisted in the design of the VAT in Malawi, which implemented the first VAT in Africa, in Kenya, and in the preparation of an indirect tax reform in Zambia and Lesotho. Implementing a VAT in less developed countries has to take into account the administrative capacities and economic structures of these countries. Glenday's research has focused on the peculiarities of partial VAT systems compared to comprehensive VAT systems, strategies for expanding VAT systems, and building up the administrative and computer support behind such a tax system. **Clifford Zinnes** has prepared proposals for the design of a VAT as part of a comprehensive design for tax reform in Belize.

All indirect tax systems, including the VAT, attempt to tax certain goods such as tobacco and alcohol products, vehicles, and other luxury goods at very high tax rates. These taxes often contribute high shares of tax revenues and as such it is important to be able to estimate revenue effects from rate structure changes. Glenday and colleagues have been studying the appropriate structure for taxing such goods and the means to estimate the revenue and economic welfare impacts. Extensive theoretical and econometric research — as well as first-hand investigation of results in real economies — have been used to explore these issues.

Customs administration has been on HIID's agenda in Indonesia, Kenya, Malawi, and elsewhere. HIID advisory projects in Malawi and Kenya, under

guidance from **Jenkins** and **Vince Castonguay**, has been studying the most effective way to carry out pre-shipment inspection (PSI), which contracts customs valuation and tariff classification to a private firm and reduces the role of customs officials. The major finds are that a collaborative relationship between customs and the private firm is essential, that computerized access to PSI data by the customs agency is essential if any transfer of expertise is to occur, and that the system needs to generate measurable outcomes of the PSI company's performance.

In an attempt to measure the amount of income tax revenue lost to *tax evasion* in The Gambia, **Zinnes** linked income tax returns of the biggest importers to their import manifests. He found that half of potential income tax revenues were being lost. A related problem, import duty evasion, could be substantially reduced through a simplified, uniform tariff with no exemptions. **Zinnes** estimates that uniform rate one-third lower than the current average rate would yield the same revenue.

Computerization of tax systems has been another major focus of HIID's work on tax reform. Based on involvement in broad-based tax reforms that have contained large computerization components in Kenya, Malawi, and Zambia, and more casual observations of computerization in other contexts, **Glenday** has analyzed a number of the major conditions that have led to successes and failures in large scale computerizations of tax administrations in sub-Saharan Africa. His analysis leads to important conclusions about the critical elements required in successful strategies to computerize tax administrations in less developed countries.

Legal design of new tax codes is a third major activity of HIID tax reformers. **Alvin Warren** and **Richard Gordon** have been investigating techniques for integrating personal and company income taxes in both industrial and developing countries. They have extended this work to consider methods for taxing companies and their investors in transitional economies in Eastern Europe. **Gordon** has written on the drafting of personal income tax provisions to minimize problems of administration in developing countries. **Gordon** and **Victoria Summers** have explored the taxation of investment funds in emerging capital markets, using Indonesia as a case study, and the taxation of investment trusts in China. **Kelly** has analyzed options to introduce *ad valorem* property tax systems, developing legislation and implementation strategies for Poland and Albania.

Design and implementation of *property tax systems* is a crucial component in the decentralization of government. HIID's longstanding involvement with property tax reform in Indonesia, an effort now led by **Kelly** and **Marco Montes**, is beginning to yield lessons for other countries, especially when combined with results from **Montes's** previous work in Chile. The Indonesia project focuses on improved tax administration, rather than tax design. The new procedures combine administrative management and data processing

techniques, making intensive use of computer technology, based on some simple principles from control theory and systems engineering

Privatization and Competition Policy

Hafeez Shaikh completed a review of the rise, decline, and future of *public enterprises* in developing countries. Seen as a pragmatic response to widely perceived market failures and as a tool for political patronage, public enterprises grew in importance until the 1980s. When international market shocks forced structural adjustment on many countries, the tide of opinion turned against public enterprises in favor of privatization. Despite the intentions of cash-strapped politicians, reformist technocrats, and determined aid donors, public enterprises have shown tremendous resilience and will play a diminished but important role in the future. Hence reform efforts should turn to performance contracts and other measures to make public firms more efficient.

Richard Mallon, who retired after leading HIID's public enterprise effort for two decades, completed a study of divestiture and reform of public enterprise in Bolivia. Despite its dramatic stabilization and reforms of the mid-1980s, Bolivia only began dealing with its public enterprises in the 1990s, when it decided to divest most of its 150 companies and to institute performance contracts with the others. The incentives built into performance contracts are expected to improve public enterprise efficiency and move the firms closer to eventual privatization, either partial or complete.

HIID recently became involved in Russia's *privatization* by voucher, an effort directed by Andrei Shleifer. This massive privatization, which has attracted worldwide attention, will break new ground and generate research results in the future.

Glenn Jenkins, observing privatization in Eastern Europe, identified an emerging problem that privatization is creating the sustainability of the current public pension system in these countries. Privatized firms would have difficulty competing in world markets if burdened with the payroll taxes required to fund the generous pensions of former communist regimes. Yet tax systems are too weak to make up this revenue in other ways. One solution would be to endow pension funds with shares in privatized firms, giving them assets and potential earnings from which to pay pensions. These funds could then play a role in the transition to a market economy by creating strong institutional centers of private ownership with professional institutional management.

Clive Gray continued his work on the role of *competition policy* in development, carrying out assignments in Kenya, Sri Lanka, and Zimbabwe. In 1988, Kenya became the first African country to pass antitrust legislation and establish a Restrictive Trade Practices Tribunal, while Zimbabwe is only now considering whether to embrace a pro-competition policy. It remains an open question, however, whether antitrust machinery in early industrial

economies like Kenya and Zimbabwe will promote competition or hinder it by giving the authorities another means of generating rents. In Sri Lanka, Gray recommended that competition policy become part of an export-oriented industrial strategy. Mergers and takeovers likely to create a base for penetrating export markets would be authorized, while those tending to lessen competitive pressure to export would be forestalled.

Richard Gordon and colleagues have drafted and published a detailed model competition and fair trade law, including references and commentary. Gordon, **David Smith**, and **Detlev Vagts** of the Law School have also drafted a detailed model company law for developing countries whose legal systems are based on the European civil code.

Employment and Enterprise Policy

The Employment and Enterprise Policy Analysis (EEPA) project, funded by USAID, has been brought to completion with **Donald Snodgrass's** draft monograph summarizing the findings of six years of work. Although *small and medium enterprises* (SMEs), with 100 or fewer employees, dominate manufacturing in low-income countries, average firm size rises and the relative importance of SMEs declines with development. Differentials among firms of different sizes in wages, productivity, and profits also narrow as income rises. SMEs are squeezed out as markets become better integrated and economies of scale and scope come into play. A minority of SMEs survive by finding niches which permit them to compete with larger enterprises on the basis of product quality, flexibility, and responsiveness to customer needs.

The import-substituting industrialization policy package is generally biased against SMEs, while deregulation and most forms of export oriented industrialization are more favorable to SMEs. Although there have been few rigorous studies, it appears that little of the money spent on programs to assist SMEs by providing them with credit, advice, and physical facilities has yielded a high return. Improving SME access to financial markets seems more promising than providing them with subsidized loans. Many developing country governments spend significant sums on SME promotion programs, then offset any gains by following policies and administrative procedures that are biased against SMEs. It would be more cost effective for them to concentrate on reducing policy bias against SMEs and leave more of credit provision, marketing and other forms of business support to the private sector.

Taiwan's remarkable development may have depended more on SMEs than that of any other country in recent history. As part of a collaboration with the Chung hua Institute for Economic Research (CIER), **Snodgrass** and Taiwanese economist **Wen Jeng Kuo** are attempting to discover how much of Taiwan's success is attributable to unique factors and how much is due to policy measures that might be replicated elsewhere. The study is scheduled to be completed in 1993.

State Capacity and Economic Reform

Merilee Grindle's recent research focuses on the impact of *economic and political crises* on the capacity of states to manage the process of development. In a new manuscript considering countries in Latin America and Africa, she finds that economic and political crises have undermined the ability of states to exert social control and ensure institutional authority and stability, decreased administrative capacity to deliver basic social and infrastructural services, and diminished capacity to respond to societal demands for representation and participation. Paradoxically, however, states in crisis seem better able to manage macroeconomic policy. Grindle's studies of Mexico and Kenya show that crises create opportunities to redefine development strategies and construct new power relationships, but effective political institutions and astute leaders are necessary for this to occur. In a related article on Latin America, Grindle argues that implementing and sustaining reforms is frequently more difficult than deciding to introduce them.

Grindle and Francisco Thoumi, in a case study of Ecuador, identify a pattern of "muddling towards adjustment." In three different administrations in Ecuador, political elites would initiate reforms, only to have them compromised or reversed in response to protests by interest groups, opposition parties, and the public. The muddling did not defeat efforts to adjust, but slowed them considerably and compromised their success.

Merilee Grindle and John Thomas won the 1992 Charles H. Levine Award for their book, *Public Choices and Policy Change: The Political Economy of Reform in Developing Countries*. The award is given by the journal, *Governance*, jointly with the International Political Science Association for the best book of the year in public policy and administration. The award citation stated:

"Grindle and Thomas have written a perceptive study that derives its insight from the sharp ear of empirical evidence assembled by experienced practitioners as well as from the clear eye of scholarly theory-builders broadly based in comparative case studies. *Public Choices and Policy Change* is not only exceptionally broad based theoretically but also truly comparative — drawing on case materials from twelve different nations in Africa, Asia, and Latin America.

Public Choices and Policy Change is theoretically ambitious yet unpretentious. It is likely to be of theoretical/analytical relevance to both scholars and practitioners concerned with understanding and managing policy change. As such, Grindle and Thomas have written a book clearly in the tradition of the work of Charles H. Levine and worthy of the award given in his memory for the best public policy and administration book published in 1991."

Strategic and Policy Lessons from Asia

HIID has participated as policy advisers in both the remarkable successes of East and Southeast Asia and the daunting tasks of development in Africa. In an effort funded by USAID through the CAER project, **David Lindauer** and **Michael Roemer** are compiling a volume to discover if there are *lessons from Asia for African development*. The volume's twelve chapters by authors from Harvard and Williams College cover a range of political, macroeconomic, and sectoral issues. The study concludes that there is no single lesson from East and Southeast Asian development, which encompasses at least three differing strategies, although all are market based and outward-looking. Because of similar resource endowments and political institutions, the Southeast Asian countries — especially Indonesia, Malaysia, and Thailand — appear to offer better models for African countries than do the East Asian tigers. The ingredients of Southeast Asian development that seem to apply to Africa include sound and sustained macroeconomic (exchange rate, fiscal, and monetary) policies, investment in food and export agriculture, the ability to insulate fledgling export industries from policy distortions and rent-seeking, the establishment of a viable economic reform program, and stable regimes that are committed to rapid development as a national goal.

In 1992 HIID, led by **Donald Snodgrass** and **Jeffrey Vincent**, launched a two-year study of *Malaysia's development*, in collaboration with Malaysia's Institute of Strategic and International Studies. The project is to produce three jointly authored volumes focusing on features of Malaysia that distinguish it from the better known East Asian cases: ethnic heterogeneity, a large public sector, and a rich endowment of natural resources. From 1970 to 1990, Malaysia managed to reduce substantially absolute poverty and increase the employment and ownership of indigenous Malays in the modern sector, while accelerating its economic growth, contrary to all predictions, to become the tenth fastest growing economy in the world over that period. This success seems to be explained by good economic policies, a pragmatic willingness to change policies when necessary, and good luck in the shape of favorable resource endowments and high oil prices in the 1970s. A deep recession in the mid-1980s inspired a tilt away from equity, towards growth objectives, which in turn produced a vigorous investment and export boom that continues to this day. With a labor shortage now evident, Malaysia has moved beyond the cheap labor stage into increasingly sophisticated manufacturing and service activities.

William Lazonick is exploring the pre-World War II *technological foundations of development* in Japan and the reasons why China and India did not develop comparable capabilities. Concentrating on the cotton textile industry in the three countries, the study investigates the relation between borrowing machine technology from Britain and the United States and the indigenous development of textile machinery. Lazonick hypothesizes that the most important factor in explaining national differences is the organizational

capability at the level of firm, industry, and nation to generate a learning process that is continual, cumulative, and collective

Economics of Development

The third edition of *Economics of Development*, by Malcolm Gillis, Dwight Perkins, Michael Roemer, and Donald Snodgrass, was published in 1992. It has become the leading undergraduate textbook in the field.

The Rural Economy

Food policy

C. Peter Timmer, continuing to examine the importance of appropriate *government interventions* to stimulate agricultural transformation, pursues three basic themes: the role of agricultural growth in overall economic growth, the biases against agriculture in both government policies and market

Economics of Development, Third Edition Malcolm Gillis, Dwight H. Perkins, Michael Roemer, and Donald R. Snodgrass New York: W W Norton & Co., 1992

Introduction

Starting Modern Economic Growth

Growth and Structural Change

Development and Human Welfare

Guiding Development: Markets versus Controls

Planning Models

Population

Labor's Role

Education

Health and Nutrition

Capital and Saving

Fiscal Policy

Financial Policy

Foreign Aid, Investment, and Debt

Primary Exports and Growth

Import Substitution

Outward-looking Development

Agriculture

Sustainable Development: Natural Resources and the Environment

Industry

prices, and the contribution of price stabilization to food security and economic growth. Timmer is motivated by a basic hypothesis: in poor countries, rapid growth in agricultural productivity and rural incomes is essential to achieve simultaneously reductions in poverty, rapid economic growth, and a stable political and economic environment.

The role of agriculture in overall development is discussed in a major work on poverty alleviation in Indonesia by Timmer and Walter Falcon, in a joint study with Steven Block of agricultural productivity and growth in Africa, and in the Hibbard Memorial Lecture at the University of Wisconsin, exploring why markets and politics undervalue the role of agriculture. Timmer's research on Chinese rural reforms was discussed in an earlier section. He has also looked at the possible lessons from Asia for Africa and reached a skeptical conclusion: because African food systems appear to be much more complex and fragmented than those in Asia, a strategy of stabilizing food prices while raising farm productivity will be more costly and technically more difficult, without the obvious growth linkages seen in Asia.

Richard Goldman has employed an econometric model to test whether there is a common structure underlying highly diverse patterns in the growth of *food consumption* in the countries of Asia and the Near East. The model confirms that growth in per capita food consumption is mainly determined by food prices, macroeconomic factors influencing per capita income, calorie deprivation, cereals production, and urbanization. Among the countries that had important calorie consumption deficits in the 1960s, the only ones that escaped deficits in the subsequent period did so through important increases in food production. Predominantly rural countries with moderate calorie deficits in the 1960s used increased food production to increase calorie intake, diversify diets, and substitute for imports. The more urbanized, higher-income countries promoted improvements in calorie consumption through lower food prices, support by increasing import dependence, in some cases heavily supported by food aid.

These broad trends are seen by **Goldman** in the evolution of *Pakistan's food system* from 1960 to 1986. In the 1960s, the Green Revolution propelled increases in both food consumption and food self-sufficiency. In the 1970s and 1980s, slower agricultural growth and macroeconomic mismanagement forced heavy tradeoffs between food consumption and foreign exchange objectives. Currently, diet diversification is being driven by a slowing demand for wheat, growth in edible oil consumption through price declines and imports, and unusual interactions between the domestic edible oil and the dairy subsystems. The edible oil connection has also been studied in detail by Goldman and **Malcolm Hall** in an attempt to measure the benefits and costs of strategies aimed at import substitution for edible oils.

Ricardo Godoy and Mario de Franco have observed that *Bolivia's rising food prices* fed the inflation of the early 1980s as farmers were unable to respond to rising demand caused by expanding government deficits. From

1982 to 1984, food prices were the prime movers of inflation. After the stabilization of 1985, food production rose, but slowly. Godoy and de Franco attribute this in part to Bolivia's long indifference to financing research on staples eaten by the poor. They use a general equilibrium model to suggest that enhancing the productivity of non-traded staples has a larger impact on the economy than financing innovations in tradable crops.

Pauline Peters continues her research into the effects of *market liberalization in Malawi* on rural families' production, income, food security and nutritional status. Field research was completed in September 1991. The results suggest that grain market liberalization has not dramatically affected total rural household income, but has caused (1) a greater emphasis on home-produced maize in total income, (2) an increased income share from marketed crops among the upper quartile of household income, and a lower share of income from marketed maize and a higher share from wage income among the lowest quartile. The entry of private traders into deregulated markets has provided multiple marketing channels, reduced farmers' costs, and stimulated changes in crop production and sales. Nevertheless, the state marketing board (ADMARC) remains critical for farmers' maize purchases in the pre-harvest deficit months and continues to be dominant in rural markets. Peters is also conducting parallel research on the historical dimensions of agricultural commercialization and the effects of policy on land tenure and land use in Malawi.

Thomas Tomich and Anil Deolalikar are using Peters' data to estimate *consumption functions* for rural Malawi. **Clive Gray** has combined cross-section results from two different surveys of consumer expenditure in Morocco and found price elasticities for eleven broad commodity categories clustering around (negative) one.

The *dynamics of agricultural policy reform* has been investigated by **Merilee Grindle** and Robert Paarlberg, in work supported by USAID under the APAP project. During the 1970s, reforms focused on agriculture itself, encouraging increased spending and a larger role for government. In the 1980s, concern shifted to the macroeconomic environment for agriculture, encouraging diminished spending and a reduced role for the state. Decision making shifted in parallel, from agricultural ministries and technicians in the 1970s to the most senior officials of government in the 1980s. The macroeconomic focus of the 1980s was a necessary response to events, but tended to ignore the importance of government investment in agricultural development.

Rural Credit

The *Bank Rakyat Indonesia*, with advice from HIID for over a decade, has developed a nationwide system of financial intermediation at the local level. With a lending program offered at commercial interest rates, providing over \$800 million in credit outstanding to nearly two million borrowers and

financed by \$1.7 billion mobilized by BRI from about ten million deposit accounts, this is the largest program of its kind in the world. Loan losses are low, and the system is profitable for the bank and therefore likely to be sustainable in the long term. The story of rural banking in Indonesia has been told in a book, *Progress with Profits*, by Richard Patten and Jay Rosengard, published jointly by HIID and the International Center for Economic Growth, and in a book, *Rural Finance*, written by Marguerite Robinson and Indonesian colleagues at BRI and the Center for Policy and Implementation Studies, published in Indonesian by BRI.

Other countries are now beginning to study and to adapt the BRI approach for their needs. Partly to meet the emerging demand for analysis of the BRI experience, Robinson has been conducting research on the *theoretical and policy implications of BRI's operations*. Robinson offers a new explanation for the high interest rates typically charged by informal commercial lenders in developing countries, based on monopolistic competition. She observes that the total cost to the borrower of credit from BRI is substantially below that paid by most Indonesian borrowers who receive credit from informal commercial lenders. When subsidized and commercial loans are offered by the same bank, the BRI experience demonstrates that the commercial credit program, supported by deposits, can gain much of the larger share of the market. BRI has trained its staff to understand local markets and their interlinkages, thereby overcoming problems of asymmetric information, moral hazard, and adverse selection, and making feasible a systematic approach to savings mobilization, specifically designed and implemented to meet local demand. The BRI experience demonstrates that, under conditions realistically attainable in many countries, financial institutions operating at the local level can be both economically and socially profitable. Robinson is extending this work — now available as Development Discussion Paper 434 — into a book on financial intermediation at the local level.

Progress with Profits: The Development of Rural Banking in Indonesia

Richard H. Patten and Jay K. Rosengard. San Francisco: ICS Press for HIID and the International Center for Economic Growth, 1991.

Introduction: Rural Banking in Print and Practice

Principles in the Development of Rural Financial Institutions and Rural Banking Services

The Indonesian Macroeconomic Policy Context

Case Study One: Badan Kredit Kecamatan (BKK)

Case Study Two: Bank Rakyat Indonesia (BRI) Unit Desas

Conclusion: Lessons Learned and Learning Lessons

The *Grameen Bank of Bangladesh* is another rural credit program that has attracted substantial international interest. In mid-1992, **Martha Chen** participated in a comprehensive review of all existing studies of the socio-economic impact of Grameen's programs. The review showed that participating households enjoy higher incomes and spend less of their total income on food than before becoming Grameen clients. Villages served by Grameen Bank have less absolute poverty than other villages. Women have especially benefitted from employment creation and improved income security. Chen concludes that, although the aggregate results of Grameen programs are encouraging, studies that measure aggregate outcomes are not very useful as management tools. To be more useful, future studies should disaggregate data by number, size, and type of loan, and by other types of input, if any.

Parker Shipton extended his earlier research on *credit and debt in The Gambia*, paralleling similar work on Kenya. He shows that some indigenous systems can — but others cannot — be successfully emulated by, connected to, or improved by modern financial systems.

Rural Institutions

Parker Shipton continued his research on *property rights* in agropastoralist western Kenya, documenting the divergence of official and unofficial land tenure systems and showing how individual titling often reduces security of tenure for some important groups. His research traces the history of rural peoples' sometimes violent reactions to imposed mortgage systems and suggests ways to prevent future misunderstandings about land tenure systems in Kenya and other African countries.

Martha Chen, in research funded by the World Institute of Development Economics Research and the MacArthur Foundation, has surveyed widows in rural areas in seven states of India to discover their prevalence, to understand their vulnerabilities, and to promote appropriate policy responses. Widows are insecure because of patrilocal residence and inheritance, remarriage practices, employment restrictions, and social isolation. Chen is completing a book on these and other findings.

Rural Linkages

Blane Lewis and Erik Thorbecke explore the nature and extent of the economic linkages in a small regional economy defined by a market center and its hinterland in Kenya. They consider the impact of production activities on regional value added and employment, the influence of sectoral production on the level of household income, the impact of household expenditure on regional value added, and the relative significance of production and consumption linkages in terms of stimulating aggregate income. The analysis demonstrates that outcomes are crucially dependent on whether or not agriculture has surplus capacity or is constrained in its ability to raise output.

in response to higher demand. In a related study, Lewis finds that exports are the most important factor in explaining regional output and wage income in rural Kenya, though factors such as investment demand, remittances, and agricultural supply constraints are also significant.

Tropical Forest Management

In the recently published book, *Not by Timber Alone Economics and Ecology for Sustaining Tropical Forests*, Peter Ashton and Theodore Panayotou employ a multidisciplinary, analytical approach to explore *policies to sustain tropical forests*. The authors attribute the massive loss of tropical forest to a general undervaluation of its products and services, by both markets and governments. A host of factors, including policy distortions, market failures, population growth, and institutional weaknesses, lead to unsustainable harvesting practices and extensive forest encroachment. These, in turn, reduce the forest's economic value and its ecological resilience. *Not by Timber Alone* integrates two points of view: the needs of the world's population to protect its global climate and genetic resource bank, and the needs of local populations who must survive physically and advance economically if they are to reduce their dependence on the forest over time. As the benefits flowing from forests are both local and global in scale, so must the costs of sustaining them be borne both locally and globally.

Since 1989, Ashton, Panayotou, Ricardo Godoy, and James LaFrankie have collaborated in multi-disciplinary research to develop policy and *man-*

Not by Timber Alone Economics and Ecology for Sustaining Tropical Forests Theodore Panayotou and Peter S. Ashton Washington D.C. Island Press, 1992

Introduction and Overview

Tropical Forest Resources and the Timber Trade

Natural Forest Management

Undervaluation of Tropical Timber

Non-Timber Forest Products A Major Component of the Forest Total Value

Environmental Services Another Major Component of Forest Value

The Economics of Multiple-Use Management

Silviculture and Logging Technology for Multiple Use Management

Plantation Forestry

Conservation of Genetic Resources

Institutional Constraints and Options Customary Rights vs State Ownership

Government Policies

International Cooperation

agement paradigms for sustaining tropical forests The research is intended, first, to identify at the local level, under a range of representative socio-economic and forest conditions, what leads people to degrade or destroy forests, and what changes are needed to achieve sustainable use. Second, predictive models are being built that will help to optimize forest management, incorporating socio-economic as well as forest biological considerations, manage biodiversity in forest preserves, and predict future values of the goods and services which representative forests yield. To date, collaboration in field research has begun in forests of Peninsular and East Malaysia, Thailand and Sri Lanka. Recently, a global network of tropical forest sites has been initiated as part of a new Center for Tropical Forest Science under the Smithsonian Tropical Research Institute. Initial results include a better understanding of why forests become undervalued during economic development when rural economies become monetized, and evidence that explains why tropical forests do not become dominated by a single species, which also explains why tree monocultures are inherently unstable in the humid tropics.

Panayotou has examined the growing world concern about *tropical deforestation* and reached several conclusions. First, the worldwide demand for forest preservation is due as much to environmental concerns as to increased deforestation. Second, excessively rapid deforestation from the viewpoint of the timber exporter is caused by market failures such as inadequate property rights and pervasive externalities. Third, global interests in the environment and the preservation of biodiversity demand an even greater reduction in deforestation than is in the tropical countries' own interests. Consequently, fourth, reaching an optimal rate of deforestation from an international viewpoint requires that compensation be paid to tropical countries for foregoing chances to extract revenues from their forests. In a related paper, Panayotou proposes *transferable development rights* as a mechanism to compensate individuals, communities, and nations when they preserve habitats that would otherwise have yielded development benefits. Further research will be required to estimate optimal levels of deforestation and compensation.

Values of *non timber forest products* are frequently cited as one of the reasons to harvest tropical forests more slowly. Theoretical work by Jeffrey Vincent and Clark Binkley suggests, however, that whenever production of various goods and services from the forests responds differently to managerial effort, division of the forest estate into specialized (single use) units is likely to yield higher revenues than multiple-use management. This principle, analogous to comparative advantage in trade theory, implies that policymakers should shift their focus from tropical forest management practices to the allocation of areas between timber production and forest protection.

Godoy has taken a closer look at non-timber forest products in his study of the Sumu Indians of Nicaragua, intended to examine the links between income and indigenous peoples' use of the tropical rain forest. The study

suggests that, as rural incomes rise, people specialize in foraging, particularly in hunting. The opportunity cost of the forest, measured by the value of non-timber forest goods, approaches the world median of \$50 per hectare per year. And foraging plays a decreasing role in household income because people leave the forest for agriculture and urban jobs.

Developing countries' experience with *forest-based industrialization* has generally been disappointing. Vincent and colleagues, in a paper commissioned by the World Bank, conclude that the failure of countries to sustain production from their forests is due largely to policies that prevent the growing scarcity of depleting timber resources from being reflected in market prices. In a related paper commissioned by USAID, Vincent argues that these same price policies, and not world demand or import barriers, are primarily responsible for the boom-bust pattern of world tropical timber trade.

The Environment

During the biennium, HIID vastly expanded its environmental programs under the leadership of **Theodore Panayotou**. In the field of environmental management, current practice is even more tightly tied to research than is true in most other developmental sciences. The concept of sustainable development, which adds environmental values to the goals of income growth, equity, and participation, is relatively new and ill-defined. Public awareness of, and demand for, improved environmental quality changes frequently as new evidence is gathered and popularized. Scientific understanding of the means to reduce pollutants is still evolving, while economic understanding of the costs and benefits of environmental improvement is a field in its infancy. Little wonder, then, that new research is eagerly absorbed into current practice and existing practice is the laboratory for current research. HIID's environmental program combines a rapidly expanding roster of field projects with a full agenda of research and publication.

The keynote for HIID's work on *sustainable development* was set in Panayotou's *Green Markets*, published in 1993. He argues that for development to be "sustainable," it must provide widespread benefits for all income groups in both current and future generations. Hence the concept must encompass economic growth, poverty alleviation, fertility decline, substitution of human capital for natural resources, and environmental quality. Panayotou is optimistic that sustainable development is feasible if growing resource scarcities and deteriorating environmental quality are fully transmitted through market prices and government policy to producers and consumers, who must bear the full environmental costs of growth. He cites Japan as a country that increased productivity rapidly while reducing dependence on energy and natural resources, and reducing emissions. It is not only that markets, guided by government policy, can mediate this process, argues Panayotou. It is also palpably clear from experience that command-and-

Green Markets The Economics of Sustainable Development Theodore Panayotou San Francisco ICS Press for HIID and International Center for Economic Growth, 1993

Environmental Degradation The Magnitude of the Problem
 Market Failures and Environmental Degradation
 Policy Failures and Environmental Degradation
 Achieving Sustainable Development through Policy Reform
 The Role of Development Assistance
 Sustainable Development and Economic Growth

control systems, whether in the tropics, Eastern Europe, or the industrial countries, have failed to halt environmental degradation, while they effectively halt economic growth

Panayotou has tested empirically the hypotheses that degradation rises, then falls, as income rises in an inverted U-shaped (or Kuznets) curve Using cross-section data on deforestation and air pollution from a sample of developing and developed countries, he found support for the hypotheses of an *environmental Kuznets curve* Panayotou's findings indicate a turning point for deforestation between \$800 and \$1,200 per capita and for emissions between \$3,800 and \$5,500 Between \$1,000 and \$3,000, both the economy and environmental degradation undergo dramatic structural change from rural to urban and from agricultural to industrial A second structural transformation begins to take place as countries surpass a per capita income of \$10,000 and begin to shift from energy intensive heavy industry into services and information- and technology-intensive industry To help explain the environmental Kuznets curve, which may be partly a demand phenomenon, Panayotou and Clifford Zinnes have attempted to measure the sign and magnitude of the income elasticity of demand for environmental assets at different levels of development

Jeffrey Lewis has used a computable general equilibrium model for Indonesia to measure the environmental implications of alternative *energy pricing* (and taxing) schemes He finds that the overall effect on emissions of the present structure of fuel taxes and subsidies is slightly beneficial Replacing current taxes with environmentally motivated fuel taxes could reduce emissions by twenty percent with no loss of GDP, though the exact structure of taxes and subsidies is quite sensitive to the "damage weights" chosen for individual pollutants

Anil Markandya has been working on the *external costs* generated by different energy sources, extending results from the industrial countries to the developing world He is involved in projects to explore the implications of sustainable development in agriculture, to see what changes should be made

to agricultural project evaluation and policy design to achieve sustainability Markandya, under a UNDP/UNCTAD project, is synthesizing a dozen country studies and several thematic papers to produce a book on *international trade and the environment* Markandya is also working on two problems of *environmental measurement* first, he is writing a paper to operationalize the concept of incremental costs of achieving biodiversity, and second, he is editing a book for UNEP that explores methods of environmental accounting as a contribution to a revised system of national accounts

Markandya and Panayotou have undertaken a number of country studies, including Thailand, Côte d'Ivoire, and Mexico, to be followed by Jamaica, Pakistan, Venezuela, and Vietnam, for the World Wildlife Fund, investigating the *impact of structural adjustment programs* on the environment Under the prevailing policy distortions and institutional failures, structural adjustment programs tend to reduce pollution and resource depletion per unit of GDP, but to increase it in the aggregate They recommend integrating environment protection into structural adjustment programs from the start through land titling schemes, pollution taxes, and full-cost pricing of natural resources

The question of *international negotiations on climate change* is explored by Panayotou, who uses Thailand as a case study of the perspective of newly industrializing countries (NICs) The NICs favor rapid growth, structural change, and export orientation Their position would be best served by a comprehensive, market-based approach to environmental policy, bolstered by tradable emission permits that could transfer resources to low-income countries in return for their willingness to bear more of the costs of future pollution abatement

The worldwide environmental problem of municipal solid waste was addressed by a research project on recycling and composting, conducted by the Center for Policy and Implementation Studies (CPIS) in Jakarta and an advisory team from HIID coordinated by Marguerite Robinson Carried out in cooperation with the Jakarta City Government, the research resulted in the development of a labor-intensive, environmentally beneficial method for the profitable composting of the unrecycled organic component of Jakarta's municipal solid waste HIID's interdisciplinary team included Christopher Bennett, David Bloom, Lakshmi Reddy Bloom, and Michael Simpson Pilot projects on the development of small, privately owned enterprises for the recycling and composting of municipal solid waste were established in Jakarta and are now beginning to interest cities in other developing countries, such as New Delhi Research findings on composting are available in a Development Discussion Paper and a volume published in Indonesia by the Center for Policy and Implementation Studies, both authored by the HIID team, and in other CPIS publications

Human Capital

Educational Innovations

As part of the BRIDGES Project, Noel McGinn, Fernando Reimers, and Donald Warwick reviewed twelve *innovative projects* in education in Pakistan, carried out between 1978 and 1988. More than 100 educators, at all levels of the system and in all regions of the country, were interviewed to construct the history of each innovation. These comments were used to extract the characteristics of the implementation process of each innovation. Successful implementation requires involvement of implementors in design, attention to problems of culture, stability of management, and political support.

In Colombia, McGinn and Armando Loera assessed the impact on *repetition rates* of a government policy that encouraged teachers to promote all students, no matter their level of achievement. The policy was not well implemented, as teachers were unwilling to pass learning problems on to their colleagues in higher grades. On the other hand, school failure is shown to be associated with particular instructional practices and patterns of school organization. Elimination of repetition depends, therefore, on improvement of instructional quality.

In Pakistan, Thomas Cassidy, Thomas LeBlanc, and Jorge Valdes, in collaboration with Pakistani officials, helped to develop a computer-based *education management information system* (EMIS) in the education secretariats of two provinces. Funded by USAID under the Primary Education Development (PED) project, EMIS employed geographic information systems and other improvements in data reporting and presentation. EMIS has increased the ability of education managers to use systematic information in making key policy decisions, such as where to build schools and assign teachers.

Reimers has also been sponsored under the ABEL project to study three educational innovations in Latin America that are particularly successful at providing quality education to poor children: the program of *Fe y Alegria*, operating in twelve countries, the *Escuela Nueva* in Colombia and the program of the 900 schools in Chile. Key issues affecting the implementation of educational innovations include a clear mission, management and leadership, a redefinition of the relationship between schools and communities so that each supports the other, social marketing, teacher training, and establishing networks of schools to facilitate learning by doing.

As a final product of the BRIDGES project, McGinn and Allison Borden produced an *expert system* device for diagnosing problems of access and quality in basic education, and for reviewing policy responses. The manual "interviews" the user by posing a sequential series of questions about aspects of the functioning of the education system. Answers to the questions guide the

user to pertinent research and to examples of programs mounted by other countries, in response to similar problems. The manual covers all aspects of basic education systems, including finance, teachers, assessment, curriculum, materials, and administration.

School Effectiveness

Donald Warwick and Fernando Reimers, using data from a national survey of 500 schools, 1,000 teachers, and 11,000 students, have explored the factors explaining the effectiveness of schools in Pakistan. Some of the principal results are reported below.

- Reimers, using *hierarchical linear modelling*, found that different characteristics of teachers, teaching materials, and other attributes of classrooms accounted for fifty percent of the differences in student achievement in Pakistan, much higher than in the United States, suggesting a major role for educational policy and investment.
- Warwick and Reimers observed that the differences in student *performance in math and science* are correlated with the size and density of the school. Teachers in good schools have greater formal education and are more likely to teach only one grade.
- Warwick and Haroona Jatoi found that, although students of *female teachers* had significantly lower achievement in mathematics than students of male teachers, the gap arises mainly from rural schools, which cannot retain educated female teachers.
- Warwick and Reimers show that, because the quality of *teacher training* is poor, it specifically contributes little if anything to student achievement in mathematics and science, although the number of years of teachers' formal education is one of the best predictors of student achievement.
- Reimers found that student achievement is not associated with the *amount of instructional time* and concludes that the quality of instruction is more relevant than its duration.
- Warwick observes that *school organization* in Pakistan relies mainly on administration, gives little legitimacy to management, and discourages leadership. The emphasis on administration stifles changes that might improve student achievement.

Under the BRIDGES project, Noel McGinn, Reimers, and Armando Loera studied the factors that contribute to *grade repetition* in primary school in Honduras. Over 1,200 children were tested and interviewed, and their teachers and parents were interviewed, to sort out the causes of repetition. Teachers' differing expectations and approaches about different students, based significantly on non-academic characteristics, influence how much

students learn and their opportunity to be promoted to the next grade. Repeating a grade does not appear to increase the reading ability of the students. Because repetition rates are highest in the first grade, the study recommends assignment of more and better teachers there, rather than to higher grades, and suggests greater emphasis on reading.

Reimers also examined the need and options for *early childhood education* policy in Latin America and the Caribbean. He identified two trends that justified increased attention to early childhood education: growing participation of women in the labor force and declining efficiency in early primary education as suggested by high repetition rates in first grade. Research on the causes of repetition and on the impact of preschool education on later achievement both point to the value of preschool experiences to enable children to learn. In Latin America, less than two of ten children below age five participate in some early childhood education program. Reimer's work suggests that the slow expansion of preschool education is due more to a lack of national commitment than to budgetary stringency. Use of existing facilities and encouragement of private contributions would help to expand preschool education, with government serving a coordinating role.

In March 1993, the Ministry of Education distributed a comprehensive report on Egypt's first *national survey* of teaching practices and school effectiveness. This effort was assisted by HIID under the leadership of Abby Riddell. The conclusions confirmed several initial hypotheses. Broadly interactive and integrative teaching was consistently related to higher student achievement. The importance of the classroom context was also confirmed: classes with students from diverse backgrounds are likely to provide a more equitable learning environment for all children. Some of these and other findings will require further analysis to yield implementation strategies.

Universal education is unlikely to be realized until efforts are made to reach for *children on the periphery* of mainstream social, economic, and political life. Under a research program led until recently by William Cummings and financed by USAID under Project ABEL, six authors including Cummings and James Williams present a conceptual framework and policy strategies to deal with the special problems of educating peripheral children, who can be geographically remote, as in rural Africa, or centrally located, as in many of the world's large cities, including those of the United States.

In a series of papers and monographs, Charles Myers and Chalongsob Sussangkarn analyze the *fit between education and rapid growth* in Thailand. They find a poor fit. Secondary enrollments remain low, vocational school graduates do not have the skills employers seek, on-the-job training is inadequate, and universities cannot graduate sufficient numbers of professional and highly skilled workers. Quality variations among schools remain high and access to high-quality primary education is poor. These imbalances, which would take a decade or more to rectify, are likely to threaten Thailand's future competitiveness, income distribution, and social cohesion.

Looking at educational effectiveness from an altogether different perspective, **Donald Robbins** and Mari Minowa measured the *economic returns to education* in different industries in São Paulo, Brazil, using 1977 data. They found that higher wage premiums, the result of non-competitive forces, are enjoyed to a greater extent by the more educated workers than by those with less education. Industries with high rates of return to schooling tend to be multinational, to use advanced technology, and to have higher effective rates of protection.

Education Planning and Finance

Education in Pakistan continues to lag behind other sectors in its rate of development and modernization. To what extent has education been ignored in national planning? If there has been a commitment to investment in human resource development, has this been reflected in expansion of education? Nasir Jalil and Noel McGinn analyzed *national development plans* in Pakistan since 1950. Commitment to education was high in most regimes, but actual spending of budgeted resources varied considerably. Some plans favored basic education, but most resources went to higher education. Their book chapter suggests that education plans served another purpose besides that of directing actual expenditures in education.

One impact of the *internationalization* of all economies is that education in small states must now be planned according to events beyond national borders. McGinn observes this in Paraguay, where an agreement to form a common market with Argentina, Brazil, and Uruguay confronts the education system of Paraguay with a much different set of challenges and requirements. The economic realities facing Paraguay as the least developed partner in the new common market dictate a strategy to improve the quality of basic education, primarily in rural areas, rather than to expand secondary education, as now planned. This apparent backward step is the only hope for Paraguay developing sufficient human capital to compete in the regional and world economy.

In a study under the USAID-financed ABEL project, **William Cummings** and **Abby Riddell** considered the problems of expanding educational opportunity in developing countries under *financial stringency*. One strategy to preserve educational quality is to remove from the public sector the burden of providing education for those able to afford it themselves, through increased user fees, a larger private educational sector, and other forms of decentralization. Cummings and Riddell argue that, if there is to be a great deal of school level autonomy, there needs to be an effective central hub, both for setting standards and for regulating disparities. Decentralization or privatization at the primary level would not be a desirable trend if basic education is expected to support national culture and uniform educational standards. Finally, decentralized education is likely to be less egalitarian unless a national compensatory system is imposed.

Fernando Reimers has looked at the impact of *economic adjustment programs* on education in Latin America. On the basis of interviews with education policy elites in a number of countries, Reimers concluded that economic adjustment has exacerbated the inequalities implicit in the provision of basic education and the low internal efficiency of education systems. Education was affected, not only by reduced government revenues, but also by reduced household income. A number of policy options might redress some of the consequences, including restructuring expenditures towards basic education, placing greater weight on educational equity, improving quality of instruction, and institutionalizing mechanisms for strategic planning, policy continuity, and policy change.

Extending this enquiry to sub-Saharan Africa, Reimers found that completion rates fell during the 1980s, more for girls than for boys, and more in adjusting than non-adjusting countries. It cannot be shown that adjustment itself caused these problems in African education, indeed, declining trends preceded adjustment. But neither was adjustment used as the occasion to address educational problems, as it might have been.

Diarrheal Disease Research

The Applied Diarrheal Disease Research (ADDR) Project, funded by USAID and managed by HIID under the leadership of **Richard Cash**, has provided financial and technical assistance to scientists conducting more than 120 studies in fourteen developing countries, on topics related to the management or control of diarrheal disease and, more recently, acute respiratory infections and micronutrient deficiencies.

Jonathan Harrington and **Fitzroy Henry** have summarized the results of ADDR studies on the use of local foods in treating diarrhea. Starchy foods such as rice, corn or cassava, mixed with glucose, have been shown to reduce diarrhea volume and prevent dehydration. Studies in Peru showed that a local preparation of bean flour and rice mixed with milk is more effective in stopping diarrhea than commercial preparations. Other ADDR-sponsored research indicates the importance of adequate nutrition during diarrhea, contrary to the common treatment of withholding certain foods and "resting the stomach." A study in Pakistan demonstrated that a local dish of rice and lentils combined with yogurt promoted more weight gain, at a cost of two dollars a week, than an alternative soy formula costing fourteen dollars a week.

James Trostle and **Harrington** have summarized more than eighteen studies funded by ADDR on prescribing practices for diarrhea. These studies have shown that mothers have important reasons for their apparently irrational use of drugs for their children's diarrhea. Mothers think drugs stop diarrhea quickly, and they are thought to be the modern way to cure illness. Health professionals are taught that it is better to treat possible causes of diarrhea than to worry about antibiotic resistance, and this is reinforced from

visit by pharmaceutical company representatives. Finally, sales of oral rehydration packets, the best treatment for most diarrhea, often give lower profits to drugsellers than sales of antibiotics and antidiarrheals. Pharmacists and doctors often prescribe inappropriate drugs even though they know they should be prescribing oral therapy and diet. The project is experimenting with different interventions to change inappropriate prescribing for diarrhea.

Journal of Diarrhoeal Diseases Research, Vol 9, No 3, September 1991

Combating Childhood Diarrhoea through International Collaborative Research

Fitzroy J Henry

Appropriate Use of Human and Non-human Milk for the Dietary Management of Children with Diarrhoea

Kenneth H Brown and Alan Lake

Transmission Factors and Socioeconomic Status as Determinants of Diarrhoeal Incidence in Lima, Peru

Beth A C Yeager, et al

Physicians' Prescribing Practice for Treatment of Acute Diarrhoea in Young Children in Jakarta

Lusia Gam, et al

Home Treatment of Acute Diarrhoea in Bali, Indonesia

A A Muninjaya, et al

Cultural Study of Diarrhoeal Illnesses in Central Thailand

Chanpen Choprapawon, et al

Feeding Practices for Young Pakistani Children

Iftikhar A Malik, et al

Food Hygiene Behaviour and Childhood Diarrhoea in Lagos, Nigeria

Ekanem E Ekanem, et al

Evaluation of Clinical Management Training Programme for Diarrhoea

Eduardo Salazar-Lindo, et al

Mothers' Perceptions about Childhood Diarrhoea in Rural Mexico

Homero Martinez and Gabriel Saucedo

Childhood Diarrhoea in a Low-income Urban Community in Bangkok

Porapan Punyaratabandhu, et al

Diarrhoeal Disease Morbidity, Risk Factors and Treatments in a Low Socioeconomic Area of Ilorin, Nigeria

Gbolahan A Om, et al

A Traditional Diet as Part of Oral Rehydration Therapy in Severe Acute Diarrhoea in Young Children

Salahuddin Shaikh, et al

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ADDR findings were featured in a special issue of the *Journal of Diarrhoeal Diseases Research* on childhood diarrhea, edited by Henry

The ADDR project's aim is to encourage research and *build research capacity* on diarrheal disease in developing countries. James Trostle has edited a special issue of *Social Science and Medicine* devoted to programs creating research capacity in health sciences in developing countries. Trostle and Jonathon Simon observe in their article that research capacity building is subject to structural constraints and cultural impediments among both donors and recipients. Among donors, these include a preference for large grants, an imposed schedule of grant disbursements, a preference to spend funds rapidly, and a need to show results within short periods dictated by political concerns. Donors also compete too aggressively to fund the few outstanding researchers, inflating salaries and reputations. Overcommitment of these scientists may compromise the quality of their research. Recipient

Building Research Capacity for Health Social Sciences in Developing Countries *Social Science and Medicine*, Special Issue, 35-11, November 1992. James Trostle, Guest Editor

Introduction Research Capacity Building in International Health
James Trostle

Developing Partnerships for Health and Social Science Research
Nick Higginbotham

A Strategy for Promoting Improved Pharmaceutical Use
Dennis Ross-Degnan, et al

The Potential for Transdisciplinary Research for Using and Extending Linkages between Health and Social Sciences
Patricia L. Rosenfield

Local Knowledge Research Capacity Building in International Health
Mary-Jo DelVecchio Good

Manuals for Ethnographic Data Collection Experience and Issues
Elizabeth Herman and Margaret E. Bentley

Building Applied Health Research Capacity in Less-Developed Countries
James Trostle and Jonathon Simon

Developing Applied Medical Anthropology in Third World Countries
Pertti J. Pelto and Gretel H. Pelto

Balancing Relevance and Excellence Organizational Responses to Link Research with Decision Making
Julio Frenk

Theory-driven Behavioral Intervention Research for the Control of Diarrheal Diseases
Bonita Stanton, et al

institutions are funded by means that are incompatible with local practices and capabilities, so that programs cannot be sustained when donors withdraw. Because donors target their funds narrowly, host institutions have difficulty developing autonomy, internal control, or flexibility. ADDR has tried to overcome some of these constraints by developing a phased model of research support including workshops on proposal writing and data analysis, promoting local and regional networks of scientists, providing extensive bibliographic and editorial assistance, and explaining how to publish scientific articles and communicate with policymakers.

AIDS Research

HIID's project on AIDS prevention in San Juan, Puerto Rico, under the leadership of Yamil Kouri and Kenneth Ofose-Barko, worked through nine newly established primary health care facilities to determine criteria for *selecting clients for HIV testing*. Growing numbers of patients and limited resources will put increasing strains on testing. Over 10,000 clinic clients were given a questionnaire and offered HIV testing. Discriminant analysis was used to confirm that best predictors of HIV status related to well known risk factors. As a result of this analysis, the clinics will try to conserve scarce funds by using the questionnaire to pre-screen clients. Those likely to be HIV positive will be offered free testing, others will be tested for a fee.

James Trostle, Jonathon Simon, and Sharon Stash have developed a manual of group interview techniques for the World Health Organization's Global Programme on AIDS. They have tested the manual in Malawi and Mexico, and found that it helps local program personnel to do needs assessments for AIDS victims without extensive foreign technical assistance.

Charles Myers, in collaboration with Mechai Viravaidya and Stasia Obremsky, has estimated the *economic costs of AIDS* in Thailand, including both the direct costs of prevention and of medical care for the sick, and the indirect costs to the economy. Using established models, they find that in the absence of effective prevention and behavior change, two to four million Thais could be infected by 2000, with 500,000 deaths during the 1990s. Health care costs for AIDS patients are estimated to reach thirty to fifty percent of average annual household income, more than twenty-five times current government per capita health expenditures. Between 1991 and 2000, the present value of aggregate direct and indirect costs from projected AIDS cases and deaths would total between seven and nine billion dollars. With effective prevention and behavior change, 3.5 million fewer people might be infected, with a saving of five billion dollars over the rest of the decade.

Donald Shepard and Richard Bail developed and tested a method for determining the costs of AIDS care and applied the method to Rwanda. AIDS patients stayed in hospital twice as long on average as other patients. Over a lifetime, an AIDS patient cost \$358 to treat, at a total cost equal to five percent of Rwanda's public sector hospital budget. The share was predicted to rise to

eleven percent by 1994. The costs of all HIV-related illness are substantially higher. One way to reduce the costs of treatment would be to strengthen care in health centers and at home.

Health Care Practices

Rainer Sauerborn continued his work on *utilization of health services* in developing countries, focusing on home treatment of mothers in Burkina Faso. Traditional medicine is perceived as highly effective and professional health services are consulted in only thirteen percent of illness episodes. The fees for professional health services and patients' transport costs are equivalent to about three times the daily wage rate. Traditional medicine is used mainly in the framework of home treatment by mothers who treat seventy percent of mild and thirty-seven percent of serious illness episodes. Mothers are the main provider of primary health care and should be the focus of strategies for improving health.

Sauerborn has also developed low-cost indicators of *childhood malnutrition* to help allocate scarce resources on high-risk, low-weight babies. Birth weight is the single most important predictor of subsequent risk of dying for newborns, but very few babies are weighed at birth in rural areas of developing countries, as scales and skills to read them are rarely available. Sauerborn has developed a statistically reliable measure of a newborn's arm circumference that is a valid proxy for birth weight. Since the measure is independent of imported technology and does not require literacy, it is most appropriate for screening babies at birth.

Population

Donald Warwick completed a study of the continuous interactions between *politics and research* on fertility control. He found that politics affects every aspect of research, including the terminology used to describe issues, the definition of priorities in research, the methods used, and the reporting of results. Research findings can also be used for political purposes, such as legitimizing a certain course of action or challenging prevailing assumptions about what is, and is not, a population problem.

Management of Development

Public Sector Financial Management

Subramaniam Ramakrishnan addresses the question of *reforming public budgeting systems* in Africa. Citing familiar reasons why African politicians find it so difficult to reduce public outlays despite compelling economic reasons for doing so, Ramakrishnan argues that only draconian reform would really solve the problem. He sets out a program that includes an end to employment guarantees in the civil service for school leavers, strict limitations

on recruitment into the overstuffed lower and non-technical echelons, increases of salaries of middle and senior officials in government and harmonization with those in public enterprises, sharp reductions in the creation of new projects, large numbers of which remain underfunded, paring the existing portfolio of projects to provide full funding for those with highest priority, giving first priority in recurrent allocations to operations of newly completed development projects, and placing the budget in a macroeconomic framework that strictly controls the dimensions of revenue and expenditure

Many developing countries suffer from *repetitive budgeting*, the practice of cutting and reallocating funds two or three times during a fiscal year due to economic exigencies. **Stephen Peterson** has used his work in Kenya to reflect on strategies for coping with repetitive budgeting. Kenya has focused on allocation reforms such as budget rationalization, computerization of the budget, and most recently the introduction of a public investment program. But improved allocations are of limited value because budgets are politicized and implementation is neglected. Management of repetitive budgeting requires effective accounting systems that can control yet rapidly reallocate scarce funds to critical needs. Yet accounting systems remain weak and controls are cumbersome. Implementing financial reforms requires institution building and improvements in extensive, complex information flows.

Peterson's research has focused on how the introduction of *information technology* can improve the control and management functions of both budgetary and accounting systems. Implementing reforms based on information technology are difficult because they require a process for solving organizational problems. Senior decisionmakers must first be convinced that a problem exists and a solution is needed. Reformers need to earn the trust of decisionmakers, who bear the risk if the technology fails. The reform must be intelligible to the decisionmakers so they can see how it solves the need. A sense of urgency is also helpful to overcome the inertia prevalent in government. The more intense and complex the information system, the harder it becomes to establish trust and make the system intelligible, but the easier it is to demonstrate the need and urgency for action.

Although emphasizing the need for reform of accounting and controls, **Peterson** has also considered principles for reform of *public investment programs*. Allocation reforms should be disciplined and flexible, rather than rigid, and incremental, not drastic, allowing time for both donors and governments to adjust. Investment allocations are political and reforms require incentives to change existing behavior of governments and donors. To reduce the political pressures associated with financial reforms, allocation decisions need to be shared: the size of the reduced portfolio should be determined by treasury, while the composition of the reduced portfolio should be decided upon by donors and ministries.

One of the most difficult financial problems to manage is *recurrent costs*. **Peterson** offers several policy prescriptions to improve recurrent costs. The

government needs to improve budgeting, improve financial planning, develop expenditure norms, improve accounting systems, strengthen complement control, and rationalize services. Donors need to promote and fund capacity support rather than budgetary expansion, coordinate with other donors in sector investment, and strengthen government staff in finance and personnel management.

Foreign Advisers

Available data suggest that well over 40,000 resident foreign advisors work in the public sectors of sub-Saharan African countries at an annual cost of more than \$4 billion, nearly 35 percent of official development aid to the region. African governments are calling for expatriates to be replaced by African experts. Donors are responding by launching new efforts to build professional capacity in the African public service. During the biennium, **John Cohen** provided guidance on this issue by preparing a case study of Kenya. Cohen developed new typologies to help answer three issues facing African governments and donors. First, what are the functions carried out by foreign advisors in the development ministries? Second, why is it so difficult to retain skilled professionals in the civil service? Third, how does the provision of foreign advisors affect the retention of skilled government officers? Cohen's contribution is to add clarity to a poorly defined literature and to offer some of the first data available on retention rates among professionals trained to serve in the public service.

To support this inquiry, **Cohen** conducted a study on *public service reform* in Kenya. Using previously unavailable data, he documented the major constraints of low salaries and benefits and scarce senior leadership that are among the principal reasons for the exodus of Kenyan professionals from public service. Cohen also suggests why it is so difficult for the government to address these constraints on retention. One implication is that it will be difficult for Kenya and other African countries to dispense with at least some categories of foreign advisers for some time. In both studies Cohen argues that until greater conceptual and analytical thought is given to this topic of capacity building, little progress will be made in finding responsible ways for donors to assist Africa to deal with this problem. UNDP is funding a two-year study by Cohen and **Merilee Grindle** to address the larger but related problem of how to embed sustainable professional and technical capacity in the public sectors of developing countries.

Charles Mann and **Stephen Ruth** tackle the same problem from a very different perspective. They have edited a volume proposing wider use of *expert systems*, computer programs offering knowledge, facts, and reasoning techniques to solve problems normally requiring individual experts in specialized fields. Mann and Ruth believe that, though the technology is relatively new, the time is ripe for developing expert packages applicable to third world

problems They could become a substitute for foreign expertise and, more significantly, for the missing level of sophisticated middle management

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- 1993 "Social Aspects of Epilepsy." In *Current Trends in Epilepsy: A Self-Study Course for Physicians*, edited by M. A. Hauser. 2nd ed. Landover, Md: Epilepsy Foundation of America

Jeffrey R. Vincent

- 1991 With D. J. Brooks and A. K. Gandapur "Substitution between Tropical and Temperate Sawlogs." *Forest Science* 37, no. 5 1484-91
- 1992 "Forest-sector Models in Developing Countries." In *Forest Sector, Trade, and Environmental Impact Models: Theory and Applications*, edited by D. Adams, R. Haynes, B. Lippke, and J. Perez-Garcia. Proceedings of an international symposium, held at CINTRAFOR, Seattle, Wash. College of Forest Resources, University of Washington, 30 April-1 May
- 1992 "A Simple, Nonspatial Modeling Approach for Analyzing a Country's Forest-Products Trade Policies." In *Forestry Sector Analysis for Developing Countries*, edited by R. W. Haynes, P. Harou, and J. Mikowski, CINTRAFOR Special Report 10. Seattle, Wash. College of Forest Resources, University of Washington
- 1992 "The Tropical Timber Trade and Sustainable Development." *Science* 256, no. 5064 1651-55
- 1992 With Clark S. Binkley "Forest-based Industrialization: A Dynamic Perspective." In *Managing the World's Forests*, edited by N. Sharma. Dubuque, Iowa: Kendall/Hunt Publishing Company for the World Bank
- 1992 With I. B. P. Parthama "Monthly Models of United States Demand for Indonesian Hardwood Plywood." *Bulletin of Indonesian Economic Studies* 28, no. 1 101-12
- 1993 With Yusuf Hadi "Malaysia." In *Sustainable Agriculture and the Environment in Humid Tropics*. Committee on Sustainable Agriculture and the Environment in the Humid Tropics, National Research Council. Washington, D. C.: National Academy Press

John Wakeman-Linn

- 1991 "Shortcomings in the Market for Developing Country Debt." *The World Bank Research Observer* 6, no. 2 (July)

Donald P Warwick

- 1993 “Reforma Administrativa en el Ministerio de Educacion y Culto” (“Administrative Reform in the Ministry of Education and Worship”) and “La Decentralizacion de la Educacion” (“Decentralizing Education”) In *Analisis del Sistema Educativo en el Paraguay Sugerencias de Politica y Estrategia para su Reforma*, edited by Fernando Reimers et al Asuncion, Paraguay HIID and the Centro Paraguayo de Estudios Sociologicos
- 1992 With Fernando M Reimers and Noel McGinn “The Implementation of Educational Innovations Lessons from Pakistan ” *International Journal of Educational Development* 12, no 4 297–307

Development Discussion Papers

Whether HIID’s research is conducted primarily in the field or at Harvard, we feel it is important to disseminate our findings to those involved and interested in the field of international development. Avoiding the often long lead-time before publication by outside publishers, HIID produces a series of working papers, the Development Discussion Papers (DDPs), written by HIID staff and consultants. 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 1, 1991 and June 30, 1993 are listed below in chronological order. One new subseries on taxation research was launched during this biennium.

For a complete listing of available DDPs and for ordering information, contact HIID Publications Office, One Eliot Street, Cambridge, Massachusetts, 02138.

HIID Development Discussion Papers July 1991–June 1993

- 378 Jeffrey D Lewis “A Computable General Equilibrium (CGE) Model of Indonesia ” July 1991 80 pp
- 380 Andreas P Andreou, Glenn P Jenkins, and Savvakis C Savvides “Market Competitiveness, Risk, and Economic Return: The Case of the Limassol Juice Company ” July 1991 68 pp
- 381 ES A BRIDGES Project Report Mary B Anderson “Policy Options for Improving Educational Access ” July 1991 22 pp
- 382 ES Noel F McGinn “Implications for Education of Economic Integration within the Americas ” August 1991 26 pp

- 383 Glenn P Jenkins "Tax Policy Issues in Emerging Market Economies " August 1991 25 pp This paper is no longer available through the DDP series, it was originally published in *Economic Development in the Soviet Union and Eastern Europe*, edited by Douglas Purvis, Policy Forum Series, John Deutsch Institute for the Study of Economic Policies, no 22 Kingston, Ontario, Canada Queens University, December 1990 21 pp
- 384 Abdul Hafeez Shaikh and Shahid N Zahid "The Structure and Determinants of Remittances to Pakistan " August 1991 28 pp
- 385 Shantayanan Devarajan, Jeffrey D Lewis, and Sherman Robinson "External Shocks, Purchasing Power Parity, and the Equilibrium Real Exchange Rate " August 1991 38 pp This paper is no longer available through the DDP series, it was published in *World Bank Economic Review* 7, no 1 January 1993 45-63
- 386 Malcolm F McPherson "The Politics of Economic Reform in The Gambia " August 1991 44 pp
- 387 Donald S Shepard, et al "Cost-Effectiveness of Ambulatory Surgery in Cali, Colombia " August 1991 22 pp
- 388 ES Fernando M Reimers "Is Jomtien Irrelevant to Latin America? Adjusting Education while Adjusting the Economy " August 1991 40 pp
- 389 Jeffrey R Vincent and Clark S Binkley "Forest-Based Industrialization A Dynamic Perspective " August 1991 66 pp This paper is no longer available through the DDP series, it was published as a chapter in *Managing the World's Forests*, edited by N Sharma Dubuque, Iowa Kendall/Hunt Publishing Company for the World Bank, 1992
- 390 David Dawe "Inequality, Protectionism, and Growth Philippine Rice Policy in Historical Perspective " August 1991 52 pp
- 391 Abdul Hafeez Shaikh "Malaysia's Public Enterprises A Performance Evaluation " August 1991 30 pp This paper is no longer available through the DDP series, it was published in *ASEAN Economic Bulletin* 9, no 2 November 1992 207-18
- 392 ES A BRIDGES Project Report Cornelia Heise-Baigorria "Language of Instruction and Achievement " August 1991 68 pp
- 393 ES A BRIDGES Project Report Carlos Muñoz Izquierdo and Sonia Lavin de Arrive with Enriqueta Catala and Azucena Calderon "Review of the Literature of Strategies for Improving Access and Retention in Primary Education in Latin America " August 1991 74 pp

- 394 Borje Ljunggren “Market Economies under Communist Regimes Reform in Vietnam, Laos, and Cambodia ” August 1991 56 pp
This paper is no longer available through the DDP series, it was published as a chapter in *The Challenge of Reform in Indochina*, edited by Borje Ljunggren Cambridge, Mass HIID, 1993
- 395 EPS A CAER Project Report James S Duesenberry and Malcolm F McPherson “Monetary Management in Sub-Saharan Africa A Comparative Analysis ” September 1991 162 pp
- 396 Jeffrey R Vincent and Yusuf Hadi “Deforestation and Agriculture Expansion in Peninsular Malaysia ” September 1991 64 pp
- 397 ES Donald P Warwick, Huma Nauman, and Fernando M Reimers “Teacher Training and Schooling Effectiveness in Pakistan ” September 1991 32 pp
- 398 ES Donald P Warwick and Fernando M Reimers “Primary School Completion in Pakistan ” September 1991 22 pp
- 399 ES Donald P Warwick and Fernando M Reimers “Good Schools and Poor Schools in Pakistan ” September 1991 34 pp
- 400 Richard D Mallon “Divestiture vs Reform of State-Owned Enterprises in Structural Adjustment Programs The Case of Bolivia ” September 1991 34 pp
- 401 Glenn P Jenkins and K Russell LaMotte “Privatization and Pension Reform in Transition Economies ” September 1991 28 pp
- 402 Ricardo Godoy and Jeremy Hockenstein “Agricultural Research Bias in Nicaragua The Case of Beans ” September 1991 32 pp This paper is no longer available through the DDP series, it was published as “The Political Economy of Agricultural Research The Case of Beans ” *World Development* 20, no 11 November 1685–96
- 403 Clive S Gray “Reform of the Legal, Regulatory, and Judicial Environment What Importance for Development Strategy?” September 1991 24 pp
- 404 Steven C Radelet “The Gambia’s Economic Recovery Policy Reforms, Foreign Aid, or Rain?” September 1991 44 pp This paper is no longer available through the DDP series, it was published in the *Journal of Policy Modeling* 15, no 3 June 251–276
- 405 James S Duesenberry and Malcolm F McPherson “Monetary Management in Sub-Saharan Africa Key Issues ” October 1991 26 pp
- 406 AFP C Peter Timmer “Agriculture and Economic Development Revisited ” October 1991 54 pp

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- 435 TRS Richard Gordon and Victoria Summers “Trusts and Taxes in Civil Law Emerging Economies Issues, Problems, and Proposed Solutions ” November 1992 46 pp *Taxation Research Series no 1* This paper was also published in *Tax Notes International* 5, pp 137
- 436 TRS Richard Gordon and Victoria Summers “Taxation of Investment Funds in Emerging Capital Markets Theory, Problems, and Solutions in the Case of Taiwan ” November 1992 34 pp *Taxation Research Series no 2* This paper was also published in *Bulletin for International Fiscal Documentation* 46, no 8 (August) 384–92
- 437 TRS Glenn P Jenkins “Economic Reform and Institutional Innovation ” November 1992 36 pp *Taxation Research Series no 3*
- 438 TRS Glenn P Jenkins and Ranjit Lamech “Market-based Incentive Instruments for Pollution Control ” November 1992 68 pp *Taxation Research Series no 4* This paper was also published in *Bulletin for International Fiscal Documentation* Amsterdam IBFD Publications BV 46, no 11 November 523–38
- 439 TRS Glenn P Jenkins and Ranjit Lamech “Fiscal Policies to Control Pollution International Experience ” November 1992 86 pp *Taxation Research Series no 5* This paper was also published in *Bulletin for International Fiscal Documentation* Amsterdam IBFD Publications BV 46, no 10 October 483–502
- 440 TRS Seth E Terkper “Improving the Accountancy Content of Tax Reform in Developing Countries ” November 1992 50 pp *Taxation Research Series no 6*
- 441 TRS Glenn P Jenkins and Seth E Terkper “Vietnam’s Tax Reforms Policies in Transition Economies ” November 1992 40 pp *Taxation Research Series no 7* This paper was also published in *Tax Notes International* 6, no 8, 29 February 469–8
- 442 TRS Glenn P Jenkins and Seth E Terkper “Administration Reform for Fiscal Systems in Transition Economies The Case of Vietnam ” November 1992 34 pp *Taxation Research Series no 8* This paper was also published in *Tax Notes International* 6, no 13, 29 March 759–804

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- 448 TRS Glenn P Jenkins and Edwin N Forlemu “Enhancing Voluntary Compliance by Reducing Compliance Costs A Taxpayer Service Approach ” May 1993 42 pp *Taxation Research Series no 11*
This paper was also published in *Tax Administration Review no 12* (April)
- 449 TRS Roy Kelly “A Collection-Led Property Tax Reform Strategy The Case of Indonesia ” May 1993 38 pp *Taxation Research Series no 12* This paper was also published as “Property Tax Reform in Indonesia Applying a Collection Led Strategy ” *Bulletin of Indonesian Economic Studies* 29, no 1 1–21
- 450 TRS Roy Kelly “Implementing Property Tax Reform in Developing Countries Lessons from the Property Tax in Indonesia ” May 1993 32 pp *Taxation Research Series no 13* This paper was also published in *Review of Urban and Development Studies* 4 193–208
- 451 Anil Markandya “Air Pollution and Energy Policies The Role of Environmental Damage Estimation ” May 1993 28 pp This paper is no longer available through the DDP series, it was published as “Air Pollution and Energy Policies in Developing Countries,” in *International Dimensions of Environmental Policy*, edited by C Carraro Boston, Mass Kluwer

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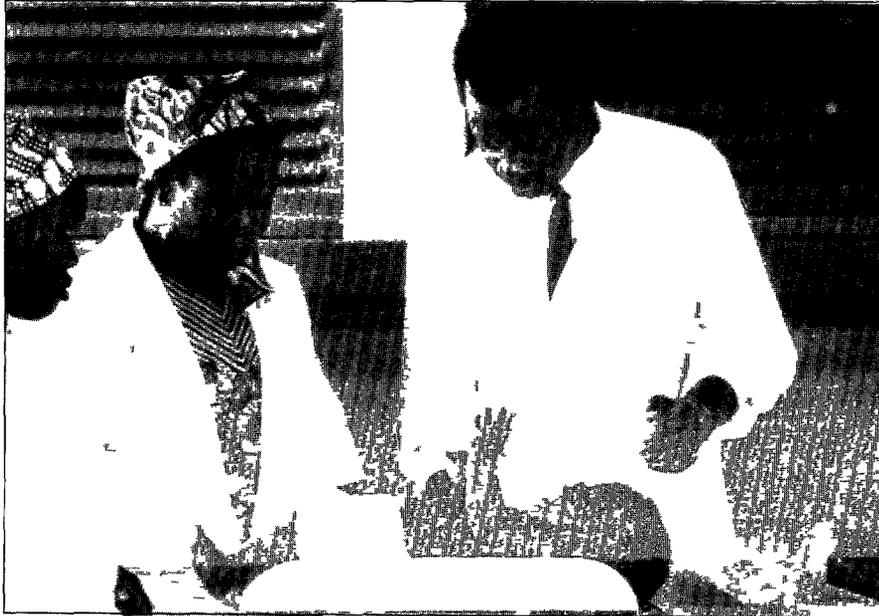
BRIDGES Publications

During its seven years, the Basic Research and Implementation in Developing Education Systems (BRIDGES) project published numerous papers, including a Research Report Series Below is a list from the BRIDGES Research Report Series published during the biennium To order BRIDGES publications please contact HIID Publications Office, One Eliot Street, Cambridge, Massachusetts 02138

BRIDGES Publication List

- 1991 Maria Teresa Tatto, Dean H Nielsen, William K Cummings, N G Kularatna, and K H Dharmadasa "Comparing the Effects and Costs of Different Approaches for Educating Primary School Teachers The Case of Sri Lanka " Issue no 10 (October)
- 1992 William K Cummings, G B Gunawardena, and James H Williams "Management Reforms and the Improvement of Education " Issue no 11 (February)
- 1992 Luis A Crouch, Jennifer E Spratt, and Luis M Cubeddu "Examining Social and Economic Impacts of Educational Investment and Participation in Developing Countries The Educational Impacts Model (EIM) Approach " Issue no 12 (April)

- 1992 Noel F McGinn, Fernando M Reimers, Armando Loera, Marie del Carmen Soto, and Sagrario Lopez “Why do Children Repeat Grades? A Study of Rural Primary Schools in Honduras ” Issue no 13 (June)
(Also available in Spanish)



Growth monitoring in a health center in the Adamaoua province of Cameroon

Development Assistance

The core of HIID's work is the provision of technical assistance to development efforts throughout the world. In collaboration with host-country governments, international agencies, and U S -based government and non-government organizations, HIID advisors provide information, training, research assistance, and consultation on a wide variety of development concerns. Today, HIID advisors are concerned with matters as diverse as tax and customs reform, economic adjustment, environmental management, strategies for delivery of health care and educational services, and agricultural policy. We are currently providing such assistance to governments and institutions in more than thirty countries in Africa, Asia, Central and Eastern Europe, Latin America, and the Newly Independent States.

HIID's strength since its inception has been working in the field with policymakers and managers — those who actually make and implement real choices. We have done this by providing resident advisors and short-term consultants to assist institutions in developing countries. HIID's resident

advisors usually locate their offices within the ministries or departments in which they are principally working. Each year, HIID fields about 200 consultants to work with these resident teams and decision makers on specific problems. Through daily collaboration with colleagues in host countries, HIID advisors prepare policy memos for discussion with senior officials. Since the relationships are in many cases very long-term, the advisors generally assist in the implementation of policy decisions as well.

In all of its technical assistance activities, HIID seeks to build indigenous institutional capacity. To that end, we have developed training programs to meet the diverse needs of policy makers, researchers, and other professionals around the world. These include in-country workshops and seminars that are related to particular technical assistance or research projects, and a series of self-sustaining, six-to-eight week courses held in Cambridge. HIID also has a long history of helping in the creation and development of indigenous research institutes. All of these activities are intended to strengthen the resources in these countries for shaping their own national development strategies.

Over the years, the Institute has also built up an impressive roster of Cambridge-based research projects. These projects complement our overseas work and provide a means for HIID staff to develop more fully the insights that they have gained from their field experience.

This section provides information on all of HIID's projects from July 1, 1991 to June 30, 1993. Each project description is accompanied by sponsorship and staffing information as well as a list of consultants who worked on the project. The staff lists at the end of the report give further information on HIID personnel.

Overseas Projects

Bolivia	Credit for Micro-Enterprises
Bolivia	Reordering State-owned Enterprises
Bolivia	Unidad de Analisis de Politicas Economicas
Brunei	Public Management
Cameroon	Maternal and Child Health
Colombia	Education Policy
Columbia	Evaluation of the Health and Population Program of the Carvajal Foundation
Dominican Republic	Tax Reform
Eastern Europe	Environmental Reform and Economic Policy
Egypt	Educational Planning Division
Egypt	Public Enterprise Workshop
The Gambia	Economic and Financial Policy Analyses
Guatemala	Education Policy
India	Widows in Rural Areas

Indonesia	Bank Rakyat Indonesia
Indonesia	Center for Policy and Implementation Studies
Indonesia	Customs and Economic Management
Indonesia	Ministry of Finance Training and Professional Human Resource Development
Indonesia	Overseas Training Office Support Office Contract
Indonesia	Program for Financial Policy Studies and Training
Indonesia	Property Tax Administration
Indonesia	State Bank Training
Indonesia	Urban Development Policy and Finance
Jamaica	Policy Analysis, Planning, and Management
Jordan	Educational Reform
Kenya	Agricultural Planning, Policy, and Management
Kenya	Agricultural Sector Adjustment Project II
Kenya	Budget and Economic Management
Kenya	Reform of Tax System
Kenya	Resource Management for Rural Development
Korea	Korea Development Institute Study
Lesotho	Customs, Value-Added Tax, and Trade Policy
Malawi	Food Security and Nutrition Policy
Malawi	Food Security Monitoring and Policy Development
Malawi	Grain Liberalization Among Smallholders
Malawi	Tax Reform Implementation
Malaysia	Development Studies
Mexico	Fiscal Reform and Urban Planning
Mongolia	Economic Reform
Newly Independent States	Policy Reform in Environmental Economics and Management
Nicaragua	Non-Timber Forest Products Among the Sumu
Pakistan	Child Survival and Health
Pakistan	Primary Education Development
Philippines	Health Finance Development Project
Puerto Rico	AIDS
Russia	Assistance to the State Committee of the Russian Federation for the Management of State Property
Russia	Macroeconomics and Finance Unit at the Center for Economic Reform
Russia	Transport Challenge in the Former Soviet Union
Rwanda	Cost of AIDS
Singapore	MPP Program Development
South Africa	Educational Planning and Policy Analysis Workshop
Sudan	Vitamin A Supplementation and Child Health

Thailand	Management of Natural Resources and the Environment
Togo	Health Sector Workshops
Vietnam	Public Enterprise Workshop
Zaire	School of Public Health
Zambia	Macroeconomic Technical Assistance
Zambia	Tax Administration and Computerization
Zimbabwe	Competition Policy

Cambridge-Based Projects

Advancing Basic Education and Literacy
 Agricultural Policy Analysis Project
 Applied Diarrheal Disease Research
 Basic Research and Implementation in Developing Education Systems
 Consulting Assistance on Economic Reform
 Economic Analysis of International Forestry Issues
 Education Policy Papers for Latin America
 Employment and Enterprise Policy Analysis
 Food Systems
 Global AIDS Research
 Indochina Program
 Information Technology and Fiscal Compliance
 Latin American and Caribbean Executive Policy and Management
 Training for Mayors
 Non-Governmental Organizations
 Pilot Study in Capacity Building
 Policy Analysis and Training in Environmental Economics for Asia
 and the Pacific
 Regional Program for Enterprise Development in Africa
 Role of Savings in Local Financial Markets
 Social Sector Policy Analysis Project
 Structural Adjustment and the Environment
 Tropical Forest Management
 Workshop on Chinese Economic Reforms
 World Bank Education Project

Overseas Projects

Bolivia – Credit for Micro-Enterprises

Sponsor Development Alternatives, Inc under a contract funded by USAID

Duration 1992-1993

Coordinator Marguerite Robinson

Assistance to the Banco Solidario, a private bank in Bolivia that specializes in providing credit to micro-entrepreneurs, was the aim of this project. Banco Solidario provides credit to lower-income clients at commercial interest rates and plans to add the mobilization of deposits to its ongoing activities.

The topics on which this project provides advice include (1) the study of savings behavior at the local level and the assessment of demand for institutional savings accounts, (2) the design of savings instruments, (3) the training of Banco Solidario staff, (4) the design of pilot projects in savings mobilization, and (5) the various policy issues concerning the relation of credit and savings in developing institutional profitability and long-term sustainability. Some lessons from HIID's work with the Bank Rakyat Indonesia on savings mobilization during the past decade are now being adapted to Bolivian conditions as part of this project.

Bolivia – Reordering State-owned Enterprise

Sponsor UNDP

Duration 1990-present

Coordinators Richard Mallon, Donald Robbins

HIID continued to assist the Bolivian Ministry of Planning and Coordination by designing and negotiating performance contracts with large state-owned enterprises. The intent is to increase competition, improve their efficiency, and clarify their reciprocal obligations with the government. Since 1991, new contracts have been signed with five enterprises, including telecommunications, water and sewer, and tin smelting enterprises. In addition, contracts have been renewed with the national electric power and railway corporations.

The system of performance contracts which HIID has helped introduce in Bolivia draws on the experience of other countries. The Institute has also



introduced some new aspects, such as linking reform to government efforts to divest enterprise and increase participation of the private sector. Early results have been promising although mixed, in part due to the inevitable politicization of the process.

Consultants

F Russell Hoyt, Independent Consultant, *airport management*

Felix Pardo, Independent Consultant, *strategic management*

Roger Price, Hatch Associates of Great Britain, *tin smelters*

Clemencia Torres, Independent Consultant, *public utility regulation*

Bolivia – Unidad de Análisis de Políticas Económicas (UDAPE)

Sponsor USAID

Duration 1987-1992

Coordinator Ricardo Godoy

UDAPE was created by the Bolivian Government as a research institution for economic policy analysis within the Ministry of Planning. Since the mid-1980s, it has played a critical role in creating consensus within the country about the need for macroeconomic stability. HIID's assistance to UDAPE began in 1987 and continued until 1992. During its final two years, HIID continued to offer technical assistance in macroeconomic management, trade liberalization, and sectoral reforms. In 1991, the Institute helped organize a large public conference on stabilization and growth in Bolivia and offered technical assistance to set up a new policy analysis unit, UDAPSO, which focuses on health, education, agriculture, and social policy analysis.

Consultants

Jere Behrman, University of Pennsylvania, *human capital*

David Cole, HIID, *banking reform*

Richard Cooper, Faculty of Arts and Sciences, Harvard University, *dollarization*

Vittorio Corbo, Universidad Católica de Chile, *stabilization and growth*

Francisco Covarrubias, Independent Consultant, *social development strategies*

Ramon Frediani, Independent Consultant, *financial sector analysis*

Victor Guerrero, Banco de México, *macroeconomic models*

Betty Harrison-Burns, U.S. State Department, *social sector strategy*

Raul Hinojosa-Ojeda, University of California at Los Angeles, *regional economic and commercial integration*

Glenn Jenkins, HIID, *taxation*

Leon Larrain, Independent Consultant, *policy and administration*

Charles Myers, HIID, *institution building*

Gerardo Della Paolera, Instituto Torcuato Di Tella, Argentina, *financial sector*

Ricardo Paredes, Universidad de Chile, *labor market and legislation*

Ravi Ramamurti, Northeastern University, *regulation and deregulation*

Betty Slade, HIID, *banking reform*

Brunei – Public Management

Sponsor Government of Brunei Darussalam

Duration 1986-present

Field Coordinator

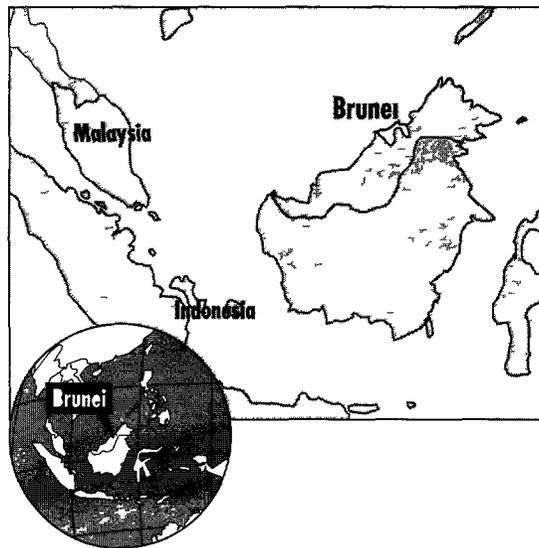
Ian Mayo Smith

Home Office Coordinator

Merilee Grindle

The Public Management project is designed to allow HIID to respond quickly and flexibly to public management issues being addressed by the Management Services Department in the Office of

the Prime Minister. During the past two years, the Institute was largely concerned with civil service reform, which remained the project's principal focus of consultant training and activity. With assistance from HIID, the government of Brunei continued to review its internal procedures and structures in order to increase the effectiveness and efficiency of the public sector. A Monitoring and Evaluation Framework for the Civil Service Review, outlining a format for sustaining and extending the organizational and procedural reforms now under way, was submitted for consideration by the Management Services Department. HIID was also involved in the development of a Brunei Civil Service Institute, and the preparation of a Strategic Planning Report which presents a country-specific approach to training Brunei's civil servants through the year 2000. Assistance was also provided in the areas of manpower planning, overseas education and training, and information technology/systems planning.



Consultants

Thomas Bertone, Independent Consultant, *civil service reform*

David Richman, Independent Consultant, *civil service reform*

Ronald Stegall, Independent Consultant, *civil service reform*

John S. Tabor, Independent Consultant, *civil service reform*

John Thomas, HIID, *policy responsibilities of senior managers*

David Washburn, Independent Consultant, *information technology and systems planning*

Cameroon – Maternal and Child Health

Sponsor USAID

Subcontractors Academy for Educational Development and Charles R Drew Post-Graduate Medical School

Duration 1987-present

Field Coordinator Claude Bodart

Home Office Coordinators

Rainer Sauerborn, Charles Myers

This project has assisted the Ministry of Health (MOH) in the design and implementation of a comprehensive primary health care program. It has focused primarily on decentralizing the decision-making process and creating an efficient system for recovering recurrent costs through community co managed and co-financed health services. The project works on the basic assumption that offering quality health services and improving access to low-cost drugs increases the use of health services. Studies have confirmed the validity of this assumption by demonstrating that health facilities involved in the revolving drug fund program were used more frequently than health facilities with no access to a revolving drug fund.

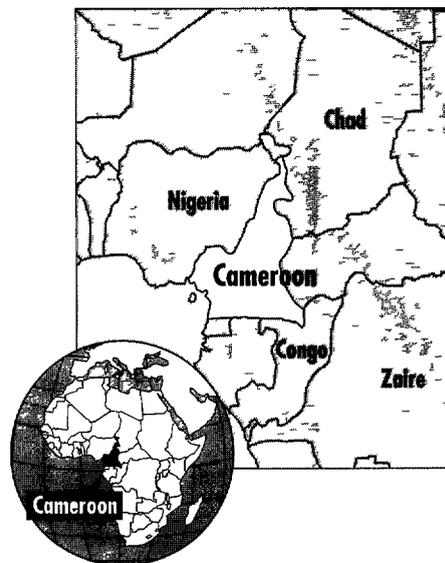
In response to suggestions made during a mid-term review, the cost recovery system was restructured. A legal framework was elaborated and approved by the MOH which gives the revolving drug fund the status of a non-profit private association. The association is tightly regulated and supervised by the Regional Public Health Official. In addition, drug and financial management have been centralized at the provincial level. The project also helped MOH to develop a health management information system as well as a geographic information system.

Due to the positive mid-term evaluation, USAID decided that a second five-year phase would be funded which will allow complete coverage and extend it to the referral level.

Consultants

Uwe Brinkman, Harvard School of Public Health, *malaria resistance, household panel study*

Clark Gaylord, Gaylord Consulting, *data analysis*



Colombia – Education Policy

Sponsor Ministry of Education,
Government of Colombia

Duration 1991-1992

Coordinator Noel McGinn
Cambridge Staff

Thomas Cassidy, HIID,
information systems

Isabel Londono, Harvard
Graduate School of Education,
program evaluation

Jerome T. Murphy, Harvard
Graduate School of Education,
policy analysis



This project produced an impact policy assessment on the decentralization of primary education in Colombia. This came about as a result of the country's new constitution which calls for decentralization of several government services, including education. HIID worked with the Ministry of Education (MOE) on an assessment of the process of decentralization already underway. A final report was used by the MOE in drafting a proposal for a new General Law of Education. As part of the project, HIID consultants participated in a national forum debating various aspects of the proposed legislation. Consultants made recommendations to change the structure and operation of the MOE. Following a survey of schools, HIID also recommended modifications in a policy of automatic promotion in lower primary grades. Finally, the project evaluated the existing information system in the MOE and proposed structural changes.

Consultants

Mark Hanson, University of California at Riverside, *decentralization policies*

Armando Loera, Independent Consultant, *research on school effectiveness*

John Zuman, Intercultural Center for Research in Education, *data analysis*

Colombia – Evaluation of the Health and Population Program of the Carvajal Foundation

Sponsor Rockefeller Foundation

Duration 1991-1992

Coordinator Donald Shepard

The Carvajal Foundation is a private institution created to improve the welfare of low-income residents of Cali, Colombia. One of its innovative health programs is a network of "health volunteers" — women who provide

teaching, monitoring, and referrals to health and family planning facilities HIID was the leading institution for this evaluation, which is assessing the costs and effects of the system of health volunteers As part of this study, surveys were initiated of both households and providers in collaboration with Colombian research institutes The health programs of the Carvajal Foundation have attracted worldwide interest, not only in other developing countries, such as Mexico, but also in the United States

Consultant

Annette Bongiovanni, Independent Consultant, *survey research*

Dominican Republic – Tax Reform

Sponsor UNDP

Duration 1990-present

Field Coordinators

Ignacio Harriague, Octavio Garza

Home Office Coordinators

Glenn Jenkins, Donald Morrison

The purpose of this project is to assist the Ministry of Finance in revising the tax structure and improving customs and tax administration HIID advisors and consultants have helped prepare legislation for a tax code involving income, value-added, fringe benefit, and excise taxes Following the enactment of the new code in June 1992, regulations were prepared for all the provisions in this new code The administrative law was revised and included in the new tax code During this period, HIID placed special emphasis on improving and modernizing value-added tax administration and computer capacity On the customs side, computerization and training were the main activities



Consultants

Alberto Barreix, Ministry of Finance, Government of Uruguay, *tax administrative systems*

Peter Byrne, Independent Consultant, *tax policy and legislation*

Robert Conrad, Duke University, *tax policy*

Samuel Decharrio, Independent Consultant, *computerization*

David Dunn, Independent Consultant, *revenue forecasting*

Pedro Gamundi, UNDP, *preparation of legislation*

Bernardo Seaman Gonzalez, Department of Income Tax, Government of Chile, *value-added tax administration*

Hector Guiliani, Independent Consultant, *tax policy*

Ward Hussey, International Tax Program, Harvard Law School, *tax policy and legislation*

Arturo Jacobs, Independent Consultant, *tax administration and training*

Marc Jacobson, Independent Consultant, *computerization*

Felipe Lopez, Office of Information Technology, Harvard University, *computerization*

Donald Lubick, International Tax Program, Harvard University, *tax policy and legislation*

David Marcillo, Office of Financial Systems, Harvard University, *database*

Amarante Maestas, Independent Consultant, *tax administration*

James Owens, Independent Consultant, *income tax policy and administration*

James Walsh, Canadian Customs, *customs policy and administration*

Chris Wong, Independent Consultant, *computerization*

Eastern Europe – Environmental Reform and Economic Policy

Sponsor The World Environment Center under a contract funded by USAID

Duration 1992-present

Coordinator Theodore Panayotou

This project assists Central and Eastern European countries with integrating environmental concerns into their economic reforms and industrial restructuring efforts to ensure sustainable and environmentally-sound economic recovery and growth. The focus is on environmental and natural resource problems that affect human health, productivity, and economic efficiency. It also focuses on win-win, no-cost and low-cost solutions compatible with the transition to a market economy. The project envisions having resident advisors to governments on environmental economics and policy in key Central and Eastern European countries, local think-tanks, short-term consultants with specialized expertise, country seminars, and region-wide reviews of the state of environmental economics and policy. Project products include policy memos, research studies and reviews, policy analysis papers, field study reports, and training materials. Examples of policy studies and policy advice that have an impact on policy include a water pricing study in Latvia, environmental and resource taxation in Estonia, environmental liability work in the Czech Republic, and economic instruments in Poland. The project is currently being expanded to Romania, Hungary, and Slovakia.



Consultants

Glen Anderson, Independent Consultant, *environmental economics*

Winston Harrington, Resources for the Future Inc , *environmental economics and policy*

Glenn Harrison, University of South Carolina, *environmental economics and policy*

Anil Markandya, HIID, *environmental economics*

Roger Sedjo, Resources for the Future, Inc , *natural resource economics*

Egypt – Educational Planning Division

Sponsor Research Triangle Institute (RTI) under a contract funded by USAID

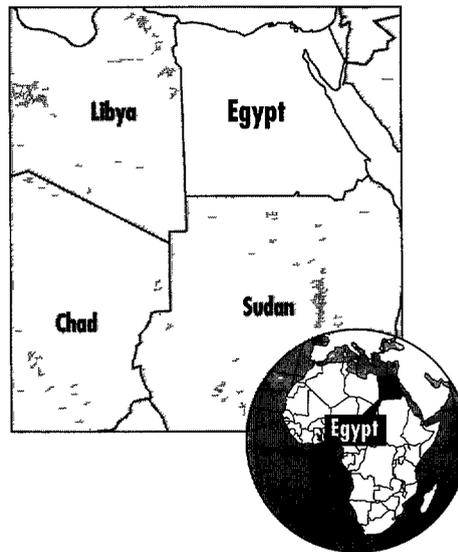
Duration 1989-present

Home Office Coordinator

Abby Riddell

Field Staff John Villaume

The focus of this project is to develop the capacity of the Planning, Research, and Information Directorate of the Ministry of Education (MOE) to conduct policy research and design and manage information systems. On the research side, several training workshops have been conducted for personnel. These workshops take the staff through the different steps of statistical analysis for two national sample surveys, as well as the communication of research results to decision-makers. One of these surveys examines teaching practices and school achievement in grades five and eight, and the other examines the private demand for extracurricular tutoring and its relationship to family education expenditures and learning outcomes. On the information systems side, HIID's resident advisor is continuing to develop the educational management information systems at both central and regional levels. Efforts are also being made to help different parts of the MOE make use of the information collected.

**Consultants**

Thomas Cassidy, HIID, *management information systems*

Haiyan Hua, Independent Consultant, *research and policy analysis*

Noel McGinn, HIID, *research and policy analysis*

Egypt – Public Enterprise Workshop

Sponsor Fulbright Commission

Duration 1992

Coordinator Richard Mallon

Teaching Staff

Richard Mallon, HIID

Donald Lessard, Massachusetts Institute of Technology

Ravi Ramamurti, Northeastern University

Donald Robbins, HIID

Prajapati Trivedi, Indian Institute of Management, Calcutta

In view of the major public enterprise reform being undertaken by the government of Egypt, the Fulbright Commission in Cairo, which has been annually funding four top-level enterprise managers to attend the Public Enterprise Workshop (PEW) at Harvard, decided in 1991 that it would be a good idea to expose a larger number of state enterprise officials to the same kind of training. The Cairo workshop, entitled “Managing the New Public Enterprise Economy,” covered some of the same topics as the six-week PEW at Harvard, but additional subjects of special interest to Egyptians — such as labor relations, international finance, and the holding company form of organization — were also included. A teaching case was prepared on an Egyptian enterprise, and a pre-requisite computer training course for all participants was given prior to the workshop.

The Gambia – Economic and Financial Policy Analyses (EFPA)

Sponsor USAID

Duration 1985 1992

Field Coordinators

Brendan Walsh, Charles Mann

Home Office Coordinator

Malcolm McPherson

Field Staff

Andrew Adam, *public policy and management*

HIID’s involvement with economic reform initiatives in The Gambia increased in 1985 with the initiation of this project. The project helped The Gambia to formulate and implement the Economic Recovery Program (ERP). The country’s ERP has been recognized as the most successful in sub-Saharan Africa, and The Gambia is the only country in the region to



“graduate” from the International Monetary Fund’s (IMF) Enhanced Structural Adjustment Facility Program

During this biennium, this project assisted the government in implementing legislated tax reforms and improving the design of the tax system. To accomplish this, HIID consultants worked with the Gambian Tax Reform Commission to analyze and prepare a set of recommendations for improving the tax system. Many of the report’s major recommendations were implemented. In addition, during this period, macroeconomic advice to the government continued with a focus on the comprehensive economic strategy embodied in the minister’s budget. A policy seminar conducted by HIID played a decisive role in the Central Bank’s decision to tighten monetary policy, a critical step in correcting a departure of key economic indicators from the trajectory agreed upon with the IMF and World Bank. Two other areas in which HIID advisors worked were industrialization strategy and the insurance industry. In the area of capacity development, an important aspect of the project, a month-long database workshop brought together two dozen staff members for hands-on training from the major agencies involved in managing the national economy. Their shared new knowledge about managing, analyzing, and presenting economic information has set a firm foundation upon which succeeding projects can build.

Consultants

Brian Dilg, Independent Consultant, *management information systems*

Paul McNamara, Independent Consultant, *agricultural credit*

James Owens, Independent Consultant, *tax administration*

Michael Roemer, HIID, *industrial policy*

James Stone, Plymouth Rock Assurance Corporation, *insurance regulation*

Guatemala – Education Policy

Sponsor Academy for Educational Development under a contact funded by USAID

Duration 1993

Coordinator Fernando Reimers

HIID helped the Ministry of Education of Guatemala and USAID to prepare an agenda for policy dialogue in education. A key aspect of this project was a plan to develop education policy analysis capacity in the Ministry of Education. In addition, HIID prepared an economic assessment of the financial sustainability of a USAID-funded



basic education project and developed a monitoring and evaluation system to promote coordination and management of the different components of the Basic Education Strengthening (BEST) project in Guatemala

Consultant

Joseph Tham, Ed D Candidate, Harvard Graduate School of Education,
financial analysis

India – Widows in Rural Areas

Sponsors World Institute for Development Economics Research in the United Nations University and the MacArthur Foundation

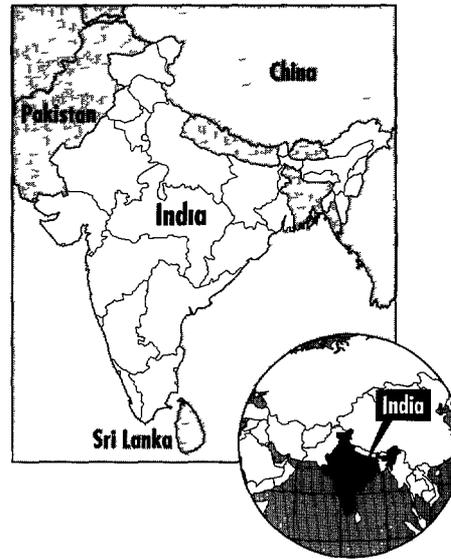
Duration 1990-present

Research Coordinator
Martha Chen

The project is designed to analyze and understand the particular vulnerabilities of different types of widows in India (and their children) and to promote appropriate policy responses. Intensive field work has been carried out in two villages in each of seven states of India: Andhra Pradesh, Bihar, Kerala, Rajasthan, Tamil Nadu, Uttar Pradesh, and West Bengal. This collaborative work involves nine partner institutions in India.

The interim findings from North India suggest five basic sources of vulnerability for widows: patrilocal residence, patrilineal inheritance, remarriage practices, employment restrictions, and social isolation. These factors have been discussed in detail in papers and a book based on comparative historical and anthropological studies currently in progress.

In 1992, as a first step in translating the research study into an action plan, a workshop was convened in New Delhi to discuss the interim findings of the study, to compare insights across states, and to develop a follow-up action plan. Participants in the workshop included the field investigators involved in the widow survey and selected activists, scholars, and lawyers.



Indonesia – Bank Rakyat Indonesia (BRI)

Sponsor Bank Rakyat Indonesia with partial funding from USAID and the World Bank

Duration 1987-present

Field Coordinator

Richard Patten

Home Office Coordinator

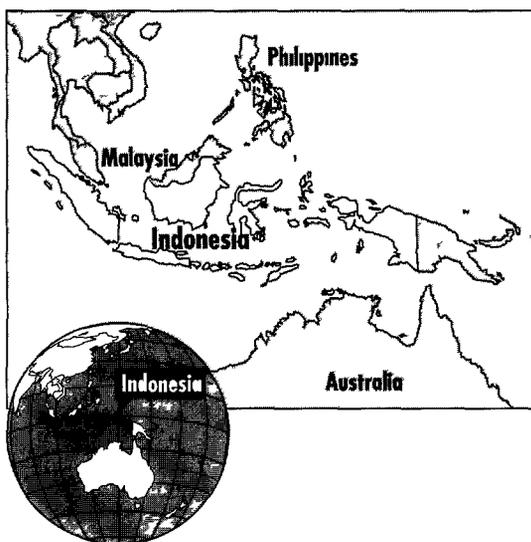
Ricardo Godoy

Field Staff

Richard Hook, *loan and deposit policy and administration*

Donald Johnston, *information requirements*

Thomas Kennedy, *village bank administrative reforms*



HIID continued its many years of technical assistance to BRI in credit, management savings, management information systems, and training. The project attempts to assist BRI in its institutional development in order to build on earlier rapid bank growth in rural sectors of Indonesia. The project is helping to expand the services of village banks (Unit Desas) into a fully-articulated rural financial system, which has become a model for rural banking systems in developing countries. The emphasis of current work lies in restoring the quality of the loan portfolio, expanding established loans, and starting new types of lending, such as home improvements and loans for education.

Consultants

Christopher Bennett, Independent Consultant, *KUPEDES lending for agriculture*

Walter Jenkins, Independent Consultant, *problem loan management*

James Kern, Independent Consultant, *training*

Guillaume Lesay, Independent Consultant, *problem loan management*

Jay Rosengard, Independent Consultant, *analysis of subsidized credit programs*

Robert Varley, Independent Consultant, *management information systems and tree crop loans*

Indonesia – Center for Policy and Implementation Studies (CPIS)

Sponsor Ministry of Finance, Government of Indonesia

Duration 1982-1992

Field Coordinator Jaime Quizon

Home Office Coordinators Marguerite Robinson, Donald Snodgrass

From 1982-1992, this project assisted the Center for Policy and Implementation Studies, a multidisciplinary policy research and training institute in Indonesia. In 1986, the Center, which provides policy advice on a variety of issues to key Indonesian policymakers, was established as a non-profit foundation. Since its formation, the Center has conducted policy-related research on local-level banking (providing advice to the Bank Rakyat Indonesia), food crop production, including fertilizer and pesticide policy, smallholder tree crop production, and urban informal sector labor.

Among the topics addressed during the past two years were (1) a range of agricultural issues, such as trade deregulation policies for agricultural commodities and policies concerning tree crops produced by smallholders, (2) the development, in conjunction with the City of Jakarta, of labor-intensive pilot projects on the recycling and composting of municipal solid waste, and the marketing of compost in urban and peri-urban areas, and (3) regulatory reform in the pharmaceutical, textile, fertilizer, and automotive industries.

The professional staff of CPIS now includes approximately fifty Indonesian researchers representing a variety of disciplines. As part of the project, HIID provided an overseas training service, under which members of the CPIS research staff received advanced degrees in North American universities.

Consultants

Colin Barlow, Australian National University, *agricultural economics*

Christopher Bennett, Independent Consultant, *tree crop development*

David Bloom, Columbia University, *economics of recycling and compost production*

Lakshmi Reddy Bloom, Independent Consultant, *management information systems*

Anthony Folliott, Price Waterhouse, Jakarta, *tree crops*

James Fox, Australian National University, *rice cultivation*

Colin Shearing, Agricultural Development Services, Singapore, *tree crops*

Michael Simpson, Tellus Institute, Boston, *environmental resource management*

Geoffrey Smith, Australian National University, *nitrate fertilizer studies*

Thomas Tomich, HIID, *agricultural economics*

Robert Wetselaar, Independent Consultant, *soil sciences*

Indonesia – Customs and Economic Management (CEM)

Sponsor Ministry of Finance, Government of Indonesia

Duration 1986-present

Field Coordinator Joseph Stern

Home Office Coordinator Michael Roemer

Field Staff

Frank Barry, *trade and industrial policy*

Bert Cunningham, *customs reform*

Benjamin Dennis, *macroeconomic policy*

Bruce Deal, *trade and industrial policy*

Daniel Kobb, *macroeconomic policy*

Jeffrey Lewis, *macroeconomic policy*

Wolfgang Linser, *integrated pest management*

Sean Nolan, *trade and industrial policy*

Jaime Quizon, *agricultural policies*

Steven Radelet, *macroeconomic policy*

Abdul Hafeez Shaikh, *public enterprise reform*

Darius Teter, *trade policy, public enterprise reform*

The CEM project assists the Ministry of Finance by providing technical assistance and undertaking economic policy analysis in several areas. Over the past two years, the project's database on foreign debt has been used to project debt repayments, to study the effect of currency shifts on the debt burden, and to suggest ways to manage the external debt at a lower cost to the economy. Work on trade policy has included analysis of real exchange rate movements, studies of the factors underlying the growth of manufactured exports, as well as the analysis of the impact of policies on specific industries. Assistance has also been provided to the Directorate-General for Customs and Excise of the Ministry of Finance on a management information system, improvement of procedures relating to import and export procedures, the effective management of export processing zones, and the training of customs officials. HIID advisors continued to provide assistance on improving the tax system and tax collection procedures, recommending guidelines for managing controlled prices, and devising an incentive system for public enterprise management. Assistance in the implementation of integrated pest management remained an important focus of the CEM activities. Work also continues, in cooperation with the Center for Policy and Implementation Studies, on agricultural policy, especially fertilizer policy and rubber smallholder development.

Consultants

P Bryce Appleton, Independent Consultant, *airline management*

Hilary Bacon, Independent Consultant, *tax policy*

Brigid Ballard, Australian National University, *English language training*

- Richard Barichello, University of British Columbia, *trade policy*
 Alan M Barr, Independent Consultant, *tax policy*
 Jennifer Brooks, International Tax Program, Harvard Law School,
commercial law reform
 Gordon Cox, Independent Consultant, *customs administration*
 Michael Davenport, Independent Consultant, *regional trade blocks*
 John Due, University of Illinois at Urbana-Champaign, *value added*
tax administration
 Walter Falcon, Stanford University, *poverty analysis*
 Frank Flatters, Queen's University at Ontario, *export promotion measure*
 Malcolm Gillis, Duke University, *tax policy*
 Richard Gordon, HIID/Harvard Law School, *tax policy, commercial law*
reform
 Fran Greaney, KMPG Peat Marwick, *value added tax administration*
 Jonathan Houghton, Northeastern University, *forestry taxation*
 J Tomas Hexner, Hex, Inc , *public enterprise reform, public debt*
management
 Robert Higgins, Independent Consultant, *management information systems*
 Kay Ikranagara, Independent Consultant, *skills training for public*
sector administrators
 Glenn Jenkins, HIID, *tax policy*
 Chun-Yan Kuo, Department of Finance, Canada, *tax modeling*
 Richard Laliberte, Department of Finance, Canada, *tax modeling*
 D James Lantonio, Sidley & Austin, *tax administration training program*
 Sherif Lotfi, Independent Consultant, *macroeconomic policy*
 Ram Madaan, Independent Consultant, *competition law*
 Andrew Mason, Stanford University, *poverty analysis*
 R J McCloskey, Revenue Canada, Canada, *tax administration*
training programs
 John Meyer, John F Kennedy School of Government, Harvard University,
airline investment policy
 Jonathan Morduch, Faculty of Arts and Sciences, Harvard University,
poverty study
 Courtney Nelson, WPI, Inc , *training programs for public sector employees*
 James Owens, Independent Consultant, *tax administration training*
programs
 Theodore Panayotou, HIID, *environmental economics*
 David Sewell, Department of Finance, Canada, *industrial deregulation*
 John Strong, College of William & Mary, *airline management*
 C Peter Timmer, HIID, *poverty study*
 Louis Wells, Harvard Business School, *industrial policy*
 Franck Wiebe, Stanford University, *poverty study, agricultural policy reform*

Indonesia – Ministry of Finance Training (MOFT) and Professional Human Resource Development (PHRD)

Sponsors Government of Indonesia (MOFT), Government of Indonesia with funding provided by the World Bank (PHRD)

Duration 1981-present (MOFT), 1990-present (PHRD)

Subcontractor The Economics Institute

Field Coordinators Jeffrey Lewis, Joseph Stern

Home Office Coordinators Richard Pagett, Thomas Skerry

These two parallel projects provide long term graduate training for senior analysts and managers employed by the government of Indonesia. With assistance from HIID, the Ministry of Finance selects, prepares, places, and supports participants who enroll in universities throughout the United States and in the United Kingdom. Participants first undergo an intensive preparatory program, beginning in Jakarta and continuing in specialized programs in the United States, to enhance their skills in English and improve their mastery of subjects such as economics, statistics, and mathematics. They then enroll in graduate programs, primarily in the fields of economics, accounting, public administration, law, and business administration. Upon completion of their studies, participants return to Indonesia's civil service.

HIID's Training Office is responsible for participants' placement, academic advising and monitoring, and various kinds of logistic support. The Ministry of Finance and HIID share responsibility for the administration of participants' financial sponsorship. During the 1991-93 period, these projects sponsored 203 students 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 the Ministries of Trade, Industry, and Foreign Affairs.

Consultants

Caroline Abdulrazak, HIID, *student placement*

Pramila Vivek, HIID, *student placement*

Indonesia – Overseas Training Office Support Office Contract (OTO-SOC)

Sponsor The Midwest Universities Consortium for International Activities, Inc (MUCIA) under a contract with the Government of Indonesia funded by USAID

Duration 1989-1992

Coordinators Richard Pagett, Thomas Skerry

Under OTO-SOC, which was a follow-on project to the General Participant II project, HIID assisted in the implementation of participant-training management within the BAPPENAS-affiliated Overseas Training Office (OTO) of the government of Indonesia. HIID's Cambridge based Training

Office has helped the OTO to place and monitor students in graduate programs in business administration, economics, and other social science fields. During the period of this report, twenty-four students from several government ministries, including the Ministry of Cooperatives, the Ministry of Industry, and the Ministry of Agriculture, were assisted by HIID.

Indonesia – Program for Financial Policy Studies and Training (PFPSST)

Sponsor Ministry of Finance, Government of Indonesia

Duration 1983-present

Field Coordinators David Cole, Betty Slade

Home Office Coordinator Michael Roemer

Field Staff

Alison Harwood, *financial markets*

Thomas Power, *insurance and pension reform*

The main objectives of the PFPST project are (1) to assist the staff of the Ministry of Finance with the preparation of policy analyses and legislation related to the development of the Indonesian financial system, and (2) to help train the staff of the ministry to prepare such analyses and to implement the adopted policies and regulations. In addition, the project seeks to strengthen the capacity of regulators to carry out effective supervision and development of pension funds and insurance companies so that they may become safe, sound, and significant mobilizers of savings, as well as providers of pension and insurance services. PFPST is helping to build a computer-based management information system for the Directorate General of Financial Institutions in the Ministry of Finance. The project is also assisting with a range of training activities in support of these objectives. It provides short-term consultants on various aspects of financial development as requested by the ministry. The training activities include frequent seminars and workshops in Indonesia, on-the-job training at regulatory agencies abroad, and PFPST support of long-term training abroad. Indonesian professionals work side by side with advisors in the projects. Research has also been a component of the project. The project has assisted with activities in the areas of monetary policy and banking, insurance and pensions, capital markets, and other financial institutions. The main focus of the project's activities has been the former Directorate of Financial Institutions and Accountancy and now the Directorate General of Financial Institutions.

Consultants

Jennifer Brooks, International Tax Program, Harvard Law School, *tax issues*

John Chant, Simon Fraser University, *banking and financial policy*

Gregory Churchill, University of Indonesia, *legal issues*

Hugh Cleland, Independent Consultant, *automation of securities trading*

Edward Ford, Plymouth Rock Assurance Corporation, *insurance and actuarial sciences*

Ian Gilhooley, GNA Consulting Group, Ltd , *capital markets*
 R C Glading, Life Insurance Commissioner, Australia, *insurance*
 Richard Gordon, HIID/Harvard Law School, *tax issues*
 Gary Gribbin, Bowater Faculty of Business, Australia, *insurance and
 actuarial sciences*
 Yves Guerard, Sobeco Group, Canada, *pensions*
 Karen Harris, Independent Consultant, *actuarial sciences*
 Robert Heitzman, Independent Consultant, *actuarial sciences, pensions*
 Tan Jin Hwee, Shook, Lin & Bok, Singapore, *securities law*
 Marc Jacobson, Independent Consultant, *management information systems*
 Paul Jones, GNA Consulting, *brokerage accounting systems*
 Stewart Kemp, Plymouth Rock Assurance Corporation, *insurance*
 Soonwon Kwon, Korea Development Institute, *social security*
 Jean Noel Martineau, GNA Consulting, *pension plans supervision*
 John McLean, Independent Consultant, *pensions*
 Ross McLeod, Ricardo Smith Pty Ltd , Australia, *banking and
 financial policy*
 Donald Morrison, HIID, *management information systems*
 Philip Pillai, Shook, Lin & Bok, Singapore, *securities market*
 John H Pollard, Macquarie University, *insurance and actuarial sciences*
 Catherine Prime, Prime Associates, Australia, *insurance and actuarial
 sciences*
 Andre Saumier, Alpha Capital, *capital markets*
 Kemal Siber, Independent Consultant, *government accounts*
 David Slee, Bowater Faculty of Business, *insurance and actuarial sciences*
 Theodore Smith, Independent Consultant, *banking, appraisal*
 James Stone, Plymouth Rock Assurance Corporation, *insurance*
 David Witzel, Independent Consultant, *management information systems*
 Damien Yeow, Shook, Lin & Bok, Singapore, *securities law*

Indonesia – Property Tax Administration

Sponsor Ministry of Finance, Government of Indonesia with partial funding by the World Bank

Duration 1988-present

Field Coordinator Marco Montes

Home Office Coordinators Glenn Jenkins, Roy Kelly

The Property Tax Administration project provides assistance to the government on improving property tax administration. Project activities focused initially on developing a “collection-led” implementation strategy placing first priority on improving tax collections and enforcement. The cornerstone of this collection led strategy was the introduction in October 1991 of a new payment point collection system (*SISTEP*) which allowed for an historic property seizure for noncompliance. By April 1993, the *SISTEP*

collection system was replicated throughout Indonesia. Beginning in 1991, the SISTEP system was incorporated into a newly-designed and integrated Property Tax Information Management System (SISMIOP), which covers property information, valuation, assessment, collection, enforcement, appeals, and taxpayer service, and links administration with data processing components of tax administration. SISMIOP is currently being adopted in eleven regional tax offices and will be replicated throughout Indonesia by 1997. The project has also provided policy advice on issues such as tax base definitions, exemption levels, tax rates, property valuation, land speculation, and the option of other land-related taxes such as vacant land taxes, transfer taxes, and betterment taxes. Research has also focused on the interaction of land policy and property taxation.

Consultants

Joe Eckert, International Association of Assessing Officers, *property evaluation*

Donald Morrison, HIID, *information systems*

Jay Rosengard, Harvard Graduate School of Design, *tax administration*

Debbie Taylor, Independent Consultant, *tax administration*

Paul A. Waddell, University of Texas, *land use*

Indonesia – State Bank Training

Sponsors Government of Indonesia State Banks: Bank Bumi Daya, Bank Negara Indonesia 1946, Bank Dagang Negara, and Bank Rakyat Indonesia

Duration 1983-1991

Field Coordinator David Cole

Home Office Coordinator Thomas Skerry

The State Bank Training project involved several types of programs designed to prepare top- and middle-level management in four state-owned banks to meet the changing circumstances in the Indonesian banking system. These changes occurred as a consequence of the reorientation of financial regulation from mainly direct controls to more indirect, market-based operations. During the eight-year term of the project, six seminars that dealt with the critical issues of policy and management were held for the presidents and managing directors of all state-owned banks in Indonesia, 124 middle-level officers were sent abroad for graduate level study. Of these, 119 were awarded degrees including one doctorate, ninety-three masters of business administration, and twenty-five masters degrees in such fields as economics, accounting, agricultural economics, law, information technology, and public policy. In addition, numerous workshops were held in Indonesia for bank managers on such topics as strategic planning, asset liability management, pricing of services, information management, and personnel management. A book of cases, *Cases on Financial Policy and Banking Deregulation in*

Indonesia, prepared originally for seminars and workshops, was published by the Gadjah Mada University Press, and is now used in various bank management training programs in Indonesia. By the completion of the project, the sponsors had assumed full responsibility for managing their own individual training programs.

Consultants

Ross H. McLeod, Ricardo, Smith Pty, Ltd, Australia, *banking policy*

Indonesia – Urban Development Policy and Finance

Sponsor Ministry of Finance, Government of Indonesia

Duration 1980-present

Field Coordinators Joseph Stern, Johan F. J. M. Bastin

Home Office Coordinators Glenn Jenkins, Roy Kelly

Field Staff

Mary Jane Breinholt, *project evaluation and training programs*

Robert Cervero, *local taxation*

Donald Hubbard, *intergovernmental loan administration*

Blane Lewis, *urban development policy and fiscal decentralization*

Richard Patten, *urban management*

Matthew Sinder, *project evaluation and training programs*

This project provides policy advice to the Ministry of Finance on urban development and regional government finance. The project has concentrated on issues related to decentralization, local government borrowing, training in project appraisal, financing of water supply, and urban transportation. Following the formal establishment of the Regional Development Account (RDA) in 1991, project activities have concentrated on assisting in improving the central-local government loan administration within the Ministry of Finance. A special ten-week training program on project appraisal has been started to train central and local government officials responsible for RDA project feasibility studies and loan applications. Sector-focused research on policy and administration has been undertaken on water and urban transport.

Consultants

Jose Antonio Gomez-Ibanez, John F. Kennedy School of Government, Harvard University, *urban transport*

Robert Higgins, Independent Consultant, *management information systems*

John F. Kain, Faculty of Arts and Sciences, Harvard University, *transport economics*

John Quigly, University of California at Berkeley, *regional public finance*

Christopher Shugart, Independent Consultant, *water supply projects*

G. P. Shukla, Joint Secretary, Government of India, *project evaluation*

Paul Smoke, Massachusetts Institute of Technology, *fiscal decentralization*

John Strong, College of William and Mary, *transport economics*

Caroline van der Berg, IWACO, Consultants for Water and Environment,
investment appraisal course
 Robert C G Varley, Independent Consultant, *project evaluation*

Jamaica – Policy Analysis, Planning, and Management

Sponsor USAID

Duration 1993-present

Coordinator Thomas Cassidy

HIID's Education Group is working with the Executive Directorate of the Ministry of Education to build EMIS and Policy Analysis Units that will focus on improving educational quality and the efficient allocation of resources. The emphasis of the system is on identifying and tracking effective schools so they may serve as models for a broad reform of the education system.



Jordan – Educational Reform

Sponsor National Center for Educational Research and Development

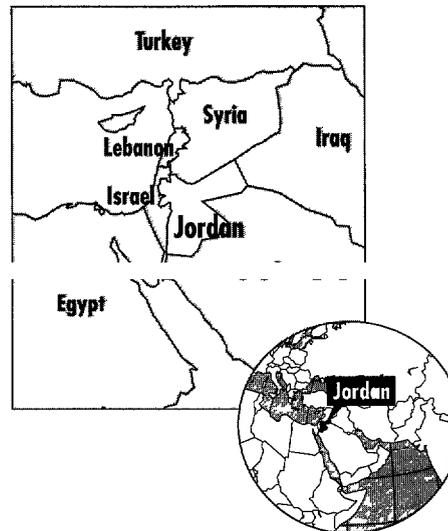
Duration 1992-present

Coordinator Noel McGinn
 Cambridge Staff

systems

Fernando Reimers, *policy analysis*

This project is designed to assist the National Center for Educational Research and Development in monitoring the implementation of a ten-year education reform program. Consultants provide training in methods of policy analysis and program evaluation, and participate in the design and execution of field studies. Current work includes an assessment of the effectiveness of programs for training teachers and principals, estimation of costs of education, evaluation of education,



radio and television programs, and the design of a system for linking technical education with the labor market

Consultants

Russell Davis, Independent Consultant, *technical education*

Lynn Ilon, State University of New York at Buffalo, *economics of education*

Kenya – Agricultural Planning, Policy, and Management (TAP II)

Sponsor Government of Kenya

Duration 1976-1992

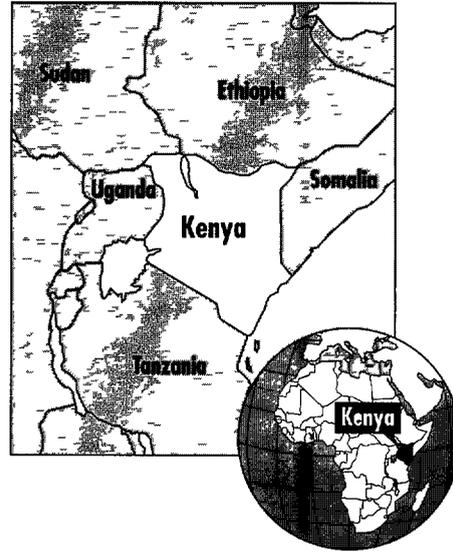
Field Coordinator

Stephen B. Peterson

Home Office Coordinator

Richard Goldman

During the final phase of this project, HIID continued its support to economic policy analysis, financial management reform, and computerization in the Ministry of Agriculture and Livestock Development. Advisors in the Development Planning Divisions of both ministries worked on the annual price reviews as well as on a number of policy-specific activities, including agricultural mechanization and market liberalization in the dairy sector. Advisors working on financial management reforms designed and improved financial and personnel information systems. The project also continued to assist the Microcomputer Information Systems Section (both ministries) with system design, preventive maintenance, and training. During the reporting period, nine trainees were overseas in master's degree programs. A number of other officers were supported on short-term training overseas as well as on short courses organized by the project in Kenya.



Kenya – Agricultural Sector Adjustment Project II

Sponsor Government of Kenya with funding from the World Bank

Duration 1993-present

Field Coordinator Stephen Peterson

Home Office Coordinator Richard Goldman

HIID is implementing the budget management component of the World Bank funded second agricultural adjustment operation in Kenya's Ministry of Agriculture and Livestock Development (MALD). This is a follow-up to

HIID's finance management work in the same ministry under the former Technical Assistance Pool project. The focus of this activity is to assist the ministry in implementing the improved framework of financial management established by the Ministry of Finance under its Budget Rationalization Program. HIID is developing and managing an integrated program of training and technical assistance which will strengthen the institutional capacity of MALD. The emphasis of the Budget Management project is on improving cashflow management, introducing cost center budgeting, and improving personnel management information systems.

Kenya – Budget and Economic Management (BEMP)

Sponsor Government of Kenya under funding by UNDP

Duration 1990-present

Field Coordinator Subramaniam Ramakrishnan

Home Office Coordinators Clive Gray, John M. Cohen

Field Staff

Santi K. Chakrabarti, *macroeconomic policy*

John M. Cohen, *budget implementation and training*

Rodger Hughes, *external aid management*

John R. Wheeler, *budget implementation and training*

This project provides technical assistance to the Ministry of Finance and the Ministry of Planning and National Development for building sustainable institutional capacity for budget and economic management. A major objective of the project is to enhance the technical skills, awareness, and output of a number of public officials responsible for the budget process and the management of external resources. This is done through on-the-job training by the advisory staff and assistance in systems improvement, workshops and seminars on a wide range of topics that embrace the entire budget cycle, specially designed local training courses on budget and economic management, and short- and long-term training abroad for a number of officials. Kenya's Budget Rationalization Program has been the main vehicle through which the project has assisted in establishing systems and processes for improved public expenditure management, for the preparation of the Public Investment Program (PIP), and for establishing a macroeconomic framework for public expenditure planning. The project also provides policy advice to senior public officials in public expenditure management, economic adjustment programs to restructure the economy, and the management of external aid.

Consultant

Phillip Thomas, Kalamazoo College, *trade policy analysis and reform*

Kenya – Reform of Tax System

Tax Modernization — Tax Policy Reform

Sponsor KPMG Peat Marwick under a contract administered by the World Bank and funded by UNDP and USAID

Duration 1990-1992

Sponsor Government of Kenya under a contract funded by UNDP

Duration 1992-present

Institutional Support for Tax Modernization — Customs Systems Reform

Sponsor Government of Kenya under a contract funded by the African Development Fund

Duration 1991-present

Field Coordinator Graham Glenday

Home Office Coordinators Glenn Jenkins, Donald Morrison

Field Staff

Vincent Castonguay, *customs administration, investigation, and policy*

Albert Doe, *customs administration*

HIID has been assisting the government of Kenya in modernizing the Departments of Income Tax, Value-Added Tax, and Customs and Excise since 1990. Considerable progress has been made in all three departments in the areas of tax policy and tax administration, computerization, and training.

Progress has been made in tax policy, specifically to reform of trade policy and export development with significant rationalization of tariff rate structures. In both income tax and value-added tax, the tax base has been significantly expanded and rates have been reduced and standardized. A tax policy unit has been established to supply reports, analyze tax policy issues, and coordinate and develop the overall tax revenue system.

In the areas of tax administration and computerization, considerable progress has been made in the enhancement and automation of selected management information systems. Procedures for revenue estimation and tax assessment have been developed and legislation has been passed to establish taxpayer identification numbers, a self-assessment system, and procedures for examination of taxpayer books and records.

Assistance has also been provided to the Customs and Excise Department to promote revenue protection and enhancement and to facilitate trade liberalization and export development programs. Progress has been made with respect to rapid release clearance procedures and the selective examination of goods. New procedures have been developed for transit and warehouse control, investigations, valuation, and communications. The improved processing and control measures have assisted the government by exceeding the recurrent revenue target. Training in policy and planning, valuation, investigation, intelligence, and computerization is being provided for Kenyan Customs officials.

Considerable training has been undertaken over the past two years to ensure the successful transfer of skills and the sustainability of project gains. Training has been provided in all areas, including tax policy and legislation, computerization, administration, management, and training of trainers for officers in the Treasury and the three revenue departments. Officers have attended programs overseas on both long term programs and short-term courses in specific skill areas, as well as training courses, workshops, and seminars held in Kenya. Over 2,800 Kenyan officials have been involved in these educational training programs.

Consultants

Alan Aikens, Office of Information Technology, Harvard University,
computerization

Anand Bordia, Government of India, *customs policy and administration*

Pierre Gravel, Customs Canada, *customs intelligence and interdictions,
training*

Yves Guerard, Sobeco Group, *pensions legislation and policy*

Denis Normand, Ministry of Finance, Canada, *insurance policy, legislation,
and training*

Jonathan Haughton, Northeastern University, *tax policy*

Jacques Monette, Customs Canada, *customs valuation, training*

Pierre Parent, Sobeco Group, *pensions policy and legislation*

Dwight St. Louis, Customs Canada, *customs intelligence and enforcement*

Victoria Summers, Independent Consultant, *tax policy and legislation*

Kenya – Resource Management for Rural Development (RMRD)

Sponsor Government of Kenya under a contract funded by USAID

Subcontractor Cornell University

Duration 1986-1992

Field Coordinator John Wheeler

Located in the Rural Planning Department of the Ministry of Planning and National Development, this project focused on four major activities. The first was strengthening the ministry's capacity to support the decentralized planning system introduced under Kenya's District Focus for Rural Development Strategy and forging links between these planning systems and the national budgeting process. The second involved assisting the government in continuing to conceptualize its Rural-Urban Balance Strategy. The strategy included increasing agricultural productivity and non-farm employment opportunities through the development of a small urban center. A major component of this strategy involved creating a program to develop selected small rural trade and production centers to serve as a catalysts of rural development. Third, HIID advisors worked to support, intensify, and institutionalize the use of micro-computers throughout the ministry. This involved providing equipment,

operational support, end-user training, development of software, individual programs and data bases, as well as access to training. Particular care was taken to ensure that computer operations could be sustained once the project concluded. Fourth, RMRD also provided training for economists and planners through short courses held in-country, external master's degrees, and a special program administered by Cornell University's Department of City and Regional Planning.

Consultants

Judith Geist, Independent Consultant, *district development plans*

Korea – Korea Development Institute (KDI) Study

Sponsors Korea Development Institute and HIID

Duration 1987-present

Home Office Coordinator

David Lindauer

HIID Staff

Dwight Perkins, *industrial policy*

Joseph Stern, *industrial policy*

KDI Staff

Kim Choongsoo, National Institute for Economic System and Information, *labor markets*

Kim Ji-hong, KDI, *industry studies*

Kim Jong-gie, KDI, *regional economics*

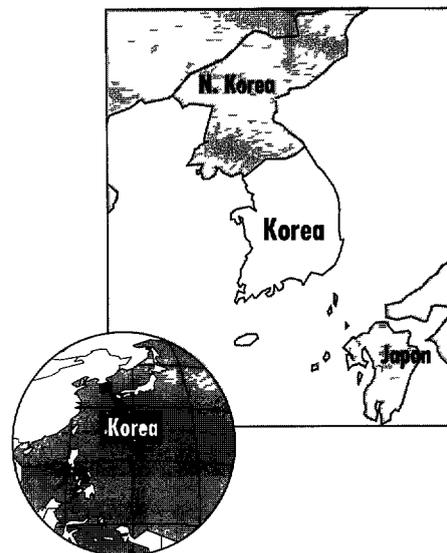
Lee Joung-woo, Kyungpook National University, *labor markets*

Lim Hy-sop, Korea University, *class structure*

Ro Sung-tae, First Economic Research Institute, *monetary policy*

Son Jae-Young, KDI, *monetary policy*

Yoo Jung-ho, KDI, *industrial policy*



This collaborative research project between HIID and the Korea Development Institute was initiated by KDI following the publication and positive reception of the ten-volume KDI/HIID series, *Studies in the Modernization of the Republic of Korea 1945-75*. HIID is currently in the process of publishing a second series drawn from the joint research of HIID and KDI. The series will include three volumes. The first, *Macroeconomic Policy and Adjustment in Korea, 1970-1990*, provides an analytic history of Korean macroeconomic policy, as well as in-depth analysis of Korea's fiscal and monetary policies, savings and investment behavior, wage policy, and the balance of payments.

The second, *Industrialization and the State The Korean Heavy and Chemical Industry Drive*, combines detailed industry studies with several analytic frameworks for judging the consequences of industrial targeting. The third volume, *Korea The Strains of Economic Growth*, focuses on the consequences of rapid growth and sources of economic discontent, especially among Korean workers.

Consultants

Susan Collins, The Brookings Institution, *macroeconomics*

Richard Cooper, Faculty of Arts and Sciences, Harvard University, *macroeconomics*

Stephan Haggard, University of California at San Diego, *political economy*

Chung-In Moon, University of Kentucky, *political economy*

Ezra Vogel, Faculty of Arts and Sciences, Harvard University, *industrial relations*

Lesotho – Customs, Value-Added Tax, and Trade Policy

Sponsor Government of Lesotho under a contract funded by the World Bank

Duration 1993-present

Coordinator Glenn Jenkins

The purpose of this project on customs, value-added tax, and trade policy is to study Lesotho's current sales and customs administrations. Specifically, the project will evaluate the effect of the South African value-added tax on Lesotho's economy and recommend either modernizing the existing sales tax

department or switching to a value-added tax. The study will also evaluate Lesotho's present and possible future role in the Southern African Customs Union, a partnership of Botswana, Lesotho, Namibia, South Africa, and Swaziland, and make recommendations for options and possible alternatives. In light of these evaluations, HIID will also make recommendations on trade policy and the modernization of the country's revenue departments.

Consultants

Vincent Castonguay, HIID, *customs*

David Crawford, Revenue Canada, *value added tax*

Graham Glenday, HIID, *indirect tax and tax policy*

Donald Morrison, HIID, *computerization*



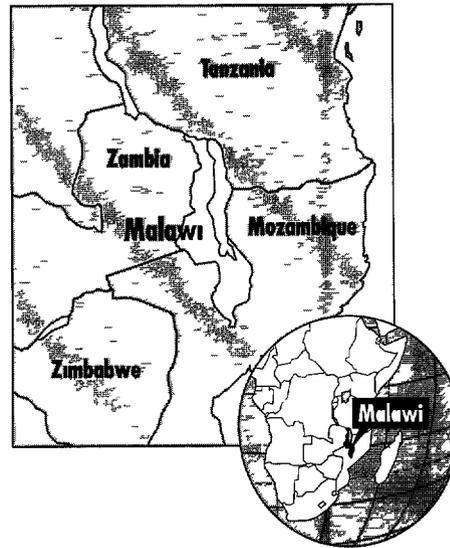
Malawi – Food Security and Nutrition Policy

Sponsor Government of Malawi under a contract funded by the World Bank

Duration 1987-1991

Coordinator Charles Mann

Under this project, HIID assisted the government of Malawi in developing the capacity of the Food Security and Nutrition Unit (FSNU) in the Office of the President and Cabinet. The FSNU was created in the wake of a survey in 1986 documenting substantial childhood undernutrition and malnutrition in Malawi. The FSNU, with the technical assistance provided by HIID, has helped to define the underlying causes of malnutrition and helped to design and implement policies to reduce it. Among its other tasks, the FSNU is coordinating the development and implementation of a national strategy for food security and nutrition, along with a comprehensive action program involving most government ministries and many private organizations. The FSNU has stressed the role of a supportive macroeconomic policy environment in improving food security at both the national and the household level. This work will be continued through a new HIID project described below.



Consultants

Guillermo Herrera, HIID, *public health and nutrition*

Malawi – Food Security Monitoring and Policy Development

Sponsor USAID

Duration 1992-present

Field Coordinator Charles Mann

Home Office Coordinator Thomas Tomich

This project provides assistance to the Food Security and Nutrition Unit (FSNU) in the Department of Economic Planning and Development of the Office of the President and Cabinet in Malawi. The substantive focus is on monitoring food security and policy development, including linking crop estimation and nutritional early warning systems into national policy making. This new project follows directly from the Malawi Food Security and Nutrition Policy project described above, and will involve work on both

national and household food security, particularly as they relate to the most vulnerable socio-economic groups. Much of the early work on this project will involve training.

Consultants

Brian Dilg, Independent Consultant, *computer programming, training*

Malawi – Grain Liberalization Among Smallholders

Sponsor USAID

Duration 1990-1992

Field/Home Coordinator Pauline Peters

Field Staff

Peter Walker, *economic survey*

This study examined the effects of grain market liberalization on income, food security, and nutritional status of smallholder villagers in southern Malawi. Rural households were studied between 1990-91, and results were compared with baseline data collected in 1986-87. The data suggest that grain market liberalization has not dramatically lowered or raised total household income but has been partially implicated in: 1) a greater emphasis on home-produced maize in total income and total expenditure, 2) a relative specialization with households in the top quartile of income increasing marketing agricultural income and those in the bottom quartile increasing their wage labor income, and 3) a trend among the poorest twenty-five percent of a reduction in their maize sales in order to increase their home grain supply, a concomitant shift in wage labor to provide cash income, an increase in the proportion of cash expenditure on grains, and a reduction in other expenditures except for fertilizer. The observed tendency for households at all levels of income to protect their food supply while also seeking to maintain or improve their cash income is important for assessing appropriate approaches in agricultural development and related fields.

The entry of private traders as part of liberalization has had some positive effects in providing multiple channels of sale, reducing farmers' costs, and stimulating changes in crop production/sales. But the assumption that liberalization would lead quickly to an open market and the replacement of the parastatal marketing board is very far from being realized. The Agricultural Development Marketing Corporation (ADMARC) remains critically important as a supplier of maize to rural consumers, especially in the pre-harvest season.

Consultants

Catherine Lager, Independent Consultant, *anthropometry*

Vanessa Scarborough, Independent Consultant, *agricultural marketing*

Malawi – Tax Reform Implementation

Sponsor Government of Malawi with funding by the UNDP and the World Bank

Duration 1987-present

Field Coordinators Samuel Greer, Henry Lim

Home Office Coordinators Glenn Jenkins, Donald Morrison

Field Staff

James Valentine, *income tax*

Robert Chesteen, *computerization*

The reform of tax policy and legislation, training of officials, and administrative reform and modernization of the Departments of Income Tax and Customs and Excise are the objectives of this project. During the past two years, initiatives have been directed toward rationalization and expansion of the value-added tax structure and rationalization of the tariff structures and excise duties. While attention to tax policy and legislation has continued, the major focus of the tax reform has increasingly evolved toward designing and implementing modern administrative procedures, including computerization. In both income tax and customs and excise, meaningful improvements have been made in assessing and collecting taxes, auditing taxpayers, computerization, and management information systems.

As part of the activities in customs administration and modernization, HIID is conducting a study of preshipment inspection practices. Following this, an evaluation will be done on the costs and benefits of implementing long-term preshipment inspection practices in Malawi. The study is assessing whether the decrease in compliance costs are warranted by an increase in administrative costs in general, and what these costs and benefits would be within the Malawi context.

Consultants

Philip Coates, Independent Consultant, *income tax administration*

Robert Conrad, Duke University, *tax policy*

Graham Glenday, HIID, *tax policy*

Kenneth Gray, Independent Consultant, *value-added tax and customs policy and administration*

Tom Hart, Emory University, *tax policy*

Jacques Monette, Customs Canada, *customs procedures, export programs, training*

Donald Morrison, HIID, *computerization*

James Owens, Independent Consultant, *income tax policy and administration*

Robert Philipps, Independent Consultant, *income tax administration*

G. P. Shukla, Joint Secretary, Government of India, *tax policy*

Leslie Stickland, Independent Consultant, *value added tax and customs administration and policy*

Victoria Summers, Independent Consultant, *tax policy and legislation*

Eric Wickberg, Independent Consultant, *computerization*

Malaysia – Development Studies

Sponsors Institute of Strategic and International Studies and HIID

Duration 1992-present

Coordinator

Donald Snodgrass

Field Staff

Jeffrey Vincent, *natural resources and the environment*

The aim of this project is to produce a set of three volumes on Malaysian economic development in co-

operation with the Institute of Strategic and International Studies Malaysia. The books will deal, respectively, with the management of economic development amid ethnic diversity, industrialization and structural change, and natural resources and the environment. These topics were selected to highlight differences between the Malaysian example of rapid economic development and the better known East Asian cases, differences which may make the Malaysian case a better source of lessons for other developing countries. The studies concentrate on development since 1970 and also try to identify emerging problems and opportunities. All the studies are being written jointly with Malaysian collaborators. An opening conference was held in Kuala Lumpur in June 1992, and a conference to present and discuss the findings of the study is scheduled for January 1994.

Consultants

Choong Yong Ahn, Chung-Ang University, South Korea, *industrialization and structural transformation*

Dwight Perkins, HIID, *industrialization and structural transformation*



Mexico – Fiscal Reform and Urban Planning

Sponsor University of Nuevo Leon

Duration 1992-present

Coordinator Roy Kelly

This project with the Universidad Autonoma de Nuevo Leon (Monterrey, Mexico) was recently initiated to conduct research on issues of fiscal reform, urban and intergovernmental finance, property taxation, land use planning, urban transportation, and urban development. Initial project activities have focused on fiscal cadastre modernization and urban transportation modeling.



Consultants

Baher El-Hifnani, Independent Consultant, *transportation*

John Kain, Faculty of Arts and Sciences, Harvard University, *transportation*

Paul Waddell, University of Texas at Dallas, *land use planning*

Mongolia – Economic Reform

Sponsor UNDP

Duration 1993 present

Home Office Coordinator

Jeffrey Sachs

Field Staff

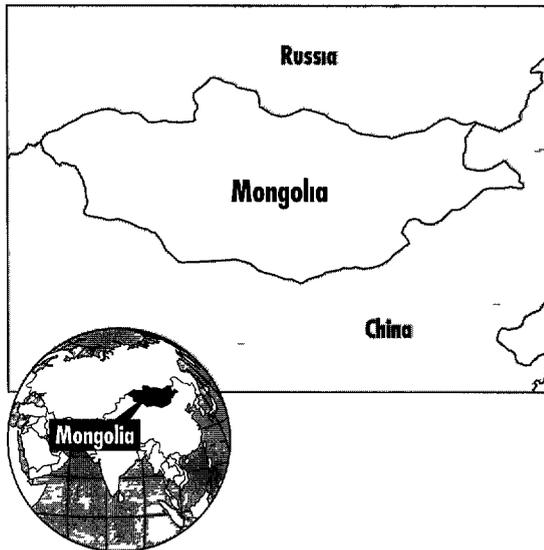
William Bikales,

macroeconomics

Mary Sophia Smith,

privatization

This project will assist the Mongolian government with its stabilization and economic reform programs. One of the project's tasks is to advise on macroeconomic policy so as to coordinate strategies for achieving short- and medium-term macroeconomic targets. Another task will be to advise the Privatization Commission working



on bank privatization and reform. The third aspect of the project will be to work with the Ministry of Trade and Industry in dealing with issues of trade development and external debt management. Short-term consultants will provide specialized technical assistance and assistance in negotiations with international financial institutions.

Newly Independent States – Policy Reform in Environmental Economics and Management

Sponsor USAID

Duration

1993-present

Coordinator

Theodore Panayotou

The objective of the project is to assist the Newly Independent States with the integration of environmental reform into their economic reforms, industrial

restructuring and privatization efforts in order to ensure sustainable and environmentally sound economic recovery and growth. The focus is on environmental and natural resource problems that affect human health, productivity and economic efficiency, and on win-win, no-cost and low-cost solutions compatible with the transition to a market economy. The project instruments include resident advisors in the Russian Federation and Kazakhstan, with a possible resident advisor in Ukraine, short-term technical assistance to Russia and Kazakhstan, which could be expanded to include assistance to other Central Asian Republics and Moldova, local think-tanks, collaborative policy research with local institutions, and policy seminars. Project products include policy memoranda, policy research papers and publications, field study reports and training materials.

Consultants

Glen Anderson, HIID, *environmental economics*

Anil Markandya, HIID, *environmental economics*



Nicaragua – Non-Timber Tropical Forest Products Among the Sumu

Sponsor National Science Foundation (NSF)

Duration 1992-present

Coordinator Ricardo Godoy

This exploratory study examined the effects of economic development on the extraction of non timber tropical forest products by the Sumu Indians of Nicaragua. The study results suggest that as rural income rises the following occur: Indians specialize in foraging, the opportunity cost of the forest approaches \$50/hectare/year, and foraging plays a shrinking role in the household economy. Hypotheses about the sustainability of forest-product extraction will be tested in a longitudinal study, at present under review by the NSF.



Pakistan – Child Survival and Health

Sponsor Management Sciences for Health under a contract funded by USAID

Duration 1990-present

Field Coordinator Theo Lippeveld

Home Office Coordinators

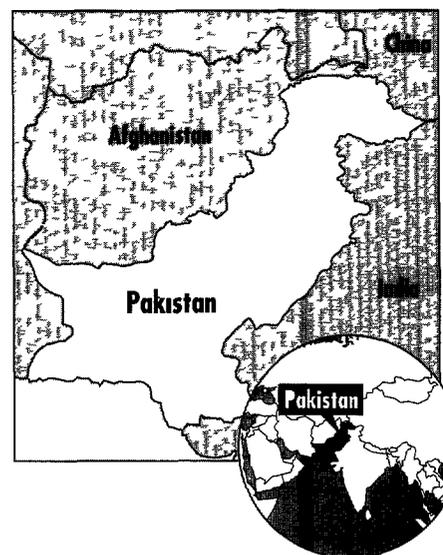
Johannes Sommerfeld,

Richard Cash, Jonathon Simon

Field Staff

Tara Upreti, *training advisor*

HIID is primarily responsible for implementing two major components of this child survival project: health information system development and training. In the area of developing a health information system, HIID is assisting the Pakistani Ministry of Health transform its existing disease surveillance and routine reporting systems in first-level care facilities into a comprehensive and integrated health management information system. The project is now implementing new data collection procedures, information flows, and data processing mechanisms,



which were developed during an extensive year-long design process. In the area of training, HIID advisors developed, field-tested, and modified educational material for integrated child survival training courses. These courses are directed at strengthening the skills of medical officers, paramedics, and their supervisors in first-level care facilities. In addition, the project is helping to establish child survival training units in major teaching hospitals in all four provinces.

Consultants

Michel Garenne, Harvard School of Public Health, *infant and child mortality*

Karen Peterson, Harvard School of Public Health, *training curriculum in nutrition*

Sarah Zaidi, Harvard Center for Population Studies, *infant and child mortality*

Pakistan – Primary Education Development

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1990-present

Home Office Coordinator Donald Warwick

Field Staff

Richard N. Cowell, *curriculum development and teacher training*

Thomas LeBlanc, *management information systems*

Jorge Valdes, *management information systems*

During the biennium, this project made substantial progress in developing education management information systems (EMIS) for Balochistan and North West Frontier Province (NWFP). Systems for gathering information about key operations of the education systems were established. Codifying the information into computers and training provincial officials on how to use the results of the systems to improve decision-making about education was also accomplished. As of June 1993, provincial staff in Balochistan and NWFP were ready to take over full responsibility of EMIS operations. This work is now serving as a model for the development of information systems in the two largest provinces of Pakistan, Punjab and Sindh. Progress has also been made in changing teacher training and curriculum in primary schools. HIID advisors have devised curricula and teaching methods aimed at bringing training much closer to the realities faced in the classroom. Work remains to be done on the use of these new materials and on training methods to raise the quality of teacher training and classroom instruction. These issues will be the focus of the final year of the project's operation.

Consultants

Thomas Cassidy, HIID, *management information systems*

Andrea Rugh, Independent Consultant, *teacher training and curriculum*

Philippines – Health Finance Development Project

Sponsor Management Sciences for Health under a contract funded by USAID

Duration 1992-present

Coordinator Charles Myers

This project is a collaborative effort of the Philippines Department of Health, the University of the Philippines, Management Sciences for Health, HIID, and other subcontractors to mobilize additional resources for, and improve the efficiency of, the health care system in the Philippines

The project has three components: policy analysis, insurance reforms, and health training. HIID is working closely with the School of Economics at the University of the Philippines on health policy analyses, focusing initially on the development of national health accounts. Some HIID work is also anticipated on design and monitoring of insurance reforms and on the redesign of a relative unit value system for reimbursement of providers under the Philippine Medicare Program. HIID will also assist in short-term and long-term training of Philippine health professionals and economists in the United States.

Consultant

Brad Schwartz, Research Triangle Institute, *health economics*



Puerto Rico – AIDS

AIDS Strategic Planning for the City of San Juan

Sponsor The Municipality of the Capital City of San Juan

Duration 1987-present

San Juan AIDS Institute

Sponsor San Juan AIDS Institute

Duration 1987-1993

Community-Based Primary Care System

Sponsor The City of San Juan under a contract funded by the Robert Wood Johnson Foundation

Duration 1988-1991



Home Office Coordinator Yamil Kouri
Field Staff

Roberto Unda, *health education*

Kenneth Ofuso-Barko, *epidemiology and surveillance*

This project provides the City of San Juan with technical assistance to make informed decisions about health care management and public health policy as it relates to AIDS patients in San Juan and throughout Puerto Rico.

When the San Juan AIDS Institute (SJAI) began providing AIDS service in 1988, the number of HIV/AIDS cases was 873. By 1991, the number of HIV/AIDS cases had increased to 5,277. In that same year, SJAI, with technical assistance from HIID, opened new clinical and administrative offices that enabled the city to provide clinical services to an HIV and AIDS population that is primarily comprised of drug users and the medically indigent. HIID field staff provided technical advice to the SJAI to monitor the epidemiologic data, as well as the economic cost data to ensure that SJAI clinical and administrative capacity could meet the increasing demand for services for both patients and their families in a cost-effective manner.

As part of the AIDS project in San Juan, HIID has also been involved with the AIDS Strategic Planning project. This project extended HIID's role to assist in the development of a strategic plan for AIDS control in the city. The strategic plan provided policy makers with a blueprint for managing the epidemic.

In an on-going effort to project the service needs for HIV/AIDS in San Juan, HIID collaborated with San Juan and Cambridge-based staff to review the data collection systems in San Juan and on the island as a whole.

During its six years of involvement with the project, HIID has assisted in the successful establishment of a comprehensive system of AIDS prevention and care that has reduced the cost of AIDS by half. The program is being considered for adaptation to the island-wide AIDS program, and several Latin American and Caribbean countries are considering it as a model to follow. Under a grant from the Department of Health Resources Administration, the SJAI is the official AIDS clinical training center for all health providers in Puerto Rico. Through independent grants, SJAI provides medical professionals from other countries in the region with clinical training.

Consultants

Hortensia Amaro, Independent Consultant, *behavior studies, education prevention*

Michael Baker, New York City Department of Health, *education prevention, service utilization, New York City/Puerto Rico linkages*

Beth Faye Cohen, New York City Department of Health, *resource capacity*

Salvador Acevedo Colon, Independent Consultant, *legal ethical issues on AIDS*

Inneke Cunningham, University of Puerto Rico, *strategic planning*

Nadim Cury, Ministry of Public Health, Dominican Republic, *epidemiology, migration issues*

Eunice Diaz, Independent Consultant, *strategic planning*

Charles Eaton, New York City Department of Health, *needle exchange programs*

George Gellert, Orange County Health Care Agency, *STD control, linkages between HIV/STD*

John Glaser, Independent Consultant, *management information systems*

Lawrence Gostin, American Society of Law and Medicine, *legal and ethical issues*

Mali Daum Katz, Independent Consultant, *education programs for STD control*

Larry Kessler, AIDS Action Committee, *AIDS prevention and control*

Mark Kleiman, John F Kennedy School of Government, Harvard University, *violence, crime, and AIDS control*

Zita Lazzarini, Independent Consultant, *legal and ethical issues*

Mark Moore, John F Kennedy School of Government, Harvard University, *violence, crime, and AIDS control*

Joaquin Perez Mendez, Procets, *epidemiology, migration*

Carlos Ramirez-Ronda, Advanced Community Health Services, *clinical trials*

Ronald St John, Independent Consultant, *education, prevention, strategic planning*

Norman Scherzer, 22nd Century Health Concepts, Inc , *management*

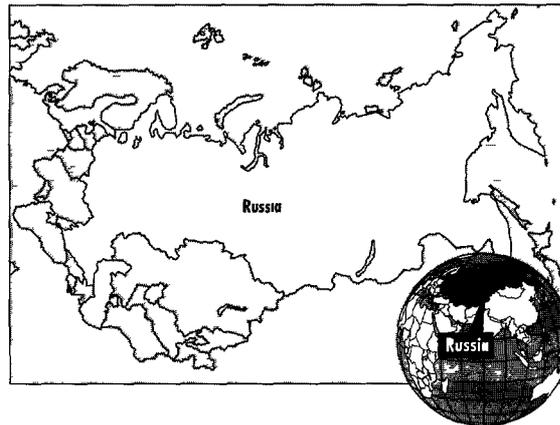
George Seage, Boston City Hospital, *epidemiology*

Mervyn F Silverman, University of California at San Francisco, *education programs*

Malcolm Sparrow, John F Kennedy School of Government, Harvard University, *violence, crime, and AIDS control*

Russia – Assistance to the State Committee of the Russian Federation for the Management of State Property (GKI)

Sponsor USAID
 Subcontractors Bain and Company, Chemonics, and Ian Freed Consulting
 Duration 1992-present
 Field Coordinator Jonathan Hay
 Home Office Coordinator Andrei Shleifer
 Field Staff



Martin Andersson, *privatization*
 John Fitzgibbons, *foreign investment*
 Goohoon Kwon, *data resources*
 Julia Zagachin, *auctions*

In 1992, the government of the Russian Federation embarked on a mass privatization program of unprecedented size and scope. Its objective is to privatize more than 15,000 manufacturing and service companies in the next few years, while involving the entire population in the process. HIID has been assisting GKI, the governmental agency in charge of implementing this program, in finding innovative, yet practical, policy and logistical solutions to this challenge. HIID advisors are working with Russian specialists on all aspects of the mass privatization program: fundamental policy choices, drafting of normative documents, voucher design and distribution, voucher investment fund development, organization of voucher auctions, creation of a national auction system, land privatization, anti-monopoly policy, small-scale privatization, public relations, and training of public officials in charge of implementing the privatization program in their regions. Several officials involved in these training programs now act as consultants to local privatization agencies in other regions of the country. This institution-building focus has been a key aspect of HIID's involvement.

As of April 1993, more than 146 million Russian citizens (ninety-six percent of the population) have collected, against a nominal payment, privatization checks (vouchers), which can be used to bid for shares of privatizing companies, or exchanged for shares of specialized investment funds. Four months into the project, more than 700 companies have been privatized, the objective is to privatize 5,500 companies by the end of the project's first year.

Consultants

Elias Alvord, Independent Consultant, *telecommunications*
Patrick Colgan, Independent Consultant, *telecommunications*
Bozidar Djelic, HIID, *privatization*
Ian Freed, Independent Consultant, *telecommunications*
Robert Hirn, Independent Consultant, *telecommunications*
D Gale Johnson, University of Chicago, *land privatization*
Paul Joskow, Massachusetts Institute of Technology, *anti-monopoly*
Thomas Makofske, Independent Consultant, *telecommunications*
Jeffrey Sachs, HIID, *stabilization policy*
Gilberto Sanchez, Independent Consultant, *national auction system*
Richard Schmalensee, Massachusetts Institute of Technology, *anti-monopoly*
Robert Vishny, University of Chicago, *privatization policy*

Russia – Macroeconomics and Finance Unit at the Center for Economic Reform

Sponsor Ford Foundation

Duration 1993-present

Home Office Coordinator Jeffrey Sachs

Cambridge Staff

Peter Boone, *budgetary policy*

Bozidar Djelic, *financial sector reform*

This project is intended to help establish the Macroeconomics and Finance Unit (MFU), an advisory body of Western and Russian specialists to the Center for Economic Reform of the Russian Federation. The MFU was set up for the purpose of collecting macroeconomic data and providing policy analysis to be made available to various policy making bodies in the Russian government. Project consultants will provide technical assistance in the areas of monetary policy, credit policy, budgetary policy, financial sector reform, and military conversion.

Russia – Transport Challenge in the Former Soviet Union

Sponsor European Bank for Reconstruction and Development

Duration 1993-present

Coordinator John Meyer

This project offers a unique opportunity to document and analyze the transport situation in the former Soviet Union. Studies have been done on the four major modes of transport in the former Soviet Union — railways, waterways, roads, and aviation — as well as on the logistics of food distribution. These reports not only document the situation in each of the four major modes as of the early 1990s but also explore various possible policies and investments that might be made to improve transportation performance.

in the major republics that emerged out of the former Soviet Union. The study will synthesize these various reports into a comprehensive summary report on *The Transport Challenge in the Former Soviet Union*. The particular intent of this summary study is to develop a set of comprehensive strategic policies for improving transport services in the former Soviet Union.

Consultant

John S. Strong, College of William and Mary, *finance*

Rwanda – Cost of AIDS

Sponsor World Health Organization Global Programme on AIDS

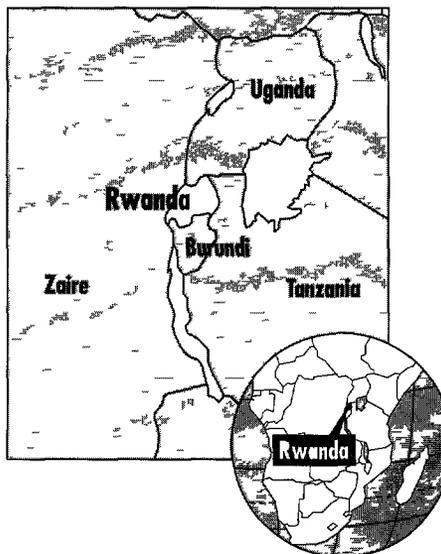
Duration 1991

Coordinator Donald Shepard

This project developed and field-tested a methodology to assess the costs of AIDS care in developing countries. The project developed procedures for 1) sampling and abstracting medical records to ascertain the cost of inpatient hospital episodes, 2) sampling and interviewing the current patients with AIDS to determine costs of outpatient care and lifetime costs of AIDS care, 3) deriving costs per day of hospital care for AIDS from hospital financial reports, and 4) deriving cost per hospitalization, costs per patient per year, and aggregate national costs. The methods were field tested in Rwanda, a central African country with a high prevalence of HIV infection. Hospital records were abstracted for 297 AIDS patients and sixty-seven of the hospitalized patients were interviewed. Financial data from three hospitals were also obtained. In 1990, Rwanda spent 4.6 percent of its public sector hospital budget on hospital care of confirmed AIDS cases. This share is expected to rise to 11.4 percent by 1994 based on trends in the AIDS epidemic. If unconfirmed AIDS cases and other HIV illness were included, the costs would be substantially higher. These results confirm the importance of strengthening systems for caring for persons with AIDS in settings other than referral hospitals.

Consultant

Richard N. Bail, World Health Organization/Africa Regional Office, *health services*



Singapore – MPP Program Development

Sponsor National University of
Singapore (NUS)

Duration 1991-present

Field Coordinator

John W Thomas

Home Office Coordinator

Merilee Grindle

Field Staff

James Scott Leland, *public
policy and management training*

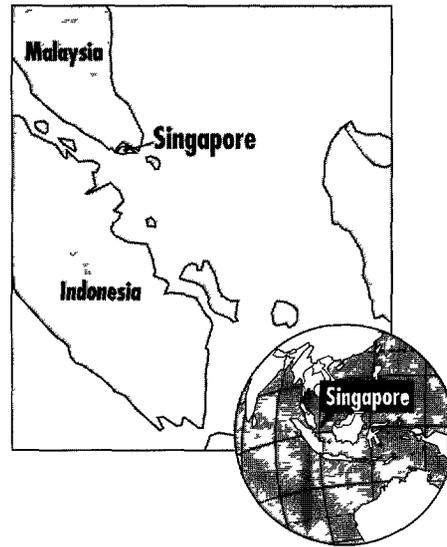
In collaboration with NUS, HIID is involved in the design, development, and implementation of a Masters in Public Policy Programme at the University's Centre for Advanced Studies. The objective of this effort is to create a course of study in public service that is modeled on the MPP program at the John F Kennedy School of Government, but tailored to the unique context of the Southeast Asian region. Toward that end, HIID has been assisting NUS in three main areas: program and curriculum development, case writing, and teaching. Since the program's inception, HIID has been active in helping to identify admissions criteria, select faculty members, and establish a comprehensive curriculum relevant to Southeast Asian interests. One of the main priorities for this program has been training Singaporeans in both case writing and case teaching. Nine members of the NUS MPP faculty have visited the John F Kennedy School of Government to observe classes, and HIID has supervised the production of five cases by Singaporean writers. The first NUS MPP class of eighteen students, comprising representatives of seven Southeast Asian nations, entered the fifteen-month program in July 1992. Several members of HIID's professional staff have made presentations on current research in public policy, particularly as this is relevant to Southeast Asia.

Consultants

Howard Husock, John F Kennedy School of Government, Harvard
University, *case writing*

Carl Moore, Kent State University, *leadership and negotiation training*

Michael Rukstad, Independent Consultant, *lecturer in economics*



South Africa – Educational Planning and Policy Analysis Workshop

Sponsor Creative Associates under a contract funded by USAID

Duration 1993

Coordinator Abby Riddell

A month-long workshop was held in Johannesburg in January 1993 primarily for the staff of education policy units. The workshop presented different approaches to policy analysis for educational planning. The workshop explored the different sorts of information that are required for making different types of decisions. Three core areas of skills training were covered in the workshop: (1) the development of educational management information systems, (2) modeling educational systems for policy options, financial and educational planning, and (3) survey research. Exercises covering research on schools' effectiveness, issues of educational finance, and school governance were discussed within each of the skills areas.



Consultants

Thomas Cassidy, HIID, *educational management information systems, modeling*

Noel McGinn, HIID, *educational planning*

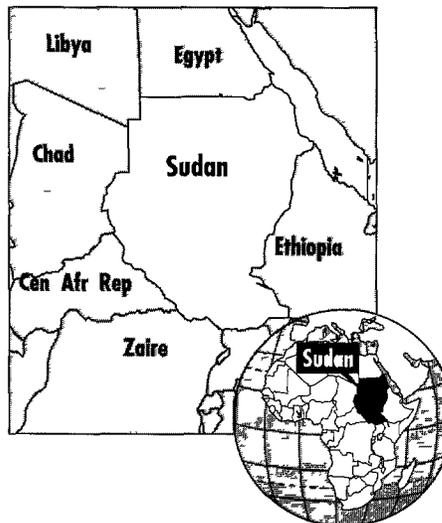
Sudan – Vitamin A Supplementation and Child Health

Sponsor USAID

Duration 1986-1991

Coordinator Guillermo Herrera

This six-year effort to examine the relationships between vitamin A deficiency, malnutrition, morbidity, and mortality in the Sudan was concluded during the biennium. Together with the Ministry of Health, HIID advisors had conducted a masked placebo trial of vitamin A supplementation with a sample of



almost 30,000 children. The study found that mortality was associated with protein-calorie malnutrition and infectious disease. Vitamin A deficiency was associated with low socioeconomic status and diet deficiency in foods of animal origin containing vitamin A. In this study vitamin A did not have a significant effect on mortality.

Thailand – Management of Natural Resources and the Environment (MANRES)

Sponsor USAID

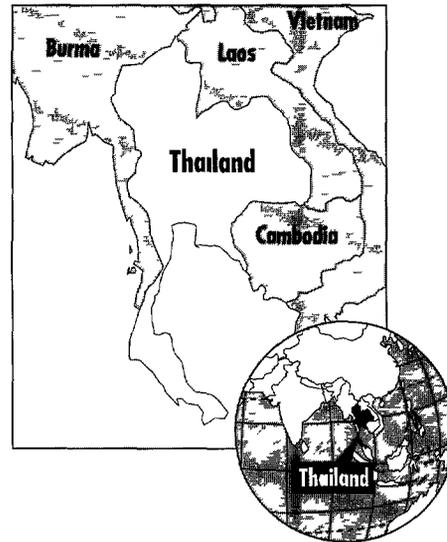
Subcontractors Research Triangle Institute and Resource Management Associates

Duration 1990-present (suspended 1991-1993)

Coordinator Theodore Panayotou

Under the MANRES project, HIID provided technical assistance to the Thailand Development Research Institute (TDRI) on natural resource management and environmental policy. During the first year and a half of the project, HIID provided a resident advisor and short-term consultants. The products of this period were several co-authored volumes on energy, industrial, forest, land, and water policy. These were presented in a national conference, "Industrializing Thailand and the Impact on its Environment," which had a profound impact on Thailand's environmental policy.

Following the Thai military coup of February 1991, USAID suspended the project as of October 1, 1991, and reactivated it in mid-1993. During the remainder of the project period, HIID will provide short-term technical assistance to TDRI in four areas: a) watershed management and reforestation, b) industrial hazardous waste policy, c) tourism and the environment, and d) water demand management. The products will be collaborative policy research papers and pilot designs for possible implementation.



Togo – Health Sector Workshops

Sponsor Development Assistance Corporation under a contract funded by USAID

Duration 1990-1991

Coordinator Malcolm Bryant

HIID conducted a series of six seminars for senior health systems managers at both central and peripheral levels of the Ministry of Health in Togo. These seminars covered the following aspects of health planning: identifying needs, setting priorities, defining objectives and activities, choosing among alternative strategies, allocating resources, developing budgets, and monitoring and evaluating programs.

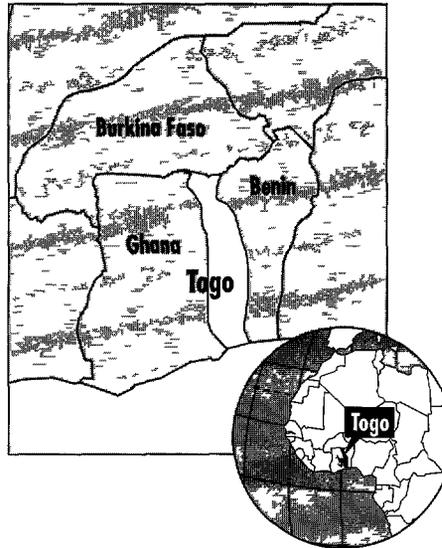
The seminars resulted in the development of health plans for the twenty-seven prefectures in the country. The project developed a training manual on national planning and budgeting, and case studies for future use by the Ministry of Health.

Consultants

Basile Adjou-Moumouni, Independent Consultant, *training*

Anne-Marie Foltz, Independent Consultant, *training*

Albert E. Henn, Independent Consultant, *training*



Vietnam – Public Enterprise Workshop

Sponsor World Bank

Duration 1992

Home Office Coordinator

Abdul Hafeez Shaikh

Cambridge Staff Richard Mallon

This project included a series of workshops in Hanoi and Ho-Chi-Minh City on issues related to public enterprise reform and privatization. The objectives of these workshops were to give lectures on theory and international experience with public enterprise reform and privatization, to discuss the main problems confronting the Vietnamese



public sector with government officials, and to assist the government of Vietnam and the World Bank in the design of a plan for restructuring, divestiture, and performance improvement of Vietnamese public enterprises

Attendees included officials representing various ministries and public enterprises. The topics covered in the workshops included market failures, rationale and mechanisms for government intervention, reasons for the growth and subsequent disillusion with public enterprise, performance evaluation and contracting experience of several countries and their relevance to Vietnam, design of incentives for public enterprise managers, areas of increasing managerial autonomy, improvements in the economic environment such as pricing, wage, credit, and competition policies, international experience with privatization, techniques of privatization, asset valuation, institutional framework for divestiture, and the technical assistance needed for the reform program. Short case studies were also prepared for selected Vietnamese public enterprises to demonstrate the application of performance evaluation and divestiture techniques.

Discussions were also held with officials of various ministries including the State Planning Committee, managements of State Enterprises, and representatives of donor agencies involved with public enterprise reform in Vietnam. Suggestions were offered to assist the World Bank and the government in the design of a strategy for performance improvement.

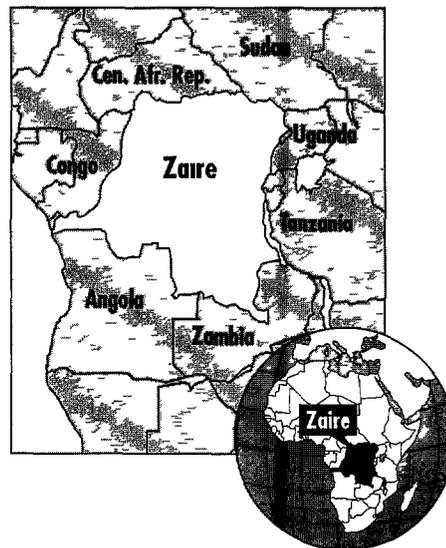
Consultant

Pradeep Singh, Independent Consultant, *public policy*

Zaire – School of Public Health

Sponsor Tulane University under a contract funded by USAID
Duration 1986-1991
Home Office Coordinators
 Malcolm Bryant, Charles Myers

The School of Public Health in Kinshasa, Zaire, was established by the government to train public health professionals able to undertake new initiatives in rural and urban primary health care. From 1986 to 1991, HIID advisors assisted in faculty training, curriculum development, and the provision of both long-term and short-term faculty. HIID's principal role was to help develop the school's training program for primary health care management. A special feature of the training was applied policy research on the AIDS epidemic in Zaire. Summer courses on computer



applications in health were organized as well. Twelve Zairians sponsored by the project for doctorate-level training in the United States returned to take up positions on the school's faculty, meeting the goal of development of a core faculty and administration to teach and sustain the school.

Zambia – Macroeconomic Technical Assistance

Sponsor Government of Zambia under a contract funded by the governments of Germany, the Netherlands, Norway, and Sweden

Duration 1991-present

Field Coordinators Lester Gordon, Malcolm McPherson

Home Office Coordinators Malcolm McPherson, Lester Gordon

Field Staff

Bruce Bolnick, *macroeconomic policy*

Fernando Fernholz, *debt management*

John Wakeman-Linn, *data management*



Designed to help the Ministry of Finance raise its capacity to analyze and implement macroeconomic policy, the project consists of four resident economic advisors who work with Zambian officers on the analysis of issues in monetary and fiscal policy, on improvement of the budget process, debt management, and the improvement of economic data.

The team initiated its work in 1991 as the campaign began for the first multi-party elections in seventeen years. Based on issue papers prepared by ministry officers and the HIID team, the new government elected on October 31 was able to move quickly on a wide range of economic policy reforms. These included changes in income tax, sales tax, and customs legislation, interest rate and exchange rate policies, budgetary subsidies, and agricultural and other pricing policies. The team also helped Zambia renegotiate and buy back a substantial amount of foreign debt, improve the quality of the Consumer Price Index, establish a system for monitoring the progress of the Economic Recovery Programme, and improve monitoring of monetary developments.

Simultaneous with its collaboration with counterpart units in the Ministry of Finance, the Bank of Zambia and the Central Statistical Office, the team conducted five local one-to-four day seminars on topics such as forward budgeting and debt management. Eleven officers were sent abroad for short

courses on topics ranging from financial management to budgeting in the public sector, and three officers were sent abroad for advanced degrees

Consultants

William Capron, Boston University, *budget reform*

Gordon Cox, Independent Consultant, *VAT legislation*

James Duesenberry, Faculty of Arts and Sciences *emeritus*, Harvard University, *monetary policy*

Graham Glenday, HIID, *sales tax*

Ward Hussey, International Tax Program, Harvard Law School, *income tax legislation*

Donald Lubick, International Tax Program, Harvard Law School, *income tax legislation*

Donald Morrison, HIID, *tax computerization*

James Owens, Independent Consultant, *tax administration*

Richard Pomp, University of Connecticut, *company tax reform*

Eric Wickberg, Independent Consultant, *tax computerization*

Zambia – Tax Administration and Computerization

Sponsor Government of Zambia under a contract funded by the governments of the Netherlands and Norway

Duration 1992-present

Field Coordinator Ben Foley

Home Office Coordinator Lester Gordon

Field Staff

Randell Guinier, *computer systems*

Jose Ramon Cruz, *computer systems*

Initiated in the last quarter of 1992, the project is intended to improve administration and computerization of Zambia's tax systems by working with the staffs of the Tax Department and the office of the Collector of Customs Sales and Excise. Since the arrival of the first field staff in December 1992, the project has revised standard tax forms, computerized basic business data, procured necessary hardware and software, adapted software to the tax administration needs of Zambia, and initiated training in the use of computers and the software that will be employed. In addition to on-the-job training, the project sends officers abroad for degree and non-degree training and offers formal instruction in Zambia.

Consultants

Vincent Castonguay, HIID, *customs tax administration*

Donald Morrison, HIID, *tax computerization*

James Owens, Independent Consultant, *tax administration*

Victoria Summers, Independent Consultant, *sales tax*

Eric Wickberg, Independent Consultant, *computerization of business registry*

Zimbabwe – Competition Policy

Sponsor Management Systems International under a contract funded by USAID

Duration 1992

Coordinator Clive Gray

At the request of the Government of Zimbabwe, HIID and a team fielded by Abt Associates of Cambridge, reviewed the status of market competition in the country and recommended legislative and institutional approaches for reform. The team concluded that Zimbabwe should adopt a competition law and establish an enforcement machinery, for which several options were presented. Apart from team interviews yielding anecdotal evidence of restrictive business practices, HIID computed indices of market concentration based on Zimbabwe's annual industrial census. The study found that only ten of fifty-six industrial branches had Herfindahl ratios below the level at which the U S Department of Justice treats a U S industry as too concentrated to justify approving a merger or takeover.



Cambridge-Based Projects

Advancing Basic Education and Literacy (ABEL)

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1989-present

Cambridge Coordinators William Cummings, Abby Riddell

This multiyear umbrella project is designed to disseminate knowledge about basic education and to assist in the implementation of policies to correct low enrollment in primary grades, particularly for female pupils, in developing countries. HIID's contributions have included the design of an education project in Uganda, the assessment of the education sector in Paraguay, the study of cluster schools in Sri Lanka, a review of literature on alternative forms of basic education finance, and a collection of papers on extending education to the most under resourced population groups. Under ABEL, HIID also prepared several studies on Malawi, including examinations of repetition and multigrade teaching. In Malawi, HIID advisors also designed a pupil registration plan. As part of its participation in the project, HIID produces the *Forum for Advancing Basic Education and Literacy*, a quarterly newsletter which chronicles recent innovations and events that are of broad interest to development educators. In addition, HIID has produced and disseminated SHARE, a user friendly computerized database on development educational policies.

Consultants

David Evans, University of Massachusetts at Amherst, *educational project design*

Godallage Gunawardena, Independent Consultant, *educational policy analysis*

Philip Matthews, Independent Consultant, *educational planning*

Noel McGinn, HIID, *educational policy analysis*

H. Dean Nielsen, Institute for International Research, *educational policy analysis*

Fernando Reimers, HIID, *educational policy analysis*

Maria Rivarola, Independent Consultant, *educational policy analysis*

S. Dunham Rowley, Independent Consultant, *educational policy analysis*

Margaret Sutton, Independent Consultant, *monitoring and evaluation*

James Williams, Ed D. Candidate, Harvard Graduate School of Education, *educational policy analysis*

Donald Warwick, HIID, *educational policy analysis*

Agriculture Policy Analysis Project (APAP)

Sponsor Abt Associates under a contract funded by USAID

Duration 1988-present

Cambridge Coordinator Richard Goldman

Field Staff

David Dawe, *economic policy analysis*

This project supports research, training, and policy advisory activities. It aims to inform decision makers in developing countries about the impact of economic policies on agriculture and food consumption. During 1991, the project completed its three-year program on advisory assistance, research, and training in the Department of Agriculture in the Philippines, where there was a resident advisor for four years. Research and training activities in Pakistan culminated with a three-week workshop in agricultural policy analysis for university faculty involved in teaching policy-oriented courses. In June 1993, a symposium on Agricultural Transformation in Africa was held in Harare, Zimbabwe, involving participation by thirty African agricultural experts and policy makers. The project has produced a series of papers on food demand management in Asian and Near Eastern countries, as well as policy guideline papers on agriculture and structural adjustment and on issues involved in policy analysis training. Research projects on agriculture productivity in Africa and on the production consequences of the social foundations of landholding in The Gambia and Senegal were also completed.

Consultants

Parker Shipton, HIID, *land ownership*

C. Peter Timmer, HIID, *agricultural productivity*

Applied Diarrheal Disease Research (ADDR)

Sponsor USAID

Subcontractors Johns Hopkins University School of Hygiene and Public Health and Tufts University New England Medical Center

Duration 1985-present

Cambridge Coordinator Richard Cash

Cambridge Staff

Guillermo Herrera, *medical science*

Danielle Maye Olivola, *medical science*

Karen Peterson, *nutrition*

Johannes Sommerfeld, *social science*

James Trostle, *social science*

Field Staff

Fitzroy Henry, *epidemiology*

Jonathon Simon, *resident advisor*

The ADDR Project stimulates and supports research in developing countries on diarrheal diseases, the leading cause of infant and child death in the developing world. The project offers grants and technical assistance to groups of social and medical scientists conducting research in their own countries. ADDR has developed an analytical framework and a methodology for supporting scientists from the formulation of a research question through execution of the study and dissemination of the results. Support is provided by workshops in proposal development and data analysis and by visits from consultants. Technical assistance includes training in statistics and data management and in manuscript writing. The project emphasizes studies that will affect policy and programs in the countries where they are carried out. To date, ADDR has supported 129 studies in fourteen countries. The results have been published in more than ninety articles in national and international journals. ADDR has supported the publication of special issues of the *Journal of Diarrhoeal Diseases Research*, *Reviews of Infectious Diseases*, *Social Science and Medicine*, and *Acta Paediatrica Scandinavica*. The project has been recognized as a model for developing indigenous research capacity. Recently ADDR has expanded its portfolio to include studies in nutrition, especially micronutrients, and respiratory tract infection in addition to diarrheal diseases and has added four new emphasis countries. ADDR activity is now concentrated in Cameroon, Côte d'Ivoire, Ecuador, Ghana, Guatemala, Indonesia, Mexico, Nigeria, Pakistan, and Peru. Resident advisors have been established in Nigeria and Pakistan to deal with the increased number of grants in these countries.

Consultants

Paul Arthur, London School of Hygiene and Tropical Medicine, *tropical medicine, epidemiology*

Alberto Ascherio, Harvard School of Public Health, *epidemiology*

Salma Badruddin, Aga Khan University, *community health sciences*

Michael Bennish, Tufts University, New England Medical Center, *pediatric medicine*

Uwe Brinkmann, Harvard School of Public Health, *epidemiology*

Kenneth Brown, University of California at Davis, *nutrition*

Charlotte Cole, Harvard Graduate School of Education, *study design*

Edward Cooper, Independent Consultant, *pediatric medicine*

Christine Costello, Center for Child Survival Indonesia, *survey research*

Katherine Dickinson, Independent Consultant, *statistician*

Karin A. Dumbaugh, Harvard School of Public Health, *health service administration*

Kristy Hendricks, Children's Hospital, *nutrition*

John Hubley, Leeds Polytechnic, *microbiology*

Pamela Hunte, Independent Consultant, *anthropology*

Sharon Huttly, London School of Hygiene and Tropical Medicine,
epidemiology

Manuel Izaguirre Sotomayor, Ministry of Health, Peru, *infectious disease*

Abdul Majid Molla, Aga Khan University, *pediatric gastroenterology*

Mark Nichter, University of Arizona, *medical anthropology*

Carolyn Hessler Radelet, John Snow, Inc , *nutrition*

Carine Ronsmans, Harvard School of Public Health, *epidemiology*

John Snyder, University of California at San Francisco, *clinical epidemiology*

Christine Wanke, New England Deaconess Hospital, *infectious disease*

Basic Research and Implementation in Developing Education Systems (BRIDGES)

Sponsor USAID

Subcontractors Institute for International Research, Inc , Michigan State University, Research Triangle Institute, and Texas Southern University

Duration 1985-1992

Cambridge Coordinator Noel McGinn

Cambridge Staff

Thomas Cassidy, *management information systems*

Donald Warwick, *policy analysis*

The objective of the seven-year BRIDGES project was to increase the access of policymakers to research-based information about policy options for reforming basic education. BRIDGES' products include research reviews and reports of field studies, PC-based software programs, and training materials. In several countries, the research organized by BRIDGES contributed to first-time national studies of education policy issues and to the generation of national data bases on education. Reports of BRIDGES research have been associated with decisions to change ministry policies. For example, in Burundi, the ministry changed the grade level at which French was introduced following a BRIDGES report. In Pakistan, emphasis shifted from school construction to improvement of quality of instruction. In Honduras, greater emphasis has been placed on training teachers for work in multiple grade classrooms. Jamaica has decided to develop a management information system that will link field research and statistics. In Thailand, the government has shifted its policy on preschool to favor coverage for rural children. BRIDGES products, including software, training manuals, and publications, are now being distributed through the USAID-funded ABEL project.

Consultants

Allison Borden, Framingham Public Schools, *educational research*

Andy Chebanne, Educational Research Network for Eastern and Southern Africa, *educational research*

Bruce Fuller, Harvard Graduate School of Education, *educational research*

Armando Loera, Independent Consultant, *educational research and training*
Changu Mannathoko, Educational Research Network for Eastern and
Southern Africa, *educational research*
Alfredo Rojas, Centro de Investigacion y Desarrollo de la Educacion Chile,
training

Consulting Assistance on Economic Reform (CAER)

Sponsor USAID

Subcontractors Associates for International Resources and Development,
Development Alternatives, Inc , Interamerican Management Consulting
Corporation, Williams College

Duration 1989-present

Cambridge Coordinator Michael Roemer

The aim of the CAER project is to help design, implement, monitor, and evaluate economic policy reforms in developing countries. Under the management of HIID, CAER brings together a consortium of five development centers and consulting firms to provide consulting assistance and research to USAID. The project concentrates on five topics related to economic reform: public finance, money and finance, industrial policy, environmental policy, and reform of state-owned enterprises.

During the past two years, the CAER team has produced reports on social costs of structural adjustment, including tax reform in The Gambia, Niger, and Sri Lanka, financial sector reform in The Gambia, Honduras, and Nepal, the development impact of counterpart funds, public debt in Honduras and the Philippines, and environmental economics in Eastern Europe. Consultants have worked on central bank policy reform in four Central American countries, Lebanon, and Senegal. Studies have been written on rice policy development in Madagascar, foreign investment law in Sri Lanka, strategic lessons for Ghana from Asia, and trade and investment policy reform in Jordan. Members of the Institute have participated in a congressional conference on lessons from Asia's development for Africa.

Consultants

Alberto Barreix, Independent Consultant, *tax reform*

Greta Bull, Independent Consultant, *economic education and policy analysis*

James Cashel, Independent Consultant, *economic education and policy analysis*

Dale Chua, Department of Economics, Laval University, *tax reform*

David Cole, HIID, *economic liberalization, lessons for African development from Asia's industrialization, central bank policy reform*

David Crawford, Independent Consultant, *tax reform*

Sophia Drewnowski, White & Case, *integrating environmental concerns into economic policy reform*

- James Duesenberry, Faculty of Arts and Sciences *emeritus*, Harvard University, *financial sector reform, lessons for African development from Asia's industrialization, exchange rate management in sub-Saharan Africa*
- John Fitzgibbons, HIID, *integrating environmental concerns into economic policy reform*
- Richard Goldman, HIID, *lessons from Asian development for Ghana, management of Ethiopian policy reform*
- Clive Gray, HIID, *exchange rate management in sub-Saharan Africa, competition policy*
- Natalie Halich, Independent Consultant, *economic education and policy analysis*
- Glenn Jenkins, HIID, *tax reform*
- Robert Kapner, Independent Consultant, *integrating environmental concerns in economic policy reform*
- Anthony John Killick, Overseas Development Institute, *conference on economic situation*
- Jeffrey Lewis, HIID, *lessons for African development from Asia's industrialization, exchange rate management in sub-Saharan Africa*
- David Lindauer, HIID, *lessons for African development from Asia's industrialization*
- Alex MacNevin, Independent Consultant, *tax reform*
- Paul McNamara, Independent Consultant, *economic education and policy analysis*
- Malcolm McPherson, HIID, *exchange rate management in sub-Saharan Africa, economic recovery in The Gambia*
- Peter Menell, Stanford University, *integrating environmental concerns in economic policy reform*
- Donald Morrison, HIID, *tax reform*
- James Owens, Independent Consultant, *tax reform*
- Theodore Panayotou, HIID, *integrating environmental concerns in economic policy reform*
- Gustav Ranis, Yale University, *congressional conference on lessons for Africa from Asia*
- Michael Roemer, HIID, *lessons for African development from Asia's industrialization, management of Ethiopian policy reform, industrial policy conference*
- Parker Shipton, HIID, *implications of legal, regulatory, and judicial environment on financial sector reform*
- David Smith, Harvard Law School, *minerals and mining negotiation workshop*
- David Snelbecker, Independent Consultant, *economic education and policy analysis*
- Thomas Tomich, HIID, *lessons for African development from Asia's industrialization*
- Ann D Velenchik, Wellesley College, *lessons for African development from Asia's industrialization*

Jeffrey Vincent, HIID, *lessons for African development from Asia's industrialization*

Philip Wellons, Harvard Law School/HIID, *financial sector policy reform and the legal, regulatory, and judicial environment*

Louis Wells, Harvard Business School, *foreign investment law, minerals and mining negotiation workshop, lessons for African development from Asia's industrialization*

Jennifer Widner, Faculty of Arts and Sciences, Harvard University, *lessons for African development from Asia's industrialization*

Pan Yotopoulos, Stanford University, *joint USAID/Japanese conference on development*

Clifford Zinnes, HIID, *exchange rate management in sub-Saharan Africa*

Economic Analysis of International Forestry Issues

Sponsor U S Environmental Protection Agency

Duration 1992-present

Cambridge Coordinator Theodore Panayotou

The objective of this project is to carry out forest-related economics research and policy analysis and to provide analytical inputs into policy formulation for the EPA's Climate Change Division. The research and policy analysis under these projects focuses on (1) assessing existing and new multilateral and bilateral initiatives related to international forestry assistance, (2) analyzing the economics of forest products trade and global forest values, (3) assessing innovative financial mechanisms for addressing global and national forestry issues, and (4) analyzing macroeconomic and intersectoral incentives and disincentives affecting forest management. One component of the project that is already underway is the economic analysis of timber trade, sustainable forestry, and carbon sequestration and emissions in Malaysia. This work is being done in collaboration with the Forest Research Institute Malaysia. The project outputs will include reviews, models and policy simulations, analytical papers and policy studies, both as inputs to policy formulation and for publication in peer-review journals related to forestry, climate change, and environmental economics.

Consultants

Anil Markandya, HIID, *natural resource economics*

Jeffrey Vincent, HIID, *natural resource economics*

Education Policy Papers for Latin America

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1992

Cambridge Coordinator Fernando Reimers

HIID assisted the human resources office of the Latin American and the Caribbean Bureau of USAID with policy analysis to develop informed strategies in the region. HIID helped to develop indicators to assess the performance of education systems in the region and also conducted a study on the implementation of three educational innovations to provide quality education to disadvantaged children.

Employment and Enterprise Policy Analysis (EEPA)

Sponsor USAID

Subcontractors Development Alternatives, Inc. and Michigan State University

Duration 1984-1991

Cambridge Coordinator Donald Snodgrass

Cambridge Staff

Paul Ulrich, *economics*

Arunma Oteh, *business*

The Employment and Enterprise Policy Analysis Project (EEPA) was a sustained effort to improve understanding of the role that Small and Medium Enterprises (SMEs) play in an efficient industrialization process, and the effects of economic policy on the creation of productive employment and the growth of individual business enterprises in developing countries.

EEPA comprised a complex set of research and technical assistance activities. Core-funded research was carried out in Belize, Niger, Nigeria, South Korea, Taiwan, and the United States. EEPA's primary research findings were disseminated through thirty EEPA Discussion Papers (many of which were later published), as well as through numerous project reports. The project received buy-in funds to undertake long-term field activities in Bangladesh, Rwanda, and Sri Lanka and short-term activities in nineteen countries, and did work for various USAID bureaus.

The EEPA project grew out of concern about the slow pace of job creation in larger, more formal business enterprises in most developing countries, and was shaped by a conviction that SMEs can be an important part of the solution. It examined relationships among employment creation, the development of individual business enterprises, and the policies enacted by developing country governments. In general, it found that the most important policy measures are those that reduce "policy bias" against smaller, less formal enterprises and lower their transaction costs. Policies and programs

that try to provide active support to SMEs' development often accomplish little, but possibilities do exist for supporting dynamic SMEs in industrializing countries. A forthcoming book will be published on the research findings.

Consultants

Heidi Vernon-Wortzel, Northeastern University, *business, West Africa*

Lawrence Wortzel, Boston University, *business, West Africa*

M. Mekki Zouaoui, Independent Consultant, *economics, West Africa*

Food Systems

Sponsor Resources for the Future, Inc

Duration 1985-1992

Cambridge Coordinator Charles Mann

The Food Systems project produced a bibliographic database on managing national food systems. This work has been incorporated into and complements a computerized bibliographic database system for institutions designing and managing small enterprise development programs. *The AskARIES Knowledgebase*, published in 1990 by Kumarian Press. The grant was also used to convert the AskARIES system into a more general knowledgebase framework and to illustrate its use with the Food Systems materials. The result is the Applied Research Information Exchange System (ARIES), a PC-based system. The final product of this project is a series of data diskettes and *A User's Guide to the ARIES System*, both published by Powersharing Press.

Global AIDS Research

Sponsor World Health Organization

Subcontractor Consejo Nacional de Prevencion y Control del Sida (CONASIDA)

Duration 1990-1992

Cambridge Coordinators James Trostle, Jonathon Simon

With HIID's assistance, WHO's Global Program on AIDS developed measures for the psychosocial and health needs of people with AIDS in Africa and Latin America, and of the community resources allocated to face those needs. As part of this project, HIID created a set of group and individual interview guides to be used in the assessments. These tools were then tested in two countries with the assistance of local collaborators. In Malawi, the project used surveys, focus groups, and ranking groups in urban and rural communities to produce recommendations about the home health care needs of persons with AIDS and their household caretakers for the National AIDS Control Program. In Mexico, fieldwork on focus and ranking groups produced estimates about the knowledge and attitudes of hospital-based health practitioners on AIDS for the National Council for AIDS Prevention and

Control (CONASIDA) It also evaluated drafts of teaching materials for health care workers and allowed CONASIDA to experiment with new methods to train staff in state-level AIDS control programs Based on this work, the project produced a manual of group interview techniques and associated training curricula These were found to offer a useful complement to more quantitative techniques of assessing needs The survey forms and interview manual will be distributed by WHO/GPA

Consultants

Laurie Cameron, Independent Consultant, *data analysis*

Indochina Program

Sponsors Christopher Reynolds Foundation, the Ford Foundation, the Henry Luce Foundation, the John D and Catherine T MacArthur Foundation, the Asia Foundation, the Swedish International Development Authority, and the Dana Greeley Foundation for Peace and Cooperation

Duration 1989-present

Cambridge Coordinator Thomas Vallely

Policy Project Coordinator David Dapice

This program has developed ties between Harvard and the countries of Indochina — Cambodia, Laos, and Vietnam — in the areas of economic policy research, professional training, and exchange of scholars During the biennium, following a study tour of Asian free market economies for high ranking Vietnamese officials, the program held a seminar series on growth strategies for Vietnam In addition to continuing study of rural reforms and research on food policy for Vietnam, several teams went to Vietnam to study tax reform and rural credit, as well as to collect data for a book on economic reform in Vietnam that is to be published in the winter of 1993 In Laos and Cambodia, the program held short workshops

The promotion of training in the United States for professionals from the countries of Indochina has been an on-going activity of the program Over twenty Vietnamese and Lao professionals have come to Harvard and neighboring institutions to study in graduate programs or as visiting scholars to do research with Harvard faculty In collaboration with the East Asian Legal Studies Department at Harvard Law School and the UNDP resident advisors in Laos, the program hosted seven Lao officials for short-term and long-term visits The program focused on trade and investment issues and culminated in a visit by a delegation of senior Lao ministers Also, in conjunction with Harvard's Center for International Affairs, the program recently initiated a series of seminars on Burma under the direction of a Burmese visiting scholar Independently, the Indochina Program has been contracted by the American Council of Learned Societies to recruit mid-career Vietnamese for the American Fulbright scholarship program

Consultants

Richard Barichello, University of British Columbia, *agricultural economics*

Helen Chauncey, University of Victoria, British Columbia, *educational exchange*

David Coady, London School of Economics, *development economics*

Jonathan Haughton, Northeastern University, *development economics*

J Thomas Hexner, Hex Inc , *financial structures*

Glenn Jenkins, HIID, *public finance*

Charles Johnson, East-West Center, *mineral resources*

Theodore Panayotou, HIID, *environment and natural resource development*

Richard Patten, HIID, *rural banking and infrastructure*

David Smith, Harvard Law School, *natural resource law*

C Peter Timmer, HIID, *food policy*

Information Technology and Fiscal Compliance

Sponsor Instituto de Estudios Fiscales

Duration 1992- present

Cambridge Coordinator Glenn Jenkins

HIID's International Tax Program, along with the Instituto de Estudios Fiscales, Ministry of Finance, government of Spain, and the Lincoln Institute of Land Policy, hosted a two-day conference on Information Technology and Fiscal Compliance on November 5 and 6, 1992. This conference focused on the application of computerization to administration within income tax, value added tax, and customs and property taxation. Case studies were presented on Canada, Chile, Dominican Republic, the European Commission, Indonesia, Mexico, New Zealand, Poland, Russia, Singapore, Spain, sub-Saharan Africa, and the United States. The proceedings will be published in both Spanish and English.

Latin American and Caribbean Executive Policy and Management Training for Mayors

Sponsor Interamerican Foundation of Cities

Duration 1991-1993

Cambridge Coordinator Yamil Kouri

This project, co-sponsored by HIID and the John F. Kennedy School of Government (KSG), provided elected officials from Latin America and the Caribbean with an opportunity to participate in specialized local workshops similar to the executive training programs offered at Harvard. Two training sessions have been offered under the project in San Juan, Puerto Rico. The first session, conducted in January 1992, was for mayors from Latin America and the Caribbean. Forty-one mayors and officials representing fourteen countries attended the program. The second, in December 1992, was a program for sixty-one newly elected mayors, legislators, and executive level officials from Puerto Rico.

The program's contents, based on the KSG's State and Local Executive Programs, concentrated on three major areas. The first, internal management, develops understanding of the importance of improving internal operations for effective delivery of public services. Topics covered in this area included human resources, communicating with and motivating employees, and organizational design. The second area, political management and merits, focused on techniques of gaining and maintaining support of other legislative branches, levels of government, and outside organizations. And the third, merits of alternative policies, stressed basic concepts of statistical problems of program evaluation, virtues and limitations of quantitative policy analysis, and political issues concerning principles of government's and citizens' rights.

Consultants

Diana Barrett, Harvard School of Public Health, *communication and motivation of employees*

Michael Barzelay, John F. Kennedy School of Government, Harvard University, *quality management*

Jorge Dominguez, Center for International Affairs, Harvard University, *managing politics, markets as war*

Zita Lazarini, Independent Consultant, *legal and ethical uses of AIDS*

Fernando Reimers, HIID, *education policy*

Henry Solano, John F. Kennedy School of Government, Harvard University, *leadership in public sector organizations*

Non-Governmental Organizations

Sponsor Swedish International Development Authority

Duration 1993-present

Cambridge Coordinator Martha Chen

HIID has recently initiated a program on the Role of Non-Governmental Organizations (NGO) in International Development designed to improve the institutional capacity, and to increase the academic understanding, of these organizations. The program will have three components: teaching and training, research and documentation, and services and exchanges. To date, the program has offered a course on NGOs at the John F. Kennedy School of Government, convened an international advisory committee, and sponsored a symposium entitled "Shaping the Policy Debate: The Role of Non-Governmental Organizations in International Development."

Pilot Study in Capacity Building

Sponsor United Nations

Duration 1993-present

Cambridge Coordinators John M. Cohen, Merilee Grindle

Cambridge Staff

Mary Hilderbrand, *international relations, comparative politics*

The project seeks to address the question of how professional and technical capacity critical to the successful operation of the public sector in late developing countries can be strengthened and sustained so as to ensure the sector's ability to carry out increasingly complex but changing governmental responsibilities. Towards this end, the project will undertake an extensive review of literature related to this issue and direct field studies in six countries: Bolivia, Central African Republic, Ghana, Morocco, Sri Lanka, and Tanzania. The final product of the project will be a conceptual framework that attempts to clarify key concepts related to capacity building. This framework will offer strategic guidelines to assist host governments and donors to promote more effectively the sustainable building of professional and technical capacity in the project public sector. The framework should also be useful in creating institutions critical to building such capacity.

Policy Analysis and Training in Environmental Economics for Asia and the Pacific

Sponsor USAID

Duration 1992-present

Cambridge Coordinator Theodore Panayotou

This project's purpose is to improve decision-making in the public and private sectors in Asia on issues that have both major economic and environmental outcomes, by using the principles and tools of environmental economics and policy analysis. The project has three components: policy research, Asia-based policy seminars, and Cambridge-based training workshops. The first policy seminar was held in Thailand during March 1993 with the theme, "Forging a Policy Making Partnership Between Environmental and Economic Development Agencies in Asia." It was attended by twenty-three policymakers at the State Secretary, Deputy Minister, and Department Director levels from fourteen Asian countries, and by several USAID mission directors. Five policy cases were prepared, presented, and discussed during the seminar on themes including water pricing, effluent charges, energy efficiency, tropical forest management, and pesticide subsidies. For the training component of the project, twenty-five mid-level policymakers were selected from among fifty nominated applicants for admission with a USAID fellowship to the HIID summer workshop on Environmental Economics and Policy Analysis (see section on Workshops). Several technical cases have been

prepared under this component as teaching tools to demonstrate the use of environmental economics in policy analysis and formulation

Consultants

Anil Markandya, HIID, *environmental economics*

Jeffrey Vincent, HIID, *natural resource economics*

Regional Program for Enterprise Development in Africa

Sponsor The World Bank

Cambridge Coordinator Pradeep Srivastava

Duration 1991

The Regional Program for Enterprise Development in Africa is a multi-year research project aimed at analyzing determinants of firm dynamics in African economies. Focusing on a diverse group of eight sub-Saharan countries, the project collects comprehensive data on the enabling environment of firms, such as institutional constraints in credit, labor or products markets, infrastructure, and regulations, to analyze constraints on firm performance in these economies. The present component of the project looked at the financial sector in Ghana, paying special attention to the financing activities of small and medium enterprises. Contrary to general perception, the study found an active informal financial sector that is not just confined to *susus* (informal savings groups). In particular, the research identified trade credit as a major component of working-capital financing in Ghana and then as a potentially important arena for policy interventions geared towards improving access of small and medium firms to credit. Similar analyses of the formal and informal mechanisms of firm financing will be undertaken in other countries of the project.

Role of Savings in Local Financial Markets

Sponsor Development Alternatives, Inc. under a contract funded by USAID

Duration 1992

Cambridge Coordinator Marguerite Robinson

Under this project, a paper entitled "The Role of Savings in Local Financial Markets: The Indonesian Experience" was written for the GEMINI Project volume, *Banking and Poverty: The New World of Microenterprise Finance* (Kumarian Press). In the paper, Indonesia's successful system of financial intermediation at the local level, implemented nationwide by the Bank Rakyat Indonesia (BRI), served as the model for analyzing the role of savings in financial institutions in developing countries. BRI's extensive program of general rural credit (KUPEDDES) at market interest rates is more than fully supported by its nearly \$2 billion in local-level deposits from about 10 million accounts; the spread between lending and savings interest rates enables the system to be profitable and hence sustainable for the long term. Analysis was

made of the ways in which appropriate local-level savings mobilization can benefit the economy, development, and equity. The paper demonstrates that 1) it can be feasible to support rural credit with savings if the implementing financial institutions are secure and conveniently located, and if credit and deposit instruments are designed to be appropriate for local-level demand, 2) such a system, which can be implemented on a large scale, enables a much larger volume of credit to be made available at market rates to small and microenterprises than is otherwise possible, and 3) well-designed savings instruments provide direct benefits to households, enterprises, local groups, organizations, and institutions, and to the implementing financial institutions.

Social Sector Policy Analysis Project (SSPA)

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1989-1992

Cambridge Coordinator Charles Myers

The SSPA project undertook literature reviews and applied research on policy issues in the social sector of interest to USAID. Among the focal issues in the project were targeting of food subsidies, nutrition education, the implications of the demographic transition, and education and development. HIID's work on the project included a review and critique of the background papers and presentations for the *1991 World Conference on Education for All*, and an analysis of the contributions of overseas education and Thai education policy in the building of research and development capability in Thailand. The work on the latter was subsequently published as a chapter in *International Investment in Human Capital: Overseas Education for Development*, edited by Crawford Goodwin.

Consultants

Courtney Nelson, WPI, Inc, *educational development*

Structural Adjustment and the Environment

Sponsor World Wide Fund for Nature (WWF International)

Duration 1993-present

Cambridge Coordinators Theodore Panayotou, Anil Markandya

The objectives of this project are (1) to analyze the direct impact of macroeconomic and structural adjustment programs on the environment in selected countries, and (2) to identify a way in which economic reform can help steer selected countries onto a more environmentally-sound development path. The countries of focus are Jamaica, Pakistan, Venezuela, and Vietnam. The field work is being carried out by local research institutes with methodological guidance and input from HIID. HIID will also assist in

interpreting results and formulating policy recommendations in collaboration with the sponsor. The results of the project include country-specific case studies, an HIID volume on the analytical results and general conclusions, a World Wide Fund for Nature volume synthesizing the results, and recommendations with related studies on African countries undertaken by the Overseas Development Institute.

Tropical Forest Management

Sponsors W Alton Jones Foundation, International Tropical Timber Organization, John Merck Fund, Rockefeller Foundation, Center for Tropical Science of the Smithsonian

Duration 1990-present

Research Coordinator Peter Ashton

Cambridge Staff

Jianguo Liu, *computer simulation modeling of tropical forests*

Field Staff

James V LaFrankie, *develop and monitor field sites in Asia*

This research project's main focus is to determine the economic and ecological value of biodiverse tropical forests. The study sites — in Bolivia, India, Malaysia, Panama, Sri Lanka, and Thailand — were selected to represent the range of prevailing socio-economic and ecological conditions in tropical forests. On the basis of the research results, the project develops paradigms to help policymakers manage forest resources to yield a specified range of goods and services.

The project grew out of a 1989 National Science Foundation/USAID meeting of Asian social and biological scientists. It provides training, equipment, and funding for research work at the sites and sets standards for data collection and analysis. It also sponsors regional workshops on biological, silvicultural, and socioeconomic issues related to tropical forest management.

Consultants

James E Grogan, Independent Consultant, *forest botany*

Kalan Ickes, Independent Consultant, *soils research*

Peter Palmiotto, Independent Consultant, *soils research*

Sylvester Tan, Independent Consultant, *forest botany*

Workshop on Chinese Economic Reforms

Sponsors Development Research Center of the State Council of the People's Republic of China, the Ford Foundation, World Bank, and HIID

Duration 1993

Cambridge Coordinators Lu-Mai (co-chair), Dwight Perkins (co-chair),
C Peter Timmer

In collaboration with the Development Research Center of the State Council of the People's Republic of China, HIID brought together economists from China, the United States, and elsewhere to discuss the current state and likely future path of China's economic reforms. Chinese participants came from the Development Research Center, the State Planning Commission, the Bank of China, the Ministry of Finance, and the Chinese Academy of Social Sciences. Non-Chinese participants, with experience in Eastern Europe and the former Soviet Union as well as China, were drawn from Harvard, the World Bank, and other American and British academic institutions.

The workshop focused mainly on issues of macro stabilization, price reform, and property rights reform. There was also discussion of rural development and related poverty issues. Short policy memos were prepared to facilitate the discussion of various topics, but the purpose of the workshop was to exchange ideas, not to produce a published set of papers.

World Bank Education Project

Sponsor World Bank

Duration 1993

Cambridge Staff Noel McGinn

HIID organized a one-week workshop for World Bank task managers who are involved with allocating resources to educational projects in developing countries. The purpose of the workshop was to explore policy decisions that have an impact on teacher behavior, and consequently, on learning outcomes. The workshop proposed to expand the range of options considered when choosing policies that improve basic education. Workshop sessions focused on the kinds of factors that influence teacher behavior, (i.e., management practices, methods of teacher training, teacher recruitment, organizational practices, and models of learning), which in turn are linked to student learning. Lecturers at the workshop were leading figures in research on the impact of factors influencing teaching and learning.

Teaching Staff

Richard Ackerman, University of Lowell, *principal training*

Peter Airasian, Boston College, *standardized testing*

Lorin Anderson, University of South Carolina, *teacher selection*

Roland Barth, Harvard Graduate School of Education, *teacher training*

Thomas Cassidy, HIID, *information systems*

William Cummings, State University of New York at Buffalo, *instructional methods*

Richard Elmore, Harvard Graduate School of Education, *education policy*

Sharon Feiman-Nemser, Michigan State University, *teacher training*

Bruce Fuller, Harvard Graduate School of Education, *school organization*

Beau Fly Jones, North Central Regional Education Laboratory, *student assessment*

Thomas Kellaghan, University of Dublin, *standardized testing*

Sheila Kirby, RAND, *teacher selection*

Shinying Lee, University of Michigan, *school organization*

Robert LeVine, Harvard Graduate School of Education, *learning theory*

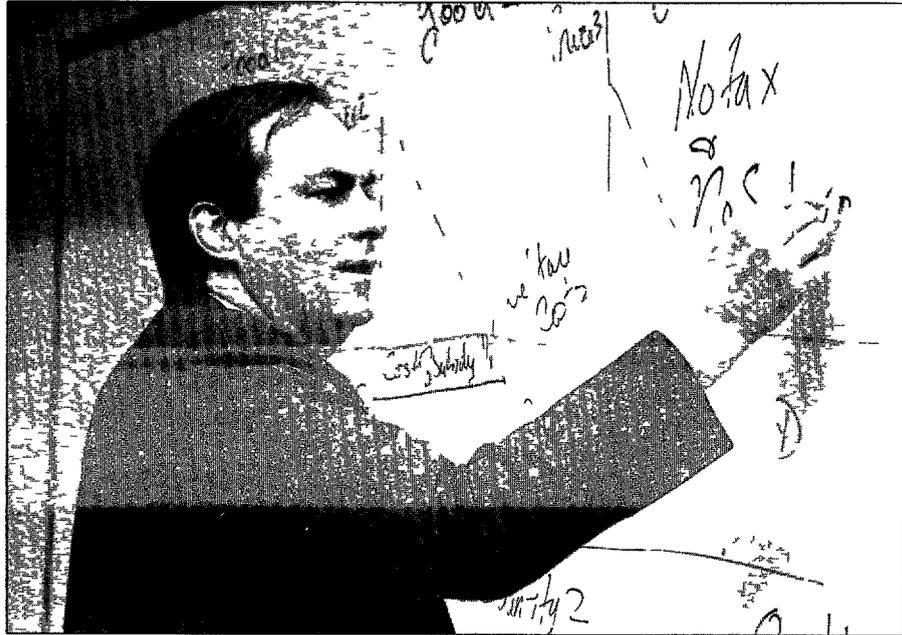
Vito Perrone, Harvard Graduate School of Education, *teacher training*

Ernesto Schiefelbein, UNESCO, *school organization*

Tony Somerset, World Bank, *teacher placement*

Teresa Tatto, Michigan State University, *teacher training*

Donald Warwick, HIID, *teacher training*



Institute Fellow Glenn Jenkins lecturing on public finance in developing countries at the John F. Kennedy School of Government

Teaching

HIID provides a unique model for enriching the intellectual life of a university through its multifaceted teaching activities at Harvard. Its professionals, who combine advanced training in a variety of disciplines with field-based policy and program experience, effectively bridge the gap that all-too-often exists between academics and practitioners, theory and practice. Focusing particularly on the role of public policy and management in developing and newly developed countries, HIID staff share the lessons of experience with Harvard students and faculty in ways that are meaningful to economic, social, and political development theory. HIID professionals also enhance the teaching environment through their expertise about specific regions of the world and the multidisciplinary nature of the problems and solutions facing developing countries.

The Institute's diverse teaching activities respond to the needs of several types of students. Courses offered by its professional staff provide undergraduate and professional students with a general introduction to the process of development, helping them understand the ways in which public policies

and management can affect that process. Other courses provide a broad range of analytic tools and theoretical frameworks for undergraduates and discipline-based graduate students to prepare them for effective careers in research and technical assistance. Those already embarked on careers in development, many of them mid-career officials from developing countries, benefit from courses focused on substantive issues in public policy, management, law, education, and health in developing country contexts.

HIID's teaching spans much of the university. In the Faculty of Arts and Sciences, the departments of anthropology, biology, economics, and sociology rely on Institute professionals to teach many of their development-related courses at both undergraduate and graduate levels. Almost all of the courses related to economic and political development taught at the John F. Kennedy School of Government are taught by HIID faculty; they also play a large role in curriculum development, student admissions and advising, and special activities related to international development. Similarly, the International Tax Program, based at the Harvard Law School, is directed by HIID personnel and much of the instruction is based on HIID research and overseas experience. At the School of Public Health, core development courses are taught by faculty with extensive HIID experience. HIID professionals also provide instruction at Harvard's Business School, Graduate School of Education, Law School, and Medical School. Large enrollments in all of these courses testify to strong student interest in the field of development.

The Institute is also involved in promoting cross-university initiatives in education. The International Tax Program, for example, provides a core curriculum for professionals in tax policy and administration that links the Harvard Law School, HIID, and the Kennedy School. A course on non-governmental organizations at the Kennedy School is part of a new HIID initiative to link efforts within several of Harvard's professional schools to respond to student interests in and faculty research on the non-governmental sector and to respond to the needs of development-oriented non-governmental organizations (NGOs) in the north and south. The prestigious Edward S. Mason Program in Public Policy and Management is administered jointly by HIID and the Kennedy School.

HIID's blend of overseas policy and management experience and academic expertise allows it to contribute to the life of the university in a variety of other ways. The Institute organizes formal seminar series that bring analytic insight to "real world" problems, informal seminars also occur frequently and attract a wide-ranging audience of students and faculty. HIID professionals serve as advisors to students and help them select courses appropriate to their career interests; they engage students as research assistants on their projects; they direct doctoral, master's, and undergraduate theses in the field of development, and they help prepare teaching cases based on their overseas experience. Kennedy School students can learn about development policy and management when HIID staff and projects serve as

“clients” for Policy Analysis Exercises (PAE), the equivalent of a masters thesis for second-year students in the Masters in Public Policy program

Disciplinary depth, geographic range, and multidisciplinary perspectives characterize HIID teaching activities and contributions to Harvard. Whether it is instruction in the analytic rigor of modern economic growth theory or the applied problems of program management, in the political economy of policy reform or the analysis of social change, in the role of the NGO sector in policy or the management of fragile natural resources, in the epidemiology of infectious diseases or the management of education and health ministries, HIID professionals combine theoretical models and insights with knowledge of what works and what does not in a very imperfect world.

Harvard University Courses taught by HIID Staff

Faculty of Arts and Sciences (FAS)

■ Anthropology 101 *Forest Ecology and Economic Development in the Tropics* Ricardo A. Godoy (Fall 1991, Fall 1992) Also offered by the John F. Kennedy School of Government as S-119 (Fall 1991) and ENR-519 (Fall 1992)

Using case studies, the course explores problems of economic development and human ecology in the tropical rainforest. Examines basic ecology of rain forests, specifically plant and animal community, soil fertility, ecosystem functions, and conservation biology. Considers theories and techniques of financial, economic, and social analysis of development projects in forests.

■ Anthropology 166 *Africa: Culture, Poverty, and Development* Parker M. Shipton (Spring 1992)

Examines theories of social change against the backdrop of classic and contemporary ethnographies on a variety of cultures south of the Sahara. Issues of ethnicity, class, gender, age, kinship, and religion are explored in settings affected by planned and unplanned changes. Focuses poverty and powerlessness issues and ways of addressing them.

■ Anthropology 270 (formerly Anthropology 165) *Classic Ethnographies of Africa* Parker M. Shipton (Spring 1993)

Examines ethnographies in the social and cultural anthropology of Africa south of the Sahara. Readings illustrate various theoretical perspectives applied in actual human settings. Topics covered concern ethnicity, class, gender, age, kinship, religion in a changing environment, and the relationship between culture, politics, and economy.

- Anthropology 277 *Development and Culture* (Spring 1992) *Problems in the Analysis of Social Change and Development* (Spring 1993) Pauline E Peters (Spring 1992, Spring 1993)

From an anthropological perspective, examines issues of social change and development, especially the role of cultural considerations in political and economic analysis. Using case studies, considers the interaction among local, regional, and national systems in planned and unplanned social change.

- Biology 147 *Biogeography* Peter S Ashton (Spring 1993)

Examines the geography of plants and animals, distribution of species and genera, development of floras and faunas interpreted in terms of population and species ecology, and processes of migration, adaptation, and speciation.

- Biology 250 *Tropical Ecology* Peter S Ashton, Otto T Solbrig, and others (Fall 1991, Fall 1992)

Introduces ecology of tropical ecosystems with emphasis on terrestrial plants. Optional research field trips to northern South America were offered during January 1992 and 1993.

- Economics 985d *Research in Economic Development* Pradeep Srivastava (1991-92)

Research seminar examining the major issues and approaches to the study of economic growth and distribution in development.

- Economics 1363 *Microeconomics of Food and Agricultural Policy* Thomas P Tomich (Spring 1992) Also offered by the John F Kennedy School of Government as S-158

Applies microeconomic analysis to problems of rural poverty and hunger in low-income countries, emphasizing the scope and limits of microeconomics as a conceptual framework for the analysis of various policy issues. Topics include food consumption patterns, household economics, factor market imperfections and rural institutions, production relations and technological change in smallholder agriculture, and the political economy of policies and their implementation.

- Economics 1366 *Natural Resource Economics in Developing Countries* Theodore Panayotou (Fall 1991, Fall 1992) Also offered at the John F Kennedy School of Government as S-565 (Fall 1991) and PED-267 (Fall 1992)

Economic theory of natural resources and the environment in a development context, and policy analysis of resource and environmental issues in developing countries. Topics include market failures, collective choice, and intertemporal allocation, optimal use and conservation of renewable and nonrenewable resources, market structure, technology, and resource scarcity, externalities and environment, economic growth and resource depletion, resource taxation and regulation, development strategy and resources policy, and global commons.

- Economics 1370 *Public Finance in Open Economies* Glenn P. Jenkins and Jonathan H. Haughton (Spring 1992) Glenn P. Jenkins (Fall 1992) Also offered by the John F. Kennedy School of Government as S-566 (Spring 1992) and PED-210 (Fall 1992)

Examines the role of the public sector in open economies, emphasizing the design and implementation of taxation policies. Particular focus is given on the development of the theoretical and applied techniques for identifying and evaluating the impacts of alternative tax policies on an economy's resource allocation, income distribution, capital formation, inflation, and the behavior of state-owned and privately-owned enterprises.

- Economics 1382 *Agriculture in Economic Development* Richard H. Goldman (Spring 1992, Spring 1993) Also offered at the John F. Kennedy School of Government as S-567 (Spring 1992) and PED-517 (Spring 1993)

Evaluates sector and intersector relationships involving agriculture in economic development. Specific topics include agriculture and structural transformation, the microeconomics of rural sector behavior, resource allocation for technical change, and the impact of macropolicy instruments on agricultural productivity, income distribution, and food security.

- Economics 1396 *Economic Development of Southeast Asia* C. Peter Timmer (Fall 1992)

Explores selected topics dealing with the economic development of Southeast Asia. Specific focus is on strategies of economic growth and the role of the agricultural sector in poverty alleviation.

- Economics 1399a *Economic Development Trade, Industry, and Agriculture* Jeffrey D Lewis (Fall 1991, Fall 1992)

Examines the current economic conditions of developing countries and the major issues confronting them in the fields of international trade, capital flows, debt, and industrial and agricultural development

- Economics 1399b *Economic Development Capital and Human Resources* Donald J Robbins (Spring 1992, Spring 1993)

Investigates the contribution of capital and human resources to economic development, by surveying structural change, fiscal and monetary policies, human capital formation, poverty, and income distribution

- Economics 2320 *The Appraisal of Development Expenditures* Glenn P Jenkins and Roy B Kelly (Fall 1991) Glenn P Jenkins (Spring 1993) Also offered at the John F Kennedy School of Government as S-556 (Fall 1991) and PED-201 (Spring 1993)

Using case studies, explores 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

- Economics 2390a *The Structural Transformation in Historical Perspective* C Peter Timmer, Dwight H Perkins, and Jeffrey G Williamson (Fall 1991, Fall 1992)

Examines the historical roots of key issues in the development process in Europe, East Asia, and Latin America Focuses on the role of governments in the development process, especially in influencing the balance between agriculture and industry, the role of international trade and finance, and the need for changing institutions as economies mature

- Economics 2390c *Development Economics II Markets and Economic Policy* Jonathan J Morduch and Abhijit V Banerjee (Spring 1993)

Applies microeconomic theory, including game theory and the economics of information and uncertainty, to household behavior and markets in developing economies Stresses implications for public finance, trade, and macroeconomic policy

- Economics 2390dhf *Economic Development Seminar* Jonathan J Morduch, Abhijit V Banerjee, Dwight H Perkins, Michael Roemer, Terry Sicular, C Peter Timmer, and Jeffrey G Williamson (1991-92, 1992-93)

Research seminar on current issues in development

- Economics 2480 *Public Economics and Fiscal Policy Research Seminar* Martin S Feldstein, David M Cutler, Douglas W Elmendorf, and Jonathan J Morduch (1993)

Focuses on current issues in the theory and practice of public finance, including tax, expenditure, and fiscal policy problems

- Economics 2530b *International Finance II* Richard N Cooper and Jeffrey D Sachs (Spring 1993)

Examines financial aspects of growth and income determination in open economies, including financial risk in the international setting, money and exchange rate regimes, income determination and macroeconomic policy, history of international monetary arrangements, and current issues in international monetary reform

- Economics 2530d *Macroeconomic Stabilization and Reform in Developing and Socialist Economies* Jeffrey D Sachs (Spring 1993)

Explores macroeconomic policy issues that developing and former socialist countries face while undergoing major economic reforms. Topics include stabilization programs to end high inflation, introduction of exchange rate convertibility, trade liberalization, strategies of privatization, financial-market restructuring, and the role of international financial institutions

- Economics 3500 *Reading and Research* Richard H Goldman, Glenn P Jenkins, Michael Roemer, Donald R Snodgrass, and Jeffrey Wolcowitz (1991-92)

Reading seminar in preparation for Ph D general examinations or for special topics not included in the course offerings

- Sociology 162 *Medical Sociology* Mary-Jo D V Good (Spring 1992)

Explores current issues in medical sociology, including the work of doctoring, the experience of illness, and the social distribution of health needs and health resources. Examines how medical knowledge, practice, research and technology are culturally shaped and institutionally organized

- Sociology 173 *Culture, Person, and Healing in Middle Eastern and Islamic Societies Conference Course* Mary Jo D V Good and Byron J Good (Spring 1992)

Analyzes personhood and emotion, illness and suffering, and systems of medicine and healing in Middle Eastern and Islamic societies. Also discusses gender, the representation of personality, illness narratives, medical systems and the health transition, and cultural psychology

■ **Sociology 190 *Birth Control in Developing Countries Conference Course***
Donald P. Warwick (Spring 1992)

Explores strategies used by developing countries to limit births. Considers the interplay between birth control and the history, culture, and politics of the country involved. Other topics include the impact of religion, ethnic divisions, field staff, international donor agencies, and client interest in services involved.

■ **Sociology 247 *The Implementation of Social Policy Seminar*** Donald P. Warwick (Spring 1992). Also offered by the Harvard Graduate School of Education as A-180, *Program Implementation*.

Using the perspective of organizational theory, analyzes conditions under which social policies and programs are actually carried out. Considers the influence of guiding theory, tasks and technology, the process of planning, bureaucratic, political, and cultural context, implementers, and clients.

Harvard Business School

■ **1949 *The Relationship Between Government and Business in Agribusiness***
C. Peter Timmer and Ray Goldberg (Fall 1991)

Explores domestic and international governmental programs and their impact on private decision making of firms in major global farm supply, farming, food processing, and food distributing companies. Examines private decision strategies by domestic and multinational firms in both the developed and developing world economies and the impact they have on public policy making that affects food, fiscal, and general economic priorities of countries.

Harvard Graduate School of Education (GSE)

■ **A 128 *Strategic Planning for Large Education Systems*** Noel F. McGinn (Spring 1992, Spring 1993)

Using case studies based on educational systems in the United States and in developing countries, provides training in methods of goal clarification, performance auditing, forecasting, projection, and simulation, and analyzes political issues in the planning process. Particular emphasis on information systems for planning.

■ **A-180 *Program Implementation*** Donald P. Warwick (Spring 1992). Also offered by the Faculty of Arts and Sciences as Sociology 247.

- A-324 *The Structure of Education and Its Reform* William K Cummings (Fall 1991)

Examines why and how educational systems differ, how they should be compared (especially with quantitative indicators), how they in fact are compared, and how these comparisons contribute to policy development. Emphasizes international comparisons focusing on the United States, the United Kingdom, France, the former Soviet Union, and Japan.

- A-999 *Special Seminar Policy Issues and Education in Latin America* Noel F McGinn (Spring 1993)

This seminar reviews the basic issues in education in Latin America and considers the policy alternatives that have been suggested to resolve these issues.

John F. Kennedy School of Government (KSG)

- API-156 (formerly S-560) *Macroeconomic Policy in Developing Countries* Michael Roemer (Spring 1992, Spring 1993)

Provides an analysis of contemporary macroeconomic problems facing developing countries, including macroeconomic stabilization, inflation, structural adjustments, fiscal deficits, debt, and growth. Using simple macroeconomic principles and methods, assesses policies of the governments of developing countries, considering institutional settings and applications to specific countries.

- ENR-519 (formerly S-119) *Forest Ecology and Economic Development in the Tropics* Ricardo A Godoy (Fall 1991, Fall 1992) Also offered by the Faculty of Arts and Sciences as Anthropology 101

- HCP-382m (formerly S-182m) *Problems of Health Policy and Planning in Developing Countries* Yamil Kouri (Fall 1991, Fall 1992)

Examines problems in health policy and planning in developing countries. Considers issues related to influences on health status: the problem of priority setting, priority setting in crisis, the AIDS epidemic, cost-effectiveness analysis as another way of priority setting, data availability, making do and getting more, and the role of primary health care.

- HCP-383m *Problems of Designing and Implementing Health Programs in Developing Countries* Yamil Kouri (Fall 1992)

Considers a variety of problems encountered in designing and implementing health programs in developing countries. Addresses questions such as the use of available data for performance assessment and performance

evaluation, strategic choices in organizing health care, public-private partnerships, the general case and specific example, dealing with favoritism and corruption, and the role of international organizations

- PED-100 (formerly S-551) *International Development Theory and Policy I* Merilee S Grindle, Marc Lindenberg, and Dwight H Perkins (Fall 1991) Merilee S Grindle, Dwight H Perkins, and C Peter Timmer (Fall 1992)

Considers major development strategies for economic growth and distribution, the policies used to implement those strategies, and the strategic management of policy reform. Covers the economics of development policy and the politics of economic policy making.

- PED-150y *Research Seminar International Development* John M Cohen (1992-93, half course)

Helps structure students' research and analysis leading to the preparation of a policy analysis exercise product (PAE) in the second semester. Also strengthens professional skills of students by discussing how development professionals go about working with clients to clarify the policy problem, develop, specify, and sometimes renegotiate clear Terms of Reference, formulate an appropriate research and analysis strategy, select methodologies compatible with the strategy, client's needs, and timetable, and develop and prepare a well written product for a client.

- PED-201 (formerly S-556) *The Appraisal of Development Expenditures* Glenn P Jenkins and Roy B Kelly (Fall 1991) Glenn P Jenkins and Roy B Kelly (Spring 1993) Also offered by the Faculty of Arts and Sciences as Economics 2320

- PED-210 (formerly S-566) *Public Finance in Open Economies* Glenn P Jenkins and Jonathan H Haughton (Spring 1992) Glenn P Jenkins (Fall 1992) Also offered by the Faculty of Arts and Sciences as Economics 1370

- PED-267 (formerly S-565) *Natural Resource Economics in Developing Countries* Theodore Panayotou (Fall 1991, Fall 1992) Also offered by the Faculty of Arts and Sciences as Economics 1366

- PED-301M *Management of Public Policy Implementation in Developing Countries* John M Cohen (Spring 1993)

Focuses on the actions of managers (host country and donor) who are involved in designing and implementing administrative systems, programs, and projects that operationalize strategies and policies. Reviews the utility of several frameworks that help managers understand how to

carry out their jobs successfully, giving specific attention to the budget and reporting systems that managers in these bureaucracies must have. Illustrates these issues by reviewing a set of case studies concerning major types of constraints and problems managers face.

■ PED-313 (formerly S-564) *The Politics of Development Policy in the Third World* Merilee S. Grindle (Fall 1991, Fall 1992)

Explores comparatively the political economy surrounding major policies for economic and social development in Africa, Asia, and Latin America, emphasizing the ways political analysis can improve policy analysis, decision making, and implementation.

■ PED-324 (formerly S-571) *Poverty and Policy in Developing Countries* Martha A. Chen and Merilee S. Grindle (Fall 1991, Fall 1992)

Addresses the persistent problem of poverty in developing countries. Explores why poverty exists and persists on a massive scale in developing countries and examines alternative policy and programmatic responses.

■ PED-376 *Seminar: The Role of Non-Government Organizations in International Development* Martha A. Chen (Spring 1993)

Addresses alternative roles for non-government organizations (NGOs) at a conceptual and strategic level. Provides a theoretical and historical perspective on the NGO sector and explores alternative relationships between NGOs, governments, and donors.

■ PED-517 (formerly S-567) *Agriculture in Economic Development* Richard H. Goldman (Spring 1992, Spring 1993). Also offered by the Faculty of Arts and Sciences as Economics 1382.

■ R-001-R-267 *Reading and Research* Glenn P. Jenkins, Theodore Panayotou, Dwight H. Perkins, and John W. Thomas (1991-92)

Offers research on topics not included in regular course offerings with faculty members.

■ S-158 *Microeconomics of Food and Agricultural Policy* Thomas P. Tomich (Spring 1992). Also offered by the Faculty of Arts and Sciences as Economics 1363.

■ S-555y *Research Seminar in International Development* John W. Thomas and Thomas P. Tomich (1991-92). John M. Cohen and Thomas P. Tomich (1992-93).

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

- S-562 *Workshop The Design and Management of Development Programs and Projects* John W Thomas (Spring 1992) Also offered by the Harvard School of Public Health as ID-220cd

A workshop on project design and management critical to the development of third world countries Course draws heavily on students' experiences and working knowledge of analytic techniques, while attempting to synthesize practical experience and education to provide a stronger set of skills for future participation in development programs

- S-572m *Population Policy and International Development* Lincoln C Chen (Spring 1992) Also offered by the School of Public Health as POP247d

- SPI-165 (formerly M-242) *Regional and Local Government Finance* Roy B Kelly (Spring 1992, Spring 1993)

Examines the role of local government in the public finance of developed and developing countries Emphasis is placed on issues related to the design and administration of local revenue systems

- STM-743 (formerly M 243) *Comparative Tax Administration* Glenn P Jenkins and Richard Gordon (Fall 1991) Glenn P Jenkins (Fall 1992) Also offered at the Law School as HLS 9225 (formerly HLS 3038)

Considers a range of topics related to the administration of a modern tax system, including audit and investigation, assessment and collection, reviews and appeals, control of evasion, and tax policy planning Examines those administration issues that are common to all tax systems and also those items that are particular to income tax and indirect tax systems, including value added taxes

Harvard Law School

- HLS 3110 (formerly HLS 3022) *Comparative Income Taxation* Richard Gordon (Spring 1992, Spring 1993)

Considers a number of key features of a modern income tax system and evaluates alternative approaches taken by developed and developing countries in their approach to these features Topics considered include salary and benefits from employment, capital gains and losses, depreciation, inflation, integration of company and investor taxes, company reorganizations, and transnational income

- HLS 3395 (formerly HLS 3084) *International Finance* Philip A Wellons and Hal S Scott (Winter 1991, Spring 1993)

Examines international banking and securities transactions, and their regulation in the United States, the European Economic Community, and Japan, as well as Euromarkets Also considers major developments in emerging capital and banking markets in Asia and Eastern Europe, international regulations, and clearing and settlement

- HLS 9225 (formerly HLS 3038) *Comparative Tax Administration* Glenn P Jenkins and Richard Gordon (Fall 1991) Glenn P Jenkins (Fall 1992) Also offered at the John F Kennedy School of Government as M-243 (Fall 1991) and STM 743 (Fall 1992)

Harvard Medical School

- ME518M 41 *Nutrition and Rural Medicine in Latin America* M Guillermo Herrera (1991-92) Guillermo Herrera and C Wright (1992)

Designed to acquaint students with problems in nutrition and medical care in rural areas of Latin America Because these problems are directly influenced by social, economic, and cultural factors, working in the environment where they exist is desirable An intensive course in Spanish with particular emphasis on conversation and the taking of a medical history is conducted during the month of June Students are assigned for two months to a rural hospital or health center in one of the following locations Guatemala, Venezuela, Bolivia, or Puerto Rico In the field, students function as physicians in the health team supervised by faculty members of the host institutions

- SM 702 0 *Culture, Illness, and Healing* Mary-Jo D V Good (Spring 1992)

Introduces medical students to medical anthropology and to social science contributions to understanding the role of medicine in society, both in the United States and in developing countries Examines global context of health problems and medical care, the experience of illness, traditional and modern forms of health care, the experience of doctoring, and healing phenomena from an anthropological perspective

- SM715 0 *International Medicine* M Weiss, Richard A Cash, C Eisenberg, L Good, B J Heggenhougen, and A Kleinman (Spring 1993)

Explores selected topics in international medicine Addresses four complementary areas of the field social context of international medicine, policy and health service administration, practice of clinical tropical medicine, and methods and indicators for cross-national comparisons

Harvard School of Public Health

■ ID220cd *Workshop The Design and Management of Development Programs and Projects* John W Thomas (Spring 1992) Also offered by the John F Kennedy School of Government as S-562

■ ID262c *Practice of International Health* Iain Aitken, Richard A Cash, M Guillermo Herrera, Uwe Brinkmann, and John David (Spring 1992) Iain Aitken, Richard A Cash, M Guillermo Herrera, and Uwe Brinkmann (Spring 1993)

Addresses practical issues in planning and implementing programs aimed at specific health problems in developing countries Using data sets on selected priority health problems, students learn to make a clear community diagnosis, to select appropriate control strategies, and to plan the implementation of treatment and preventive care programs at the community level

■ ID330f *Field Trip, Centers for Disease Control (CDC), Atlanta, Georgia* Richard A Cash (Spring 1992)

Offers students an overview of the activities of the CDC and an opportunity to meet individually with professional staff Lectures and tutorials relate to the various disciplines at the CDC, including occupational diseases, surveillance systems, epidemiology, control measures for both chronic and infectious diseases, and the CDC's role in international health

■ NUT208cd *Nutritional Aspects of Human Disease* M Guillermo Herrera and Jelia Witschi (Spring 1992)

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

■ NUT210cd *Nutrition Problems of Less-developed Countries* M Guillermo Herrera (Spring 1992)

Discusses nutrition problems of less-developed countries in the context of basic human needs Reviews ecology and the biological and behavioral consequences of malnutrition Special emphasis on issues in human biology relevant to the formulation of nutrition policy and programs

■ NUT358 *Research* M Guillermo Herrera (1991-92)

Examines 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, and Vitamin A deficiency and child morbidity and mortality

- PIH 223ab *Social Science Approaches to Population Change* Lincoln C Chen, Walter Mertens, and Monica Das Gupta (Fall 1992)

Examines major theories of population change and their implications for population program and policies Reviews major contributions and debates in social sciences in regard to three major social transitions the demographic, the rural urban, and the composition of labor force Focuses on both historical experience and societies in the contemporary developing world

- PIH 241c *Health Planning in Developing Countries Cost-Effective Analysis and Priority Setting Techniques* Christopher J L Murray and Lincoln C Chen (Spring 1993)

Using lectures, problem sets, and case studies, teaches students applied skills needed for the evaluation of health projects, interventions, and programs Emphasis is placed on cost-effectiveness information

- PIH 263e (formerly ID204e) *Government and Private Funding for Research and Health Care* Richard A Cash and K Dumbaugh (Winter 1991/ Spring 1992) Richard A Cash and K Dumbaugh (Winter 1992/Spring 1993)

A one-week seminar developed for students at the School of Public Health who will be seeking funding for international or domestic research and health services programs Provides participants with the opportunity to prepare a fundable grant proposal for submission, a framework in which to write a realistic and fundable proposal, and numerous sources of information about organizations funding such work

- PIH-TPH 250b (formerly TPH202b) *Epidemiology of Infectious Diseases of Public Health Importance in Developing Countries* Richard A Cash (Fall 1991, Fall 1992)

Reviews thoroughly the epidemiology of the 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 Stresses methods of disease surveillance, especially with regard to prevention and control

- POP200a *Introduction to World Population and Health* Lincoln C Chen and Allan G Hill (Fall 1991, Fall 1992)

Reviews the basic dimensions of world population and health problems Examines the histories of the international population and public health movements and contemporary demographic and epidemiologic conditions Introduces four academic areas of departmental concentration demography, reproductive health, international health policy and management, and international health epidemiology and ecology

■ POP211d *Determinants of Urban Health Care* Richard A. Cash (Spring 1992)

Using lectures, discussions, and case studies from developing countries, examines key issues such as the population dynamics of urbanization, social organization within squatter settlements, their political economy, their need for basic services, their infrastructure requirements, and the policy implications of the continuing increase in urban squatter settlements. Also considers the study of health needs unique to these populations, successes and failures of existing urban health systems, and recent worldwide efforts at revamping health delivery in urban areas.

■ POP247d *Population Policy and International Development* Lincoln C. Chen (Spring 1992) Also offered by the John F. Kennedy School of Government as S-572m

Covers the historical and contemporary development of population policies within the context of international development, focusing primarily on developing countries. Reviews basic population policy theory, policy instrumentalities, and qualitative analytical approaches to understanding and furthering population policy developments in diverse developmental settings.



Programs, Workshops, and Training

Programs

Edward S. Mason Fellows Program in Public Policy and Management

Named in honor of the University Professor and former dean of the Graduate School of Public Administration, the Edward S. Mason Fellows Program in Public Policy and Management is a one-year master's degree program in public administration jointly administered by the John F. Kennedy School of Government (KSG) and HIID. The mission of the Mason program is to train mid-career public officials from developing and newly industrialized countries with the analytical and managerial skills needed for distinguished public service. At the end of the one-year program, fellows receive a master of public administration (MC/MPA) from the Lucius N. Littauer Mid-Career Program at KSG. HIID staff teach many courses in international development at Harvard and serve as advisors to many Mason fellows.

Fellows are engaged in every aspect of economic, physical, and human resource development in their countries. In recent years there have been fellows with special interests in a variety of development areas, such as economic management, education, energy, health, transportation, foreign affairs, public enterprise, rural development, agriculture, central banking, journalism, women and development, and urban planning. Mason fellows come from a number of professional areas, including the public sector, international organizations, non-governmental organizations (NGOs), the private sector, the media, and academic institutions. This range of perspectives enriches their experience in the program, as well as the community life at HIID/KSG and the university at large.

Mason fellows represent various nationalities and have diverse professional expertise. Of the sixty-four fellows in the class of 1991-92, eighteen were from Africa and the Middle East, thirteen from Latin America, and thirty-three from Asia, fifty fellows were men and fourteen were women. The 1992-93 class, with a total of fifty-one fellows, had eight fellows from Africa, twelve from Latin America, thirty from Asia, and one from Eastern Europe, thirty-seven were men and fourteen were women.

Funding for the fellows comes from a variety of sources, including their own governments, the World Bank, Ford Foundation, United Nations Development Programme (UNDP), USAID, Organization of American States, the InterAmerican Development Bank, and other sources, such as Fulbright and Harvard scholarships, private corporations, and regional institutes.

Since the last biennium, a seminar on "Development Challenges of the 1990s," initiated in July 1991, has become an integral part of the Edward S. Mason Program. The seminar is designed to increase and disseminate knowledge about future difficult issues facing developing and newly industrialized countries. For the 1991-92 academic year, seminar activities focused on four major theme areas: the global environment, debt, trade, and development, poverty and poverty alleviation, and democratization. For the 1992-93 academic year, the seminar focused on the theme of "Innovations in Development." Participation in presentations, lectures, meetings, and dissemination efforts encourage the sharing of knowledge about innovative approaches to some of the most challenging dilemmas of development.

There are currently over 1,000 Mason Program alumni throughout the world. In an attempt to keep in close contact with alumni, a newsletter is published by the Mason Fellows Program twice a year and distributed to all alumni. As this international network expands, a top priority of the program is to bring more women to the program and to encourage the application of candidates from fields outside of government service whose work influences public policy.

Stephen Reifenberg was named program director during August 1991. Merilee S. Grindle, research associate at HIID and lecturer at the John F. Kennedy School of Government, serves as faculty advisor to the program.

For further information about the Mason Fellows Program, a KSG catalogue, or an application, contact

Edward S. Mason Program in Public Policy and Management
HIID

One Eliot Street, Room 217
Cambridge, Massachusetts 02138
Telephone 617-495-2133
Fax 617-495-9671
Telex No. 275276 (answerback HIID UR)

Mason Fellows 1991-1992

ARGENTINA

A. Tomas Ferrari, First Secretary, Ministry of Foreign Affairs
Esteban Molino, Manager, International Relations Division, Central
Bank of the Republic of Argentina

BANGLADESH

Khaleda Akhter, Director, President's Secretariat, Government of
Bangladesh
Mohamed Mijarul Quayes, Senior Assistant Secretary, Ministry of Foreign
Affairs
Ghulam Sarwar, Assistant Secretary, Ministry of Establishment

BOLIVIA

Rafael Indaburu, Project Manager, USAID/Bolivia
Guido Peña, Consultant, Price Waterhouse, La Paz

BRUNEI DARUSSALAM

Abdul Ghami Pg Hj. Metusin, Head, Training Unit, Establishment
Department, Prime Minister's Office

COLOMBIA

Joaquin Bernal-Ramirez, Chief, Public Finance Division, Banco de la
Republica de Colombia

COSTA RICA

Sarah Cordero, Advisor, Instituto Costarricense de Electricidad
Clotilde Fonseca, Executive Director, Fundacion Omar Dengo

ECUADOR

Hugo Amores, Director, International Trade Center, University of
California

EGYPT

Nabil Samuel Abadir, Deputy General Director, Coptic Evangelical
Organization for Social Services (CEOSS)
Alia El Mohandes, Senior Health and Women's Development
Coordinator, Save the Children Federation

GHANA

Isaac Amuah, Research Associate, University of Massachusetts at Amherst

Frank Yao Avorkliyah, Management Consultant, State Enterprises

Commission

Joseph Klemesu, Director of Petroleum, Ministry of Energy

HONG KONG

Ng Sek Hon, Administrative Officer, Hong Kong Government

INDIA

Bharat Bhushan, Managing Director, Kerala Co-op Milk Marketing Federation, Government of India

Deepak Gupta, Director, Department of Industrial Development, Ministry of Industry, Government of India

Aradhana Johri, Special Secretary, Rural Development, Government of U P , India

Rameshchandra Kanade, Indian Administrative Service, Government of Maharashtra, India

Pushpendra Rai, Secretary, Rural Development, Government of Manipur, India

Uday Kumar Varma, Private Secretary, Human Resource Minister, Ministry of Human Resource Development

Rajanikanta Verma, Joint Secretary, Ministry of External Affairs

INDONESIA

Handrito Hardjono, Manager, Technical Development, PT Garuda Indonesia

Agus Wirahadikusumah, Faculty, Indonesian Army Command and General Staff College

JAMAICA

Winston Anderson, Deputy Director, Technical Corporation Division, Planning Institute of Jamaica

KENYA

Barbara Agongaz, Projects Manager, Christian Children's Fund

Mary Thiong'O, Undersecretary, Ministry of Technical Training and Applied Technology

KOREA, REPUBLIC OF

Kim Wook, Deputy Director, National Security Division, Ministry of Foreign Affairs

Lim Ung Hwan, Aide to Commander in Chief, ROK/US Combined Forces Command

MALAWI

Esther Mede, Senior Deputy Principal Secretary, Office of the President
and Cabinet, CCAM Secretariat

Charles Nthenda, Secretary for Education and Culture, Ministry of
Education and Culture

MALAYSIA

Swee Liang Liew, Assistant Secretary (Planning), Ministry of Information,
Planning, and Research

Mufik Affandi Raja, Assistant Manager, Bank Negara Malaysia

MEXICO

Jorge Angel Diaz-Lopez, President, Quidam, Diseño Integral de
Organizaciones, S C

MOROCCO

Abdeslam El Harouchy, Division Chief, African Development Bank

NEPAL

Arup Rajouria, Project Coordinator, Arun III – Management of Basin
Wide Environmental Impacts Project, King Mahendra Trust for Nature
Conservation

NICARAGUA

Ligia Elizondo, General Manager, Empresa Margot

NIGERIA

Nonye Udo, Executive Assistant to the Ambassador, Embassy of Nigeria

PAKISTAN

Perveen Shakir, Assistant Collector, Customs, Central Excise and Sales
Tax, Government of Pakistan

PEOPLE'S REPUBLIC OF CHINA

Lang Wei, Division Chief, Finance and Trade, State Council Research
Department

Tan Wei Wen, Deputy Chief, Programme and Planning Division, China
International Center for Economic and Technical Exchange (CICETE),
Ministry of Foreign Economic Relations and Trade

Zhang Ye, Assistant to the Representative, Ford Foundation

PERU

Felix Javier Arroyo, Senior Economist, Andean Development Corporation

PHILIPPINES

Juan Miguel Luz, Presidential Staff Director, Presidential Management
Staff, Office of the President

Dorothy de la Llana Tadeo, Undersecretary, Department of Agrarian
Reform

SENEGAL

Mamadou Woury Diallo, Assistant to the Treasurer General, Ministry of Economy, Finance, and Planning

SINGAPORE

Choo Whatt Bin, Deputy Director, Taxation, Ministry of Finance

Heng Chee How, Deputy Director, Strategic Planning, Singapore Police Force

Lee Yuen Hee, Deputy Director, Ministry of Community Development

Pang Hee Hon, Commanding Officer, Singapore Armed Forces

Viswaroopa Sadasivan, Senior Executive Producer, Singapore Broadcasting Corporation

Tan Kee-Yong, Director, Ministry of Home Affairs, Singapore

SOMALIA

Mohamed A Yassin, Division Chief, African Development Bank

SOUTH AFRICA

Ismail Adams, Lecturer on Economics, University of Western Cape

TANZANIA

Joseph Mbuna, City Solicitor, Dar Es Salaam City Council

Mustafa Nyang'Anyi, Member of Parliament, National Assembly

THAILAND

Nawaporn Maharagkaga, Economist, Department of Economic Research, Bank of Thailand

TUNISIA

Ahmed Benghazi, Member, Minister's Cabinet, Ministry of Planning and Regional Development

UGANDA

Moses Kayingo Kibirige, Senior Principal Loans Officer, Uganda Development Bank

VENEZUELA

Pablo Jose Russo, Human Resources Supervisor, Lagoven S A Subsidiary of P D V S A

VIETNAM

Pham Xuan Te, Chief of the Cabinet, Committee for the Organization of the Communist Party of Ho Chi Minh City

Mason Fellows 1992-93

ARGENTINA

Pedro Colombi, Secretary General, Ministry of Economy

Daniel Zovatto, Deputy Director, Inter-American Institute of Human Rights

BANGLADESH

Md Murshed Alam, Deputy Director, Bureau of Statistics, Ministry of Planning

Nasrin Sultana, Research Officer, Economic Relations Division, Ministry of Finance, Bangladesh Civil Service

BRUNEI DARUSSALAM

Eussoff Agaki Haji-Ismail, Deputy Controller of Customs, Government of Brunei

Noriah Mohammad Abbas, Acting Senior Finance Officer, Ministry of Defense

BULGARIA

Georgi Tzekin, Head, Scientific Research Center, Institute of World Economy

CHILE

Juan Manuel Aguirre, General Manager, Empresa Servicios Sociare S A

COLOMBIA

Catalina Crane, Research Economist, Fedesarrollo

COSTA RICA

Luis Chaves, Director, Information and Computer Resources, Universidad de Costa Rica

Ricardo Sancho, Advisor to Vice President of Research and International Consultant, Universidad Nacional

ECUADOR

Ivonne Abd-el-Baki, Consul General, Embassy of Ecuador/Beirut

Ramiro Crespo, General Manager, Investban, C A

HONG KONG

Sandra Birch-Lee, Administrative Officer, Civil Service Branch, Government Secretariat

INDIA

Ajoy Acharya, Director, Prime Minister's Office, Indian Administrative Service

Sharwaree Gokhale, Director, Department of Administrative Reforms, Indian Administrative Service

Kallaikuruchi JaraJ, Managing Director, Karnataka State Small Industries Development Corporation, Ltd, Indian Administrative Service

Nilima Jauhari, Managing Director, Rajasthan Handloom Development Corporation, Indian Administrative Service

Damodaran Prakash, Commissioner, Central Vigilance Commission, Indian Administrative Service

Ashok Kumar Singh, Inspector General of Prisons, Government of Bihar, Indian Administrative Service

INDONESIA

Soelaika Oemarsanoesi, Head, Section for Staff Development, Directorate of City and Regional Planning, Ministry of Public Works

Jat Sudrajat, Principal Officer, Staff for Planning, Indonesian Armed Forces

MADAGASCAR

Carl Rakotondrambe, Special Economic Advisor on South Africa, United Nations

MALAYSIA

Muhammad Ibrahim, Assistant Manager, Central Bank of Malaysia

Kam Lai Yong, Assistant Manager, Central Bank of Malaysia

Nazura Md Noor, Assistant Manager, Central Bank of Malaysia

MEXICO

Oscar Arguelles, Assistant to the Director, Metropolitan Services, Mexico City Government

Alberto Mayorga, Advisor, Ministry of Social Development

MICRONESIA, FEDERATED STATES OF

John Haglelgam, Regent Professor, College of Micronesia

NICARAGUA

Luis Carrion, Head of Permanent Secretariat, National Directorate, Frente Sandinista de Liberacion Nacional

NIGERIA

Olubunmi Makinwa, Coordinator, Press and Information, World Health Organization

PEOPLE'S REPUBLIC OF CHINA

Chen Chunlai, Division Chief, Rural Development Institute, CASS

Zhang Zhong Chao, Division Chief, State Commission for Restructuring Economic Systems

PHILIPPINES

Victor Ramos, Acting Secretary, Department of Environment and Natural Resources

SINGAPORE

Chang Hwee Nee, Deputy Director, Taxation, Ministry of Finance

Heng Swee Keat, Director, Manpower and Administration, Republic of Singapore Police

Lim Soo Hoon, Director, Labor Policy, Ministry of Labor

Ng Ooi Hooi, Deputy Director, Trade Policy, Ministry of Trade and Industry

Ong Heng Yap, Department Head, Air Force Headquarters, Ministry of Defense

SOUTH AFRICA

Cindy Futhane, Human Resource Specialist, Development Bank of Southern Africa

Baptiste Bobby Marie, National Organizer, National Union of Metal Workers of South Africa (COSATU)

Max Sisulu, Head, Economic Policy Department, African National Congress

TAIWAN, REPUBLIC OF CHINA

Bi-Lyan Hau, Director, Department of Personnel, Cheng Chung Book Company

THAILAND

Pongsvas Svasti, Deputy Director, Information Processing, Institute for Education and Development

UGANDA

David Twahirwa, Head of Division, Country Programmes Department, African Development Bank

VENEZUELA

Agustin de Jesus Berrios, Planning Vice President, Bancor

VIETNAM

Dang The Truyen, Assistant Secretary to the Prime Minister, Prime Minister's Office

Minh Van Nguyen, Program Officer, State Planning Committee

WESTERN SAMOA

Pisama Leilua Lei-Sam, Chief Finance Officer, Treasury Department, Ministry of Finance

ZAIRE

Nyamanga Saidi, Division Chief, Resource Mobilization, African Development Bank

ZAMBIA

Elesani Njobvu, Chief Economist, Ministry of Finance

International Tax Program (ITP)

The International Tax Program works to provide future fiscal leaders of countries around the world with an interdisciplinary graduate education in taxation and to promote research on reform of tax policy, law, and administration. The diverse backgrounds of ITP participants, faculty, and staff ensure a rich educational experience. Over the past two years, fifty-five participants from twenty-six countries have successfully completed the twelve-month program of study, and earned the Certificate of Taxation. Over the same period of time, six visiting scholars have also contributed to the intellectual life of the program.

Many ITP participants are enrolled in either the joint ITP/L.L.M. program with Harvard Law School or the joint ITP/M.P.A. program with the John F.

Kennedy School of Government (KSG) This collaborative program of the Harvard Law School, KSG, and HIID enables participants to benefit from a range of resources available at Harvard in the fields of law, economics, public-sector management, and tax administration

The ITP faculty and staff have many years of experience in advising numerous governments on the design and implementation of policies and administrative procedures for many types of taxes, including income tax, value-added and sales tax, and property tax and tariffs Research and consulting projects are on-going in Latin America, Eastern Europe, Africa, and Asia

The International Tax Program has also sponsored short-term executive programs and conferences, including the Symposium on Directions in Tax Reform in Emerging Economies, a research conference on Information Technology and Fiscal Compliance, a four-week program on Information Technology and the Management of Fiscal Systems This latter program was carried out jointly with the Lincoln Institute of Land Policy

ITP is under the direction of Glenn Jenkins, Institute fellow at HIID During the biennium Richard Gordon served as deputy director Linda Mishkin served as director of Education Programs, and Roy Kelly, research associate at HIID, as deputy director of Advanced Fiscal Programs (offered jointly by ITP, HIID, and the Lincoln Institute of Land Policy)

Program on International Financial Systems

The program on International Financial Systems, a joint venture between HIID and Harvard Law School, was established in 1985 to bring together legal, economic, and business expertise in the field of finance, with a special focus on developing countries The program is based at Harvard Law School The program's director, Hal Scott, is an international expert in financial and commercial law and is the Nomura Professor of International Financial Systems at Harvard Law School The deputy director, Philip Wellons, was trained and has worked as a lawyer He also taught for many years at the Harvard Business School, where he specialized in finance in developing countries

The first major research activity of the program was a study that examined the way government policies shaped the development of money markets in East and Southeast Asia The study was funded by the Ford Foundation and USAID and results are being published by the Oxford University Press The program's second study, conducted with the Japan Center for International Finance, examined how brokers, underwriters, and dealers in East and Southeast Asian capital markets finance their securities positions

The program also provides former socialist countries with long-term resident legal advisors It manages projects in Bulgaria and Lao PDR funded by the World Bank and the United Nations Development Programme In an effort to be more global, the program has also surveyed Eastern European

needs to reform and build legal institutions for the European Bank for Reconstruction and Development

Our current research focuses on how government policies in Germany, Japan, the United Kingdom, and the United States have encouraged or controlled the development of important new international financial instruments, including derivatives like swaps. We are assembling research teams in each country and have completed some preliminary studies.

Student Grant Programs

Each year, HIID provides funds to support overseas travel for Harvard students interested in careers in international development. The Travel Grants for Research in Development for students in the Faculty of Arts and Sciences (FAS) is primarily intended for undergraduates between their junior and senior year who plan to do research in a developing country as part of their honors thesis. Graduate students doing thesis research are eligible as well. Students from the John F. Kennedy School of Government (KSG) are eligible for travel support through the Supplementary Grants for Internships in International Development. These travel grants are awarded to students who have been offered internships in developing countries between their first and second year of study. Both the Travel Grants for Research in Development and the Supplementary Grants for Internships in International Development are administered by a Student Grants Committee comprised of HIID professional staff. In 1992 and 1993, twenty-two research grants were awarded to FAS students and sixteen to KSG students. Of the FAS research proposals that were funded, four were based in South America, one each in North and Central America, eleven in Asia, and five in Africa. Of the KSG internships, two were based in South America, one in Central America, eight in Asia, three in Africa, and two in Eastern Europe.

The Harvard Graduate School of Education (HGSE) grants support for research on topics of both practical and theoretical significance in international education. These grants are administered by the Office of International Education. All recipients are students at the HGSE, and most are advanced doctoral candidates collecting data for their dissertations. The grants usually cover travel to and from the site of the research. From 1991-93, eleven grants were awarded to students doing research in Armenia, Australia, Haiti, India, Japan, Kenya, Pakistan, People's Republic of China, Philippines, and Taiwan.

HIID has also contributed funds to the following Harvard University programs and groups: the Peace Corps internship program through the Office of Career Services, the Fundacion Mexico en Harvard and the Tinker Foundation/Committee on Latin American and Iberian Studies, the Energy and Environment Student Interest Group of KSG, the KSG *Journal of World Affairs*, the Harvard Organization for Promoting Education, and the Center for the Study of World Religions.

Visiting Scholar Program

The Visiting Scholar Program contributes to HIID's research activities in international development by bringing outside professionals to the Institute. Sponsored by the professional staff of the Institute, each scholar concentrates on a topic in his/her field that is related to the Institute's current research and development work. In addition to enriching the discussion of issues at HIID, visiting scholars also participate in classes, seminars, and, at times, teaching. Visiting scholar appointments are normally for an academic year, although other terms can be considered under special circumstances.

- The visiting scholars during the 1991-93 period were
- Mukulchandra Govindji Asher**, Associate Professor, Centre for Advanced Studies, National University of Singapore, Singapore
- Tun Daim Zauddin**, former Minister of Finance, Malaysia
- Gao Xiao Meng**, Chief, Market Analysis Division, Rural Department, Research Center for Development, Beijing, China
- Gary H. Jefferson**, Associate Professor, Economics Department, Brandeis University, Waltham, Massachusetts
- Louis Y. Kikuchi**, Professor of Social Anthropology and Head of Philippines Studies Department, School of Science and Engineering, Waseda University, Tokyo, Japan
- Jung-Hwan Lee**, Research Director, Korea Rural Economics Institute, Seoul, Korea
- J. Clark Leith**, Professor, Department of Economics, University of Western Ontario, Canada
- Le Duc Thuy**, Vice Director, National Social Science Committee, Institute of Economics, Hanoi, Vietnam
- Ben Mboi**, Senior Advisor to the Minister of Home Affairs and to the Minister of Defense, Republic of Indonesia
- Kiyoshi Nakamura**, Professor of Industrial Economics, School of Commercial Science, School of Science and Engineering and International Division, Waseda University, Tokyo, Japan
- Nguyen Trang Thu**, Ministry of Foreign Affairs, Vietnam
- Djordjia Petkovski**, Professor, Department of Electrical Engineering, Faculty of Technical Sciences, Novi Sad, Yugoslavia
- Philip Regan**, Chief, Recruitment Section, United Nations Development Programme
- Chiranjib Sen**, Fellow/Professor, Centre for Development Studies, Trivandrum, Kerala, India
- Alejandro Toledo**, Director, Economic Development Institute, Lima, Peru
- Vo-Tong Xuan**, Professor and Vice Rector, Cantho University, Vietnam

Women and International Development (WID)

The Women and International Development (WID) Group is a multi-disciplinary, multi-cultural forum for exploring the role of women in the development process. It receives institutional support from Harvard and the Center for International Studies at MIT. WID strives to highlight the importance of women in less-developed countries as agents in and beneficiaries of development programs. As the only Boston organization devoted to these issues, WID serves as an information and outreach resource.

The organization began as a discussion group in 1979 and continues today with its participatory structure. It has an open membership comprised of scholars, students, development practitioners, and others who seek to understand and strengthen women's roles in international development. The group has an administrative panel of ten elected annually by the membership and has an executive coordinator and assistant executive coordinator appointed by the panel. During the biennium, Kelly Knight served as the executive coordinator and Liz Polonsky as the assistant executive coordinator. The activities of the organization are carried out by the panel and the executive coordinators. WID seeks to increase public understanding of development issues with particular emphasis on gender awareness, and to narrow the gap between academic research and the implementation of development projects. To achieve these goals, WID sponsors a seminar series, research forums, an annual workshop, and a quarterly newsletter.

WorldTeach

WorldTeach is an international volunteer teaching program that was created in 1986 by a group of Harvard students and graduates to place volunteer teachers in rural schools in Kenya. Since then, the program has expanded its scope and now works directly with communities in developing countries on four continents to strengthen education and build lasting ties between Americans and the people of the developing world. Since 1990, WorldTeach has been affiliated with HIID, with a goal of drawing Harvard students and graduates into international development activities. The program is advised by an advisory board including C. Peter Timmer and Merilee Grindle of HIID. In 1990-91, WorldTeach published the first Directory of International Development Resources at Harvard University and has since published two updated editions.

The program has more than 250 volunteers overseas. Volunteers in Costa Rica, Ecuador, Namibia, People's Republic of China (summer teaching program), Poland, Russia, South Africa, and Thailand teach English to students in primary schools, high schools, technical institutes, and teaching colleges. In Namibia, volunteers teach math, science, and social studies, as well as English, at rural primary and secondary schools.

Volunteers are recruited from throughout the United States and Canada. Most programs require a bachelor's degree and a commitment of one year,

but undergraduates can participate in shorter programs in China and South Africa. WorldTeach maintains a resident coordinator in each country to arrange teaching positions and provide orientation and field support for the volunteers. The host schools normally provide housing and a living allowance and the volunteers themselves cover the cost of travel, training, and program administration.

Sydney Rosen served as director of WorldTeach through December 1992, Steve Kirk replaced her as director in January 1993.

Workshops

Program on Information Technology for Fiscal Systems

HIID, through the International Tax Program and the Lincoln Institute of Land Policy, offered a four-week program designed specifically to enable tax professionals to initiate, manage, and evaluate the process of introducing new technology within their tax systems.

The course focused on emerging trends in fiscal systems, computers, and the management of information technology for these fiscal systems. The course consisted of general modules addressing organizational change, tax policy and administration, and technology choices. Separate sessions on the customs, income, value-added, and property taxation were also offered. Classroom lectures, case study presentations, computer labs, and participant presentations were combined with field visits in the United States and Canada to examine information systems used at the local, state, and federal level.

The program was held from April 19 to May 14, 1993. Twenty participants representing ten countries, including Botswana, Bulgaria, Czech Republic, India, Indonesia, Kenya, Mexico, Tanzania, Thailand, and Zambia attended the program. The program was coordinated by Roy Kelly, and the teaching staff included Joseph Eckert (International Association of Assessing Officers), Wally Hutton (U.S. Internal Revenue Service), Glenn Jenkins (HIID), Maurice Jordon (Government of Canada), Alven Lam (Lincoln Institute of Land Policy), Richard Lessard (Government of Canada), David Marshall (Government of Canada), Jane Malme (Lincoln Institute of Land Policy), Donald Morrison (HIID), James Owens (International Tax Program, Harvard University), Ruth Redmond (Government of Canada), Dennis Robinson (Lincoln Institute of Land Policy), Gregorio Woss y Gil (Ministry of Finance, Dominican Republic), James Walsh (Fiscal Affairs Department, International Monetary Fund), and Larry Westfall (U.S. Internal Revenue Service).

For additional information on this program, contact

Program on Information Technology for Fiscal Systems
113 Brattle Street
Cambridge, Massachusetts 02138

Program on Investment Appraisal and Management (PIAM)

The purpose of this program is to develop the operational skills of participants so they can plan and assess all aspects of investment projects. Begun in 1985 under the leadership of Glenn Jenkins, PIAM was created for professionals in public and private organizations who are involved in investment decisions affecting major projects. It is especially geared toward those professionals directly involved in planning, assessing, or executing projects, and administrators who must evaluate investment proposals. During the program, participants learn modern methods of conducting financial, economic, and social evaluations of projects, as well as techniques for project planning and implementation. They 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 morning by the program faculty, and guest 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. The teaching staff for the program is comprised of fellows and associates of HIID, faculty from Harvard University, lecturers from other institutions, and tutors. The principal lecturers during the two-year period were program director Glenn Jenkins, John Evans (York University), Al Harberger (University of California at Los Angeles/University of Chicago), Roy Kelly (HIID), Adebayo Ogunlesi (First Boston), Richard Patten (HIID), Robert Picciotto (World Bank), Savvakis Savvides (Cyprus Development Bank), G. P. Shukla (Indian Government Service), David Smith (Harvard Law School), and Prajapati Trevedi (Indian Institute of Management). They were assisted by the following tutors: Alberto Barreix, Sarah Cordero, Kenneth Grant, Imad Fakhoury, Baher El-Hifnawi, Pastor Lorenzo, Tomoo Mochido, Stephan Malherbe, Gabriela Recio-Cavazos, Tazuko Sato, and Joseph Tham.

During the biennium, two sessions of the program were held, one from June 22 to August 14, 1992, with fifty-nine participants, and the second from June 21 to August 14, 1993, with fifty-seven participants. They came from Argentina, Barbados, Belgium, Botswana, Brazil, Brunei, Cameroon, Chile, Côte D'Ivoire, Cyprus, Ecuador, Egypt, Ethiopia, The Gambia, Ghana, Guatemala, Guinea, Haiti, India, Indonesia, Jamaica, Kenya, Lao PDR, Lesotho, Mali, Mauritania, Mexico, Morocco, Oman, Pakistan, Papua New Guinea, Saudi Arabia, South Africa, Sri Lanka, Tanzania, Thailand, Trinidad and Tobago, Uganda, United States, Venezuela, Vietnam, Zambia, and Zimbabwe.

For more information about the workshop, contact
Program on Investment Appraisal and Management (PIAM)
HIID
One Eliot Street
Cambridge, Massachusetts 02138
Telephone 617-495-9626
Fax 617-495-0527

Public Enterprise Program (PEP)

The Public Enterprise Program's primary objective is to offer participants a broad overview of the potential and the problems of public enterprises and to provide the tools for understanding and solving problems between such enterprises and the government. Participants in the workshop are policymakers and managers of state-owned enterprises in developing countries who seek to improve their planning and management skills. Despite diverse country environments, public enterprise in most developing countries plays a key role in carrying out national development policies. Yet, it encounters serious problems when attempting to achieve social and economic goals, to establish autonomous yet accountable organizations, to implement modern information and control systems, and to identify resources for improving performance. During the workshop, lectures, group discussions, and practical exercises are used to offer participants the opportunity to test various techniques in specific cases presented to them.

Some related topics explored during the course of the workshop 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 teaching staff consists of faculty from Harvard and the Boston Area Public Enterprise Group, which includes professors from Boston University, Northeastern University, and MIT. During the two-year period the core staff consisted of program director Donald Robbins, Chong Ju Choi (Templeton College), Mamadou Dia (Institutional Development and Management), John Donahue (John F. Kennedy School of Government, Harvard University), Eduardo M. Engel (John F. Kennedy School of Government, Harvard University), John C. Evans (York University), Ahmed Galal (World Bank), Jose Luis Guasch (University of California at San Diego), Glenn Jenkins (HIID), Leroy Jones (Boston University), Robert Lawrence (John F. Kennedy School of Government, Harvard University), Roger Leeds (KPMG Peat Marwick), Richard Mallon (HIID), Pierre Morin (World Bank), John Nellis (World Bank), Laurie Pant (Suffolk University), Ravi Ramamurti (Northeastern University), Alfred Schipke (doctoral candidate at Harvard), A. Hafeez Shaikh (HIID/World Bank), Andrei Shleifer (Faculty of Arts and Sciences, Harvard University), Paul Sigmund (Princeton University), John Smith (Bain

and Company, Inc), Dae-Hee Song (Korea Development Office), Shahla Torabi (World Bank), Prajapati Trivedi (Economic Advisor to the Government of India), Raymond Vernon (John F Kennedy School of Government, Harvard University), Holly Weeks (Harvard Business School/WritingWorks and SpeakingWorks), Demir Yener (Babson College), and Jehiel Zif (Tel Aviv University) They were assisted by the following tutors Sudhir Bhargava, Karen Engel, Aradhana Johri, Junki Kim, Juan Miguel Luz, Dara Menashi, Vimala Murthy, Sundar Nagarajan, Howard Shatz, Pradeep Singh, and David (Xiaodong) Wang

The eighteenth annual workshop was held from June 15 to July 24, 1992, and had thirty-eight participants The nineteenth annual workshop was held from June 14 to July 23, 1993, and had thirty-four participants Participants came from Argentina, Botswana, Burundi, Colombia, Egypt, France, The Gambia, Germany, Ghana, Guyana, India, Indonesia, Côte D'Ivoire, Kenya, Malawi, Malaysia, Morocco, Mozambique, Nigeria, Papua New Guinea, Russia, Sierra Leone, Sri Lanka, Swaziland, Tanzania, Uganda, United States, Zambia, and Zimbabwe

For more information about the workshop, contact

International Program on Public Enterprise Policy and Management
in Developing Countries

HIID

One Eliot Street

Cambridge, Massachusetts 02138

Telephone 617-495-3482

Fax 617-495-0527

Workshop on Budgeting and the Public Sector

This workshop was first offered in Kenya in the summer of 1987 Now held every summer at Harvard University, the workshop is designed for English-speaking senior officials from developing countries 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 aim of the workshop is to enhance the performance of participants by broadening their understanding of the entire public budgeting process through the analysis of alternative approaches to public budgeting This is accomplished by introducing them to 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

Drawing on HIID's experience in developing countries, 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 This is supplemented with country presentation of issues/problems by participants, case studies as-

sembled especially for the workshop, and guest lecturers, including government officials and representatives of international agencies

Topics covered during the workshop include the budget and the national economy, policy making, 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 budget reform in selected countries, and management of development projects and the budget process

The principal coordinator and lecturer for the workshop is Subramaniam Ramakrishnan Faculty for the workshop during the past two years were Lester Gordon (HIID), David Grossman (Nova Institute), Peter Heller (International Monetary Fund), Anup K Pujari (Government of India and Boston University), A Premchand (International Monetary Fund), Michael Roemer (HIID), and Donald Snodgrass (HIID) They were assisted by the following tutors Daniel Goodwin, Thomas Guinan, Kasırım Kas-Nwuke, and Patricia Langan Guest lecturers for 1992 and 1993 included K Young Chu (International Monetary Fund), Richard Goldman (HIID), Barbara Gottschalk (City of Boston, Office of Budget and Programs), Ishraat Husain (World Bank), Thomas Klein (IMF), Laurence J Kotlikoff (Boston University), Herman Leonard (John F Kennedy School of Government), David Lindauer (HIID), Richard Mallon (HIID), Stephen Peterson (HIID), Mike Stevens (World Bank), and Vito Tanzi (International Monetary Fund)

Workshops were held from June 28 to August 6, 1992, with forty participants, and June 28 to August 6, 1993, with thirty-eight participants They were from Bangladesh, Bolivia, Cyprus, The Gambia, Ghana, Grenada, Haiti, India, Indonesia, Kenya, Lesotho, Malawi, Malaysia, Namibia, Nigeria, Philippines, Saudi Arabia, Senegal, Sierra Leone, Sri Lanka, Swaziland, Tanzania, Trinidad and Tobago, Uganda, Vietnam, Zambia, and Zimbabwe

For more information about the workshop, contact

Workshop on Budgeting in the Public Sector

HIID

One Eliot Street

Cambridge, Massachusetts 02138

Telephone 617-495-4324

Fax 617-495-0527

Workshop on Educational Policy Analysis and Planning

This workshop is a joint venture between HIID and the Harvard Graduate School of Education (HGSE) Its primary objective is to teach participants the newest techniques for conducting and analyzing policy research in order to improve educational systems

The workshop focuses on a range of issues and techniques applied within diverse cultural settings increasing the quality of education systems so that people leave school with the means to apply knowledge, skills, and values required for better living, extending access to educational opportunities

throughout society, by formal and non-formal methods, distance education, and other means, achieving equity to extend education to people of any race, gender, or socio-economic status, and improving the efficiency of the educational system through understanding cost-effective strategies

The workshop is taught by staff from HIID, the Harvard Graduate School of Education, and other Harvard faculty, as well as guest lecturers from other institutions and tutors. The full-time teaching faculty includes coordinator Thomas Cassidy, Lynn Ilon (State University of New York at Buffalo), Noel McGinn (HIID/HGSE), Fernando Reimers (HIID), Abby Riddell (HIID), and Donald Warwick (HIID). They were assisted by the following tutors: Sharmon Davis, Hormoz Goodazry-Tabrizi, Susan Hirshburg, Haiyan Hua, Habib Khan, Xiaoyan Liang, and Brajesh P. Panth.

During the biennium, workshops were held from June 22 to July 31, 1992, with twenty-nine participants, and from June 21 to July 23, 1993, with twenty participants. The participants came from Antigua and Barbuda, Barbados, Bolivia, Cameroon, Cyprus, Dominica, Ghana, Grenada, Honduras, Jamaica, Malaysia, Mexico, Montserrat, Namibia, Nepal, Nicaragua, Pakistan, St. Kitts, St. Lucia, St. Vincent and the Grenadines, South Africa, Tunisia, and Zimbabwe.

For more information about the workshop, contact

Education Policy Analysis Workshop

HIID

One Eliot Street

Cambridge, Massachusetts 02138

Telephone 617-495-9720

Fax 617-495-0527

Workshop on Environmental Economics and Policy Analysis

In 1993, HIID held its first five-week intensive training workshop on Environmental Economics and Policy Analysis. The primary goal of the workshop is to train participants in the analysis, quantification, and economic valuation of the environmental impact of policies, programs, and projects.

The workshop trains participants in the principles and policy applications of environmental economics and modern techniques of economic valuation of natural resources and the environment. Through lectures, case studies, group discussions, and hands-on computer exercises, participants acquire the necessary skills for analyzing, quantifying, and valuing the environmental impacts of policies and projects. Particular attention is paid to integrating economic and environmental policies and to devising innovative instruments for sustainable development and financing mechanisms for environmental investments.

The workshop is designed to enhance the skills of mid-career development professionals interested or involved in natural resource management, envi-

ronmental protection, and sustainable development Participants gain the tools necessary to evaluate quantitatively natural resources and the environment and to formulate policies that protect the environment without restricting economic growth These skills are valuable for those working in government ministries, public enterprises, international organizations, private corporations, and non-governmental organizations

HIID offers the workshop as part of its Natural Resources and Environment Program, which includes teaching, research, and overseas technical assistance in environmental management and sustainable development The workshop is partially funded by the Asia Bureau of the United States Agency for International Development (USAID) as part of a cooperative agreement with HIID

The teaching staff consisted of faculty from Harvard The principal lecturers were program coordinator Theodore Panayotou, Anjum Altaf (University of North Carolina/World Bank), Peter Bartelmus (United Nations), William Clark (John F Kennedy School of Government, Harvard University), Patrick Coady (World Bank), John Enrenfield (MIT), William Hogan (John F Kennedy School of Government, Harvard University), Adam Jaffe (John F Kennedy School of Government, Harvard University), Dale Jorgenson (Faculty of Arts and Sciences, Harvard University), John Kain (Faculty of Arts and Sciences, Harvard University), Bruce Larson (U S Department of Agriculture), Henry Lee (John F Kennedy School of Government, Harvard University), Anil Markandya (HIID), William Moomaw (Tufts School), Peter Rogers (Division of Applied Sciences, Harvard University), Robert Stavins (John F Kennedy School of Government, Harvard University), Andrew Steer (World Bank), Jeffrey Vincent (HIID), and Martin Weitzman (Faculty of Arts and Sciences, Harvard University) They were assisted by the following tutors Piya Abeygunavardena, Randy Bluffstone, J R DeShazo, Jonathan Dunn, Therese Feng, Steve Kafka, Linwood Pendleton, and Abdul Shibli

The first annual workshop was held June 21 to July 23, 1993, and had seventy participants The participants came from Bangladesh, Canada, China, Colombia, Costa Rica, Cyprus, Egypt, Estonia, Fiji, France, Hungary, India, Indonesia, Italy, Jordan, Lao PDR, Malawi, Malaysia, Mexico, Mongolia, Nepal, Papua New Guinea, Philippines, Saudi Arabia, Sri Lanka, Thailand, United States, Vietnam, and Zimbabwe

For more information please contact

Workshop on Environmental Economics and Policy Analysis

HIID

One Eliot Street

Cambridge, Massachusetts 02138

Telephone 617-495-9173

Fax 617-495-0527

Workshop on Macroeconomic Adjustment and Food/Agricultural Policy

This workshop was established to address the needs of analysts, policymakers, teachers of public policy and economics, and staff of donor organizations who are involved with a broad range of macroeconomic management and food/agricultural sector issues. The goals of the workshop are to enhance and broaden the conceptual framework used by macro and sectoral policy managers and analysts, to improve their skill in the design of economic policy, and to develop capacity for applying practical analytic tools to the solution of common policy problems. The curriculum is shaped by HIID's international experience in economic policy analysis and reform, it focuses on the design of strategies for structural adjustment. This design is understood through a framework of fundamental economic principles and the application of those principles to the linkages between the macroeconomy and sectoral adjustments. Through lectures, case study analyses, microcomputer exercises, and policy simulation games, participants improve their knowledge and applied skills relating to many aspects of macroeconomic adjustment and food/agricultural sector interactions.

Topics covered in the workshop include economic stabilization and structural adjustment policies, market liberalization (trade, prices, and financial markets), macroeconomic analysis for open economies, structure of the world food system, design and impact of agricultural pricing policies, protection of the poor during economic adjustment, and international agricultural trade policies.

The HIID teaching staff over the two-year period included workshop director Richard Goldman, Ian Goldin (OECD/World Bank), Marc Lindenberg (John F. Kennedy School of Government, Harvard University), Malcolm McPherson (HIID), Jonathan Morduch (Faculty of Arts and Sciences, Harvard University), Steve O'Connell (Swarthmore College), Vijaya Ramachandran (Duke University), Michael Roemer (HIID), David Sahn (Cornell University), C. Peter Timmer (HIID), and Jos Verbeek (World Bank). They were assisted by the following tutors: Randy Bluffstone, Timothy Buehrer, Hak Bin Chua, David Dawe, Jeffrey Franks, Daniel Gilligan, Boyd Gilman, Matthew Higgins, Zareen Naqvi, and Susan Scribner.

Workshops were held from June 28 to July 31, 1992, with thirty-eight participants, and from June 28 to August 6, 1993, with twenty-eight participants. The participants came from Australia, Bangladesh, Botswana, Canada, Colombia, Côte D'Ivoire, Egypt, The Gambia, Haiti, Honduras, Indonesia, Italy, Malawi, Malaysia, Mali, Mexico, Morocco, Mozambique, Netherlands, Nigeria, Pakistan, Philippines, Sweden, Tanzania, Uganda, United States, Uruguay, Venezuela, Zambia, and Zimbabwe.

For more information about the workshop, contact
Workshop on Macroeconomic and Food/Agriculture Policy
HIID
One Eliot Street
Cambridge, Massachusetts 02138
Telephone 617-495-9779
Fax 617-495-0527

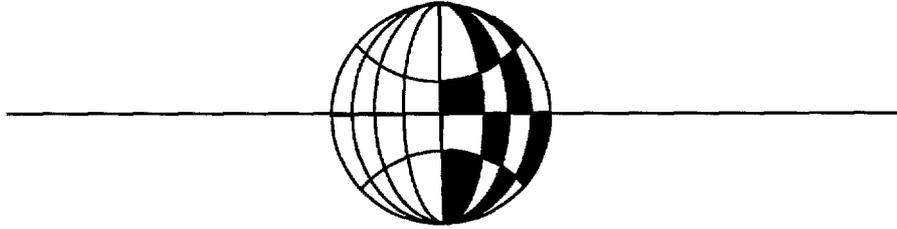
Training

HIID believes in the development of analytic and research skills of staff in developing countries with whom it works on technical assistance activities. Therefore, in addition to maximizing the informal training of its regular advisory and consulting work, HIID encourages project funders to include sufficient resources in project budgets for advanced training whenever appropriate.

In 1981, HIID established a Training Office which has since overseen the training of more than 1,000 mid-career civil servants from nine countries in graduate, undergraduate, and non-degree programs throughout the United States and in Europe. It has accomplished this work through the centralized management of the training components of eighteen projects. The office functions with a full-time staff comprised of the assistant director for training, three counselors, three staff assistants, and a secretary. During the biennium, HIID sponsored 291 participants from Cameroon, The Gambia, Indonesia, Kenya, Malawi, Morocco, and Zambia. Most of the participants were enrolled in graduate programs in economics, business administration, accounting, public administration, law, and public health.

The Training Office performs a wide range of activities as direct support for project participants. The activities include selecting qualified candidates for training through field interviews, organizing and coordinating intensive in-country programs in language instruction, subject matter preparation, and cultural orientation, and identifying and developing appropriate pre-degree programs in the United States for cultural orientation, language, and academic upgrading where necessary. The office offers extensive support for the placement of participants by maintaining and updating a library of degree program information, assisting the participants in scheduling application processes and guiding them in preparing supporting documents, and planning and follow-up on the final stage of the application process. The office continues to assist participants throughout their academic careers, designing individual study plans, and providing financial and logistical support during their program of study.

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HIID Administration and Staff

HIID was established to enable Harvard University to respond to the diverse needs of the developing world for research and assistance and in turn to bring the practical development experience gained in the field into the university's educational environment. Senior members of Harvard's faculties with interest in HIID's work serve on its Faculty Council, which approves new projects recommended by the HIID Committee on Plans and Programs, comprising HIID professional staff. The Institute is also overseen by a Committee of Deans, drawn from seven Harvard faculties. This structure allows the Institute to draw upon the strengths of the university's many research and teaching resources, while providing the flexibility and autonomy needed to manage complex international assistance projects.

The day-to-day management of the Institute is under the supervision of the director and executive director, with support from the assistant directors for finance, contract administration, student programs, human resources, professional recruitment, and training.

Close to 200 staff members work for HIID in Cambridge and overseas. The Institute also contracts with some 200 consultants each year to work on projects.

The lists below identify members of HIID's governing committees, senior administrative staff, fellows, associates, and administrative and support staff. Listed are those who were on staff during the period between July 1, 1991, and June 30, 1993.

Governing Committees, 1991-93

Committee of Deans

Jeremy R. Knowles, *Chair*, Dean, Faculty of Arts and Sciences
Albert Carnesale, Dean, John F. Kennedy School of Government
Robert C. Clark, Dean, Harvard Law School
Harvey V. Fineberg, Dean, Harvard School of Public Health
John H. McArthur, Dean, Harvard Business School
Gerald M. McCue, (Dean, Harvard Graduate School of Design)
Jerome T. Murphy, Dean, Harvard Graduate School of Education
Peter G. Rowe, Dean, Harvard Graduate School of Design
Catherine E. Snow, (Acting Dean, Harvard Graduate School of Education)

Faculty Council

Louis T. Wells, Jr., *Chair*, Herbert F. Johnson Professor of International Business Management, Harvard Business School
William Alonso, Richard Saltonstall Professor of Population Policy, Harvard School of Public Health
David E. Bell, Clarence James Gamble Professor of Population Sciences and International Health, Harvard School of Public Health
John R. David, Richard Pearson Strong Professor of Tropical Public Health, Harvard School of Public Health, Professor of Medicine
William A. Doebele, Frank Backs Williams Professor in Urban Planning and Design, Harvard Graduate School of Design
William C. Hsiao, Professor of Health Systems Economics, Harvard School of Public Health
Elizabeth C. Huidekoper, Director of the Office of Budgets and Sponsored Research
Samuel P. Huntington, Eaton Professor of the Science of Government, Faculty of Arts and Sciences
John F. Kain, Professor of Economics and Afro American Studies, Faculty of Arts and Sciences
David Maybury-Lewis, Professor of Anthropology, Faculty of Arts and Sciences
John D. Montgomery, Ford Foundation Professor of International Studies, *Emeritus*, John F. Kennedy School of Government
Jerome T. Murphy, (Professor of Education, Harvard Graduate School of Education)

- Susan J Pharr, Edwin O Reischauer Professor of Japanese Politics, Faculty of Arts and Sciences
- David N Smith, Vice Dean and Lecturer on Law and Development, Harvard Law School
- Catherine E Snow, Professor of Education, Harvard Graduate School of Education
- Francois C D Vigier, Charles Dyer Norton Professor of Regional Planning, Harvard Graduate School of Design

Institute Personnel, 1991-93

Senior Management

- Dwight H Perkins, Director and Faculty Fellow, Harold Hitchings Burbank Professor of Political Economy, Ph D Harvard University (Economics)
- Richard Pagett, Executive Director, M A Harvard University (Government)
- Richard Goldman, Coordinator, Committee of Fellows, Fellow of the Institute, Lecturer on Economics, Lecturer on Agriculture and Food Policy, John F Kennedy School of Government, Harvard University, Ph D Stanford University (Agricultural Economics)
- Michael Roemer, Research Coordinator, Institute Fellow, Senior Lecturer on Economics, Coordinator, Indonesia Projects (Cambridge), Ph D Massachusetts Institute of Technology (Economics)
- Donald R Snodgrass, (Coordinator, Committee of Fellows), Institute Fellow, Lecturer on Economics, Ph D Yale University (Economics)
- Nancy S Pyle, (Associate Director for External Relations), Ph D Harvard University (Fine Arts)
- Louisa French, Assistant Director for Human Resources, B A University of Connecticut (Political Science)
- Patricia A Giometti, Assistant Director for Finance, B S Santa Clara University (Business Administration)
- Rosanne Kumins, Assistant Director for Contract Administration, B A Boston University (American History and Civilization)
- Stephen J Reifenberg, Assistant Director for Student Programs, M S Boston University (Print Journalism), M P P John F Kennedy School of Government, Harvard University
- Ellen Seidensticker, Assistant Director for Professional Recruitment, Ph D Columbia University (Political Science)
- Thomas J Skerry, Assistant Director for Training, Ed M Harvard Graduate School of Education
- Lisa Wick, (Assistant Director for Human Resources), M A University of Colorado (Education)

Fellows

- Peter S Ashton**, Faculty Fellow, Charles Bullard Professor of Forestry, Ph D Cambridge University (Tropical Forest Botany)
- Richard A Cash**, Institute Fellow, Lecturer in the Department of Population and International Health, Harvard School of Public Health, Visiting Lecturer on Preventive Medicine and Clinical Epidemiology, Harvard Medical School, Member, Center for Population Studies, M D New York University School of Medicine, M P H Johns Hopkins School of Hygiene and Public Health
- Lincoln C Chen**, Faculty Fellow, Taro Takemi Professor of International Health, and Chair, Department of Population and International Health, Harvard School of Public Health, Director, Center for Population Studies, M D Harvard Medical School, M P H Johns Hopkins School of Hygiene and Public Health
- Hollis B Chenery**, Faculty Fellow (Honorary), Thomas D Cabot Professor of Economics, *Emeritus*, Ph D Harvard University (Economics)
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- Graham Glenday**, Fellow of the Institute, Senior Advisor, Tax Modernization Project, Kenya, Lecturer on Economics, Research Fellow, Harvard International Tax Program, Ph D John F Kennedy School of Government, Harvard University (Public Policy)
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Academy for Educational Development
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Asia Foundation
Asian Development Bank
Bank Rakyat Indonesia
Carnegie Corporation
Christopher Reynolds Foundation, Inc
City of San Juan (Puerto Rico)
Conservation, Food, and Health Foundation, Inc
Creative Associates, Inc
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Institute for Strategic and International Studies (Malaysia)
Instituto de Estudio Fiscales (Spain)
Interamerican Foundation of Cities (Puerto Rico)
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International Tropical Timber Organization
John Merck Fund
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National Science Foundation
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Overseas Development Administration (United Kingdom)
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Rockefeller Foundation
San Juan AIDS Institute (Puerto Rico)
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United Nations Development Programme
United Nations Educational, Scientific and Cultural Organization
United Nations University
University of Nuevo Leon (Mexico)
W Alton Jones Foundation
World Environment Center
World Health Organization
World Bank Group

HIID Sources of Funds

July 1, 1991 - June 30, 1993

	7/1/91-6/30/92	7/1/92-6/30/93
I Overseas Activities		
A Fiscal Policy	3,115,725	4,127,998
B Economic Policy Reform	8,747,402	10,150,870
C Rural Development	1,450,574	956,004
D Public Health	3,565,392	2,941,092
E Collaboration with Research Institutions	1,909,625	401,062
F Management Reform	2,027,729	1,846,053
G Training	3,121,697	3,517,837
H Educational Planning	737,889	1,312,833
I Environment and Natural Resources	153,905	929,268
<i>Subtotal</i>	24,829,938	26,183,017
II Cambridge Based Activities		
A Economic Policy Reform	2,568,230	3,099,807
B Educational Planning Research	1,046,976	789,086
C Public Health Research	2,162,749	2,494,707
D Educational Programs	1,793,106	2,264,258
E Teaching	387,527	396,607
F Collaboration with Research Institutions	21,386	19,407
G Environment and Natural Resources	197,150	316,571
H Other	218,512	78,035
<i>Subtotal</i>	8,395,636	9,458,478
III Other Income	717,517	1,077,139
Total HIID Activity	33,943,091	36,718,634