

HIID

Harvard Institute for
International Development

*1993–1995
Biennial Report*



HIID

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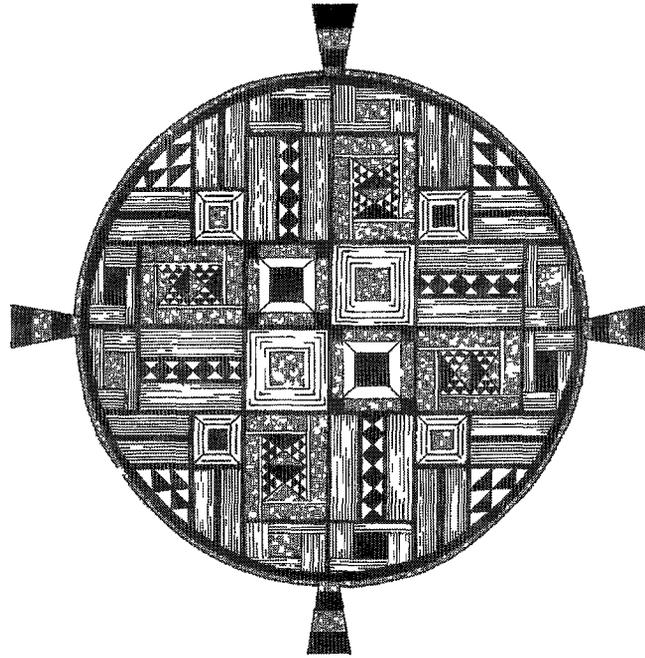
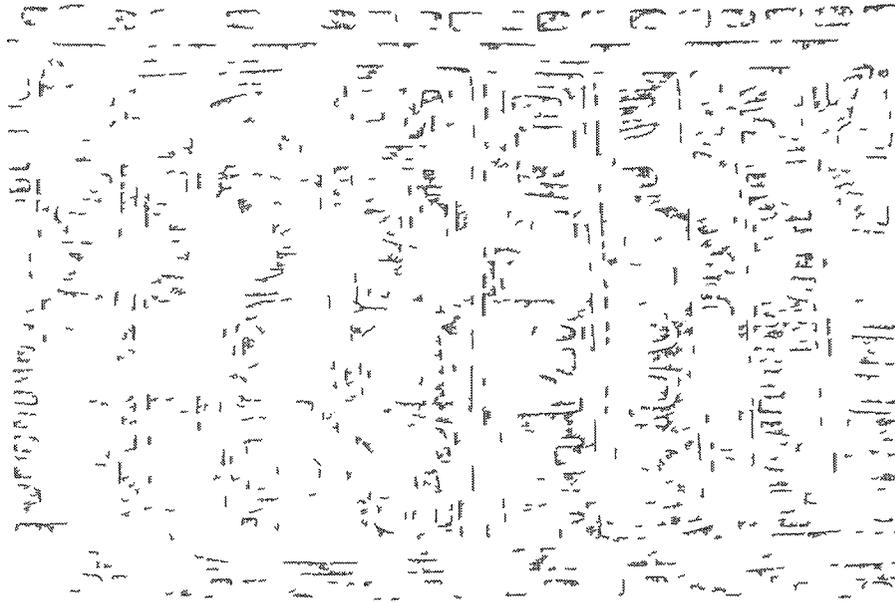


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Outgoing Director's Statement

HIID, under a different name, began working with developing countries more than three decades ago. For the past fifteen years, it has been my privilege to serve as director of the institute, and this is the seventh and final biennial report for which I will have written a preface.

Development research and advice is constantly evolving and changing. Ideas that were once new become commonplace and outdated, no longer the subject of either research or advice. New circumstances arise that were not on the agenda at all only five or ten years ago. And HIID, to remain effective, has had to change with the world around us. The institute has had to reinvent itself every six or seven years to avoid becoming obsolete.

Over the past two years, HIID's largest involvement has been in Russia, a nation whose development problems were not even on the HIID horizon five years ago. And the work in Russia has itself changed with the evolving situation in that country. From work on the design and implementation of the privatization program, we have moved on to bringing the best international legal advice to bear on the formidable task of advising on the rewriting of Russia's commercial laws to make them compatible with the country's emerging market economy. Our work on the environment has also blos-

somed as countries around the world have begun to face up to the challenges created by rapid industrialization with often perverse environmental incentives. HIID began a program some years ago on how economic incentives affect environmental decisions, hence the institute was well placed to respond to the demand for assistance in this area.

Much of HIID's effort over the past fifteen years has been involved in working with countries making the transition from economic systems permeated by government interventions to systems that rely increasingly, but not exclusively, on market incentives. Through many of these years our largest involvement was with Indonesia, where we played a supportive role in that country's reform of its tax system, liberalization of its financial markets, and transformation of its foreign trade regime into one suitable for a nation evolving into a major exporter of manufactures. The experience gained in Indonesia has in turn laid some of the groundwork for our work elsewhere, just as the Indonesia work itself built on experiences gained in other parts of the world – from Colombia to Pakistan. Vietnam, for example, built an economic system based on the Soviet command model, but like Indonesia in 1965, Vietnam found itself with high inflation and no more Soviet aid. HIID began working with Vietnam in 1989 when the leadership of that country knew it had to make major changes in its economic system, but had only a hazy picture of what precisely it needed to do.

Much of Africa has also been moving, albeit often haltingly, toward more market-oriented systems. As HIID's work in The Gambia and Zambia have demonstrated, macroeconomic stabilization policies work in Africa much as they do elsewhere, if governments have the determination to see them through. The principles of an effective tax system or an effective budget system also travel well across national boundaries, as our work in Kenya and Malawi has taught us. In the end, however, there is no substitute for a government that is committed to making reform work. In the absence of such a commitment, no amount of technical assistance will make much difference.

Emphasizing reliance on the market for many economic activities does not mean ignoring the needs of those left out of the first stages of the industrialization and urbanization process. HIID has long had an active program dealing with food policy issues around the world – from Indonesia to Malawi to Bolivia. The institute's work with the Bank Rakyat Indonesia on rural banking has become a model for commercially viable efforts to reach rural communities with credit and savings vehicles formerly unavailable to the majority of the population.

Public health and education are two areas in which market solutions alone are not likely to be sufficient if the poor as well as the rich are to gain access to these critical services, but efforts that fly in the face of market incentives won't work either. HIID's activities in these critical social sectors around the world have focused on how to achieve the greatest impact on people within the limitations of the scarce resources available. Part of the challenge is to create information systems that allow decision makers to act on the basis of real knowledge about what is happening in their respective sectors. In-country research conducted by local researchers on how best to reach those in need with already known basic technologies, such as oral rehydration, is also critical.

For all of the changes that have occurred in the world at large and within HIID over these past fifteen years, there have also been certain constants. Almost all of our work is multidisciplinary, for example. Few policy problems fit within the narrow confines of a single academic discipline. Economists can design optimal or at least second best tax systems for a country, but only lawyers are trained to turn those ideas into enforceable laws. Medicine knows best what health interventions work in the human body, but anthropologists, economists, and other public health specialists are needed to get poor rural people to use the appropriate interventions. Whether in the economic sphere or in education, policies are ultimately decided on by politicians, not economists or educational planners, and politicians respond first to political imperatives.

Another difference between policy-oriented research and advice and the kind of research most often praised in academia is that policy research and advice is most often rewarded when it turns out to be right. Academic research, in contrast, can often move our understanding ahead when it is wrong. What counts most in this latter case is having original insights that push the science ahead even if direct application of these new ideas would lead to disaster.

Much of HIID's research has been oriented toward gaining a greater understanding of what it is we can learn from our experience in the field working on concrete reform issues. To that end we have held numerous workshops and have written hundreds of articles and books. And occasionally, we have gathered our professional staff together for an internal HIID conference to learn from each other, as we did in March of this year in Bermuda.

All of HIID's development work has been driven by the imperative that, in the end, it has had to be directly useful to individuals in a position to actually implement the ideas put forth, whether they be ministers of finance or heads of a local rural bank branch. Our agenda, therefore, has to a large

degree been the agenda of those in the developing world who bear the ultimate responsibility for doing what is best for their own people. Our task is to bring the best ideas from around the world to bear on their problems, not to try to impose our ideas about what their society should become. Research universities in many ways are ideally suited to this role. They are on the frontiers of knowledge, and hence are in a position to make that knowledge available to policy makers in the developing world.

But if universities are to be of real use to developing countries, they must organize themselves in ways appropriate to that role. Advisors and consultants must be available when needed, not just during summers and sabbaticals. Funds for advisory activities should not be treated as disguised subsidies to the university's own teaching and research agenda. Few universities have risen to this challenge. HIID's own development occurred almost by accident and at a time when American universities were trying out new roles along a number of fronts. HIID easily could have disappeared along with many other initiatives of that earlier optimistic era, but it did not.

While the desire and need to be of service to developing countries has defined HIID's mission, the university itself has been richly rewarded. In any given year, fifty or more courses are taught by HIID scholar-professionals who have helped design and implement reforms under widely varying circumstances. Research, not only by HIID's own core staff, but also by faculty drawn in from around the university, has been informed by direct experience with real developing country problems. Graduate students have jump-started their careers by working as project assistants on HIID's overseas and Cambridge-based projects.

In sum, HIID has been involved for over thirty years in a mutually beneficial partnership with many of the most creative and dedicated leaders in the developing world.

Dwight H. Perkins
1995
Cambridge, Massachusetts

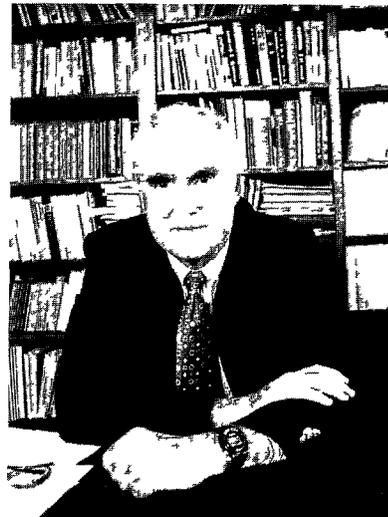
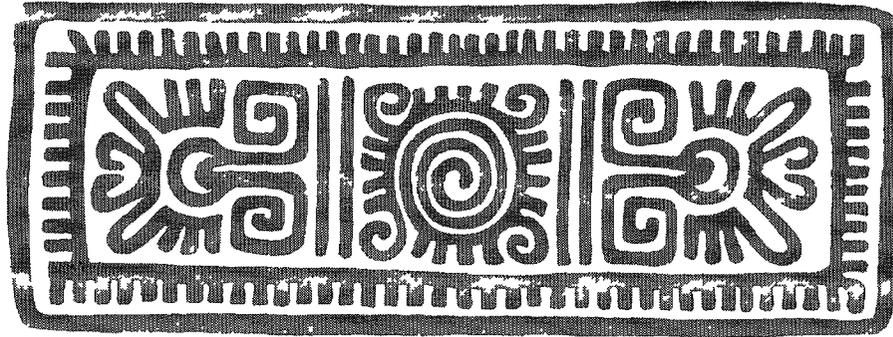


photo Gretchen O'Connor



Director's Statement

During the past decade, countries with a combined population of more than three billion people – more than half of the world's population – have undertaken fundamental economic reforms designed to create market economies. As a result of these reforms, most of the world is now linked by a global economic system that is based on a high degree of economic interdependence. History suggests that a law-bound, market-based global economy offers great opportunities for economic development around the world, in both developed and developing nations. Some of the world's poorest countries are already developing rapidly as a result of their decision to join the emerging world market system.

Since its inception in 1974, HIID has played a pivotal role in assisting developing countries to become part of, and to benefit from, the emerging global economy. As Harvard's principal center for research, teaching, and assistance related to developing and transitional economies, HIID will continue to be deeply engaged in the analysis, design, and promotion of worldwide economic reforms. Drawing on its own internationally renowned staff and the faculty and students of Harvard University, HIID will help to analyze the remarkable developments in the world economy and propose new approaches to pressing problems of economic development and global economic integration.

In addition to providing critical advice in many successful reforming countries, HIID has helped to train several thousand economic policy makers from developing countries by means of workshops, graduate degree programs, and close working relationships within ministries. These policy makers trained by HIID – in tax policy, environmental management, macroeconomic management, educational policy, and many other areas – have gone on to play leading roles in the design of development policies in

dozens of countries. Policy-oriented research undertaken at HIID also has contributed to advances in policy reform in areas as diverse as rural banking, social policy, mass privatization, currency stabilization and unification, trade policy, and health delivery systems. This research has taken place in Asia, Africa, Latin America, and, most recently, in the transitional economies of Central and Eastern Europe and the Newly Independent States. At the same time, the institute remains actively involved in teaching within Harvard's various degree programs as well as in workshops on issues such as project appraisal, budget management, and the environment.

I am fortunate to be able to start my work as director of HIID from the strong base established by my predecessor, Dwight Perkins. During his fifteen years at the helm of the institute, Dwight shaped HIID into a large, successful, and respected development institution. The institute's budget increased from \$4 million in fiscal year 1981, the first year of his directorship, to \$42 million in fiscal 1995. During the same time, the staff increased from some thirty development professionals working in twelve countries to 120 professionals (and over two hundred total staff) working in forty-five countries. Dwight built the institute's prestige and astutely managed its relationships with the rest of the university. He brought out HIID's potential as a multidisciplinary institution, developing its activities in fields such as education and health, and establishing a strong environmental program. He led the institute into Vietnam and the other countries of Indochina well in advance of changes in official United States policy. Toward the end of his term, he worked to shape a constructive contribution by Harvard to solving the problems of the Middle East. These and other initiatives of his directorship both strengthened HIID and enriched the Harvard community. I want to take this opportunity to convey my personal thanks to Dwight for all that he has done, and to express my pleasure that he will continue to participate actively in the work of the institute's programs as a faculty fellow.

HIID now plans to develop and promote several new efforts that will contribute to solving the most pressing international problems of economic integration and development. By drawing on the remarkable intellectual resources at Harvard and making full use of the new information technologies, HIID hopes to provide intellectual leadership in the world community that is second to none. Five new initiatives are planned for the coming year and beyond.

First, HIID will help develop a Global Research Network (GRN). Advances in worldwide communications technology have made it possible to conceptualize a new style of research that is compatible with changes in the world economic environment. HIID will use this technology to bring together leading scholars and policy analysts around the world to conduct

high-level, comparative economic analysis. Several leading research institutes have expressed interest in joining HIID to create such a research network that will be bound together through a common research agenda and modern communications technology. The basic aims of this network are (1) to support comparative, in-depth research on issues of global concern, (2) to help faculty and students from one institute to perform fieldwork and independent investigations in other participating institutes, and (3) to provide a regular exchange of information about specific economic developments in various countries under study.

Second, HIID plans to focus on comprehensive advising on national reform strategies within certain countries that would particularly benefit from such advice. HIID's recognized expertise in many areas of economic management, including both policy formulation and assistance with policy implementation and systems design, will continue in many parts of the world, with special new initiatives planned for Africa. In the coming years, HIID will also seek to design projects of *comprehensive* advisory assistance in a select group of countries, for which a broad-based advisory agenda – including macroeconomics, public administration, public health, environmental management, deregulation and privatization, and education – is of interest both to HIID and to the reform-minded government. The goal is to apply the synergies of cross-disciplinary work within an individual country to a set of problems that cannot be solved through a single-sector approach. With its cross-disciplinary focus in place and already employed in several countries, HIID believes that it is uniquely positioned to undertake such projects.

Third, HIID is in the process of developing a Program on Management of the Global Economy (PMGE). As the world economy becomes increasingly integrated, new stresses, and new needs for international law, are rapidly arising. The recently established World Trade Organization (WTO), and the accompanying international legal code known as GATT 1994, confirm the need for international institutional change to keep pace with global economic change. At the same time, the emerging global marketplace is under stress for many reasons, including protectionist pressures in the advanced economies, political and social instability in much of the developing world, and an inadequate regulatory basis for international capital flows. In the near future, HIID plans to launch the multiyear, multifaceted research PMGE to investigate ways to consolidate recent reforms and to deepen and extend those reforms that have taken place to date.

Fourth, HIID is also hosting several research seminars during the academic year. Because HIID's success is dependent on a high level of intellectual energy and ideas, the institute must constantly reassess the

intellectual premises at the heart of its policy advice, and must attune itself to new theoretical developments that affect the interpretation of economic reforms or provide new insights into improved reform strategies. For this reason, a lively and wide-ranging series of seminars on key topics of economic development is crucial for HIID's overall program of activities. Seminar series on topics of vital concern that are either planned or underway include a joint Harvard-MIT Economic Development Seminar, a seminar on Africa in the twenty-first century, a seminar series on industrial policy in developing countries, a seminar on the World Trade Organization and the evolving trade regime, and a seminar on issues of environmental policy, health policy, and population dynamics. HIID will also sponsor an annual Harvard Development Conference each fall, bringing together renowned scholars to discuss new approaches to issues such as economic reform and the environment, fiscal reform and stabilization, poverty and economic adjustment, democracy and economic growth, health care finance, and regional economic integration.

Finally, in addition to its fundamental commitments to research and policy advising, HIID is dedicated to education and training, both of students and policy makers. To develop this role further, HIID will launch a pilot program, "Leadership in Development for Managing Political and Economic Transitions." This will be an executive education program for leaders from countries in political and economic transition to democracy and market economies. HIID will also continue, and possibly expand, its work in the design and implementation of master's degree programs in public policy in developing countries around the world. There is a rapidly growing demand for such programs, and HIID is uniquely placed – especially in conjunction with other faculties and departments within Harvard – to offer guidance in such educational initiatives.

In the final analysis, it is HIID's unrivaled capacity to draw upon world-class expertise in a wide range of activities that will continue to place the institute at the center of worldwide development efforts.

*Jeffrey Sachs, Director
January 1996
Cambridge, Massachusetts*



Photo Jane Reed

Remembering Hollis Chenery

Hollis Chenery was a distinguished economist who worked at HIID throughout most of the 1980s and whose career in development economics spanned more than four decades. Chenery died in September 1994 in New Mexico, after an extremely interesting and varied career that included major contributions to Harvard, USAID, and the World Bank. By the end of his life, he was an honorary faculty fellow at HIID and the Thomas D. Cabot Professor of

Economics Emeritus at Harvard. He is regarded as a pioneer in the field of development economics and, according to *Great Economists since Keynes* (Mark Blaug, Barnes and Noble 1985), was one of the 100 most prominent economists of the twentieth century.

Born in Richmond, Virginia, in 1918, Chenery grew up in Scarsdale, New York. His father was the son of a Virginia farmer, and rose to be head of the Tennessee Natural Gas Association. Chenery received the first of his two bachelor's degrees from the University of Arizona in mathematics in 1939, the second he earned two years later in engineering from the University of Oklahoma.



Chenery with Robert McNamara then president of the World Bank

Chenery's career as an economist began in post-war Italy, where he participated in the rebuilding of that nation under the Marshall Plan. It was in Rome that he became very interested in the field of development economics, when he was involved in the development of southern Italy. With his training in engineering, Chenery always brought the engineer's way of looking at things to whatever tasks he undertook, including economic analysis.

After World War II, Chenery went to the University of Virginia, where he received his master's degree in economics. He then came to Harvard, and in 1950 earned his doctorate in economics. From Cambridge he went to a teaching position at Stanford. While there, Chenery wrote a highly influential essay entitled "Patterns of Economic Growth," in which he undertook comparative studies of industrial development. In essence, this research traced the structural shift of productive resources from agriculture to industry as economies became more developed. Chenery became known for his "structuralist approach" to development.

When John F. Kennedy's administration restructured the International Cooperation Agency and renamed it the U.S. Agency for International Development, Chenery became the head of its Office of Program Coordination. In addition to building USAID's analytical capabilities in economics, he got the agency involved in development research for the first time.

Chenery also demonstrated his keen, analytic research capabilities when he co-authored a number of important studies on development economics. He was famous for his development of the "two-gap model," an influential structuralist approach that provided two, alternative justifications – a shortage of saving or a shortage of foreign exchange – for providing foreign assistance.

Another contribution Chenery made to the field was even more influential: he introduced the concept of policy conditionality to the realm of foreign assistance. The idea was to tie aid to countries based in large part on the willingness of their leaders to adopt economic policies that led to growth. The World Bank, later famous for this approach, did not apply conditionality until it had already enjoyed widespread use at USAID, and Chenery himself played a major role in the Bank's adoption of this approach.

Returning to Harvard in 1965 as a professor of economics, Chenery organized a joint Economics Department/Development Advisory Service research project on quantitative research in economic development. Then Robert McNamara, when he became the president of the World Bank, asked Chenery to work at the Bank to build up the policy analysis capabilities of that organization. Chenery did this in much the same way he had at USAID,

recruiting promising young economists and developing their analytical capabilities

As vice-president in charge of development policy at the Bank, Chenery focused much of his research on poverty alleviation, co-authoring two important books, *Redistribution with Growth* (1974), a book that proposed a new approach to development in which economic gains for the poor could be attained simultaneously with a steady national growth rate, and *Patterns of Development* (1975). Both books were published by Oxford University Press for the World Bank.

After a decade at the World Bank, Chenery was lured back to Harvard in 1980, where incoming director Dwight Perkins encouraged him to set up his office at HIID. Chenery continued to write and teach. One of his important research contributions during this period was *Industrialization and Growth* (with two co-authors), which argued that, while varying resource endowments and government policies led to different economic outcomes in developing countries, industrialization generally was the path to take toward higher income. The second contribution was his role in the establishment of the *Handbook of Development Economics*, for which Chenery was co-editor.

In his teaching, Chenery was very patient with students who were willing to put in hard work. Former HIID director Lester Gordon recalls how Chenery told him that in the field of economics a teacher had to be able to explain any topic in three different ways: verbally, graphically, and mathematically. The key was being able to assess students' relative strengths so that one could respond to their needs according to their individual abilities. Chenery also believed strongly in bringing along younger economists. Many of his publications were joint pieces done with younger colleagues, and Chenery gladly nurtured those he perceived to have strong potential.

Chenery's special passion was tennis. Bounding off the plane in Jakarta or La Paz, his first question to staff would invariably be, "Who plays tennis here?" Chenery was also known for his dry wit, which he often held in reserve for his closest colleagues.

The picture that emerges of Chenery is clearly not one of an "ivory tower" academic. He always managed to keep in touch with the real world. Chenery used to confide to his colleagues that one of his father's pet peeves was the contention by many "experts" that Kentucky was the best breeding ground for race horses. A Virginia chauvinist to the core, the elder Chenery set out to prove that Virginia would take second place to no state, and established his own horse farm in the commonwealth of Robert E. Lee. One of the prize racehorses he raised was Secretariat, arguably the greatest

racehorse in U S history Although he won the triple crown after the elder Chenery had died, Chenery and his sister were in the winner's circle on national TV to bask in his legacy Shortly after Secretariat was put out to stud (and not coincidentally), Chenery established a scholarship fund at Harvard to help economics students writing their dissertations It became known simply as the "Secretariat fund "

Chenery's contributions to the field of development economics were influential for three decades, and his legacy continues today in the organizations he helped to shape and with the economists he nurtured and influenced

Adapted from an article in *HIID News* (March 1995)



HIID panelists listen to a question from the audience at HIID Research Retreat, March 1995

Research

The Harvard Institute for International Development conducts and publishes research as part of its commitment to provide technical assistance that is on the frontiers of our current understanding of the problems of economic, political, and social development and transition. Much of HIID's research and writing is based on and draws lessons from its field experience in implementing technical assistance projects, and some research is integral to those projects. Increasingly, however, the institute is undertaking dedicated research projects that are themselves determining the agenda for both research and policy advising. Several of its research projects involve colleagues from developing and transitional economies and one project, in public health, is dedicated solely to enhancing work by developing country scientists. HIID professionals are also actively engaged in writing texts and other teaching materials for courses taught at Harvard and in the field as part of advisory projects. Whatever shape its research takes, the institute attempts to contribute to the knowledge and understanding of development by scholars, teachers, and practitioners.

HIID disseminates its research in a number of ways. The Development Discussion Papers (DDPs) give early exposure to the work of its staff before publication. Over 500 DDPs have appeared since 1974. In 1995, the institute published the ninth book in its own series, Harvard Studies in International

Development, distributed by Harvard University Press. And page-length synopses of institute research appear quarterly in the *Research Review*, which is available upon request. A list of the work published by HIID staff during the biennium appears in the next chapter.

Economic policy reform

Today, perhaps more than ever before, economic policy reform is of particular importance for many governments around the globe. Not surprisingly, HIID's research in this area continues to be at the core of the institute's activities.

Development in open economies

Working in the framework of the CAER project, **Clive Gray** and Harvard professor emeritus **James Duesenberry** edited a volume on exchange rate management in Sub-Saharan Africa. Generalizing from case studies of Ghana, Uganda, and Zambia prepared previously by **Stephen Younger**, **Jeffrey Lewis**, and **Malcolm McPherson**, as well as their own study of Senegal as a proxy for the franc zone, they described the economic damage resulting from attempts to maintain fixed exchange rates in the face of domestic inflation.

Duesenberry and **Gray** showed that, in the three Anglophone countries, failure to devalue had been more a cause than a damper of inflation. In the franc zone, while maintaining a fixed rate vis-a-vis the French franc (a rate unchanged for 45 years) did lead to the lowest inflation rates in Africa, it also made the economies uncompetitive and led to declining incomes. Early positive results from the 50 percent devaluation of the CFA franc in January 1994 showed that, in the franc zone too, greater flexibility in exchange rate management was desirable.

Steven Radelet examined several different measures of the real exchange rate (RER) for Indonesia by comparing changes in the RER with those of Indonesia's competitors. All but one measure showed that Indonesia's competitiveness declined between 1990-94, driven mainly by rises in wages and other production costs in Indonesia. Interestingly, the one indicator that did not show a decline in competitiveness is one of the most commonly used proxies for the RER, an index that uses a trade-weighted average of foreign wholesale prices as an estimate of world tradables prices. This index has become a poor measure of the RER in recent years because of a large divergence between Japanese wholesale prices and Japanese trade prices. An important conclusion of this paper is that this index should not be used as an estimate of the RER, either in Indonesia or in other countries with significant amounts of trade with Japan. Radelet also found that the appre-

ciation of Indonesia's RER between 1990-94 was associated with a significant reduction in non-oil export growth

In other research, **Radelet** examined the buildup in Indonesia's foreign debt between 1981 and 1993. He found that Indonesia does not appear to be headed toward a debt crisis, either now or in the immediate future, because for the most part borrowed funds have been used to finance productive investments and have contributed to the rapid growth in both GDP and exports. Nevertheless, short-term debt is growing rapidly, non-oil export growth has slowed, and debt service remains high. Appropriate government actions to moderate the debt burden and reduce the potential for a debt crisis include continuing to support growth in non-oil exports through further deregulation, discouraging implicit government guarantees for private sector projects, and reducing the government's exposure to yen-denominated debt.

Michael Roemer, in collaboration with Chou Ji of the Chung-Hua Institution for Economic Research in Taipei, has been investigating the macroeconomic history of Taiwan during the 1980s as part of a major study of Taiwan's development by HIID and CIER. Their subject is the case of a country whose stabilization consisted of reducing massive external surpluses and an accumulation of reserves completely out of proportion with the country's size or needs. The conundrum is whether these surpluses were the result of deliberate policies – real exchange rate appreciation and a tight monetary stance – or were caused by inertia that perpetuated tight macroeconomic policies while domestic investment fell autonomously and precipitately, even as savings rose as a share of GNP. There is no clear answer, but policy makers themselves point to indecision and inertia, while econometric results suggest that policy measures to generate the surpluses would have been ineffective.

Andrew Warner, in collaboration with Stijn Claessens and Michael Dooley, examined the issue of whether or not capital inflows to developing countries, which surged in the early 1990s, were temporary in nature and would be easily reversed, especially because the flows were dominated by short-term bonds and stocks rather than by long-term bonds and direct foreign investment. The researchers argue that there is no empirical basis for this concern. When secondary markets for securities exist, then a long-term bond can be sold just as quickly as a short-term bond. And although a factory cannot be easily taken out of a country once it is built, a decision to cancel a planned construction is enough to make the foreign direct investment statistics highly volatile. The researchers generally find that with the single exception of Japan, the balance-of-payments categories for ten countries studied carry no information about the volatility of capital flows.

Often the long-term flows and foreign direct investment are actually more volatile than the short-term flows. The misplaced concerns on short-term flows can lead to rather pointless special taxes or counterproductive prohibitions on some types of capital flows.

Warner also examined the consequences of the debt crisis in Mexico on growth and investment to see if debt relief alone would cause a rebound in domestic investment. Warner shows that a neglected explanation for the sharp deterioration in Mexico's investment was that oil prices declined steadily in the 1980s. The reasoning is that declining oil prices can simultaneously cause debt problems and reductions in investment, giving the misleading impression that debt problems are causing the decline in investment. Formal statistical tests bear this out. Using detailed investment data from Mexico, Warner estimated that about one-third of the investment problems were associated with "debt problems" (broadly defined to include the reversal in capital inflows as a debt problem) and about two-thirds were associated with the decline in the price of oil. Once the effects of the oil price decline are taken into account, the influence of the debt problems seem to be much less important than commonly believed.

Warner's research on U.S. exports has implications for U.S. policy toward reform efforts in developing countries. Warner demonstrates that a key way that the American economy benefits from trade with the rest of the world is through its exports of machinery and other capital equipment. It is not simply that 30 to 40 percent of U.S. exports are in such products, but that much of the annual change in exports is dominated by booms and busts in capital equipment. This suggests that these exports have an important effect on the American business cycle. For example, the upswing in the late 1980s was strongly associated with a boom in capital goods exports. Thus, the expenditures on machinery and equipment that are associated with long-term development and economic reform are precisely the kinds of expenditures that most benefit the U.S. economy. Warner concludes that there is, or ought to be, an enlightened self-interest in the U.S. promotion of economic reform in China, Central Europe and Latin America, and also in taking measures to prevent these reforms from being undermined by financial crises (as happened, for example, in Mexico in 1994 and Argentina in 1995).

Donald Robbins' research focuses on the impact of trade and trade liberalization on the structure of demand for skills and the resulting wage dispersion across educational groups. This work includes in-depth comparative country studies of Argentina, Chile, Colombia, Costa Rica, Malaysia, Philippines, and Taiwan. Counter to the expectations of traditional theory, he found that in many cases trade liberalization appeared to generate

biased demand for workers with higher education, thus tending to widen the dispersion of wages and earnings. Related work that analyzed the educational policy implications for Chile challenges the recent policy emphasis on drastically shifting educational spending from university to primary education, at least in the case of middle-income countries. Robbins' ongoing research examines the dramatic rise in the proportion of university-educated workers in all the aforementioned country studies. He analyzes the determinants of the dynamics of skill formation in order to examine the ultimate wage and distributional outcomes of continuing trade liberalization and growth. By explicitly examining the impact of government educational policies, this work will generate educational policy recommendations for developing countries in an increasingly globalized world.

Writing on minimum wages in Chile, **Robbins** argues that minimum wages had not affected employment levels. Thus, *inter alia*, the minimum wage could not explain the very high unemployment Chile experienced from 1975 to 1988, a finding in sharp contrast to many previous studies. Robbins also has written on employment shedding in Argentina, in the context of discussing massive state downsizing and privatization.

Concern about loss of international competitiveness has been a major obstacle to the internalization of environmental costs by developing countries. **Theodore Panayotou** examines the evidence in both developed and developing countries and concludes that these concerns are unfounded if only Pareto-relevant externalities are internalized and the competitiveness of the economy as a whole (rather than of a particular industry) is considered. This is the case because of the likely shift of resources from polluting industries to less polluting and to previously "damaged" industries. Even polluting industries may improve their long-term competitiveness through increased efficiency in using resources and through innovation. Nevertheless, as in the case of trade barrier removal, the fear of loss of competitiveness from unilateral internalization is so strong that a "Green Round" of international negotiations may still be necessary.

In a literature survey and critique of studies of structural adjustment and the environment, **Panayotou** and Kurt Hupe conclude that the issue of the direction and magnitude of the environmental impact of structural adjustment policies is not yet settled because most of the existing studies have been cast in a partial equilibrium, or at best, a static general equilibrium framework. The few studies that do attempt a dynamic general equilibrium analysis generally ignore the informal sector and its interaction with the environment (as most studies do), they also lack feedback from the environment to the economy, a general failure of all models, whether static or dynamic. Most such studies, however, find that property rights and inter-

nalization mechanisms do matter while their presence does not guarantee a positive environmental impact for macroeconomic adjustments, their lack is certain to produce negative impacts

Jeffrey Sachs has continued to focus on the macroeconomics of the international economy, including economic management in developing countries, reform strategies for the post-communist economies, the international financial system, and the role of international institutions such as the IMF. This research program focuses on a wide range of topics, including sources of growth in the global economy, interactions through trade and finance of the developed and developing countries, strategies for trade liberalization in formerly closed developing countries, strategies for ending high inflation and fiscal insolvency, and the causes and management of financial crises, including the appropriate roles of international institutions such as the IMF and World Bank. One of the major themes has been the interaction of economic policy and economic structure in determining the macroeconomic and growth performance among developing countries. For example, the difference between the economic structures of Central Europe and East Asia helps to account for the differences in reform strategies among the post-communist economies of the two regions, as well as the differences in economic outcomes in recent years.

Robert Bates has just finished several years of research in Colombia and Brazil, where he has been focusing on the political economy of coffee exports. His work will appear in a volume entitled *Open Economy Politics* to be published by Princeton University Press.

Monetary management and financial reform

Building on HIID's longstanding strength in research efforts in the financial sector, **Bruce Bolnick** initiated an empirical study of money-demand behavior during episodes of rapid disinflation in developing countries. The objective is to establish stylized facts about the timing and magnitude of remonetization, as well as the influence of interest rates, exchange rates, and proxies for adjustment credibility. The motivation for this research stems from the fact that policy targets imposed under IMF programs are highly sensitive to velocity projections. Bolnick's sample consists of all instances since 1960 (where monthly data can be obtained) in which a developing country reduced inflation from triple digits to less than 30 percent.

David Cole's and **Betty Slade's** continuing work on the role of the financial sector in the overall development process emphasizes the need for institutional and infrastructural development. Their research encompassed studies on legal and regulatory systems, money and capital markets, and

financial reform processes in Indonesia, Malaysia, the Philippines, and Thailand. In collaboration with **Thomas Power** and Yves Guerard, Cole and Slade also completed an analysis of the building of a modern financial system in Indonesia from 1983 to 1994.

Philip Wellons and Hal Scott of the Harvard Law School participated with **Cole** and **Slade** in a major comparative study of money and capital markets in East and Southeast Asia. This study focuses on the effects of government policies on the functioning of money markets in seven countries.

Wellons and **Parker Shipton** helped produce a manual on the legal aspects of financial sector reform for non-lawyers. Funded by USAID under the CAER project, the manual is intended as an extended, annotated checklist of reforms for USAID missions and finance ministries in developing countries.

Lena S. Zezuln began to research the regulation of non-government pensions in Russia, including Russian government decrees, draft legislation in the State Duma, and regional legislation. According to the decrees now in effect, the regulation of non-government pension funds is the responsibility of the Inspectorate of Nongovernmental Pension Funds of the Ministry of Social Welfare and the Federal Commission of Securities and the Capital Market. However, there is no federal pension law at the present time and there are therefore no federal standards. The activity of approximately 1000 non-governmental pension funds is proceeding in a legal vacuum.

Clive Gray, together with counterparts in the Romanian Ministry of Labor and Social Welfare, helped prepare a model for estimating the impact on replacement (pensions as a proportion of average wages) and required contribution rates of alternative pension policy reforms. The work gave concrete support to arguments that Romania could not afford to maintain low retirement ages characteristic of the ex-communist bloc.

An article by **Bruce Bolnick**, "Early Sequencing of Financial Market Liberalization: Interest-Rate Policy in Zambia," is being revised for publication. The paper explains how and why Zambia's adjustment program deviated from conventional wisdom on the sequencing of financial liberalization, and the effects of liberalization on budget management and the real economy.

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, Robert Conrad, Graham Glenday, Roy Kelly, Stephen Peterson, and G. P. Shukla**. The institute has advised on tax reforms in Albania, Bolivia, Costa Rica, the

Dominican Republic, Indonesia, Kenya, Lesotho, Macedonia, Malawi, Mexico, Moldova, Nepal, Palestine, Poland, South Africa, Sri Lanka, Zambia, and other countries of Eastern Europe and the former Soviet Union. 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 about 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 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 personnel are all essential and must be an integral part of any tax reform.

In accordance with these reform objectives, there have been four major themes in the research programs conducted through HIID in the biennium: (1) issues relating to taxation and development, (2) the interfacing of modern information systems and tax administration, (3) the impact of public finance decision-making on the environment, and (4) customs reform.

Glenn Jenkins continued research in the area of development and taxation in a case study of Taiwan, in consultation with researchers from the Chung-Hua Institution for Economic Research in Taipei. The unique attribute of Taiwanese economic development, which is the focus of this study, is that development was sustained while a budgetary surplus was maintained. Publication of this study is expected next year.

Research on the second theme, the interfacing of modern information systems and tax administration, has been an area of sustained involvement by HIID. The institute's goal in this area is to develop an effective, comprehensive framework for analyzing problems associated with the computerization of a tax authority. Two major aspects of this research endeavor have reached completion. The first was the development of generic software packages for management information systems for tax administrators. The second concerned the design and operation of the taxpayer masterfile. Several papers in this area are currently in progress, and should be published within the coming year. A book edited by **Jenkins**, *Information Technology and Innovation in Tax Administration*, by Kluwer publishers, presents a series of papers that discuss various strategies for employing information technology to enhance taxpayer service and compliance.

The third research theme, the impact of public finance decision-making on the environment, was advanced when the 50th Congress of the

International Institute of Public Finance was hosted by HIID and the ITP in August 1994. A selection of the papers presented at this symposium was published in the August 1995 issue of *International Tax and Public Finance*.

The final theme, customs reform, has been an ongoing HIID research concern. Studies on this issue began in Indonesia and continued in Malawi. In Malawi, a special study, sponsored by the World Bank, was conducted by HIID to determine the most efficient and effective way to use private pre-shipment inspection companies to assist in the modernization of customs systems. In Kenya, a pre-shipment inspection arrangement was introduced, based upon an extensive analysis of existing customs systems worldwide. Two additional studies, one involving the Mexican second inspection system by **Stephen Peterson** and **Vincent Castonguay**, and the other on the South African Customs Union by **Graham Glenday**, were completed this biennium.

Glenday has done research on the design of indirect tax systems and the estimation of maximum tax rate yields. He has worked on processes and policies of trade tax reform, in particular, the revenue effects of trade tax rationalization.

Glenday has also been concerned with international agreements and arrangements to assist in the collection of taxes. His focus has been on arrangements for indirect taxes and agreements on tariff structure rationalization. **Peter Byrne's** work relates to tax treaties as a mechanism for helping countries remove tax barriers to international investment and for helping governments cooperate to fight tax evasion.

The focus of **Roy Kelly's** research is on the role and impact of property taxation in the public finance of regional and local governments. A series of case studies on Southeast Asia and the transitional countries of Eastern and Central Europe demonstrates that a combination of strong leadership, political determination, trained and motivated staff, correct incentives, and simple policy and administrative procedures provides the necessary ingredients for successful property tax reform.

Based on his work as a macroeconomic policy advisor to the Ministry of Finance in Zambia, **Bruce Bolnick** wrote two papers on budget policy. The first paper is a case study in institutional innovation, it explains how the government of Zambia designed and implemented a cash-based budget mechanism to instill fiscal discipline as a cornerstone of its stabilization program. Bolnick's second paper examines the macroeconomic framework for the budget program in Zambia. Using Zambia's negotiations with the IMF in early 1994 as an example, the paper demonstrates how the estimates of key parameters in the financial program affect targets for fiscal policy.

Privatization and competition policy

Clive Gray continued his work on the role of competition policy in development. In a series of papers prepared for the World Bank's Economic Development Institute, he explored the complementarity of domestic competition policy (in American parlance, "antitrust" policy) and trade liberalization in both less developed countries and transition (ex-communist) economies. Gray's work showed that, because trade liberalization alone would not bring countries to their full competitive potential, competition policy measures were an important component of development (although these measures could be counterproductive when implemented by rent-seeking politicians and bureaucrats).

Louis Wells' recent research examined whether the instability that characterized foreign investment in infrastructure projects in the first half of this century was likely to be repeated in the future. The research focused on the causes of the earlier nationalizations and on whether these causes are likely to recur. The *Harvard Business Review* article that resulted from the work argued that conditions have probably changed less than investors suspect. Although nationalizations are not likely, renegotiations, price controls, and other actions against investors are very possible. The article then discussed lessons from history that might increase the security of investors.

Employment and enterprise policy

Revision and editing was completed on a forthcoming book by Donald Snodgrass and Tyler Biggs, *Industrialization and the Small Firm: Patterns and Policies*, to be published by ICS Press in early 1996. This work, an outgrowth of the Employment and Enterprise Policy Analysis project funded by USAID, delineates the role played by small and medium enterprises (SMEs) in manufacturing at different levels of economic development. Although SMEs (firms with 100 or fewer employees) dominate the manufacturing sector in low-income countries, average firm size rises and the relative importance of SMEs declines as development occurs. Differentials among firms of different sizes in wages, productivity, and profits also narrow as income rises. A minority of SMEs survive by finding niches that permit them to compete with larger enterprises on the basis of product quality, flexibility, and responsiveness to customer needs. In most developed countries, SMEs account for only one-quarter of manufacturing employment, but in a few (notably Japan and Italy) their share is closer to one-half.

The book also considers policy options regarding SMEs. The import-substituting industrialization policy package is biased against SMEs, while

deregulation and most forms of export-oriented industrialization are more favorable to them. 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 simply providing subsidized loans. Many developing countries 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 to concentrate on reducing policy bias against SMEs and to leave more of the credit provision, marketing, and other forms of business support to the private sector.

Working jointly with the Chung-Hua Institution for Economic Research, **Snodgrass** is also taking a separate look at SMEs in Taiwan. Snodgrass and Taiwanese economist Wen-Jeng Kuo are analyzing the important and unusual role played by SMEs in Taiwan's industrialization. Their ongoing study seeks to discover how much of Taiwan's success is attributable to unique factors and how much stems from policy measures that might be replicated elsewhere.

Economic reform in transition economies

The Indochina project conducted extensive research for a book-length manuscript, *In Search of the Dragon's Tail: Economic Reform in Vietnam*, to be published in 1996. The book analyzes the economic reforms in Vietnam and finds, in spite of notable successes, that some remaining strategic issues need to be settled. The balance of rural versus urban investments, the manner of project selection, macroeconomic and financial policy, and the slowness to accept competitive firms all constitute challenges to the goals of rapid and sustained growth. Various authors contributed sections on energy, the environment, labor, the rural economy, industry, trade, public finance, and macroeconomics that draw lessons from the development and reform of other nations and apply them to Vietnam. **Dwight Perkins, David Dapice, Peter Timmer, Theodore Panayotou, and David Lindauer** are among the authors.

David Dapice, in collaboration with Sarah Bales and with input from specialists from Vietnamese universities, institutes, and NGOs, completed a study on poverty in Vietnam. The work found that the economic reforms had reduced poverty by creating conditions for higher incomes and greater freedom of choice in the use of land and the movement of labor. However, initially lower real levels of social expenditure had hit some groups hard, and those who were isolated by language (e.g., remote ethnic groups), or by distance had benefited little. Recent growth in social spending had allowed

real per capita spending to surpass pre-reform levels, and levels of educational enrollment were back to or approaching past rates. This research concludes that continued extension and deepening of the reforms can support rapid growth and a continuing reduction in poverty so long as adequate emphasis is placed on rural development and social investments.

In addition to work on reform in Vietnam, **Dwight Perkins** continued his research on the transition to a market economy in the People's Republic of China. His article in the *Journal of Economic Perspectives* presents an overview of the Chinese reform process as things stood in the early 1990s, with special emphasis on why the Chinese have found it so difficult to transform the large state-owned enterprises.

Development Strategy

Jeffrey Sachs and **Andrew Warner** have examined the wave of reforms sweeping the developing world, reforms centered on the desire to open economies to the outside world. Sachs and Warner argue that this is the second time the world economy attempted large-scale integration. The first, in the late nineteenth century, was undertaken under the cloud of colonialism, which stigmatized it as a model of development strategy, and came to a halt with the First World War. The evidence shows that, between 1970 and 1990, open developing countries grew faster than closed developing countries and also grew faster than the richer countries, thus narrowing the gap in living standards. Closed developing countries on average grew so slowly that they failed to narrow the income gap with richer countries. Sachs and Warner claim that this simple result argues strongly against the pessimistic idea that there is a low-income development trap. They contend rather that outward-looking strategies can help all countries to grow faster and narrow the income gap with wealthier countries.

HIID has been active in providing policy advice 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** have compiled a volume, *Asia and Africa: Legacies and Opportunities in Development*, that draws upon the Asian experience to suggest policy directions for Africa. The volume's eleven chapters are written by experts, mostly from Harvard University, who have worked as advisors and researchers in one or both of the continents. The study concludes that there is no single lesson from East and Southeast Asian development, which encompasses at least three different 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

Asia and Africa. Legacies and Opportunities in Development David L Lindauer and Michael Roemer, editors San Francisco ICS Press, 1994

Legacies and Opportunities, *David L Lindauer and Michael Roemer*

Differing Endowments and Historical Legacies, *Dwight H Perkins and Michael Roemer*

Reform Bargains The Politics of Change, *Jennifer Widner*

Macroeconomic Management To Finance or Adjust? *Jeffrey D Lewis and Malcolm F McPherson*

Development from a Primary Export Base, *Thomas Tomich, Michael Roemer, and Jeffrey Vincent*

Patterns and Sources of Food Systems Development, *Richard Goldman*

Industrial Strategies Outward Bound, *Michael Roemer*

Can African Labor Compete? *David L Lindauer and Ann D Velenchik*

Financial Systems, *David C Cole and James S Duesenberry*

Foreign Investment, *Louis T Wells, Jr*

Trade Policies and the Promotion of Manufactured Exports, *Catharine Hill*

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

Donald Snodgrass is coordinator of a research project on Malaysian economic development to which **Dwight Perkins** and **Jeffrey Vincent** are the other major HIID contributors The work is being conducted in partnership with Malaysia’s Institute of Strategic and International Studies (ISIS) This project will produce three jointly authored volumes focusing on features that distinguish Malaysia from the better-known Northeast Asian cases of rapid development ethnic heterogeneity, a large public sector, and a rich endowment of natural resources Since 1970, Malaysia has been one of the world’s fastest-growing economies, in sharp contrast to most other ethnically diverse societies Rapid growth was accompanied by dramatic structural change, booming growth of manufactured exports, sharp reductions in absolute poverty, rapid employment expansion, and increases in the enterprise ownership by indigenous Malays Generally effective management of the country’s favorable natural resource endowment helped facilitate this development, permitting Malaysia to out-perform most other

resource-rich economies. Good macroeconomic and trade policies were also important, as was a pragmatic willingness to alter policies as circumstances changed. A deep recession in the mid-1980s inspired a tilt away from equity and towards growth objectives, which in turn produced a vigorous investment and export boom that continued through 1995. To become a high-income economy by 2020, which is an official goal of the government, Malaysia must undergo further structural change, absorb new technology, and upgrade the quality of its workforce.

Fifteen years ago the Korea Development Institute (KDI) and HIID jointly researched, wrote, and published ten books on the first three decades of Korea's post-war economic development. HIID and KDI have now completed two of three volumes in a second series that covers macroeconomic policies, Korea's industrial policy, and the changes in social conditions that took place during the unprecedented growth that Korea experienced in the 1970s and 1980s. The first volume, *Macroeconomic Policy and Adjustment in Korea 1970–1990*, written by **Stephan Haggard, Richard N Cooper, Susan M Collins**, Choongsoo Kim, and Sung-Tae Ro, was published in 1994. The authors build their analysis around a historical reconstruction of the perspectives of the policy makers, they attempt to assess the information policy makers had on hand, the theoretical frameworks at their disposal, and the political constraints they faced. They conclude that throughout Korea's recent past there was tension between the political commit-

Macroeconomic Policy and Adjustment in Korea 1970–1990 Stephan Haggard, Richard N Cooper, Susan M Collins, Choongsoo Kim, and Sung-Tae Ro. Harvard Institute for International Development, 1994.

Understanding Korea's Macroeconomic Policy, *Stephan Haggard, Richard N Cooper, and Susan M Collins*

Macroeconomic Policy Through the First Oil Shock, 1970–1975, *Stephan Haggard*

From the Heavy Industry Plan to Stabilization: Macroeconomic Policy, 1976–1980, *Stephan Haggard*

The Political Economy of Adjustment in the 1980s, *Stephan Haggard and Susan M Collins*

Fiscal Policy in Korea, *Richard N Cooper*

Korean Monetary Policy, *Sung Tae Ro*

Wage Policy and Labor Market Development, *Choongsoo Kim*

Saving, Investment, and External Balance in South Korea, *Susan M Collins*

Korea's Balance of International Payments, *Richard N Cooper*

Epilogue, *Stephan Haggard and Richard N Cooper*

ment to promote and sustain growth and the need – political as well as economic – to maintain price stability Korea’s macroeconomic policy was not wholly orthodox in its orientation Korean authorities maintained a relatively competitive and stable real exchange rate and were fiscally conservative, but they also used the financial system to encourage high levels and a particular pattern of investment A distinguishing feature of macroeconomic management was the willingness to change policies, to adjust relatively quickly when a particular course appeared to be failing Because of the country’s export orientation and high levels of investment, traditional stabilization measures were generally short-lived, so that Korea escaped the wrenching macroeconomic adjustments of other large debtors The policy lesson for other developing countries is that outward-oriented economic policies and high levels of investment not only promote growth, but make it easier to adjust to external shocks or to recover quickly from misguided domestic policy measures

The second volume, *Industrialization and the State The Korean Heavy and Chemical Industry Drive*, by **Joseph J Stern**, Ji-hong Kim, **Dwight Perkins**, and Jung-ho Yoo was published in 1995 Because the Korean economy has done so well overall, and because Korea successfully developed a modern industrial base, many foreign observers approach Korea’s heavy and chemical industry (HCI) drive from the viewpoint of a disciple wanting to learn from the master Yet numerous economists, including many Koreans, remain critical of the HCI program The study conducts a cost-benefit analysis of six projects, covering the major HCI sectors, which casts doubt on the conclusion that Korea’s industrial planners were adept at “picking winners” The analysis shows that the projects that became economically and financially successful over time had relatively high economic rates of return that could have been observed from the beginning, while

Industrialization and the State The Korean Heavy and Chemical Industry Drive Joseph J Stern, Ji-hong Kim, Dwight Perkins, and Jung-ho Yoo
Harvard Institute for International Development, 1995

- ~ Introduction
 - A History of the Heavy and Chemical Industry Program
 - † Implementation. The Role of Markets versus Commands
 - Overview of Results
 - ‡ Evaluation A Project-Specific Approach
 - § Selected Case Histories
 - ¶ Conclusion
-

projects that failed to achieve reasonably high economic and financial rates of return showed low economic rates of return from the start. Moreover, the shift of funds into the heavy and chemical sectors led to a decline in the rate of return on capital and squeezed out potentially more profitable investments in light industry. In addition, while the share of Korea's heavy and chemical industries in GNP was larger than the average for developing countries at a similar level of per capita income, that share was not unusual when the comparison is adjusted for comparable factor endowments, resource availabilities, and the quality of the labor force. On balance, the authors conclude that Korea's heavy industries contributed more or less their share to what, by any standards, was an outstanding national economic performance.

The third volume in the series, *Korea: The Strains of Economic Growth*, is to be published in 1996.

Preparation for the fourth edition of the leading textbook, *Economics of Development*, occupied **Dwight Perkins**, **Michael Roemer** and **Donald Snodgrass** during 1994 and 1995. New chapters or sections of the book illustrate some of the major changes that have taken place in the field of development over the past decade: the opening of economies in Eastern Europe and the former Soviet Union, the new stress on environmentally sustainable development, new research on the relationship between human capital and economic growth, and the importance of macroeconomic stabilization as a foundation for prolonged economic growth. *Economics of Development* will be published in early 1996 by W. W. Norton and Company. **Bruce Bolnick** is again contributing the Study Guide and Instructor's Manual.

Sustainable Development: Environment and Natural Resources

Natural resources and development

During the biennium, HIID continued to expand its already growing repertoire of activities in the field of sustainable development, under the leadership of **Theodore Panayotou**. Concerned with the issue of resource depletion and sustainability in small, open economies, **Jeffrey Vincent**, Panayotou, and visiting scholar **John Hartwick** developed new procedures for valuing the economic depreciation cost of resource depletion in countries facing changing world prices. Applying these procedures to the case of petroleum depletion in Indonesia, they found that prospects for sustainable economic development are better than previous analyses indicated.

Panayotou has also been working on the population, environment, and development nexus. He developed a new theory linked to the presence or absence of open-access resources to population growth in developing countries. Based on the fact that having additional children can increase a household's ability to capture open-access resources, his theory predicts that population growth will remain high as long as the "commons" is open. The chain of causation thus begins with poor resource policies that trigger both population growth and degradation.

Unlike most Southeast Asian economies during the early stages of development, Vietnam began its take-off stage with a severely depleted resource base and degraded environment, which precludes a resource-based industrialization process. **Panayotou** explored the interface between economic reforms and the environment and recommends labor-intensive export-oriented policies, full-cost revenue pricing, and use of economic instruments for environmental management as a strategy for achieving sustainable development under conditions of severe natural resource constraint and high population pressure.

In a study on Pakistan, **Jeffrey Vincent** and collaborators at the Applied Economics Research Centre of the University of Karachi explored the interface between reforms and the environment in that country. They concluded that structural adjustment programs adopted by Pakistan with the support of the World Bank and IMF were necessary to raise the standard of living in the country, but that they did not take full advantage of opportunities to improve environmental quality simultaneously.

A major focus of **Vincent's** research has been on analyzing natural resources, environment, and development in Malaysia from an economic perspective. While resident in Malaysia during 1992-1993, and in collaboration with a range of Malaysian researchers, Vincent directed a research project on the Raleigh natural resources in economic development and the impacts of development on environmental quality. The project represented the first comprehensive analysis by economists of these issues in one of the most resource-rich and rapidly growing countries in the world. Results of the project will be published as a book, *Natural Resources, Environment, and Development in Malaysia: An Economic Perspective*, by Vincent, Rozali Mohamed Ali, and associates, in 1996. This volume will be part of HIID's series, Harvard Studies in International Development.

Privatization and the environment

The privatization of enterprises in Central and Eastern Europe has raised difficult questions of environmental liability for prospective foreign investors. With the development and growth of newly privatized enterprises in

Central and Eastern Europe, **Theodore Panayotou**, **Randall Bluffstone**, and collaborator Vlad Balaban developed theoretical models for predicting the impacts of environmental liability and policies to address it. Their research suggested improvements in liability policies.

Theodore Smith has focused on packaging environmental investments for private sector firms in Slovakia. He has tried to identify weaknesses in the approach of former state-owned firms to alternative investment scenarios and is preparing a handbook to train financial officers in newly privatized firms in investment analysis. He is also continuing his work on the theory of property valuations. In this regard, he is trying to explain the relationship between accepted real estate appraisal methods and the environmentally oriented contingent valuation method, with the intent of expanding the acceptability of the this method among practicing property appraisers.

Market incentives for environmental sustainability

In research published in papers on market-based instruments for environmental management and in a forthcoming book on economic instruments, **Theodore Panayotou** reviews the experience of developed and developing countries with incentive-based systems. He concludes that such systems, if tailored to the special conditions of developing countries, promise to be both environmentally more effective and economically more efficient than the commonly prescribed and adopted command-and-control regulations. He also concludes that, although they generate incentives for innovation as well as substantial amounts of revenue, their distributional effects tend to be mixed, depending on how property rights are allocated and how revenues are used.

In an attempt to reconcile biodiversity conservation and economic development, **Panayotou** has adapted and further developed the concept of transferable development rights, conventionally employed in the preservation of historical and cultural buildings in urban development. Applying this concept to the conservation of biodiversity (both nationally and internationally) provides a mechanism whereby developed countries can compensate developing countries for the opportunity cost of conserving tropical forests and other biodiverse resources beyond the level that is economically justifiable.

Panayotou, in collaboration with J. R. DeShazo and colleagues from the Thailand Development Research Institute (TDRI), under the leadership of Dr. Mingsarn Kaosa-ard, conducted a large-scale survey to determine the willingness-to-pay of visitors to Khao Yai Park in Thailand through travel cost and contingent valuation methods. Visitors to the park were found to be willing to pay sufficiently high entrance fees to finance both current and

improved levels of service as well as to contribute to a fund for the protection of the park

In another collaborative study with TDRI, **Jeffrey Vincent** examined the downstream impacts of watershed protection programs in the Mae Taeng river basin in northern Thailand. Contrary to common wisdom, he and his collaborators found that these programs, which included reforestation and the introduction of irrigation and cash crops, generated downstream costs in the form of reduced agricultural output and higher water supply costs, because they reduced water yields. They investigated policy options for creating incentives to promote more efficient water use in the basin.

With HIID project associate **Darius Teter** and Indonesian consultant Kadar Wiryanto, **Vincent** investigated another regional environmental issue, the environmental impacts of surface coal mining in East Kalimantan, Indonesia. In this study they employed a geographic information system (GIS) to evaluate potential land-use conflicts, and offered recommendations at the mine level and regional development level for managing such conflicts.

Together with Zsuzsa Lehoczki, **Glenn Morris** has done research on the incentive structure of environmental funds in Central and Eastern Europe and conducted policy analyses of environmental product charge proposals, many of which have since been passed into law. In collaboration with Andras Kis, Morris is finishing a detailed examination of the economic and environmental impacts of the product charges used primarily to finance disposal of automobile and truck tires. With his colleagues in Hungary, Morris recently initiated a series of environmental analyses as part of an overall review of environmental and tax policy reforms.

Implementation of environmental policies

The blending of research activities with practice in the field has been a key element of HIID's efforts in the area of environment and natural resources. **Clifford Zinnes** engaged in applied policy research to design and implement key legislation in Romania. To assist in the design of the economic instruments proposed for the environmental fund in the draft environmental law, Zinnes and his Romanian colleagues econometrically analyzed the demand for the products proposed for the fund's revenue base in order to develop revenue forecasts for alternative tax and charge specifications, and employed an input-output table to forecast the inflationary and distributional impacts of the proposed environmental charges.

To support the implementation of Romania's water law, **Zinnes** and **Vincent** headed an international team that carried out a 1200-household contingent valuation study of municipal services (hot and cold water,

sewage, and solid waste) in the town of Iasi. By measuring consumers' willingness to pay for improved services, the study provided the analytic basis for bringing prices closer to their full-cost levels. Through the application of bidding games, the study was able to propose the design of a consumer credit scheme for household water meters. The study also highlighted the role that apartment building associations played in the financial sustainability of municipal services and pointed to the weaknesses in the labor market for plumbing services.

To support the implementation of Romania's forest law, **Zinnes** headed an international team that carried out an analysis of the market for timber in Romania. The primary purposes of the research included developing a methodology to determine the appropriate starting bid price in timber auctions, redistributing timber rents from the wood processing sector to the state budget, thereby improving the sustainable financing of forest management, identifying corruption and collusion in the auction market, and learning about how markets form in transition economies by analyzing the historical development of timber auctions.

In collaboration with local specialists, **Michael Wallace** conducted research on forest policy problems in the Russian Far East. Problem areas included the legal framework for forest use, timber production, timber processing, non-timber forest resources, wildlife, and recreation and tourism. This work pointed out the need for further analysis of three areas: developing territorial forest codes to complement federal laws, improving the system of forest charges, and improving the system of forest leases.

Bruce Larson continued research on implementing environmental policy in transition economies, primarily on point-source pollution permits and charges. In Estonia and Latvia, this work focused on information and regulatory constraints that reduce the effectiveness of existing systems as well as options for loosening such constraints. He is currently editing a volume with **Randall Bluffstone** on controlling pollution in transition economies.

The main area of **Bluffstone's** research has been on the use of economic instruments of uncertainty, with capital market constraints. His other active research is the analysis of instruments for controlling deforestation in developing countries and the evaluation of forest policies in countries in transition.

Glen Anderson's recent research examines current policies to address mobile sources of pollution in Poland. Anderson surveyed the approaches used in other countries in Central and Eastern Europe in order to identify economic instruments that could complement regulatory approaches to the problem. In collaboration with colleagues from the OECD and in Poland,

Anderson assessed the performance of environmental funds and identified and developed recommendations for strengthening funds

Michael Boyd is working on the problems of policy implementation in transition economies, with particular emphasis on how environmental policy can both improve the environment and support the transition to a market economy in the Central Asian Republics of the former Soviet Union. Specific areas of work include the development and implementation of tradable emissions permits based on the existing pollution charge system, organization and implementation of environmental funds, water pricing, energy sector organization, and development of the National Environmental Action Plan

The Rural Economy

Food policy

Peter Timmer continued his research on the contribution of a dynamic rural economy to overall economic growth. He analyzed appropriate interventions by governments in developing countries, particularly those in Southeast Asia, that create employment in rural areas, alleviate poverty, ensure food production, and stabilize prices of agricultural output for both producers and consumers. Timmer's research indicates that, with respect to its contribution to economic growth and political stability, the agricultural sector has been undervalued persistently in markets and by policy makers.

Having completed studies earlier on Asia and the Near East, **Richard Goldman** extended his comparative work on the development of food systems to Africa. African countries vary widely along important dimensions such as share of agriculture in GDP, the relative importance of maize vs. root crops in the diet, the structural instability of food production, and the degree of urbanization. While many countries experienced sustained declines in per capita food production, most countries maintained or increased average calorie consumption. The difference was made up by imports, most of which were provided under food aid. This tendency was particularly strong in countries with large and growing urban populations. In Africa, the degree and growth rate of urbanization is substantially greater than it was in Southeast Asia twenty-five years ago on the eve of that region's GNP growth spurt. The faltering agricultural growth combined with urbanization in Africa presents policy makers with conflicting choices in price policy. Specifically, although infrastructure investment and marketing systems reform aimed at lower cost marketing could prove to be a beneficial short-term strategy, well-targeted investments in agricultural research hold the prospect of substantial longer-run returns.

Since 1993, **Pauline Peters** has been engaged in annual monitoring of the effects of market liberalization in Malawi on rural families' production, income, and food security. This activity constitutes another phase in the longitudinal research that was started in 1986–87. The large number of droughts in the past five years has made it especially important to monitor the returns to cash cropping (especially tobacco) and, more broadly, to examine the effects of liberalization on poverty. Related issues include watching the institutional development of burley tobacco groups, and monitoring the various drought relief programs put in place in recent years.

In collaboration with Deborah Taylor and Carl Serrato, **David Dapice** has conducted research on rural development and food policy in Burma. Their concerns have included deforestation, landlessness, and the prospects for project-oriented investments to combat some of the accumulating backlog of poverty and environmental decline. Dapice's research has identified the need for freer trade in wood-fuel substitutes, the benefits and high returns of land reclamation investments, the high potential for broad investment in rural areas, and the desirability of macroeconomic and trade reform that will permit successful project investments to have a large and sustainable impact.

Rural credit

Bank Rakyat Indonesia (BRI) has been a spectacular exception to the widely held assumption that formal financial institutions cannot profitably serve local financial markets in developing countries. With HIID providing research and advice since 1979, BRI has become the largest and most successful bank in the world that provides sustainable microfinance at the local level. BRI has also become internationally known for its ability to serve lower-income clients profitably. Based on her long-term work with BRI and with other financial institutions in developing countries, **Marguerite Robnison** has been carrying out research on what she calls a paradigm shift in microfinance. In numerous publications, Robnison has analyzed the shift from government-subsidized credit delivery to profitable financial intermediation at the local level. It is this change that has, for the first time, allowed the demand for microfinance to be met on such a large scale.

Robnison is presently writing a book, *The Microfinance Revolution: Sustainable Finance for the Poor*, which is based on a new set of assumptions about microfinance. First, institutions can gain access to local information and can deliver credit locally at substantially lower interest rates and at much lower total cost to the borrower than the cost of loans from most informal commercial lenders. Second, by supplying local demand for deposit mobilization, institutions can increase significantly their volume of loanable

funds, and can provide both deposit facilities offering security, convenience, returns, and liquidity (not typically offered in the informal financial market), and loans to lower-income people at lower costs than are typically available on the informal commercial market. Under these circumstances, such borrowers often prefer institutional loans to those available on the informal commercial credit market. Repayment rates are high primarily because borrowers wish to retain the option to reborrow from conveniently-located financial institutions offering instruments and services appropriate for local demand. Finally, Robinson's broader finding is that financial institutions providing microfinance can become both socially and economically profitable.

Parker Shipton continued his long-term research and publications on the social and cultural dimensions of land tenure and finance in tropical Africa, and on the misunderstandings and mixtures of philosophies that have characterized policy interventions and responses in rural development. Focusing particularly on Kenya and The Gambia, but touching on many other areas in Africa, Shipton's publications call for a fundamental rethinking of the past half-century's emphasis on credit as the main attempt to solve Africa's poverty problems. By demonstrating, among other things, that credit is likely to impoverish more than enrich its rural African recipients, and that individual titling can worsen as well as improve security of landholding, Shipton challenges long prevailing orthodoxies in development policies about loans, collateral, and mortgages. His intensive research on African communities reveals subtlety and sophistication in African-devised strategies for saving, as well as for local borrowing and lending. Behind these, often, are profoundly different assumptions – about the connections between autochthonous people and aliens, between persons and “property”, and between time and money – from those often assumed in planning circles. Economic policies are shown to be tightly interwoven with religious and political concerns, integrating economic and ecological issues on the one hand with symbolic ones on the other. Through such analysis, Shipton's research points the way toward more sensitive and practical strategies of contact across cultural and national boundaries.

Tropical forest management

Ricardo Godoy is heading a team of researchers engaged in a long-term study that examines the effects of markets and trade on indigenous peoples' use of the rain forest in Honduras and Bolivia. This team, comprised of natural and social scientists, is testing hypotheses about the likely effects of trade on foraging specialization, the value of the forest measured by the non-timber forest extracted, and the area of primary forest cleared. Researchers

combine methods from social anthropology (e.g., time allocation and weigh days) and from household economics. Some of this research also focuses on the household and community determinants of land clearance and the adoption of improved agricultural technologies. The team is particularly interested in the role of human capital in the decision to deforest and adopt new farm technologies.

As a follow-up to their book, *Not by Timber Alone: Economics and Ecology for Sustaining Tropical Forests*, **Peter Ashton** and **Theodore Panayotou** have focused on how to achieve sustainable use of tropical forests in Asia through interdisciplinary research that aims to optimize the use of biodiverse resources by taking into account the totality of use and non-use values. Towards this end, seven long-term research sites have been established in six Asian countries through collaboration with local institutions and the Center for Tropical Forest Science of the Smithsonian Institution as a part of a global network of tropical research sites.

A series of workshops has addressed the development of sampling methods in silvicultural ecology, forest valuation, and quantitative measurements for harvesting of non-timber goods, which will permit statistically robust comparison and generalization. Postdoctoral researcher **Jianguo Liu** has developed, for the first time, a computer model that is individual-tree based and spatially explicit, for simulating the dynamics of biodiverse tropical forests and interaction between tree species. In addition, **Pamela Hall** is completing a model for estimating timber production rates and sustainable intensities and durations of felling cycles.

Women in Development

Martha Chen has surveyed widows in rural areas in seven states of India to understand their socioeconomic status and their specific vulnerabilities and disadvantages. The sources of the vulnerability of widows include patrilocal residence and inheritance systems, remarriage practices, employment restrictions, and social isolation. Chen has written several papers based on her study, is editing a volume of conference proceedings, and is completing a book based on her own as well as comparative findings.

Chen wrote papers for several United Nations publications that were produced as part of the international preparatory process leading up to the Fourth World Conference for Women (held in Beijing, China, in September 1995). These papers included a paper on the feminization of poverty for the United Nations Development Fund for Women, a paper on widowhood as a social problem in developing countries for the United Nations Department of Public Information, and a background paper for the *Human Development Report 1995* on the social and economic constraints faced by

women who manage on their own in developing countries. All three papers highlight the fact that an increasing proportion of households in both industrial and developing countries are headed by women, that female-headed households are vulnerable to economic decline and impoverishment, and that public policies have lagged behind while women's roles have evolved to accommodate their increased responsibilities.

Shirley Burchfield has reviewed and evaluated the government's efforts in Malawi to improve basic literacy and education for girls. Education levels in Malawi are among the lowest in Southern Africa and access to education is particularly limited for girls. Even though entry rates for girls into standard 1 are about the same as for boys, the dropout rate is much higher. The official age for entry into primary school is six, but many girls delay enrolling until after the age of nine or ten. Additionally, household responsibilities and early entry into adult roles often impede girls' achievement, and over half leave during the early primary years. The Social Mobilization Campaign is aimed at inducing changes in the home environment that may influence girls' participation. This campaign utilized a multifaceted approach, involving quantitative survey analysis, focus group discussions, ethnographic research, and theater for development performances to formulate and disseminate messages about girls' education. Burchfield's study examined the impact of the Social Mobilization Campaign in the Machinga District. It employed a pre- and post-treatment and control group design in eight villages to assess changes in knowledge, attitudes, and practices regarding girls' education for parents and girls in the Machinga District.

Education

Educational innovations

HIID's Education Group continued to conduct research on a wide range of activities during the biennium. In several papers, **Charles Myers** and colleagues at the Bolivian Social Policy Research Unit analyzed education markets, relationships between education and development, and the adequacy of a major education reform begun in 1994. Among the findings of the research were that education attainment was below critical thresholds for agricultural productivity effects and fertility and other public health effects, due in part to high private costs and low quality, that education markets were sharply segmented due in part to information problems, and that demand patterns, which confirmed a perception by households of public schools as an inferior good, required changes in the education reform likely to make it more effective and less expensive.

Fernando Reimers and **Donald Warwick** were members of a team of researchers that analyzed the educational system in Paraguay. Warwick contributed two articles to a book summarizing this research. The first article raised questions about whether decentralization made sense in the specific circumstances of Paraguay. With no governors and few other officials to carry out local action, the country might do better to reform other elements of primary education, such as teacher training. The second paper dealt with administrative reform in the Ministry of Education and Religion. It noted the high concentration of authority in federal offices and suggested ways of reducing the heavy pressure at the top of the Ministry.

Reimers has also done a case study of the conditions under which policy analysis led to education policy reform in El Salvador. His study concluded that the identification of key parties and their early participation in the process significantly broadened the support for proposed reforms. This research showed that policy reform was a process more of organizational learning than of making decisions based on rational inquiry. Reimers illuminated the conditions under which governments develop ownership of an education reform agenda. Key among them is the identification of critical participants for reform and inclusion of representatives of all relevant networks that can lobby the government for change.

This research was extended by **Reimers**, in collaboration with **Noel McGinn**, to six case studies examining the conditions under which education research and analysis made a difference for policy reform. They are producing a book-length treatment of the study. Different paradigms that explain how knowledge and rational inquiry make a difference for social action and education reform were reviewed. The research, which was carried out primarily in industrialized countries, shows that achieving policy reform is not an automatic result of education research and policy analysis. The study shows how the impact of research and rational inquiry on policy reform can be maximized. Key factors include the early identification of critical stakeholders and an understanding of their concerns. Also important is establishing a process of open and frequent dialogue among these stakeholders and policy analysts.

Reimers continued his research on the education sector in countries undergoing economic restructuring and adjustment. In comparative work on Latin America, Reimers has looked at the design and implementation of education policy in the context of political and economic reforms of the 1980s and early 1990s. His research shows that achievement of the reform objectives – stabilizing and restructuring economies and consolidating democratic governments – requires policy reform in the social sectors, particularly in education and human resource policies. A comparative study

of the patterns of financing education among countries in Latin America and other regions of the world demonstrates that education systems in Latin America were underfinanced during the 1980s, particularly at the lower levels. Reimers concludes that these countries missed opportunities to reform their education systems while they attempted to restructure the economy. As a result, they failed to strengthen the human resource base needed to sustain long-term economic growth.

In another study, **Reimers** examined the historical evolution of education policies in two of the countries with the longest democratic traditions in the Latin American region: Costa Rica and Venezuela. This work showed the key role of management policies in mediating the impact of financial resources on outcomes for education systems. The case studies showed the devastating impact of the politicization of the education systems and of “on-again, off-again” cycles, which prevented the education organizations from accumulating experience and gaining momentum for policy reform.

In Malaysia **Tom Cassidy** is working with counterparts in the Ministry of Education to develop computer-based simulation models in order to assess the impacts and resource requirements of increasing enrollments and to shift the emphasis of secondary education from academic to technical education.

School effectiveness

Donald Warwick and **Fernando Reimers** completed their analysis and interpretation of data from the largest study of primary schools ever done in Pakistan. This study, which included a survey of 500 schools, 1000 teachers, 11,000 students, and 300 supervisors, provided insight into dozens of aspects of primary education in Pakistan. The results, which appeared in their recent book, *Hope or Despair: Learning in Pakistan's Primary Schools*, published by Praeger Press, show that the quality of schools and teachers predicts much more about student achievement than do student characteristics such as gender and social class. The best single predictor is the general education of the teacher, while teacher certification explains very little. This stands in contrast to the United States, where student background carries more weight in explaining student achievement than school characteristics. Warwick and Reimers also found that many conditions generally believed to influence student learning show little or no statistical relationship to achievement in Pakistan. Among these are having a school building and facilities in the classroom, the social class and in-service training of teachers, visits by outside supervisors, and the activities of the school head. The shortage of well-qualified and motivated teachers is the biggest barrier to improving the primary education system in Pakistan. At the moment, there

are few incentives for talented candidates to enter that field, pay is low, other benefits are poor, the public looks down on teachers, and teachers have no career ladder

In looking at the impact of teacher gender on achievement by students in Pakistan, **Warwick** and Haroona Jatoi found a complex set of results. Rural students with male teachers score considerably higher in mathematics than those with female teachers. In urban schools, however, students with women teachers score equal to or better than those taught by men. Overall they show that gender occupies a much more prominent place in Pakistan than in many other countries.

J. Douglas Willms and **Warwick** prepared a paper showing the main influences on achievement in Arabic, mathematics, and science among grade four students in Jordan. In principle, conditions involving teachers, teaching, schools, and leadership by principals (school-level effects) could have explained between 25 and 37 percent of student achievement in the fields mentioned. In data from a national survey, however, those conditions explained almost nothing. The main influences on achievement in all three subjects were the student's social class, whether he or she repeated a grade, and whether students had breakfast at home or at school.

Shirley Burchfield has examined gender and regional inequities in Jamaica's secondary school selection process. The Common Entrance Examination (CEE) in Jamaica is a placement test that serves as the basis for determining whether students are selected into secondary school. Although students' performance on the CEE is the official criterion on which the allocation of awards is based, other factors, such as the availability of places, the parish from which students enter, and student gender, also have an impact. This study revealed a substantial bias toward males in Jamaica's secondary school admission policy. Because a greater number of girls sit for the entrance exam, and girls score considerably higher on the exam than boys, the Ministry of Education requires a higher level of performance for entry into secondary school for girls than for boys. Despite girls' higher performance on every subject and in every parish, nearly twice as many females as males who scored above the level considered to indicate readiness for secondary school failed to obtain places. Similarly, this analysis revealed regional inequities in access to secondary education. Based on this work, Burchfield recommended changes in the Ministry's acceptance policy for secondary schools.

Education policy

During the biennium, **Noel McGinn** engaged in extensive research on the impact of globalization on education. Although a great deal has been

written about economic integration, there have not been any significant studies on how this integration will affect education systems, especially in developing countries. One of McGinn's efforts was an examination of the likely impacts of the common market (MERCOSUR) being created among Argentina, Brazil, Paraguay, and Uruguay. McGinn analyzed how MERCOSUR would affect demand for educated labor in Paraguay, and laid out alternative education policy options.

Economic integration affects not only the control countries have over their currencies but also their labor forces, and eventually their education systems. McGinn has analyzed the impact of supranational organizations on public education systems in developing countries. He argues that even well-intentioned supranational organizations have weakened the capacity of many national governments to formulate and implement policies to improve public education. Finally, McGinn has also looked at how changes in technologies of production associated with globalization are beginning to affect higher education in Latin America.

Education planning

Establishing the economic framework for educational reform in El Salvador, **Clive Gray** analyzed historical linkages between variations in sectoral composition of output and the Salvadoran labor force's changing educational makeup. He presented his local counterparts with a model for projecting demand for educated manpower as a function of target growth rates for the industrial and service sectors.

Educational information systems

The Ministry of Education in Malawi faces the challenge of expanding access to primary education while simultaneously ensuring equitable distribution of resources and improving the quality of instruction. An important step toward achieving this goal is developing the capacity to collect, maintain, and provide relevant and timely information about the status of education and the availability of resources to meet the educational requirements of the country. **Shirley Burchfield** has conducted a study in two districts in Zomba to help in the development of an educational management information system (EMIS) that can assist planners and decision makers to identify problems, specify outcomes, define alternative courses of action, and estimate probabilities that a given course of action will lead to specified outcomes. Burchfield's study provides an overview of the structure of educational administration in Malawi, along with a description of current educational data collection, analysis, and dissemination procedures. It examines alternatives, provides recommendations for setting up a

district-level information system, and makes recommendations for training local personnel in maintaining an EMIS

Thomas Cassidy has continued the work that he had begun earlier under the BRIDGES Project on the development and implementation of EMIS in ministries of education and regional education offices. Demand for EMIS development continues to be high in developing education systems despite the mixed success of such efforts. The conclusion of Cassidy's research is that the reason most information system development efforts fail is that they focus too heavily on the introduction of technology and do not pay sufficient attention to organizational, institutional, political, and cognitive factors. The introduction of computer technologies is a much more complicated, time consuming, and risky undertaking than is generally appreciated. Most efforts fail to recognize that the introduction of computer technologies often disrupts existing systems of information exchange and can highlight serious inadequacies in existing operational procedures as well as organizational and institutional arrangements.

Cassidy's extensive experience has resulted in the development and testing of a comprehensive framework for guiding information system interventions in complex organizations and prototyping methodology for the development of information system applications. The framework he has developed endeavors to balance sociopolitical, organizational-institutional, and technical factors, and argues the importance of adapting development and implementation efforts to fit the context. Prototyping emphasizes broad-based involvement in system design, development, and implementation and the importance of iterative development. **Cassidy's** framework and prototyping methodology approach have been used to guide successful EMIS development efforts in a number of countries including Egypt, Jordan, Pakistan, and Jamaica.

Cassidy and **Thomas Welsh** have pioneered efforts to develop executive information systems for senior educators in Jamaica and Malaysia. Such systems seek to intensify policy dialogue by providing a means for educators to explore current data on the education system across a range of relevant dimensions. Early indications are that increasing executive access to relevant information leads to significant increases in understanding of the education system and to increased demand for information-based policy dialogue.

Cassidy has continued to research the potential usefulness of geographic information systems (GIS) for increasing policy dialogue. GIS permit the presentation and analyses of spatially relevant education systems in visual, more intuitive formats than do traditional methods. In field tests in a number of countries, GIS have proven very effective for engaging educators

and others in substantive dialogue on educational issues. In Jordan, Pakistan, and Jamaica GIS have been used to monitor the distribution of educational resources and to highlight inequities in the distribution of resources and outcomes.

Public Health

Infectious diseases

The Applied Diarrheal Disease (ADDR) Project, funded by USAID, supports research by scientists in developing countries. The project's support for research on prescribing practices resulted in an edited volume to be published by *Social Science & Medicine* in 1996. James Trostle's introduction to this volume discusses the distribution of medications by professionals in developing countries where doctors and pharmacists often prescribe inappropriate medicines for common illnesses like diarrheal diseases and respiratory infections. The articles in this book show the varied causes of medication misuse in developing countries, ranging from financial incentives to fears of competition. They present the results of five different interventions to change prescribing practices, some of which had major and enduring effects.

Within the ADDR project framework, Johannes Sommerfeld continued to pursue his research on social science aspects of infectious diseases, notably diarrhea and acute respiratory infections. He has a special interest in emerging and re-emerging infectious diseases. Recently he studied the social and biocultural dynamics of emerging infectious disease epidemics. He argued that epidemics need to be understood both as social and biological events. Efforts to improve infectious disease surveillance need to be backed by a better understanding of the social and cultural dynamics of epidemic events.

Trostle, Jonathon Simon, and Sharon Stash were responsible for the preparation of the *Manual of Group Interview Techniques to Assess the Needs of People with AIDS*, produced for the World Health Organization/Global Programme on AIDS. The manual, published in 1995, is meant to assist national AIDS control programs to conduct needs assessment for home and community-based services for people with AIDS. The WHO successor organization, UNAIDS, will make this manual available to all country program offices.

Trostle continued his work on epilepsy, which is among the ten major causes of disease burden among children aged 5 to 14 in demographically developing countries. Epilepsy is stigmatized in most societies. Trostle's research shows that the anthropological and social aspects of the condition

are critical to its successful management **Trostle** has also written on patient compliance in the use of medication In this work, Trostle contends that much of the U S literature on patients' usage of medicines was limited by the ideological beliefs of physicians

Health care and finance

Theo Lippeveld continued his research on design of appropriate health information systems in developing countries In Balochistan (Pakistan) and in Eritrea, he field-tested questionnaires for managers and care providers to assess the relevance and efficiency of existing health unit based routine information systems Lippeveld and **Rainer Sauerborn** are writing a book, *The Design and Implementation of Health Information Systems*, for publication by the World Health Organization in the summer of 1996

Charles Myers worked with Marina Cardenas of the Bolivian Social Policy Analysis Unit on an analysis of demand for health services They showed that for adults demand was strongly affected by age, education level, gender (males were more likely to seek care), household income and morbidity, and waiting and travel time, while changes in users fees (up or down) had little impact (low price elasticities) For children, the situation was different Age, household income, travel time, and price affected demand, price elasticities for children were much higher than for adults Thus the study found an important disparity between household demand and public health priorities adults value treatment of sick adults more than attention to children under five, while public health needs suggest the reverse emphasis Among the policy implications was the need for differential pricing for adults and children and other incentives for care of children

Myers also analyzed the potential of community financing of primary health care based on field work in Thailand and the Philippines Seven types of community finance were analyzed revolving drug funds, construction funds, service funds, incentive schemes, prepayment schemes, health care loan funds, and multipurpose, or capital, funds The most successful examples were those that built on well-established existing patterns of cooperation and social contract in rural communities Many also required significant continuing external support under various partnership arrangements with NGOs and/or the public sector Other design issues identified in the research included requirements and incentives for membership, pricing policy, scale and scope, and incentives for good management

Rainer Sauerborn's research concerned the sustainability and equity effects of health care financing schemes and the economic impact of illness on households Sauerborn has studied the establishment of an innovative user fee scheme in Cameroon and has analyzed the threats to its financial

sustainability In Burkina Faso, he simulated the effect of user fees on equity of access by using a logit model He found that children and low-income groups were likely to be further marginalized in health care consumption after the introduction of a modest fee of 200 CFA (about \$1 US at the time of the study) He predicted the same negative equity effects from a data set of urban Bolivia using a multinomial logit model (with Paul Gertler and M Cardenas)

Sauerborn also conducted field research in rural Burkina Faso on household strategies to cope with both the financial burden of ill health and the time and production loss He found that households' allocation rules for health care are biased towards the productive members (10–65 years) Children receive significantly less health care, which is contrary to their greater health care needs There is no gender bias, however, in the allocation of health care Production loss due to illness was substantial and could be compensated only partly by intrahousehold labor substitution

Impact of health research on health policy

The Applied Diarrheal Disease Research (ADDR) project is nearing completion of its second five-year cycle As part of project documentation, **Jonathon Simon**, **James Trostle**, **Johannes Sommerfeld**, and **Richard Cash** produced a paper on the ten-year history of the ADDR project for the HIID Bermuda Research Conference The paper stresses how the project evolved into an effort to strengthen research capacity that established a network of 350 scientists in 14 countries worldwide The paper highlights the development of an approach toward transferring the skills required to design, implement, analyze, and disseminate the results of applied research The specific scientific contributions to child survival are discussed as well

For the ADDR project, **Trostle**, **Sommerfeld**, and **Simon** did further conceptual and empirical work on research capacity building To better analyze programs to strengthen human resource capacity they designed a model that focuses on relevant actors,



HIID Staff & participants at ADDR seminar in Bingerville, Cote d'Ivoire, 1993

actions, and events. They are using this model to advance their research into the evaluation of capacity strengthening programs. As part of this effort, they have been collaborating with international health donors such as WHO and IDRC to create a list of dimensions of research capacity, and to derive measurable indicators of capacity from this list.

As the ADDR Project generated research results from the various country programs, the project undertook a systematic look at the way scientific research informed health policy. **Simon** and **Shamim Qazi** are investigating the use of locally produced research in developing the technical guidelines and program plans of Pakistan's National Program on Acute Respiratory Infections. Their research emphasizes how important it is for national scientific and program personnel to articulate a set of research questions that are designed to assist in national program planning. More importantly, the paper argues that the active participation of the local scientific community is essential for the science to have the desired impact on policy. The mobilization of the technical and financial resources necessary to undertake the research agenda is difficult. Though most of the scientific work was conducted by Pakistani scientists, the establishment of some key strategic collaborations with expatriate scientists and institutions assisted the Pakistani scientists in overcoming some technical bottlenecks and improved the quality (and utility) of the science. In the Pakistan case study, multiple donors, both internal and external, played a role in supporting the research. The experience of the Pakistan Program on Acute Respiratory Infections is offered as a model for other applied research programs that seek to strengthen national scientific capacity.

Trostle is currently carrying out research in Mexico with two co-investigators on the use and non-use of research in health policy making. Funded by five donors, including HIID's ADDR Project, this study is examining research and policy in four government programs: AIDS, cholera, family planning, and immunizations. A book manuscript is underway and study results will be discussed at two conferences in Mexico in February 1996.

Population

Donald Warwick completed his work as area editor for population policy and population ethics for the *Encyclopedia of Bioethics*, which was published by Macmillan in 1995. He also wrote four articles for the encyclopedia. The first defined and illustrated the meaning of population ethics, which includes both fertility control and human migration. Drawing on a wide range of evidence, the second article asked whether there is a population problem. Those stating that population growth is harmful, Warwick

notes, as well as those who claim that it is beneficial, use different and usually incomparable sets of evidence. A third article examined the ethical issues seen in the work of international donor agencies involved in fertility control. Among these are respect for the human rights of those affected by programs supported by donors and honesty in setting forth evidence about population questions. In a discussion of normative frameworks used in population ethics, the final paper contrasted approaches based on international declarations of human rights with the more relativistic position known as “stepladder ethics.” Warwick showed the different policy conclusions that would be reached by adopting one or the other framework.

Warwick also prepared an article on the role of politics in research on fertility control. He showed that research affects fertility control by highlighting the benefits and drawbacks of population growth, the extent of popular interest in family planning, and the effectiveness of programs aiming to change family size. Warwick also found that politics bears on research by affecting every critical decision about what is to be done, from the need for a study to the final presentation of the data.

Management of Development

Politics of policy making

John Thomas’ current research focuses on the process of bringing about policy reforms in developing countries. Using case materials, his research explores how the public policy agenda is set, the process by which decisions are made, the ways in which these decisions are sustained or reversed in the face of challenges, the nature of the implementation process, and why policies and programs are rarely implemented in the manner in which they were originally conceived. In particular, his work investigates possible frameworks for understanding this process, the role individuals play in them, and ways to anticipate or predict what will happen.

Merilee Grindle’s most recent book, *Challenging the State: Crisis and Innovation in Latin America and Africa*, focuses on the paradox of states that have been weakened by economic and political crisis just as their capacity to encourage economic development and provide for effective governance is most needed. In case studies of Mexico and Kenya, she documents the challenge of dealing with this paradox. In these two countries, crises underscored the need for the state to strengthen, reform, or reinvent itself. In assessing responses to pressure for improving the institutional, technical, administrative, and political capacities of these governments, Grindle explores the opportunities available for political leadership in moments of crisis. The book also provides insights into the constraints set by leadership.

goals and existing economic and political structures on the potential for innovation in terms of the introduction of new ideas, policy directions, political coalitions, and government institutions. Based on the notion that economic and political development require capable states, the book traces the ways in which state capacity is built, destroyed, and, at times, rebuilt.

Robert Rotberg's recent research focuses on the role of leadership in development and political change, particularly in Africa but also in Haiti and the remainder of the developing world. He finds that individual leadership makes a profound difference, whether in terms of national economic development or the sustainable growth of democratic institutions and effective citizen participation. He is investigating the various individual influences on and components of critical contemporary and retrospective decision making in selected countries in Africa and Asia, and conducting extensive interviews with present and past presidents and cabinet ministers.

Government capacity

Merilee Grindle's research on the importance of capable states was expanded in a two-year study in collaboration with **Mary Hilderbrand**. This effort, funded by the United Nations Development Programme, included the development of a framework to assess public sector capacity and six country case studies in which the framework was used to guide research and analysis. This study has resulted in a series of reports and publications that draw comparative lessons about how state capacity can be assessed and strengthened. The research indicates that designing interventions to address constructively the sources of poor performance must follow from an assessment of a relatively broad set of variables, including the environment in which all such activities take place. The researchers also found that effective public sector performance is promoted mainly in the presence of strong organizational cultures, good management practices, and effective communication networks. These conditions are most likely to develop, however, when there also exists a basic infrastructure of rules and procedures and pay scales that reward initiative. The case studies further indicate that individual performance is more affected by opportunities for meaningful work, shared professional norms, teamwork, and promotion based on performance than it is by training in specific skills.

In other work arising from the UNDP study, **Grindle** focuses on the nature of organizational cultures in developing country bureaucracies and the impact that these have on performance outcomes. In a forthcoming edited volume, she deals with capacity building by presenting alternative analytic frameworks and case studies of developing human resources,

strengthening organizations, and reforming institutions. This volume, the result of a 1995 HIID conference on capacity building in developing countries, stresses the importance of governance for market economies to function properly, for social needs to be addressed, and for democracies to be sustained.

In a paper for the volume on capacity building, **Clive Gray** examined reasons why host country managers frequently show minimal interest in building institutions capable of absorbing and retaining the policy analysis skills whose transmission is a key goal of HIID advisory projects. Arguing that the phenomenon is likely to persist, he urged that advisors pursue a flexible strategy in transmitting skills to targets of opportunity throughout the public sector and academic spheres.

Stephen Peterson continued his research on how to introduce effective information systems in weak bureaucracies in developing countries. This research is based on his field work in Kenya, Asia, Latin America, and Eastern Europe. His research has found the process of an information technology based reform to be critical. The agents of change (usually senior government staff who lead the reform and the appropriate technical specialists who build the systems) need to be carefully aligned to both promote the reform and contain the opponents of the reform. The most important actors are government staff who are willing to bear the significant risks of these reforms. The other agents of reform, the technical specialists, need an understanding of the functional task and must design a system that does not compromise functionality and is appropriate to the management capacity of the organization.

Peterson's research also demonstrated that, while reforms based on information technology are difficult to implement in the best of circumstances, they are especially difficult in resource-poor and unstable public sector organizations. The proponents of these initiatives frequently do not appreciate the great differences between systems built in the resource-rich and stable private sector of developed countries and systems built in the resource-poor public sector of developing countries. These differences begin with the objectives of the reform, including process reform versus re-engineering, accountability versus efficiency, and centralization versus decentralization. While the goal of most reforms based on information technology is radical and comprehensive change or re-engineering, this is not feasible in many administrative systems because they lack clear and stable functional structures and roles. Second, these reforms focus on efficiency, whereas in weak and corruption-prone administrative systems it is more important to promote accountability. Third, while the technology facilitates decentralization of data processing, the objective in many admin-

istrations is to gain control of administration through recentralization. This process is illustrated in tax administration where field offices operate independently and administrative reform requires a centralized and integrated taxpayer master file. Such centralized information systems can promote (but not ensure) standard administrative behavior in field administration.

Organization of the public sector

Under funding from the United Nations Secretariat, **John Cohen** and **Stephen Peterson** prepared a book-length study on administrative decentralization. The study is currently available through the UN and will be published commercially in 1996. This research represents the first state-of-the-art review of administrative decentralization since the early 1980s. Titled *Administrative Decentralization Strategies for the 1990s and Beyond*, the study presents and analyzes the major concepts, topologies, and analytical frameworks that have been formulated about decentralization. It then summarizes the documented experience and lessons learned since the late 1970s and identifies the major issues and trends that are likely to mark administrative decentralization strategies in the next two decades. Based on this foundation, Cohen and Peterson offer a new analytical framework based on principles of intergovernmental relations, administrative science, and organization theory. This framework is intended to be sensitive to the diversity of task environments and useful to government decision makers and aid-agency professionals who are designing and implementing administrative decentralization reforms and programs. To demonstrate the utility of their proposed framework, the book provides detailed case studies of deconcentration in Kenya, devolution in Ethiopia, and delegation in urban areas of Mexico.

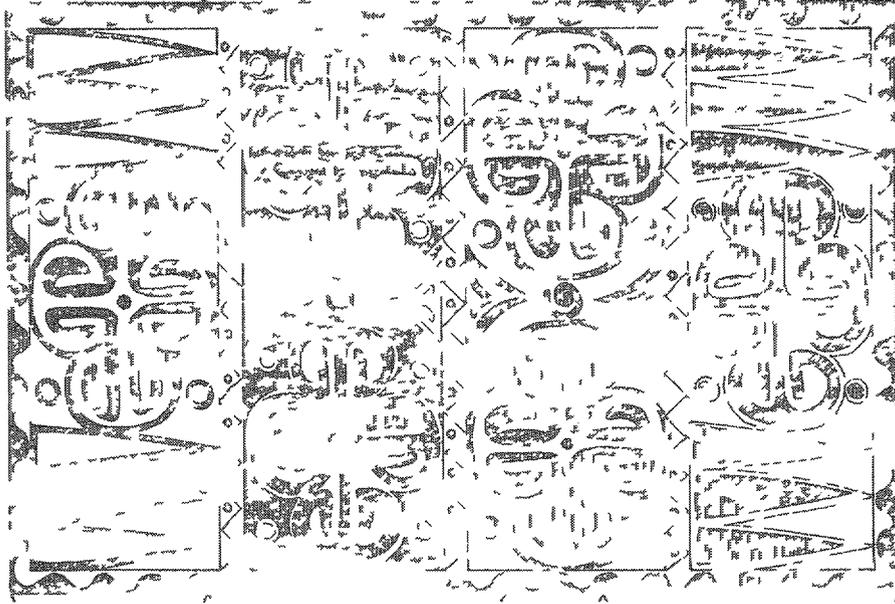
Non-governmental organizations in development

Martha Chen wrote several papers relating to the role of NGOs in international development. The first, funded by the Academic Council on the UN System, covers the role of the international women's movement in shaping the policy agenda at recent UN-sponsored world conferences. This paper argues that the international women's movement has helped shape the international policy agenda as well as change the way the UN conferences are planned and conducted. The second is a report, co-authored with **Robert Rotberg** and Emily MacFarquhar, of an international conference on the role of non-governmental organizations in providing early warning and undertaking preventive diplomacy during ethnic and religious conflict.

And the third, written for the forthcoming HIID volume on capacity building in the public sectors of developing countries, is on building research capacity in the NGO sector

Lena Zezuln began to research the status of nonprofit – or, in Russian usage, noncommercial – organizations in Russia, including their status under the Civil Code and other federal legislation

Working on the education sector in Latin America, **Fernando Reimers** has examined the impact of including NGOs and community organizations in the process of policy design and implementation. He finds that involving these groups, which have traditionally been excluded from these processes, results in important gains in management resources



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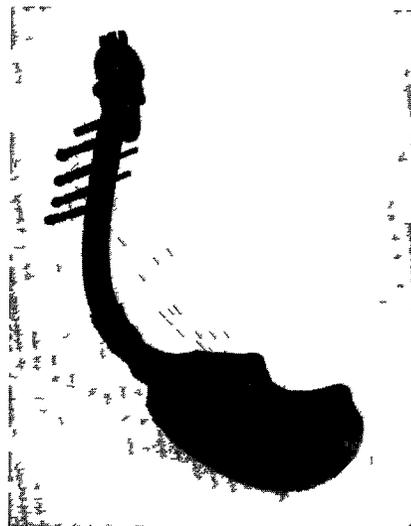
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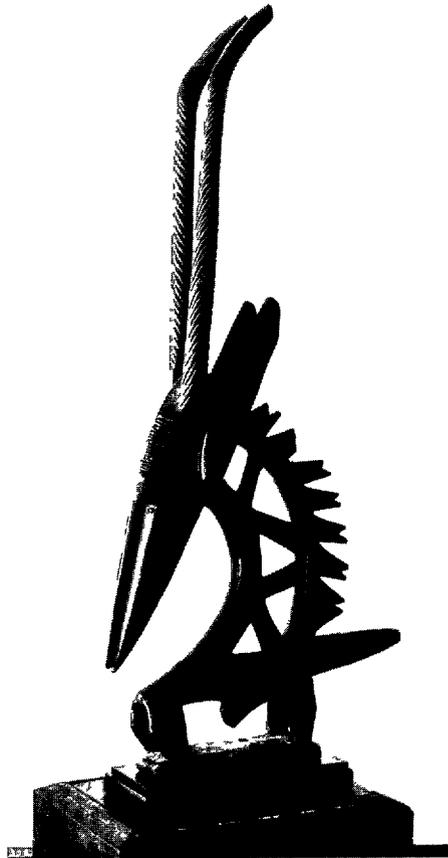
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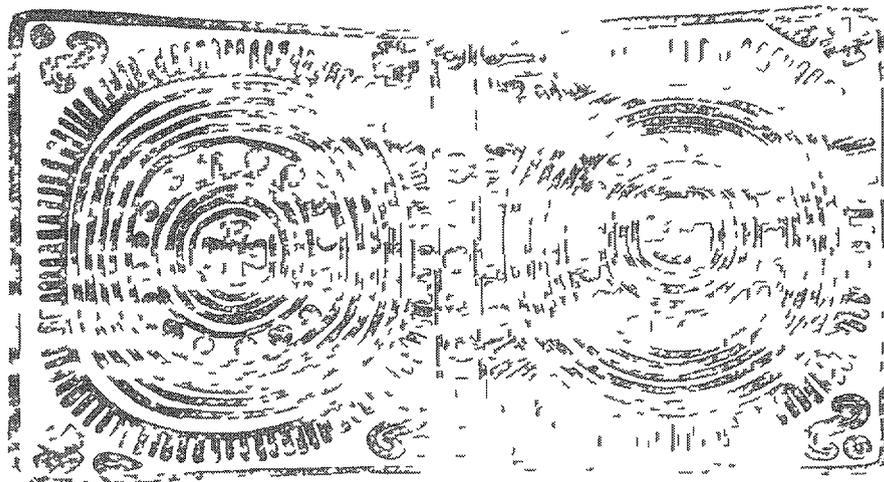
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Development Projects

The core of HIID's work is participation in 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, educational reform, and agricultural policy. We are currently providing such assistance to governments and institutions in more than forty 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 policy makers and managers – those who actually make and implement real choices. The institute has done this by providing resident advisors and short-term consultants to assist institutions in developing countries. HIID's resident advisors (currently about sixty in number) 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 analyses for discussion with senior officials. Since these working relationships are often 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 programs 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 so that local organizations and individuals can shape 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, 1993, to June 30, 1995. 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.

Development Projects

Overseas projects

Bolivia	Human Resources for Development Rural Finance Technical Support for Policy Reform (UDAPE/UDAPSO) Tropical Deforestation
Brunei	Public Management
Cameroon	Maternal and Child Health
Central and Eastern Europe	Environmental Economics and Policy Environmental Action Program Support
Chile	Urban Development
Dominican Republic	Tax Reform
Egypt	Educational Planning Unit Public Enterprise Workshop

El Salvador	Education Sector Assessment
Gambia	Tax Administration Modernization Project
Honduras	Effect of Markets on Indigenous People
India	Widows in Rural Areas
Indonesia	Analysis of Manufactured Export Growth Bank Dagang Bali Bank Danamon Bank Rakyat Indonesia Customs and Economic Management, Economic Analysis Ministry of Finance Training and Professional Human Resource Development Program for Financial Policy Studies and Training Property Tax Administration Urban Development Policy and Finance
Jamaica	Policy Analysis, Planning, and Management
Jordan	Educational Reform
Kenya	Agricultural Sector Adjustment II Budget and Economic Management Reform of Tax System
Korea	Korea Development Institute Study
Lesotho	Study on Customs, Value-Added Tax, and Trade Policy
Malawi	Food Security Monitoring and Policy Development Strategy for Economic Growth with Equity Tax Reform Implementation
Malaysia	Development Studies Education Management Information Systems
Mexico	Fiscal Reform and Urban Planning International Tax Course
Mongolia	Economic Reform
Nepal	Value-Added Tax
Newly Independent States	Environmental Economics and Policy
Oman	Budgeting Workshop

Pakistan	Child Survival and Health Primary Education Development
Paraguay	Education Reform
Philippines	Health Finance Development Project
Russia	Assistance to the State Committee of the Russian Federation for the Management of State Property Institute for Economic Analysis Macroeconomic and Finance Unit at the Center for Economic Reform Transport Challenge in the Former Soviet Union
Singapore	Master's in Public Policy Program Development
Sri Lanka	Tax Analysis
Taiwan	Economic Research
Thailand	Management of Natural Resources and the Environment
Vietnam	Fulbright Teaching Program
Zambia	Macroeconomic Technical Assistance Tax Administration and Computerization

Cambridge-based projects

Advancing Basic Education and Literacy
 Agricultural Policy Analysis Project
 Applied Diarrheal Disease Research
 Asia Environmental Training
 Conference on Trade in the Far East
 Consulting Assistance on Economic Reform
 Curriculum to Train Leaders of Social Policy Reform in Latin America
 Economic Analysis of International Forestry Issues
 Indochina Program
 Microenterprise Development Course
 Middle East Water Technical Assistance
 Palestinian National Authority
 Pilot Study in Capacity Building
 Structural Adjustment and the Environment
 Training in Tax Policy Reform for Central Asian Republics
 Tropical Forest Management

Overseas Projects

Bolivia – Human Resources for Development

Sponsors USAID, Government of Bolivia

Subcontractor Interamerican Management Consulting Corporation

Duration 1994–present

Field Coordinator Julio Sergio Ramirez

Home Office Coordinators
Merilee Grindle, Mary Hilderbrand



Through this project HIID is assisting the Catholic University of Bolivia in designing and implementing two new master's degree programs, one in public policy and management and one in auditing and financial control. The project's broad objective is to support the sustainability and consolidation of economic reform and democratization in Bolivia through strengthening policy analysis, formulation, and implementation, improving management, transparency, and accountability in the public sector, and building the capacity of the Catholic University to contribute over the long term to the development of human resources in policy, management, and financial control. The project seeks to make a particular contribution to Bolivia's capitalization program by enhancing the ability of the public, private, and NGO sectors to work together constructively for development.

The HIID team works with faculty and staff of the Catholic University in managing the programs, teaches courses and provides assistance toward developing a high-quality local faculty, works to build support and demand for the programs, and offers short courses open to a wider range of Bolivian public- and private-sector managers. A program is being instituted to train a group of students in case writing and to develop Bolivian cases for use in the classroom. HIID is also assisting in building a library and in providing other resources for research, teaching, and professional training programs. In addition, it works with the office of the Comptroller-General of Bolivia and other public- and private-sector organizations to program non-degree activities that strengthen skills and contribute to national policy discussions.

Consultants

Xavier Aguilar Milanes, Mexican Institute of Banking, *finance, economics, public administration*

Silvio De Franco, independent consultant, *organizational and human resource management*

Juan Rivera, University of Notre Dame, *accounting*

Bolivia – Rural Finance

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

Duration 1993–1994

Coordinator Marguerite Robinson

Under this project, HIID provided assistance to BancoSol, a private bank in Bolivia that specializes in providing financial services to microentrepreneurs and credit to lower-income clients at commercial interest rates. During this period, the bank undertook to expand its services geographically and to add the mobilization of deposits to its activities. HIID advised the bank on the following: its study of savings behavior at the local level, the design of its deposit instruments, the design and implementation of pilot projects, and policy issues related to the development of sustainable microfinance institutions.



Bolivia – Technical Support for Policy Reform (UDAPE/UDAPSO)

Sponsor USAID

Subcontractor WPI, Inc

Duration 1993–present

Field Coordinator Charles Myers

Home Office Coordinator Ricardo Godoy

Field Staff George Gray-Molina, *social policy*

This project provides assistance to the Government of Bolivia through research collaboration with UDAPE (Unidad de Analisis de Politicas Economicas) and with UDAPSO (Unidad de Analisis de Politicas Sociales). The project helps staff at these institutions conduct studies in support of policies that maintain macroeconomic stability, reactivate economic growth, and improve the human capital of Bolivia. The research work with UDAPE focuses on macroeconomic stability and reforms of the financial sector, while the areas of research with UDAPSO include education, health, and labor markets. The project also provides in-house training through short courses.

Consultants

Alejandro Aguirre, UNICEF, *infant mortality census data*

John Axtell, Purdue University, *agricultural research*

David Befus, Vision Mundial Internacional, *credit symposium*

Jere Behrman, University of Pennsylvania, *child health care*

Erik Bloom, Yale University, *technical analysis*

David Bravo, Harvard graduate student, *employment and social investing*

Peter Byrne, HIID, *tax reform*

Jennifer Cannell, independent consultant, *housing*

Lionel Castillo, independent consultant, *employment*

Vincent Castonguay, HIID, *customs reform*

H H Cheng, University of Minnesota, *agricultural research*

Monique Chocron, Banque de France, *financial social accounting*

David Cole, HIID, *monetary policy*

David Cooper, independent consultant, *software training*

Vittorio Corbo, Instituto de Economica, Pontifica Universidad Catolica,
Chile, *macroeconomic policy*

Edward Cunningham, University of Dublin, *agriculture*

Amrita Danieri, University of California, Irvine, *social housing policy*

Carlos Daroch, Economic Commission for Latin America, *food and
poverty alleviation*

Donald Davis, Harvard Department of Economics, *trade*

Roberto Fantuzzi, independent consultant, *export promotion policy*

Juan Carlos Feres, Economic Commission for Latin America, *food poverty alleviation*

Henry Forero, independent consultant, *information systems*

Jeffrey Franks, International Monetary Fund, *statistical techniques*

Edward Funkhouser, University of California, Santa Barbara, *economics of child health care*

Paulina Gonzalez-Pose, Harvard School of Education, *higher education administration*

Masako Ii, independent consultant, *health care reform*

Glenn Jenkins, HIID, *taxation*

George Kirkpatrick, independent consultant, *customs reform*

Laurence Kotlikoff, Boston University, *pensions*

Felipe Larrain, Pontificia Universidad Católica, Chile, *macroeconomic management*

Marie Jose Lemaitre, Ministry of Education, Chile, *higher education*

Dan Levy, State University of New York, Albany, *higher education*

Gines Lopez-Oliver, independent consultant, *education*

Donald Lubick, independent consultant, *income and value-added tax*

Rafael Triguero Mejia, independent consultant, *integrated household survey*

John Mendelsohn, independent consultant, *information systems*

Marcela Mollis, University of Buenos Aires, *higher education*

Patricio Montero Lagos, independent consultant, *higher education*

Felipe Morande, Georgetown University, *pensions*

Jonathan Morduch, Harvard Department of Economics, *poverty and labor*

Luis Carlos Moreno, independent consultant, *tax*

Paul Mosley, ILO, Geneva, *microcredit*

Jorge Muñoz, World Bank, *poverty assessment*

Juan Carlos Navarro, Harvard Graduate School of Education, *higher education*

Gerardo Della Paolera, Universita Torcuato DiTella, *international trade and agriculture*

Ricardo Paredes, Universidad Chile, *labor and employment*

Jorge Rene Perez, Banco Central de Chile, *public debt*

Ravi Ramamurti, Northeastern University, *privatization*

Laura Rawlings, World Bank, *social project evaluation*

- Luis Riveros, Universidad Chile, *urban employment*
 Terry Roe, University of Minnesota, *rural development policy*
 Patricio Rojas, Banco Central de Chile, *state-owned enterprises*
 Jeffrey Sachs, HIID, *privatization*
 Ramon Santelices, independent consultant, *housing policy*
 Rainer Sauerborn, HIID, *geographic information systems*
 G Edward Schuh, Hubert Humphrey Institute of Public Affairs, *agricultural research*
 Betty Slade, HIID, *monetary policy*
 Barbara Stallings, independent consultant, *external financing*
 Robert Stobaugh, Harvard Business School, *hydrocarbons*
 John Strong, College of William and Mary, *capitalization of state-owned enterprises*
 Lance Taylor, New School for Social Research, *macroeconomics*
 Erik Thompson, Ministry of Finance, Costa Rica, *taxation*
 Salvador Valdes-Prieto, Pontifica Universidad Catolica, Chile, *macroeconomics*
 Rodrigo Vergara, Banco Central de Chile, *state-owned enterprises*
 Eleonora Vivas, independent consultant, *higher education*
 J D von Pischke, Barents Group, KPMG, *democratizing credit*
 Diego von Vacano, Harvard graduate student, *social investments*
 Julia Walsh, Harvard School of Public Health, *health*
 Robert Weiner, Kennedy School of Government, Harvard, *hydrocarbons*
 Sergio Zuniga, Universidad Catolica del Norte, *financial training*

Bolivia – Tropical Deforestation

Sponsor National Science Foundation

Duration 1995

Coordinators Ricardo Godoy, Peter Ashton

This pilot project, completed in the summer of 1995, studied the effects of economic development on tropical deforestation by households of the lowland Amerindians in Bolivia. The purpose of the study was to select a lowland Amerindian group for a longer three-to-five-year study of the socioeconomic and land clearance activities of selected households.

Consultants

Jeffrey R. Franks, International Monetary Fund, *statistical techniques*

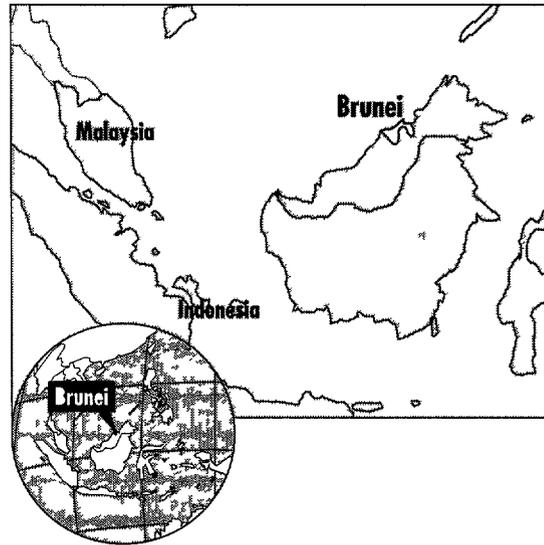
Brunei – Public Management

Sponsor Government of Brunei Darussalam

Duration 1986–1993

Home Office Coordinator Merilee Grindle

The Public Management project was designed to allow HIID to respond quickly and flexibly to public management issues articulated by the Management Services Department in the Office of the Prime Minister. During the final year of the project, civil service reform remained the principal focus of the project's advisory and training activities. 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 services provided by the public sector. A monitoring and evaluation framework for the civil service review outlined a format for sustaining and extending the organizational and procedural reforms already enacted by the government. The framework was accepted by the Management Services Department and became the basis for consultancies in policy analysis, financial and economic analysis, logical framework analysis, management skills, and systems management training. At the project's close, the Management Services Department planned to continue independently the training activities related to the monitoring and evaluation framework. HIID also provided consulting assistance in the areas of total quality management, organizational development and consulting skills, and leadership and negotiation training.



Consultants

Derick Chapman, independent consultant, *public administration*

Christine Letts, Kennedy School of Government, Harvard, *total quality management training*

Ian Mayo-Smith, PIP International, *management training and organizational development*

David Richman, independent consultant, *organization and management consulting*

Joyce Stanley, independent consultant, *management training and organizational development*

Cameroon – Maternal and Child Health

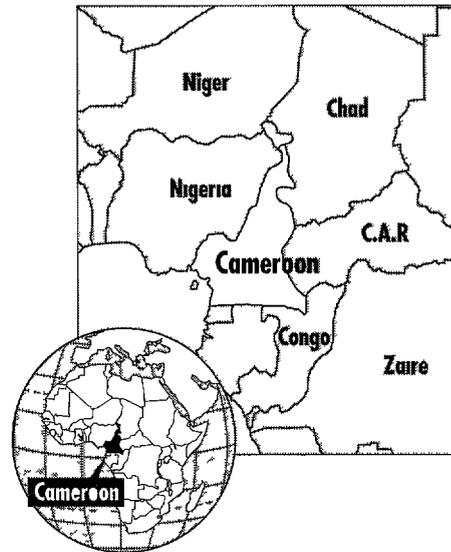
Sponsors USAID, UNICEF

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

Duration 1987–1994

Field Coordinator Claude Bodart

Home Office Coordinator Rainer Sauerborn



The objective of this project was to help Cameroon's Ministry of Health to design and implement an integrated primary health care program based on decentralization of decision making and recovery of recurrent cost through community co-managed and co-financed health services. The basic assumption underlying the project was that providing access to low-cost drugs and offering good-quality health services would enhance the use of those services. This was verified by a research study's findings that the segment of the population with access to health facilities that were enrolled in the revolving drug fund program used health facilities significantly more than did the control population, whose health facilities had no access to a revolving drug fund.

The project helped design an action-based health management information system, which became the model for nationwide implementation. Project area maps were computerized so that decision makers could see indicators in their geographical distribution. The cost recovery system was restructured, and a legal framework (elaborated and approved by the Ministry of Health) provided nonprofit, private status to the revolving drug fund.

Although USAID chose to withdraw from Cameroon at the end of the project period, support for a three-month follow-on project by UNICEF allowed the field coordinator to assist in transferring activities to the district level through training of a district health team.

Consultants

Heinrich Berg, German Technical Cooperation (GTZ), *hospital accounting*

Dean Yang, independent consultant, *geographical information systems input*

Central and Eastern Europe – Environmental Economics and Policy

Sponsor The World Environment Center under a contract funded by USAID, USAID

Subcontractor World Resources Institute

Duration 1992–present

Field Coordinators

Bulgaria Paul Dax

Estonia, Latvia Bruce Larson

Hungary Glenn Morris

Lithuania Randall Bluffstone

Poland Glen Anderson

Romania Clifford Zinnes

Slovakia Thomas Owen, Theodore Smith

Home Office Coordinators Theodore Panayotou, Jeffrey Vincent



Recent political and economic changes in Central and Eastern Europe (CEE) have created an important opportunity to promote sustainable economic growth with sound environmental policy. This project works with CEE governments to evaluate policy options for reconciling economic and environmental objectives, with particular emphasis on integrating environmental considerations into the privatization and industrial restructuring processes. The project promotes initiatives that reduce environmental damage, stimulate private-sector investment, remove barriers to privatization and foreign investment, and encourage efficient use of scarce private and public resources. Economic analysis, technical assistance, and policy advice on cost effective methods of addressing environmental degradation are the main vehicles for promoting change. Among other things, HIID has been particularly influential in the area of economic instruments through its numerous legislative and policy reform recommendations.

HIID began its involvement with CEE environmental issues in 1992. In 1993, the Central and Eastern Europe Environmental Economics and Policy Project was initiated and funded by USAID, with HIID as the primary project manager. Under this agreement, six senior resident advisors work in seven CEE countries (Estonia, Latvia, Hungary, Romania, Poland, Lithuania, and Slovakia), while short-term technical assistance is provided to Albania and the Czech Republic. The resident advisors stay for a minimum of two years in their respective countries, and advise senior government policy makers in coordination with other U.S. government initiatives and the

international donor community This project involves an innovative instrument to encourage local involvement and capacity building local policy analysis working groups, consisting of distinguished local environmental professionals, have been established to assist the resident advisors in policy analysis and interaction with policy makers An amendment to the cooperative agreement in 1994 provided for environmental finance advisors in Bulgaria and Slovakia, as well as a subcontract with the World Resources Institute to support the development of national environmental action programs in the region

Consultants

- Robert Anderson, American Petroleum Institute, *environmental regulatory impact analysis*
- Mary Arndtsen, independent consultant, *information law*
- Daniel Beardsley, Albers & Company, *environmental action programs*
- Bohumil Benes, independent consultant, *waste management*
- Taylor Bingham, Research Triangle Institute, *environmental taxes and pollution fees*
- Ulf Bjallas, Swedish National Licensing Board for Environmental Protection, *environmental liability*
- Peter Bloom, independent consultant, *mid-project evaluation*
- Kevin Boyle, University of Maine, *valuation of environmental damages*
- Dallas Burtraw, Resources for the Future, *pollution permitting*
- Susan Cummings, Hunton & Williams, *environmental liability*
- Robert Deacon, independent consultant, *forestry taxation*
- J R DeShazo, Harvard University graduate student, *water management*
- John Eriksen, Ithaca International Limited, *mid-project evaluation*
- Ita Falk, independent consultant, *environmental funds*
- Scott Farrow, Dames & Moore, *tradable permits, pollution charges*
- Beatrice Fournier, OECD, *environmental taxes*
- Gretta Goldenman, Oppenheimer, Wolff & Donnelly, *environmental law and privatization*
- Roger Griffith, independent consultant, *environmental engineering*
- Gerald Hansler, Delaware River Basin Commission, *water management*
- Winston Harrington, Resources for the Future, *pollution permitting*
- Michael Healey, independent consultant, *water management*
- Dora Iordanova, independent consultant, *environmental economics*
- Jirina Jilkova, independent consultant, *air quality*
- Zsuzsa Lehoczki, independent consultant, *environmental funds*
- Anil Markandya, HIID, *water management*
- Wade Martin, Colorado School of Mines, *mid-project evaluation*
- Robert McIntyre, Bowdoin College, *environmental action program*

James Opaluch, University of Rhode Island, *valuation methodology*
Keith Openshaw, Alternative Energy Development, Inc , *fuelwood market analysis*
Lubomir Paroha, independent consultant, *air quality*
Charlie Paulsen, Resources for the Future, *waste water management*
William Penn, independent consultant, *water management*
David Phillips, Fenviron, *environmental auditing and liability*
Martine Remond-Goulloud, University of the Sorbonne, *environmental liability*
Ivan Ruzicka, independent consultant, *forestry policy*
Jeffrey Sachs, HIID, *economic instruments*
Kathleen Segerson, University of Connecticut, *environmental liability*
R David Simpson, Resources for the Future, *conservation finance*
Jarmila Sladkova, Czech Environmental Institute, *waste management*
Robert Stavins, Kennedy School of Government, Harvard, *tradable permits*
Manuel Stefanakis, Arthur D Little, Inc , *air quality management*
Donald Stever, Dewey Ballantine, *environmental compliance scheduling*
Michael Toman, Resources for the Future, *valuation methodology*
Catherine Vinot, Dames & Moore, *environmental economics*
Keith Welks, independent consultant, *compliance scheduling*

Central and Eastern Europe – Environmental Action Program Support

Sponsor Chemonics International under a contract funded by USAID

Duration 1995–present

Coordinator Theodore Panayotou

This project provides technical support for the Environmental Action Program, a program that was developed by an international committee of ministers of the environment at a 1993 conference. The program addresses environmental problems in Central and Eastern Europe (CEE) and the Newly Independent States (NIS) through a partnership between CEE, NIS, and Western countries. CEE and NIS countries have agreed to carry out environmental policy and institutional reforms with the technical assistance of Western countries and international financial institutions. U.S. support for this initiative is provided by this contract. Under the contract, HIID helps to implement practical, low-cost pollution-control measures that will have discernible environmental impacts. In Bulgaria, for example, the project is helping the municipality of Stara Zagora establish a financing structure for environmentally beneficial fuel conversions to natural gas.

Other environmental investment projects are also being pursued by HIID in Poland and Slovakia

Chile – Urban Development

Sponsor Forestal Valparaiso S A

Duration 1993-1994

Coordinators Edward Glaeser (Harvard Department of Economics), John Meyer (Kennedy School of Government, Harvard)

This project began with a report on the basic microeconomics of urban development, which provided a general microeconomic framework for the second phase of the project. This second phase involved intensive studies of five major sectors of urban development in Chile: monetary damages created by different sources of pollution in Chile, urban infrastructure services, spatial implications of housing policy, efficiency of government transport policies and spending, and spatial distortions created by social welfare programs and the restructuring of political institutions to eliminate these distortions.

Consultants

Jean Cummings, Kennedy School of Government, Harvard, *housing policy study*

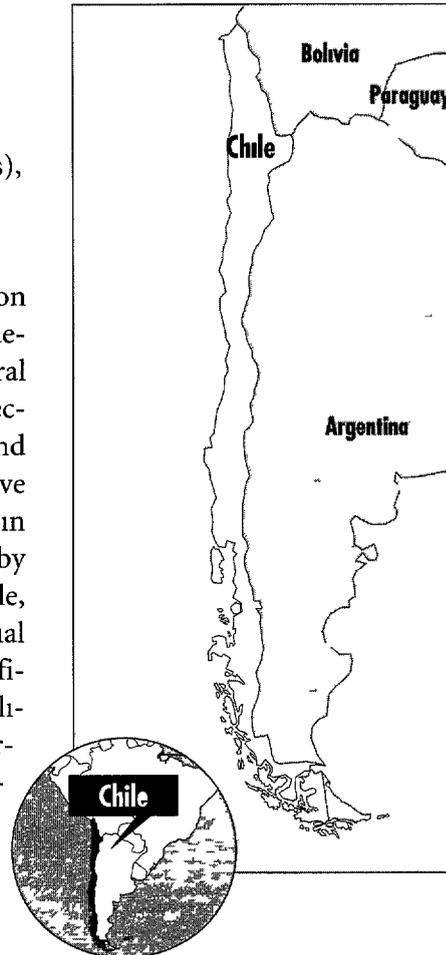
Amrita Danieri, University of California, Irvine, *urban infrastructure study*

Denise DiPasquale, Kennedy School of Government, Harvard, *housing policy study*

Edward Glaeser, Harvard Department of Economics, *social welfare problems study*

Jose Gomez-Ibañez, Harvard Graduate School of Design, *urban infrastructure study*

Matthew Kahn, Columbia University, *pollution sector study*



John Kain, Harvard Department of Economics, *government transport policies study*

Suzi Kerr, Harvard University graduate student, *urban development sector study*

Zhi Liu, HIID, *government transport policies study*

Dominican Republic – Tax Reform

Sponsor UNDP

Duration 1990–1994

Field Coordinator Octavio Garza

Home Office Coordinator Glenn Jenkins

The purpose of this project was to assist the Ministry of Finance in revising the country's tax structure and improving customs and tax administration. HIID advisors and consultants helped prepare legislation for a tax code involving income, value-added, fringe benefit, and excise taxes. In August 1994, HIID submitted a final report to the Ministry of Finance and the UNDP summarizing the project's accomplishments. Several substantive papers were submitted along with the report, which outlined the range of activities undertaken over the life of the project. These papers included summaries on computerization, revenue forecasting, and tax administration procedures.

Consultants

Samuel P. Dechario, independent consultant, *computerization*

Hector Guiliani, independent consultant, *tax policy*

Ward Hussey, independent consultant, *tax legislation*

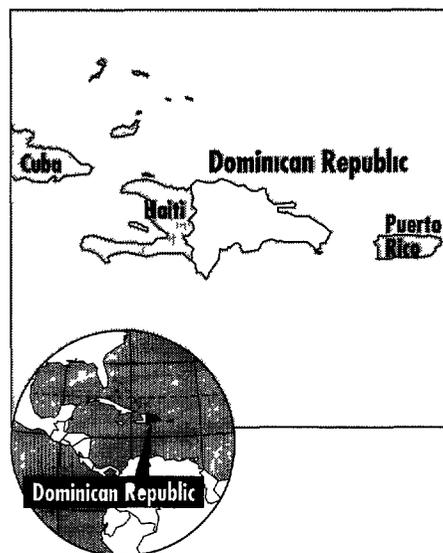
Arturo Jacobs, independent consultant, *tax administration and training*

Richard Laliberte, Finance Canada, *tax forecasting*

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

David Marcillo, Office of Financial Systems, Harvard, *computerization*

Jacques Monette, Canada Customs, *customs*



James Owens, independent consultant, *tax administration*

Lawrence Rosenberg, independent consultant, *revenue estimating*

Sally Wallace, Georgia State University, *revenue forecasting*

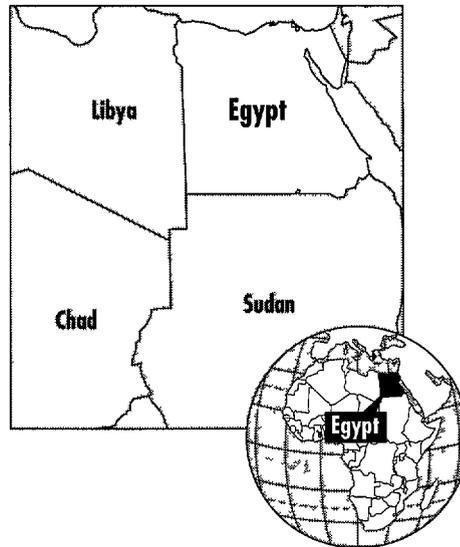
Egypt – Educational Planning Unit

Sponsor Research Triangle Institute under a contract funded by USAID

Duration 1989–1994

Home Office Coordinator Noel McGinn

Field Staff John Villaume, *management information systems decentralization*



This project was designed to improve the capacity of the Egyptian Ministry of Education to carry out policy analysis and formulate education plans. A major part of the project involved redesign of instruments and procedures for the collection of statistical information about the system's performance, design of procedures and software applications for data entry and reporting, and staff training in the use, maintenance, and improvement of procedures and applications. A second major task of the project was to train local district staff in collecting and using data for decentralized decision making. A third task was the design and execution of a national sample survey of determinants of academic performance for fifth and eighth grade students. The study was published by the Ministry of Education, which used the results in formulating policies on training teachers and principals and in allocating resources to schools.

Consultants

Thomas Cassidy, HIID, *management information systems*

Haiyan Hua, Harvard graduate student, *statistical analysis, educational planning*

Fernando Reimers, HIID, *statistical analysis*

Egypt – Public Enterprise Workshop

Sponsor Fulbright Commission

Duration 1995

The Binational Fulbright Commission in Cairo invited HIID to conduct a two-week workshop in Cairo in January 1995 for senior executives from Egyptian public enterprises. The first week concerned privatization issues relevant to the rapidly changing Egyptian economy, while the second week focused on labor issues, with an emphasis on the serious labor-shedding problems faced by Egyptian public enterprises in the process of privatizing. A two-day negotiation workshop bridged the two sessions. In addition to examining several cases from Egypt and other countries, participants prepared, analyzed, and presented actual cases from their own work experience. At the request of the Commission, workshop faculty selected two of the thirty-five participants to receive stipends for further study in the United States.

Teaching Staff

Mukesh Chawla, Harvard School of Public Health

Luis Guasch, World Bank

Kay Henry, HIID

Junki Kim, Harvard graduate student

Donald Robbins, HIID

Guntar Rochow, Capra International

Khaled Sherif, World Bank

El Salvador – Education Sector Assessment

Sponsor USAID

Duration 1993–1994

Coordinator Fernando Reimers

In this project HIID led a team of consultants and institutional sub-contractors (the Universidad Centro Americana and the Fundacion Empresarial para el Desarrollo Educativo) who assessed the main constraints to building equity and efficiency in El Salvador's education system. The assessment was structured to stimulate a process of dialogue among key mem-



bers of Salvadoran society as part of the consolidation of the peace process after twelve years of civil war. HIID's coordination of the process of strategic planning led to the successful completion of a shared vision of education reform among key groups. It also led to a series of policy decisions geared toward implementing the recommendations of this assessment.

Consultants

Mario Bicard, independent consultant, *education and economics*
 Leono Cariola, independent consultant, *primary education*
 Anthony Dewees, independent consultant, *primary education*
 Henry Forero, independent consultant, *primary education*
 Paulina Gonzalez, Harvard Graduate School of Education, *education*
 Clive Gray, HIID, *education and economics*
 Merilee Grindle, HIID, *higher education policy*
 Steven Klees, Florida State University, *education financing*
 Noel McGinn, HIID, *decentralization of education*
 Iva Nuñez, independent consultant, *primary education*
 Jorge Quintana, independent consultant, *primary education*
 Ernesto Schiefelbein, UNESCO, *primary education*
 Bernardo Seaman Gonzalez, Chile Internal Revenue Service, *education*
 Carlos Varas-Gonzales, Municipalidad de Santiago, *education planning*
 Sandra Rebecca Vasquez de Barraza, independent consultant, *education planning*

The Gambia – Tax Administration Modernization Project

Sponsor USAID

Duration 1993–1995

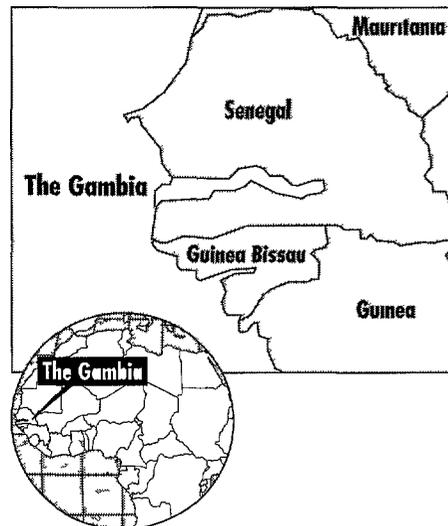
Home Office Coordinators Ellen Seidensticker, Richard Pagett

HIID Staff

Donald Morrison, *tax administration*

Andria Rossi, *computer programming*

The aim of this project was to improve tax administration, including compliance, efficiency, and reporting, in order to enhance the environment for private investment and enterprise development in The Gambia. The project analyzed the Gambian



tax system, and then developed a reorganization of the income tax department and a management information system to support that reorganization. As part of this process, the project developed a new information system for the sales tax unit of the Customs and Excise Department, and a computerization of the Registrar General's office. These systems were linked to provide the appropriate authorities with the full information necessary to implement Gambian tax law. Additional legislation was developed to ensure the effectiveness of the new tax organization, and considerable training was provided, including a year at Harvard for one tax officer.

Consultants

Simon Abraham, independent consultant, *computer programming*

Oliver Brody, independent consultant, *computer programming*

Ahmed El Dib, independent consultant, *computer programming*

Tin Htut, UNDP, *tax administration*

Marc Jacobson, independent consultant, *database design*

Momodou Njie, independent consultant, *computer programming*

James Owens, independent consultant, *tax administration*

Anna Prigozhina, independent consultant, *computer programming*

Fabakary Sanyang, Compudata Ltd, *computer programming*

Ralph Shilling, independent consultant, *tax audit*

Dmitri Stavisky, independent consultant, *computer programming*

Anatoliy Timokhin, independent consultant, *computer programming*

Eric Wickberg, independent consultant, *computer programming*

Christopher Wong, independent consultant, *computer programming*

Honduras – Effect of Markets on Indigenous People

Sponsor National Science Foundation

Subcontractor Manomet Bird Observatory

Duration 1993–present

Coordinator Ricardo Godoy

Field Staff

Josefien Demmer, *socioeconomic data collection*

Kendra McSweeney, *socioeconomic data collection*

Johannes Overman, *socioeconomic data collection*



This ongoing study examines the effects of economic development on the extraction of non-timber tropical forest products by the Tawahka Indians of Honduras. Preliminary data suggest that as rural incomes rise 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. The field research is being conducted by students who monitor the socioeconomic activities of over thirty households virtually every day. The study is a natural experiment and centers on two villages – one with little integration with the market and the other with tight links to the market. Besides monitoring the daily economic activities of selected households, the students conduct censuses of plants and animals to assess biological sustainability in the rainforest.

Consultants

Hernan Adoni, independent consultant, *socioeconomic data collection*

Nicholas Brokaw, Manomet Bird Observatory, *plant census*

Peter Cahn, Harvard College student, *oral history*

Peter Kostishack, Harvard College student, *deforestation survey*

Kathleen O'Neill, Harvard College student, *deforestation survey*

David Wilkie, Tufts University, *animal research*

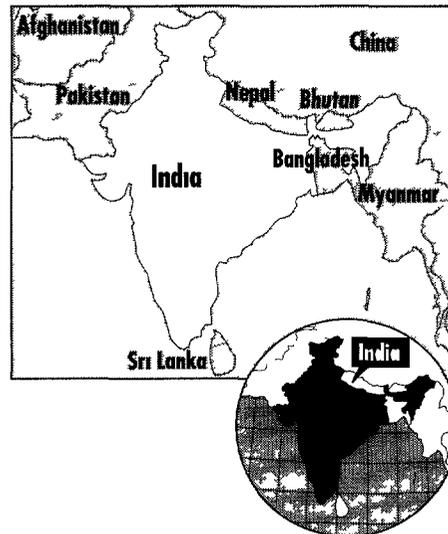
India – Widows in Rural Areas

Sponsor MacArthur Foundation

Duration 1992–present

Coordinator Martha Chen

This project is designed to understand better the vulnerabilities of different types of widows in rural India and to promote appropriate policy responses (by both governmental and non-governmental organizations). Intensive field work has been carried out in two villages in each of seven states of India. The findings of these studies have been published in two papers and will be published, together with comparative historical and anthropological material, in a book



In March 1994, HIID organized a national workshop and conference, “Widows in India.” The informal workshop brought together thirty-five widows from different parts of the country, as well as ten women activists to share problems, exchange experiences, voice demands, and initiate a network of widows and activists concerned with the specific problems of widows. The purpose of the three-day conference that followed the workshop was to present recent evidence on the predicament of widows and to formulate concrete proposals for policies and action in support of widows. As the project continues, fifteen to twenty of the organizers in a newly-established NGO network are soon to be engaged in a two-year action-research project to secure pensions and property rights for widows. To supplement these efforts at a national policy level in India, HIID faculty have been involved in several initiatives to promote a better understanding of the social and economic conditions of widows across the developing world.

Indonesia – Analysis of Manufactured Export Growth

Sponsor Ministry of Industry,
Government of Indonesia

Duration 1995

Field Coordinator Joseph Stern

HIID prepared an assessment of the export situation in Indonesia for the Ministry of Industry in order to determine whether the slowdown in export growth, which began in 1993, reflected external or internal factors. To the extent that internal factors were at fault, HIID was asked to recommend specific

policies to reinvigorate export growth. The study concluded that a number of short-term macroeconomic and sector-specific factors had eroded Indonesia’s competitiveness, and it suggested policy measures to reverse this outcome. For the medium to long term, the report suggested that there must be deepening of the export base, expansion of the number of exporting firms by encouraging firms that now produce solely for the domestic market to seek out additional overseas markets, and building of a base for more sophisticated exports. Recognizing that Indonesia must begin



the process of moving to more sophisticated exports, the study noted that it can do so only after taking measures to improve its human capital, reduce the role of domestic monopolies, and develop and enforce industry norms and standards, while at the same time providing support for well-focused research and development activities. The report cautioned that the transformation to a more sophisticated export base must not be pushed too fast, and that a successful transformation from traditional to new sources of comparative advantage must be based on continued gains in the productivity of workers, capital, and firms.

Consultants

Nancy Allen, independent consultant, *textile products*

Susan Baker, HIID, *footwear*

Richard Barichello, University of British Columbia, *electronics*

Thomas Bauer, independent consultant, *agro-industry, data processing*

Paul Cook, University of Manchester, *electronics exports*

Frank Flatters, Queen's University, Ontario, *footwear*

Colin Kirkpatrick, independent consultant, *electronics*

Stephen Magiera, HIID, *agro-industry*

Steven Radelet, HIID, *macroeconomic policies, wood furniture*

Indonesia – Bank Dagang Bali

Sponsors Development Alternatives, Inc, under a contract funded by USAID, Calmeadow Foundation of Toronto

Duration 1994–1995

Coordinator Marguerite Robinson

Under this project, a case study was prepared on Bank Dagang Bali (BDB), a private bank in Indonesia that has profitably served households and small and microenterprises at the local level in Indonesia since 1970. As BDB was the first bank in Indonesia to provide microfinance profitably and continuously (and possibly the first in the developing world to do so), there is considerable interest in the BDB experience on the part of microfinance institutions, donor agencies, and governments from around the world. The case study provides the history and analysis of the bank's credit and savings instruments and services. It also examines the bank's management, staffing, and training, as well as profiles of BDB's clients. The case study includes a twenty-five-year record of BDB's profit and loss statements and balance sheets, the longest-term database available for any fully self-sufficient institution providing microfinance profitably.

Indonesia – Bank Danamon

Sponsor Bank Danamon,
Indonesia

Duration 1995–present

Coordinator Marguerite
Robinson

Under this project, HIID is advising Bank Danamon, the second largest private bank in Indonesia, on the development of a large-scale capacity for microfinance in order to provide financial services to lower-income people delivered at the local level. As Indonesia has become the international center of sustainable microfinance during the past decade, Bank Danamon has become aware that such operations can be profitable, both economically and socially. Bank Danamon is one of the first large private banks in the world to decide to enter the local finance market. The role of the HIID project is to advise the bank on developing and implementing a plan for providing local finance in areas throughout the country. The project advises on client demand, design of appropriate financial products, staff development and training, marketing, development of bank branches, and other aspects of the local finance program.

Consultants

Christopher Bennett, independent consultant, *policy analysis*

Robert Christen, independent consultant, *policy analysis*

Indonesia – Bank Rakyat Indonesia

Sponsors Bank Rakyat Indonesia with partial funding from USAID (1987–1991) and the World Bank (1991–present)

Duration 1987–present

Field Coordinators Richard Patten, Donald Johnston

Home Office Coordinators Ricardo Godoy, Joseph Stern



photo Gretchen O'Connor

HIID has been associated with the Bank Rakyat Indonesia Units (originally *Unit Desa*, or village banking units, but now including urban units, known as *Unit Kota*) since the early 1980s. At that time HIID advisors to the Indonesian Ministry of Finance began work leading to the reorientation of the Unit system to its present mission of providing lower-income households with access to fully commercial banking services. Since 1987, HIID has provided technical assistance directly to BRI in credit, management, savings, management information systems, and training, in order to expand the services of the BRI Units into a fully-articulated primarily rural financial system. This system has become a model for rural banking systems in developing countries. The emphasis of the most recent work lies in extending banking services to households that still have no effective access to a bank, by expanding the range of credit and savings products available to customers, and by using new technologies to improve efficiency and offer new services to customers.

Consultants

Richard Hook, HIID, *training*

James Kern, independent consultant, *economics*

Marguerite Robinson, HIID, *visitors' program, microfinance*

Robert Varley, independent consultant, *economics*

Indonesia – Customs and Economic Management, Economic Analysis

Sponsors The State Coordinating Ministry for Economy, Finance, and Development Supervision and the Ministry of Finance, Government of Indonesia

Duration 1986–present

Field Coordinators Joseph Stern, Louis Wells

Home Office Coordinators Michael Roemer, Joseph Stern

Field Staff

Susan Baker, *trade policy*

Frank Barry, *trade and industrial policy*

Timothy Bond, *macroeconomic policy*

Timothy Buehrer, *macroeconomic policy*

Bert Cunningham, *customs reform*

David Dawe, *food policy*

Benjamin Dennis, *macroeconomic policy*

Daniel Gilligan, *trade policy*

Steven Magiera, *trade policy*

Jaime Quizon, *agricultural policy*

Steven Radelet, *macroeconomic policy*

Darius Teter, *trade and tariff policy*

The Economic Analysis Project and its predecessor, the Customs and Economic Management Project (which ended in May 1994), have assisted the State Coordinating Ministry and the Ministry of Finance by providing technical assistance and undertaking economic policy analysis on a wide range of issues. Over the past two years the project has produced quarterly reports on economic activities so as to inform senior government officials of emerging trends in a number of macroeconomic variables. The addition of a full-time staff member dealing with food policy has allowed the project to increase its reporting in this area, and to link movements in food prices and food availability to more general price and trade development issues. The project continues to undertake analysis of international trade issues, including ongoing analysis of the impact of the Uruguay Round of the GATT on Indonesia's external sector, together with reviews of the impact of potential commitments under APEC. The project staff monitors movements in the real exchange rate as well as manufactured exports.

To increase its understanding of issues that affect manufactured exports, project staff conduct frequent interviews with exporters in various fields. These interviews and factory visits provide first-hand information that is useful in preparing analysis for further economic deregulation measures and for a variety of trade reform measures, including the lowering of tariffs and nontariff barriers.

The project has continued to provide assistance to the Center for Policy and Implementation Studies on agricultural policy, especially issues affecting fertilizer use, sugar pricing and distribution, and rubber smallholder development. The project has completed its work on customs reform and integrated pest management, although it continues to provide assistance as requested in both areas through the services of short-term consultants.

Consultants

Nancy Allen, independent consultant, *foreign and domestic private business formation*

Richard Barichello, University of British Columbia, *export development*

Bimo, independent consultant, *pharmaceuticals policy*

Maury Bredahl, University of Missouri, *textile and garment exports*

David Crawford, independent consultant, *tax law*

Frank Flatters, Queen's University, Ontario, *export facilitation, pharmaceuticals policy*

Richard Gordon, Harvard Law School, *tax policy, commercial law reform*

Hilbrand Haak, independent consultant, *pharmaceuticals policy*

- J Tomas Hexner, Hex, Inc , *foreign investment, public debt management*
 Gary Hufbauer, Institute for International Economics, *APEC and trade policy*
 Glenn Jenkins, HIID, *tax policy*
 Katharina Katterbach, independent consultant, *export policy*
 Roy Kelly, HIID, *nontax revenues*
 Robert Lawrence, Kennedy School of Government, Harvard, *APEC study*
 Mark Leiserson, independent consultant, *training, human capital development*
 Wolfgang Linser, independent consultant, *integrated pest management*
 Sherif Lotfi, independent consultant, *macroeconomic policy*
 Courtney Nelson, WPI, Inc , *training programs for public sector employees*
 James Owens, independent consultant, *tax administration*
 Dwight Perkins, HIID, *APEC study*
 John Quigley, University of California at Berkeley, *fiscal decentralization*
 Amy Rader, University of California at Berkeley, *fiscal decentralization*
 Rajah Rasiah, Universiti Kebangsaan Malaysia, *manufactured exports*
 Donald Snodgrass, HIID, *small-scale industry legislation*
 John Strong, College of William and Mary, *aircraft financing*
 Darius Teter, independent consultant, *tariff policy*
 John Thoburn, University of East Anglia, *industrial development and exports*
 John Thomas, HIID, *training programs for public sector employees*
 James Walsh, independent consultant, *customs administration*
 Louis Wells, Harvard Business School, *foreign investment*
 Franck Wiebe, independent consultant, *poverty analysis*

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

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

Duration 1981–present (MOFT), 1990–1995 (PHRD)

Subcontractor The Economics Institute (MOFT, 1993–1994)

Field Coordinators Joseph Stern, Louis Wells

Home Office Coordinators Richard Pagett, Thomas Skerry

These two projects operated in tandem to provide long-term graduate training for senior analysts and managers employed by the Government of Indonesia. With assistance from HIID, the Training Unit of the Ministry of Finance selected, prepared, placed, and supported participants enrolled in universities throughout the United States and in the United Kingdom.

This training program involved three phases, and the goal of each phase was to enhance the skills of trainees in English and to improve their mastery of economics, statistics, and mathematics. During the first phase, participants underwent an intensive preparatory course in Jakarta, during the second phase, they studied in a U.S. preparatory program. The third phase was the actual graduate program. In December 1993, HIID subcontracted with the Economics Institute of Boulder, Colorado, to carry out the first two phases of this training program. The Economics Institute provided faculty to teach economics, statistics, and math for the Jakarta phase. In the U.S., the participants were enrolled in a full range of subject and language courses at the Economics Institute depending upon their needs. Upon successful completion of the Boulder phase, the participants entered graduate programs in economics, accounting, public administration, law, and business administration. After receiving their degrees, they returned to Indonesia to continue work in their ministries or government agencies.

HIID's Training Office was responsible for managing the placement, academic advising, monitoring, and logistical support for participants sponsored under these projects. The Ministry of Finance Training Unit and HIID shared responsibility for the administration of their financial sponsorship. During 1993–1995, these projects sponsored 165 students who studied for both master's and doctoral degrees. They came from all of the Directorates General within the Ministry of Finance, and from associated units such as the State Board for Financial Supervision and Control, the Capital Markets Executive Agency, and the Center for Research and Development. Officials from the Ministries of Trade, Industry, and Foreign Affairs also studied under this sponsorship.

Consultant

Caroline Abdulrazak, HIID, *student placement*

Indonesia – Program for Financial Policy Studies and Training

Sponsor Ministry of Finance, Government of Indonesia

Duration 1983–1994

Field Coordinators David Cole, Betty Slade

Home Office Coordinator Michael Roemer

Field Staff

Karen Harris, *pension reform*

Alison Harwood, *financial markets*

Thomas Power, *insurance and pension reform*

Nicolo Stuparich, *pension funds*

David Witzel, *pension management information systems*

The Program for Financial Policy Studies and Training (PFPST) project assisted in building a framework for the regulation and sound development of the financial sector in Indonesia. Specifically, the PFPST project achieved the following: helped train officials of the Ministry of Finance to carry out policy analyses, assisted in preparation of legislation, regulations, and supporting documentation, assisted in strengthening regulatory capacity for the various financial sectors, particularly for pensions and insurance, provided support for on-the-job training at regulatory agencies abroad, supported graduate work abroad in specialized areas such as actuarial studies, supported training activities, including seminars, and numerous workshops in Indonesia, and provided opportunities for on-the-job training of staff by experienced experts in financial regulation. The PFPST project also provided short-term experts in specialized financial activities such as monetary policy, actuarial analysis, funding and solvency issues for pensions, stock market trading, securities clearing and settlement, social security, property appraisal, pension accounting, venture capital, investor protection, and other areas as required by the Ministry of Finance.

Research was another component of the project. This entailed preparation of joint papers by Indonesians and expatriates and assistance to interagency committee work on law, monetary policy, banking regulation, and capital market regulation. PFPST helped organize seminars involving various government organizations and private sector financial institutions on financial topics, and provided short-term interagency courses in insurance and pensions. PFPST also provided extensive assistance on computerization of regulatory systems for insurance, pensions, accounting, and appraisal. The PFPST residents and consultants worked mainly with the former Directorate of Financial Institutions and Accountancy and the Directorate General of Financial Institutions, but the project team also worked with Bank Indonesia, several state banks, and the National Planning Board.

Consultants

Ian Gihooley, GNA Consulting, Canada, *clearing and settlement systems*

Ives Guerard, Sobeco Group, Canada, *pension regulation and training*

Paul Guy, International Organization of Securities Market Regulators,
capital market regulation

Marc Jacobson, independent consultant, *computer training, management information systems*

D. Ross Johnston, University of Windsor, *pension accounting and training*

Paul Jones, GNA Consulting, Canada, *brokerage accounting*

Stewart Kemp, Plymouth Rock Assurance Corporation, *insurance regulation and training*

Jean Noel Martineau, Office of Supervision of Financial Systems,
Canada, *pension regulation*

Ross McLeod, Australian National University, *financial markets regula-
tion and training*

Paul Meek, independent consultant, *money markets and monetary policy*

Claude Michaud, Quebec Pension Board, *pension regulations*

Donald Morrison, HIID, *management information systems*

Philip Pillai, Shook, Lin & Bok, Singapore, *securities market regulation*

Catherine Prime, Prime Associates, Australia, *insurance and pensions,
actuarial sciences*

Irwin Sandberg, independent consultant, *money markets and monetary
policy*

Andre Saumier, Alpha Capital, Canada, *securities markets and venture
capital*

Yves Slater, Quebec Pension Board, *pension regulation*

Theodore Smith, independent consultant, *real estate appraisal training
and regulation*

Indonesia – Property Tax Administration

Sponsor Ministry of Finance, Government of Indonesia with partial fund-
ing by the World Bank

Duration 1988–1994

Field Coordinator Marco Montes

Home Office Coordinators Glenn Jenkins, Roy Kelly

The Property Tax Administration project provided assistance to the government on property tax policy and improving property tax administration from 1988 to 1994. Focusing initially on developing a “collection-led” implementation strategy, the project assisted in developing an innovative payment point collection system (SISTEP), which was replicated throughout Indonesia by mid-1993.

From 1991 onwards, the SISTEP system was incorporated into a newly designed Property Tax Information Management System (SISMIOP), which integrated property identification, valuation, assessment, collection, enforcement, appeals, and taxpayer service, and which linked administration with data processing components of tax administration. After the SISMIOP system was tested in East Jakarta, the system was then replicated throughout Indonesia by April 1994. It provided the foundations for a modern and efficient computerized property tax administration system.

In addition to the substantial improvements in tax administration, the project also provided policy advice on issues such as tax base definitions,

exemptions levels, tax rates, property valuation, land speculation, and the options for other land-related taxes such as vacant land taxes, transfer taxes and betterment taxes. Research also was done on the interaction between land policy and property taxation.

Consultant

Roy Kelly, HIID, *property tax policy*

Indonesia – Urban Development Policy and Finance

Sponsor Ministry of Finance, Government of Indonesia

Duration 1980–1994

Field Coordinator Joseph Stern

Home Office Coordinators Glenn Jenkins, Roy Kelly

Field Staff

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 provided policy advice to the Indonesian Ministry of Finance on urban development and regional government finance. Issues related to urban and regional finance and fiscal decentralization were of concern throughout the life of the project. Specific work focused on such topics as local government borrowing, local taxes and user charges, intergovernmental transfers, and sectoral work on land policy, water supply, and urban transportation. In addition, the project provided extensive training on finance for urban development and project evaluation.

Following the establishment of the Regional Development Account in 1991, project activities concentrated on assisting in the improvement of the administration of central-local government loans within the Ministry of Finance. A special ten-week training program in project evaluation was established to train central and local government officials responsible for Regional Development Account project feasibility studies and loan applications. Policy work, meanwhile, focused on loan policy and the interaction of intergovernmental loans and transfers.

Consultants

Mary Jane Breinholt, independent consultant, *public transportation*

Paul Smoke, MIT, *local government finance*

Robert C. G. Varley, independent consultant, *economics*

Jamaica – Policy Analysis, Planning, and Management

Sponsor USAID

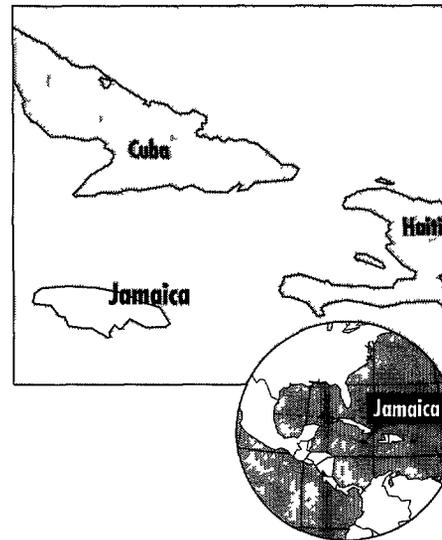
Subcontractors WPI, Inc ,

University of West Indies

Duration 1993–present

Field Coordinator Tom Welsh

Home Office Coordinator Tom Cassidy



This project aims to improve the overall quality of education in Jamaica and to increase the efficient use of resources in the Jamaican education sector. Project activities seek to strengthen the capacity of the Research, Planning, and Development Division in the Ministry of Education in the areas of policy analysis, planning, and management. HIID's research objectives are to demonstrate the usefulness of routinely collecting data for policy analysis and planning in ministries of education, and to develop strategies for more effective presentation to decision makers and others of basic data and the results of policy analysis.

The project began with the dual focus of improving the base of information available for planning and policy analysis and of strengthening the capacity of policy analysts and planners to use data more effectively. Training for both senior and junior staff in the ministry and six regional offices has been a major emphasis of the project. To date, the project has resulted in significant improvements in Jamaica's annual school census and education management information system, produced a set of ten policy briefs that address current concerns and are written in a style that makes them accessible to a broad range of people, installed a computer network that links the Research, Planning, and Development Division with the offices of the minister, permanent secretary, and chief education officer, developed a geographic information system to present data and policy analysis results at national, regional, and school levels, and developed a prototype for an executive information system for senior educators.

Consultants

Kerrin Barrett, independent consultant, *computer training*

Shirley Burchfield, HIID, *policy analysis*

Rebecca Entrop, independent consultant, *computer training*

Haiyan Hua, Harvard graduate student, *management information systems*
John Lutfy, ALS Computer Systems, *hardware and network installation*
Noel McGinn, HIID, *policy analysis and corporate planning*
Malcolm Mercer, independent consultant, *education planning*
Tom Welsh, HIID, *education planning*

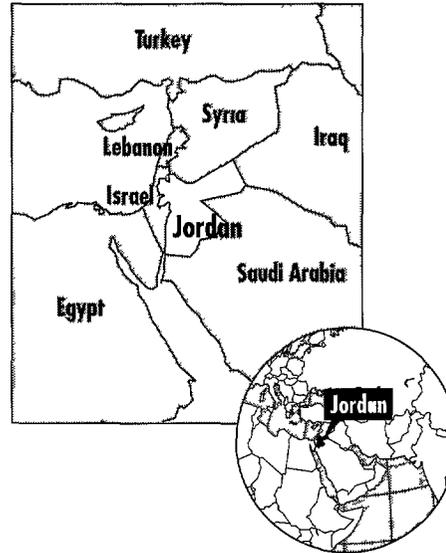
Jordan – Educational Reform

Sponsor National Center for Educational Research and Development

Duration 1992–present

Coordinator Noel McGinn

This project assists the National Center for Educational Research and Development in monitoring the implementation of a ten-year education reform program. HIID has provided training in methods of policy analysis and program evaluation, and has assisted in the design and execution of field studies. The main focus of the work during the past two years was an analysis of the results of a national sample survey of schools. The project team also did an analysis of costs and methods of finance in education.



Consultants

Shirley Burchfield, HIID, *data analysis*
Thomas Cassidy, HIID, *management information systems*
Lynn Ilon, State University of New York, *education economics*
Richard Kraft, University of Colorado, *education planning*
Abby Riddell, University of London, *education planning*
Debabrata Sen, independent consultant, *education planning*
Marc Swadener, University of Colorado, *education planning*
Donald Warwick, HIID, *hierarchical linear model training and appraisal*
Douglas Willms, KSI Research International, Inc, *education policy*

Kenya – Agricultural Sector Adjustment II

Sponsor Government of Kenya with funding from the World Bank

Duration 1993–1994

Field Coordinator Stephen Peterson

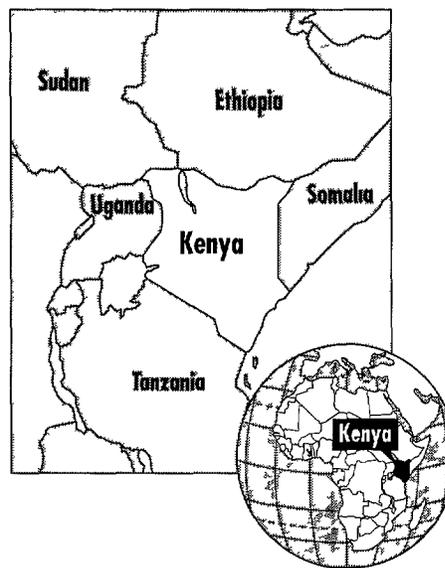
Home Office Coordinator Richard Goldman

This project completed many of the management initiatives launched by the earlier HIID Technical Assistance Pool project that ended in 1992. Under this project,

for the first time ever in Kenya's public sector, budgets and accounts were linked procedurally with computers. This provided finance staff with a current view of the Ministry of Agriculture's financial position. Also for the first time, records for personnel management were revised and computerized, with the result that the Ministry now has an accurate, computerized, up-to-date list of all staff.

In addition to the development of information systems, the Ministry and HIID focused considerable attention on improving financial management. As the target of a structural adjustment operation, the agricultural sector was selected to receive improved levels of recurrent cost financing. The project also worked extensively on implementing the new public investment program, as well as a comprehensive, country-wide training program in financial management for field personnel. Using ministry staff and resource persons from the Office of the President and the Ministry of Finance, the project trained over five hundred of the ministry's field staff in one-week courses in financial management.

When the project ended in May 1994, HIID's Kenyan contract staff were retained under personal service contracts with the government. They are responsible for maintaining existing information systems, completing systems under development, and designing new systems. As of this report, the contract staff are still working in the ministry and the initiatives of the project are being sustained and expanded.



Kenya – Budget and Economic Management

Sponsor Government of Kenya under funding by UNDP

Duration 1990–present

Field Coordinator Subramaniam Ramakrishnan

Home Office Coordinator John Cohen

Field Staff

Santi Kumar Chakrabarti, *macroeconomic projections*

Rodger Hughes, *aid management*

John Wheeler, *public investment programming*

This project has provided 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 has been 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 has been done through on-the-job training and assistance in improving systems, workshops and seminars on a wide range of topics that embraced 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, and for establishing a macroeconomic framework for public expenditure planning. The project has also provided policy advice to senior public officials in public expenditure management, economic adjustment programs to restructure the economy, and management of external aid.

This project officially terminated at the end of the biennium. However, at the request of the Government of Kenya, two HIID activities will continue for a period of time, extending the work of the senior budget advisor as well as the services of the external aid advisor. The project's advisory work on Kenya's public investment program has been transferred to the Ministry of Planning and National Development.

Kenya – Reform of Tax System

Tax Policy Development Project

Sponsor Government of Kenya under a contract funded by UNDP

Duration 1992–1994

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 Coordinator Glenn Jenkins

Field Staff Vincent Castonguay, *customs administration and policy*

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. With regard to tax policy, reform of trade policy and export development has moved forward with significant rationalization of tariff rate structures. In the areas of tax administration and computerization, considerable progress has been made in the enhancement and automation of selected management information systems. 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. In this regard, rapid release clearance procedures and the selective examination of goods have advanced.

The project has provided considerable training over the past two years to ensure the successful transfer of skills and the sustainability of project gains. Training in tax policy and legislation, computerization, administration, and management was delivered through a combination of overseas programs and training courses, workshops, and seminars held in Kenya. Over 2,800 Kenyan officials have been involved in these educational training programs.

Another major focus of the project was the introduction of legislation for the Kenya Tax Authority. This authority will bring the administration of all the major revenues into one legal entity. HIID has continued to advise the Customs and Excise Department on improved customs administration systems, the principal achievement being the implementation of a highly successful new pre-shipment inspection program that has a number of innovative features. This new design is drawing attention from the World Customs Organization as a model program. Other areas of focus include the design and management of computer systems and the development of information systems.

Consultants

Jamee Ali, independent consultant, *accounting*

Roy Kelly, HIID, *property tax reform*

Jacques Monette, Canada Customs, *customs*

Allan Robinson, Canada Customs, *customs*

Korea – Korea Development Institute 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 Collaborators

Kim Choongsoo, *labor markets*

Kim Ji-hong, *industry studies*

Kim Jong-gie, *regional economics*

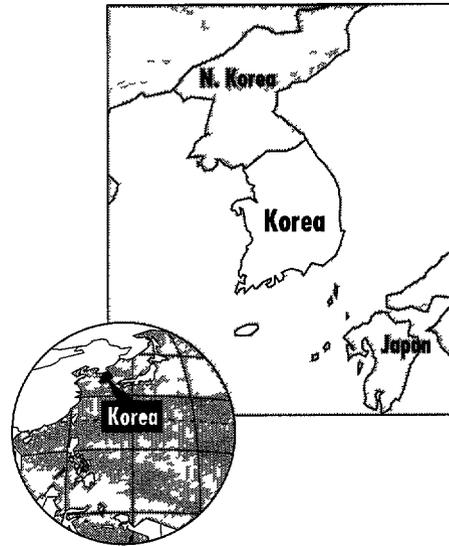
Lee Joung-woo, *labor markets*

Lim Hy-sop, *class structure*

Ro Sung-tae, *monetary policy*

Son Jae-young, *monetary policy*

Yoo Jung-ho, *industrial policy*



This collaborative research project between HIID and the Korea Development Institute (KDI) 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* (Council on East Asian Studies, Harvard University, 1979–86). HIID is currently in the process of publishing a second series, consisting of three volumes, drawn from the joint research of HIID and KDI (published by HIID in the Harvard Studies in International Development series, distributed by Harvard University Press). The first volume, *Macroeconomic Policy and Adjustment in Korea, 1970–1990* (published in 1994), provides an analytic history of Korean macroeconomic policy, as well as an in-depth analysis of Korea's fiscal and monetary policies, savings and investment behavior, wage policy, and balance of payments. The second, *Industrialization and the State: The Korean Heavy and Chemical Industry Drive* (published in 1995), combines detailed industry studies with several analytic frameworks for judging the consequences of industrial targeting. The third volume, *Korea: The Strains of Economic Growth*, will focus on the consequences of rapid growth and sources of economic discontent, especially among Korean workers.

Other Collaborators

Susan M. Collins, Harvard University, *macroeconomic policy*

Richard N. Cooper, Harvard University, *macroeconomic policy*

Stephan Haggard, University of California, San Diego, *macroeconomic policy*

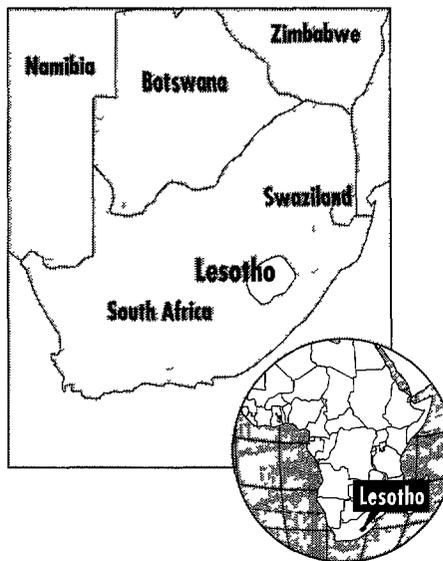
Lesotho – Study on Customs, Value-Added Tax, and Trade Policy

Sponsor Government of Lesotho

Duration 1993–1995

Coordinator Glenn Jenkins

The purpose of this customs, value-added tax, and trade policy project was to evaluate Lesotho's current sales and customs administrations. Specifically, the project assessed the effect of the South African value-added tax on Lesotho's economy. HIID assisted the Government of Lesotho in the analysis of revenue sharing arrangements under the Southern African Customs Union (SACU) and possible alternative revenue-sharing arrangements for consideration in the renegotiation of SACU. HIID also advised Lesotho in its negotiation of a bilateral treaty with the Republic of South Africa on sales and value-added tax collection.



Consultants

Graham Glenday, HIID, *trade policy*

Migara Jayawardena, independent consultant, *customs*

Allan Robinson, Canada Customs, *revenue estimating*

Malawi – Food Security Monitoring and Policy Development

Sponsor USAID

Duration 1992–present

Field Coordinators Charles Mann, *food security advisor*,
Pauline Peters, *field researcher*

Home Office Coordinators
Thomas Tomich, Pauline Peters



The project provides assistance on food security monitoring, at both national and household levels, and on policy development to the Food Security and Nutrition Section of the Ministry of Economic Planning and Development. During the period from 1993 to 1995, the major activities of the resident advisor have been helping the Government of Malawi to respond to the disastrous series of droughts and assisting the ministry with its contributions to the development of the agricultural sector liberalization. The project has also been facilitating studies of maize pricing, salt use, and fertilizer policy, as well as assisting in the management of the Population, Health, and Nutrition project. In the same period, the field researcher conducted annual monitoring studies of changes in the degree and determinants of the food security of rural households, with special reference to agricultural policy changes and to repeated drought. The field research is designed to provide feedback to government on the grassroots impact of policy changes. The research is closely linked with research centers in the University of Malawi and is widely publicized through seminars and reports.

Consultants

Ruth Ayoade, Malawi Food and Nutrition Unit, *nutrition*

Ashok Chakravarti, independent consultant, *economics*

Anne Conroy, Rockefeller Foundation, *economics*

Brian Dilg, Reed Consulting Group, *computer programming*

Richard Goldman, HIID, *fertilizer policy and maize marketing*

John Kumwenda, Ministry of Agriculture, Malawi, *agronomy*

Richard Matsuka, independent consultant, *industry analysis of salt market*

Joseph Mhango, independent consultant, *economics*



P. R. N. I. J. I. D. N.

James Milner, independent consultant, *trade market analysis*

Beatrice Mtimuni, University of Malawi, *nutrition*

Margaret Nyrenda, Malawi Economic Planning and Development,
economics

Thomas Pinckney, Williams College, *agricultural economics*

Peter Walker, University of California, Berkeley, *socioeconomic survey/
data analysis*

Michael Westlake, independent consultant, *agricultural economics*

Malawi – Strategy for Economic Growth with Equity

Sponsor USAID

Duration 1994–present

Coordinator Robert Rotberg

Under this project, HIID has responded to a series of requests from the newly elected democratic Government of Malawi to assist in devising a comprehensive strategy for sustainable economic growth. In 1994, an HIID team visited Malawi and, with a Malawian counterpart team seconded from the civil service, wrote a report entitled *Trickle-up Growth: A Development Strategy for Poverty Reduction in Malawi*. This report, containing sector reviews of Malawi's agricultural, environmental, macroeconomic, public finance, educational, and medical problems, was presented to the Minister of Finance and Economic Planning and Development in late 1994. The report contained seventy-eight specific recommendations, the most impor-

tant of which argued strongly that sustainable growth and poverty alleviation could occur in Malawi only if the productivity of agricultural smallholders and rural workers was increased. The report recommended a strategy of growth focused “dramatically and strategically” on maize and burley tobacco. In early 1995, HIID presented the report to the President of Malawi, after which the government adopted its recommendations. Subsequently, senior HIID staff visited Malawi to assist the government in its efforts to implement the recommendations of the report, and wrote supplemental reports for the Minister of Finance and Economic Planning and Development.

Consultants

Lester Gordon, HIID, *public finance*

Shirley Burchfield, HIID, *education*

Theo Lippeveld, HIID, *health*

Michael Roemer, HIID, *macroeconomics*

Christopher Shaw, Associates for International Resources and Development, *environment*

Malawi – Tax Reform Implementation

Sponsor Government of Malawi under funding from UNDP and the World Bank

Duration 1987–1995

Field Coordinators Samuel Greer, Robert Chesteen

Home Office Coordinator Glenn Jenkins

Field Staff James Valentine, *income tax*

The objectives of this project included reform of tax policy and legislation, training of officials, and administrative reform and modernization in the Departments of Income Tax and Customs and Excise. During the last two years, HIID focused on designing a management information system in the customs area. This management information system strengthens systems for the control of cargo as it moves from the border areas to the central cities (where the goods are sold or used in manufacturing), and also allows for much better control of goods that are entering and exiting the bonded warehouse systems.

Consultants

Robert Conrad, Duke University, *taxation*

Donald Morrison, HIID, *computerization*

Leslie Stickland, independent consultant, *customs*

Malaysia – Development Studies

Sponsors Institute of Strategic and International Studies and HIID
Duration 1992–present
Field/Home Coordinator Donald Snodgrass
Field Staff

Jeffrey Vincent,
*natural resources and
the environment*

HIID Staff

Dwight Perkins,
*industrialization and
structural change*

Donald Snodgrass, *economic development in an ethnically diverse society*

Jeffrey Vincent, *natural resources and the environment*

Malaysian Collaborators

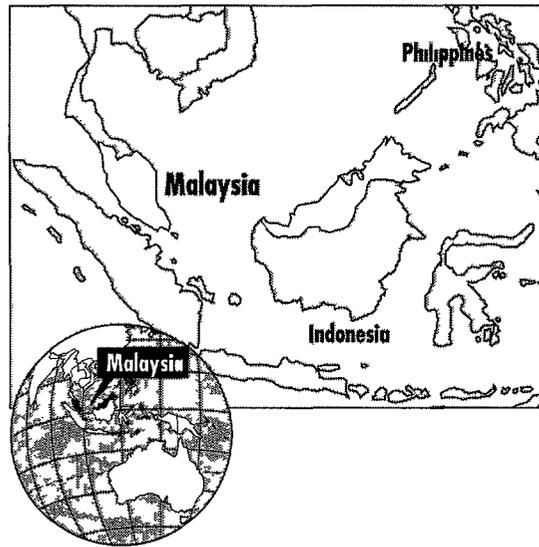
Rozali Mohamed Ali, *natural resources and the environment*

Ishak Shaari, *economic development in an ethnically diverse society*

Ismail Muhd Salleh, *industrialization and structural change*

Tan Tat Wai, *industrialization and structural change*

Zainal Aznam Yusof, *economic development in an ethnically diverse society*



The aim of this project is to produce a set of three volumes on Malaysian economic development in cooperation with the Institute of Strategic and International Studies, Malaysia. The books will deal with the management of economic development in an ethnically diverse society, 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 Asian cases such as Japan, Taiwan, and Korea, differences that may make Malaysia 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. The resulting books are expected to be published in 1996.

Consultant

Choong Yong Ahn, Chung-ang University, Korea, *industrialization and structural change*

Malaysia – Education Management Information Systems

Sponsor Government of Malaysia with funding by the World Bank

Subcontractor State University of New York at Albany

Duration 1995–present

Home Office Coordinator Thomas Cassidy

This project is designed to strengthen the capacity of the Educational Planning and Research Division (EPRD) of the Government of Malaysia in its management and use of education system data for policy analysis and decision making. The project focuses on the development of policies and procedures for integrating, accessing, and using data that are currently scattered across various divisions in the Ministry of Education and in other ministries, government agencies, and state education offices. Project staff are working closely with EPRD to produce a comprehensive plan that will specify the overall set of studies on monitoring, evaluation, research, and policy that will guide the formulation of education policies in Malaysia. Training in policy analysis, research, planning, finance, and budgeting will be provided both in Malaysia and the United States.

Mexico – Fiscal Reform and Urban Planning

Sponsor University of Nuevo Leon

Duration 1992–1994

Coordinator Roy Kelly

This project with the Universidad Autonoma de Nuevo Leon in Monterrey, Mexico, was initiated to conduct research on issues of fiscal reform, urban and intergovernmental finance, property taxation, land use planning, urban



transportation, and urban development. The policy work focused on strategies for the reform of policy and administration of property tax in the State of Nuevo Leon, as well as on intergovernmental transfers in Mexico and urban transportation policy in Monterrey.

Consultants

Mostafa-Baher El-Hifnawi, independent consultant, *transportation modeling and policy*

John Kain, Harvard Department of Economics, *transportation*

Mexico – International Tax Course

Sponsor Instituto Tecnológico Autónomo de México

Duration 1993–present

Coordinator Peter Byrne

HIID, the Harvard International Tax Program, and the Instituto Tecnológico Autónomo de México have collaborated since 1993 in offering an intensive course on taxation in Mexico, Canada, and the United States. The course, which is offered in Mexico City, is taken by tax professionals from the public and private sectors of Mexico. Special attention is given to tax consequences of international investment. The teaching staff has been drawn primarily from the Harvard International Tax Program and the tax faculty of Harvard Law School. Among the instructors for the modules on Mexican taxation are graduates of the Harvard International Tax Program. The third cycle of the course is anticipated for 1995–1996.

Teaching Staff

Reuven Avi-Yonah, Harvard Law School

Peter Byrne, HIID/Harvard International Tax Program

Donald Lubick, Harvard International Tax Program

John Lyons, U.S. Internal Revenue Service

Stephen Richardson, University of Toronto

Diane Ring, Harvard Law School

David Rosenbloom, Harvard International Tax Program

Consultants

Alonso Arroyo, independent consultant, *taxation*

John Creed, independent consultant, *tax law*

Karen Kole, Loyola University, *tax law*

Kathryn Moore, Tory, Tory, DesLauriers & Binnington, *tax law*

Mongolia – Economic Reform

Sponsor UNDP

Duration 1993–1994

Field Coordinator

William Bikales

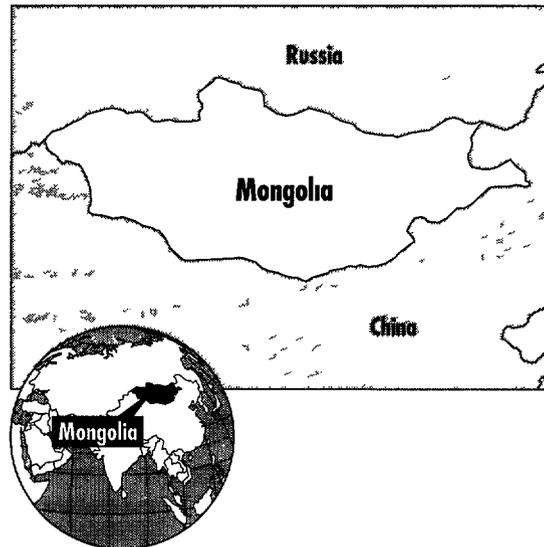
Cambridge Coordinator

Jeffrey Sachs

Field Staff

Naomi Chakwin,
trade development

Mary Sophia Smith,
privatization



This project assisted the Mongolian government with its stabilization and economic reform program. The project helped coordinate strategies for achieving short- and medium-term macroeconomic targets. It also provided advice to the Privatization Commission that was working on bank privatization and reform. A third component of the project operated out of the Ministry of Trade and Industry and dealt with issues of trade development and external debt management. Specialized technical assistance and assistance in negotiations with international financial institutions was provided through short-term consultants.

Consultants

Peter Boone, London School of Economics, *economics*

David Butcher, independent consultant, *deregulation*

Clive Gray, HIID, *deregulation and competition policy*

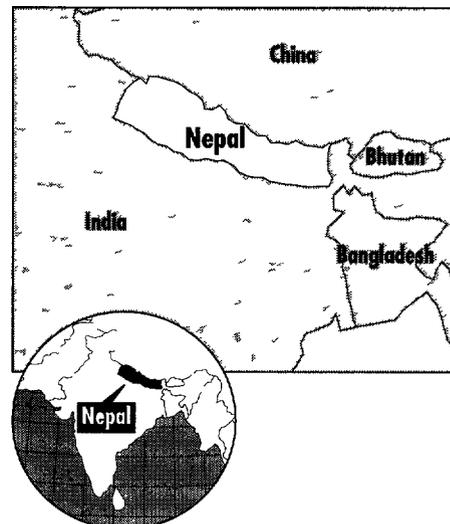
Nepal – Value-Added Tax

Sponsor USAID

Duration 1994

Coordinator Glenn Jenkins

During the second half of 1994, HIID and the International Tax Program were heavily involved in designing and planning for the implementation of a value-added



tax system in Nepal. Modern legislation for a value-added tax was prepared by the Ministry of Finance with the assistance of HIID advisors. In addition, HIID advisors developed a detailed information system for the administration of this tax.

Consultants

David Crawford, Canada Customs, *value-added tax*

Marco Montes, HIID, *computerization of value-added tax*

Newly Independent States – Environmental Economics and Policy

Sponsor USAID

Duration 1993–present

Field Coordinators

Central Asia Michael Boyd

Russia Anil Markandya

Home Office Coordinator

Jeffrey Vincent

Field Staff Michael Wallace,

natural resource economics



This project assists governments of the Newly Independent States of the former Soviet Union

in integrating environmental considerations into their economic reform programs. Its ultimate goal is to promote sustainable economic development through policies that reduce the economic costs of environmental degradation and achieve environmental objectives at minimum expense.

During the biennium, the project provided assistance to Russia and Kazakhstan through resident senior environmental policy advisors. The advisors recruited local experts as short-term consultants and as members of policy analysis working groups. They worked most closely with the ministries of environment in the various countries, although they also advised the ministries of economy and finance and other government agencies involved in the economic reform process.

In addition to forest policy, major areas of activity in Russia during the biennium included work on environmental liability and foreign investment, environmental and natural resource taxation and finance, and the formulation of a national sustainable development strategy. In Kazakhstan, major activities included work on environmental funds, market-based instruments to reduce pollution (including an emissions-trading program

in Alma-Ata), the introduction of market-based water pricing for irrigation, and the formulation of a national environmental law and a national environmental action plan

HIID is involved in the Environmental Policy and Technology Project (EPT) as a subcontractor to CH2M/Hill, and its activities are closely coordinated with related activities in this project. The EPT project promotes technical cooperation between the United States and the Newly Independent States of the former Soviet Union on specific regional environmental problems. The principal activity in Russia was related to sustainable forest management in the Russian Far East, although activities related to environmental health risks and environmental finance were initiated toward the end of the period. In Kazakhstan, HIID supported CH2M/Hill's policy work related to water resources.

Consultants

Glen Anderson, HIID, *environmental economics*

James Boyd, Resources for the Future, *environmental economics*

John Evans, Harvard School of Public Health, *risk assessment*

Scott Farrow, Dames & Moore, *environmental economics*

William Kovacs, Keller & Heckman, *law*

Kerry Krutilla, Indiana University, *environmental economics*

Ralph Luken, UNIDO, *environmental economics*

Ronald Ridker, World Bank, *environmental economics*

Abdul Shibli, independent consultant, *environmental economics*

Robert Stavins, Kennedy School of Government, Harvard, *feasibility study review*

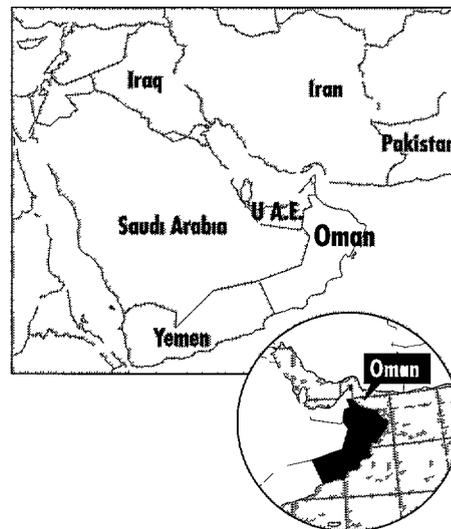
Oman – Budgeting Workshop

Sponsor USAID

Duration 1994

Coordinator Subramaniam Ramakrishnan

Under the auspices of the Ministry of Finance and Economy, and with support from the Omani-American Joint Commission for Economic and Technical Cooperation and the Career Development Foundation of Oman, HIID con-



ducted a four-week workshop, “Budgeting in the Public Sector,” for twenty-four senior government officials who have responsibility for implementation and management of the government budget process. They represented sixteen ministries and government units.

Drawing on the curriculum of the six-week budget workshop at Harvard, the course focused on methods of budget analysis, formulation, and preparation, analysis of public expenditures, linkages between expenditures and the national economy, methodologies and techniques of cost benefit and cash flow analysis, and budget implementation, monitoring, and management. The entire program was tailored to the Omani budget process and included five new case studies developed from current budget issues. Participants were also given intensive instruction in micro- and macroeconomics and the use of microcomputers for budget analysis and planning.

Teaching Staff

Santi Kumar Chakrabarti, HIID

Graham Glenday, HIID

Daniel Goodwin, Harvard University graduate student

Lester Gordon, HIID

Edward Lehan, independent consultant

Peter Masibo, independent consultant

Harris Mule, African Capacity Building Foundation

Grace Omondi, Government of Kenya

Richard Pagett, HIID

Kambhampati S. Sastry, independent consultant

Pakistan – Child Survival and Health

Sponsor Management Sciences for Health under a contract funded by USAID, USAID

Duration 1990–1994

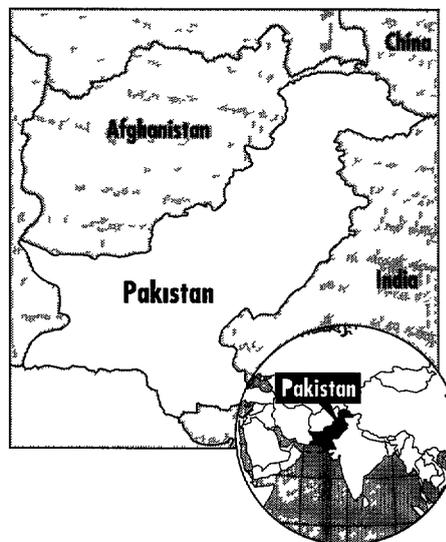
Field Coordinator Theo Lippeveld, *health management information systems*

Home Office Coordinator

Johannes Sommerfeld

Field Staff Tara Upreti, *training*

The overall goal of this five-year project was to decrease infant and child mortality by expanding



and institutionalizing child survival programs. The project was implemented through six components identified as crucial for strengthening child survival programs: planning and management, health information systems, child case management training, communications, drugs and logistics, and research. HIID was responsible for the health information systems (HMIS) component and for the case management training program.

After helping with the design of the HMIS, the HIID team assisted in a broad-based consensus-building process, involving future users of the system nationwide. At the end of the project in May 1994, around forty percent of the districts were using the new data collection and reporting system. Data processing was computerized to the extent that more than one hundred different kinds of feedback reports could be produced and disseminated to managers at all levels in the health system. Around 400 supervisors and managers were trained in using the information generated for planning and management of the health services, particularly those related to child survival interventions. HMIS institutionalization is now well underway, most provinces have finalized the necessary, and highly complicated, administrative procedures needed to budget for the recurrent costs of the system.

With respect to the training, HIID helped to develop a curriculum in which about 1500 health professionals, including 100 supervisors, were trained in integrated child case management. Both WHO and UNICEF supported the program, and the experience in Pakistan convinced them to promote the integrated child survival training strategy worldwide.

Pakistan – Primary Education Development

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1990–1994

Home Office Coordinator Donald Warwick

Field Staff

Richard Cowell, *teacher training*

Thomas LeBlanc, *education management information systems*

Jorge Valdes, *education management information systems*

HIID's work on this project focused on developing education management information systems (EMIS) for the provinces of Balochistan and Northwest Frontier Province. The purpose of these systems was to provide local Pakistani managers with information relevant to decisions they were making, such as where to build schools or place teachers. While resident consultants worked with provincial teams to make EMIS relevant to local

circumstances, a Cambridge advisor helped them to develop systems that were consistent between the two provinces. The field work done by the consultants helped to show not only what was happening in local areas, but also the need for changes in the way information was being collected. By 1994, Pakistani staff were able to take over many EMIS activities.

Another component of the project dealt with improving teacher training, methods of instruction, and the curriculum in primary schools in the two provinces. HIID advisors designed teacher training programs that dealt with issues actually faced in the classroom, such as multigrade instruction, rather than with more abstract problems. The project also carried out surveys of villages, which proved highly useful when Balochistan decided to build new schools for girls.

Consultants

Andrea Rugh, independent consultant, *education policy*

Paraguay – Education Reform

Sponsor Government of Paraguay

Duration 1995–present

Field Coordinator Fernando Reimers

This three-year project is designed to institutionalize the strategic planning capacity of Paraguay's Ministry of Education. It supports the consolidation of an education policy analysis unit advising the Minister and staff of the Education Reform Commission, a newly created research unit, and the planning unit of the Ministry of Education.

HIID advisors have organized and supported a strategic dialogue group that brings together staff from the Ministry of Education and representatives of the private sector. This group has been discussing the major constraints and options for improving efficiency and equity in the different subsectors of the education system. The group has also organized a large series of consultations with various interested parties to review a number of scenarios prepared by the project in the areas of economics, politics, demography, and geopolitics, and to discuss their implications for educa-



tion reform The project has involved two local subcontractors, the Escuela Superior de Administracion and the Centro Paraguayo de Estudios Sociologicos

A series of applied studies is being conducted, with a view toward shaping the consensus on directions for education reform A number of these studies focus on macroeconomic and labor issues, while others are concerned with internal efficiency issues in the various subsectors of the education system Special studies include a formative evaluation of activities underway in education reform and a survey of primary schools for identification of classroom and school management practices and innovations

Consultants

Jairo Arboleda, independent consultant, *basic and early childhood education*

Francisco Codina, Ministry of Labor, Peru, *education policy reform*

Javier Corrales, independent consultant, *comparative politics, international relations*

Harry Costin, independent consultant, *management*

Henry Forero, independent consultant, *education management information systems*

Juan Garcia Huidobro, Ministry of Education, Chile, *education policy reform*

Gustavo Merino, independent consultant, *financing of education*

Sergio Nilo, independent consultant, *education policy*

Ernesto Schiefelbein, UNESCO, *education policy planning and research*

Philippines – Health Finance Development Project

Sponsor Management Sciences for Health under a contract funded by USAID

Duration 1992–1994

Coordinators Charles Myers, Rainer Sauerborn

The goal of this project was to improve the efficiency and equity of the health care system by reforming the manner in which it was financed and organized The Philippines Department of Health,



the University of the Philippines, Management Sciences for Health, HIID, and other subcontractors worked on the three main components of the project: health policy analysis, health finance reform, and hospital reform.

HIID worked directly with the University of the Philippines to develop national health accounts, including the costing of public health programs and analysis of community finance. HIID also helped to develop an evaluation plan for health insurance reform experiments. With respect to training, HIID organized a U.S. study tour on health care financing for leaders from the Department of Health and the University of the Philippines, and sponsored two Filipinos who completed graduate degrees in health services administration and finance. Although the project was curtailed by reductions in the USAID program in the Philippines, it was still able to complete sufficient work to help in the design of a comprehensive new national health insurance program.

Consultants

Paul Gertler, RAND Corporation, *health economics*

Brad Schwartz, Research Triangle Institute, *health economics*

Elliot Stone, Massachusetts Health Data Consortium, *data systems development*

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

Sponsor: USAID

Subcontractors: White and Case, Rural Development Institute, McKinsey and Com-

pany, Price-Waterhouse, Ian Freed, Management Sciences for Health, Bain and Company, Milbank, Tweed, Hadley & McCloy

Duration: 1992–present

Field Coordinator: Jonathan Hay

Home Office Coordinator: Andrei Shleifer (Harvard Department of Economics)



Field Staff

Martin Andersson, *voucher auction*
 Lars Bergstrom, *bankruptcy*
 Richard Bernard, *capital markets*
 Bernard Black, *law*
 Ragini Dalal, *social assets*
 Jana Fankhauser, *project management*
 Bruce Gardner, *chief financial officer*
 David Junius, *project management*
 Georg Kjallgren, *auction system*
 Heidi Kroll, *competition policy*
 Sergey Kudrin, *enterprise restructuring*
 Eugene Linetsky, *executive training program*
 Margaret Linvill, *enterprise restructuring*
 Thomas Lourie, *enterprise restructuring*
 George Luhowy, *financial comptroller*
 William McRae, *share issues*
 Alberto Neri, *chief financial officer*
 Holly Nielsen, *securities markets*
 Melinda Rishkofski, *senior legal manager*
 David Ross, *anti-monopoly*
 Andrea Rutherford, *public relations*
 Elena Shalneva, *press secretary*
 Olga Shargorodska, *library resources*
 Christopher Smart, *social assets restructuring*
 Gavin Sullivan, *public education*
 Karen West, *banking reform*
 Harald Westman, *enterprise restructuring and land reform*
 Albert Wight, *chief procurement officer*
 Julia Zagachin, *deposits and clearing*
 Lena Zezulin, *nonprofit organizations*

Over the past three years HIID has helped sustain economic reform in the Russian Federation. HIID has supported as many as twenty long-term advisors to key governmental institutions that manage Russia's program of mass privatization. Beneficiaries of HIID's technical assistance have included the Committee for the Management of State Property (GKI), the Russian State Anti-Monopoly Committee, the State Duma, the Russian Privatization Center (RPC), the Russian Federal Commission on Securities and the Capital Market, and the Legal Office of the President of the Russian Federation. In the course of its work with the government, the HIID team



Russian privatization voucher as distributed to citizens during the mass privatization program

has advised top policy makers on the design and implementation of the mass privatization program and its component pieces, including a national auction system, and privatization institutions such as share depositories and registrars. More recently, HIID has focused on policy advice in support of post-privatization programs, technical assistance in the drafting of commercial legislation, capital markets reform to enhance the capabilities of the Resource Secretariat of the Russian Securities and Exchange Commission, design of policies on land registration and titling, formulation of anti-monopoly policy, and tax reform and stabilization policies. As a result of the project team's involvement in policy formulation, the Russian government has also entrusted HIID with identifying and managing foreign advisors to work on the implementation of the government's policies.

Consultants

Barry Adler, University of Virginia Law School, *bankruptcy*

John Ayer, University of California Law School, Davis, *bankruptcy law*

Ian Ayres, Yale Law School, *corporate and contract law*

Douglas Baird, University of Chicago Law School, *securities law*

John Bentley, Kamel Law Office, *law reform*

Hubert Berlier de Vauplane, Banque Paribas, *law*

Richard Bernard, Milbank, Tweed, Hadley & McCloy, *capital markets, securities law*

Bernard Black, Columbia Law School, *corporate law reform, securities law*

Joseph Blasi, Rutgers University, *labor and management*

Pascale Bloch, University of Paris, *law*

Michael Joachim Bonell, Columbia Law School, *civil law*
Richard Briffault, Columbia Law School, *law*
J Robert Brown, University of Denver, *securities law*
Stephen Butler, independent consultant, *land reform law*
Cheryl Cathcart, New England Medical Center, *financial management*
Frank Chapman, Swiss Institute of Comparative Law, *law*
John Coffee, Columbia Law School, *law*
Robert Conrad, Duke University, *tax policy*
Mark D’Anastasio, HIID, *public relations*
Jan DeBoer, University of Amsterdam Faculty of Law, *corporate legal reform*
Mark Degler, Miller & Martin, *legal tax reform*
Catherine Dixon, Morgan, Lewis & Bockius, *securities law*
Bozidar Djelic, HIID, *privatization*
Rudiger Dornbusch, MIT, *international economics*
Larisa Dydykina, Russian–American Enterprise Fund, *management and administration*
Joseph Eckert, National Economic Research Association, *land reform*
Robert Ellickson, Yale Law School, *civil code and land reform*
Martha Fineman, Columbia Law School, *legal reform*
Paul Firstenberg, Turtle Bay Group, *land reform and real estate*
Timothy Frye, independent consultant, *political science*
Vladimir Gimpelson, Institute of World Economics and International Relations, *economics*
Anya Goldin, Latham & Watkins, *share transfer law, civil code revision*
Alexander Golichenkov, independent consultant, *law*
Clive Gray, HIID, *competition policy*
Gerald Greiner, Securities and Futures Commission, *legal counsel*
Daniel Gutterman, USAID, American Bar Association, *law*
Egon Guttman, The American University, *law*
Kathryn Hale, J C Evans Construction, *data processing assessment, software*
Timothy Hanstad, Rural Development Institute, *land reform and privatization*
Joel Hellman, Harvard Russian Research Center, *equity markets*
Paul Joskow, MIT, *anti-monopoly, anti-trust*
Louis Kaplow, Harvard Law School, *legal reform*
Gary Kelly, Elegant Logic, Inc , *law*
Olga Kozyr, independent consultant, *law*
Reimier Kraakman, Harvard Law School, *securities law*
David Kuenzi, independent consultant, *economics*

- Florencio Lopez de Silanes, Kennedy School of Government, Harvard,
bankruptcy reform
- Peter Malychev, independent consultant, *law*
- Ann Marshall, Russian–American Banking Forum, *economic and legal
reform*
- Philip Martin, University of California, Davis, *regulatory law*
- Irina Mashlenko, Milbank, Tweed, Hadley & McCloy, *civil and regulatory
law*
- Roderick Matthews, University of Wisconsin, Madison, *land and legal
reform, zoning*
- Geoffrey Mazullo, Institutional Shareholder Services, Inc , *law*
- William McRae, Harvard Law School, *Russian capital markets*
- Robert Mitchell, Rural Development Institute, *law*
- Charles William Mooney, Jr , University of Pennsylvania Law School, *law*
- Anne Morgan de Rivery Guillaud, University of Paris, *legal reform*
- Louis O’Neill, Harvard Law School, *law*
- Katharina Pistor, Harvard Law School, *law*
- Dmitry Podkopaev, Harvard University graduate student, *enterprise
restructuring*
- Roy Prosterman, Rural Development Institute, *land reform and
privatization*
- Alexander Radygin, independent consultant, *law*
- Susan Richardson, University of Denver, *corporate law*
- Michael Risman, Harvard Business School student, *enterprise
restructuring*
- Leonard Rolfes, Rural Development Institute, *land reform and
privatization*
- Carol Rose, Yale Law School, *civil code, property and land law*
- Dominique Rouquayrol de Buisse, independent consultant, *securities and
exchanges*
- James Rowles, Harvard Law School, *law*
- Edward Rubin, University of California School of Law, Berkeley, *law*
- Jeffrey Sachs, HIID, *macroeconomics*
- Gilberto Sanchez, Boston Consulting Group Limited, *financial
institutions*
- Daniel Satinsky, Stone & Stone, *land legislation*
- Erich Schanze, University of Oldenburg, *law*
- Peter Schlechtriem, Albert-Ludwigs Universitat, Freiburg, *law*
- Richard Schmalensee, MIT, *economics, privatization*
- Ingeborg Schwenzer, University of Basel, *legal reform*
- Ilya Segal, Harvard Department of Economics, *auctions*

Theodore Shapiro, independent consultant, *joint stock company law*
Kirill Shostak, Covington and Burling, *law*
Rolf Skog, Ministry of Justice, Sweden, Company Law Committee, *law*
Albert Sokin, State Committee of the Russian Federation for the Management of State Property, *law*
Donald Strombom, International Development Business Consultants, *procurement*
Denis Tallon, University of Paris, *economics, legal reform*
Anna Tarassova, independent consultant, *law*
Carl Urist, Depository Trust Company, *law*
Robert Vishny, University of Chicago School of Business, *auction procedures*
Marianna Vitt, independent consultant, *law*
Susan Wachter, Wharton School of Business, University of Pennsylvania, *real estate and finance*
John Wilcox, Georgeson & Co , Inc , *securities law*
Athanasios Yiannopoulos, Tulane University Law School, *legal reform*
Deborah Zalesne, Pendleton & Sabian P C , *corporate law*
Lena Zezuln, HIID, *legal reform*

Russia – Institute for Economic Analysis

Sponsor Ford Foundation

Duration 1994–present

Coordinator Jeffrey Sachs

Cambridge Staff Andrew Warner, HIID, *general economic research*

This project has helped establish the Institute for Economic Analysis, an independent economic research institute in Moscow. The institute has three main immediate goals: first, to contribute research on economic reform and transition in Russia; second, to participate in the public debate on economic issues in Russia through newspaper and journal articles and through dissemination of the results of its research to members of the government and the Parliament; and third, to employ and train young Russian economists in doing advanced economic research. The longer-term goal is to establish an institute with a reputation for intellectual integrity that can eventually be run and staffed by Russians.

Consultant

Simon Johnson, independent consultant, *economics*

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

Sponsor Ford Foundation

Duration 1993–1994

Coordinator Jeffrey Sachs

Cambridge Staff

Peter Boone, HIID, *budgetary policy*

Bozidar Djelic, HIID, *financial sector reform*

Andrew Warner, HIID, *macroeconomic policy*

This project established the Macroeconomics and Finance Unit, an advisory body of Western and Russian specialists to the Center for Economic Reform of the Russian Federation. The Unit was set up to collect macroeconomic data and to provide policy analysis that would be made available to various policy-making bodies in the Russian government. Project consultants provided 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 1993–1994

Coordinators John Meyer (Kennedy School of Government, Harvard), John Strong (College of William and Mary)

As part of a major program of technical and financial assistance to the countries of the former Soviet Union, the European Bank for Reconstruction and Development (EBRD) commissioned separate sector studies for rail, road, air, and water transport. The studies were aimed at assessing the transport environment as of 1992, forecasting future activity and needs, and identifying measures necessary for the transition to a market economy. After these technical studies were completed, EBRD contracted with HIID to integrate the four studies, develop general principles for transport policy, and provide additional technical assistance in the areas of organizational restructuring and regulation. The project resulted in a book, *Moving to Market: Restructuring Transport in the Former Soviet Union*, that will be published in HIID's Harvard Studies in International Development series early in the next biennium.

Consultants

Holland Hunter, independent consultant, *proposal review*

Singapore – Master’s in Public Policy Program Development

Sponsor National University of Singapore

Duration 1991–present

Field Coordinator John Thomas

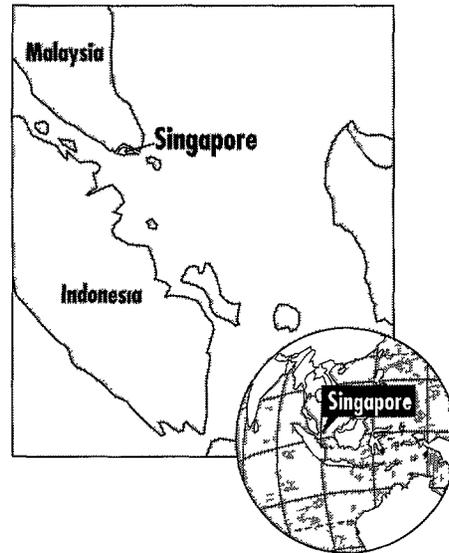
Home Office Coordinator

Merilee Grindle

Field Staff

Christine Dooley, *public policy*

Scott Leland, *public policy*



The collaboration between the National University of Singapore (NUS) and HIID to design and run a high-quality, regionally focused master’s in public policy (MPP) program began in 1991, and in 1993 the first class of students graduated with their MPP degrees. To date, students from fifteen countries, many of them with considerable public-sector experience, have participated. The MPP program is broadly based on the experience of the John F. Kennedy School of Government at Harvard, but is made relevant to the Southeast Asian context by using materials and cases from the region. In the program’s nearly four years of operation, the curriculum and the faculty have been refined as the program seeks to develop a stronger academic and professional base.

Since helping to design and initiate the program, HIID’s role has been to provide the co-director of the program, who has focused primarily on teaching courses and providing academic leadership, and a junior faculty member to work particularly on economics and other quantitative courses, supplemented by a few foreign faculty members who teach selected courses where NUS faculty have not been available. NUS faculty members have regularly visited HIID and the Kennedy School to talk with faculty, attend courses, and generally familiarize themselves with Harvard’s procedures and resources. As of the academic year that began in mid-1995, two new full-time faculty positions have been created in order to push ahead in what is expected to be a period of program growth.

Consultants

George Abonyi, independent consultant, *public policy*

John Ellwood, University of California, Berkeley, *public policy*

Stephan Haggard, University of California, San Diego, *public policy, program evaluator*

Christine Letts, Kennedy School of Government, Harvard, *public policy and management*

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

Michael Nacht, University of Maryland, *public policy, program evaluator*

Michael O'Hare, University of California, Berkeley, *public policy*

Sri Lanka – Tax Analysis

Sponsor Government of Sri Lanka under funding by USAID

Subcontractor Econsult (Pvt) Ltd

Duration 1993–present

Coordinator Glenn Jenkins

This project entails providing assistance to the Inland Revenue Department in training the staff of its new Research and Planning Division. This activity has emerged from the analysis of the Sri Lanka tax system that the institute previously completed.

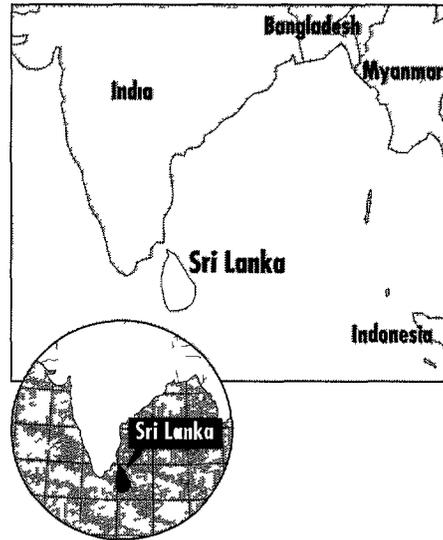
More specifically, HIID provided training on the functions of a tax research and planning unit and on the development of databases for tax analysis. It also taught the techniques for the construction and use of an income tax simulation model for corporations, and helped develop a revenue simulation model of the indirect tax systems. This model was then used to evaluate the revenue performance of alternative value-added tax designs. The project was also involved in the design of organization and information systems for the Research and Planning Division.

Consultants

Migara Jayawardena, independent consultant, *tax training*

Chun-Yan Kuo, independent consultant, *revenue forecasting*

Richard Laliberte, Finance Canada, *tax analysis*



Taiwan – Economic Research

Sponsor Chung-Hua Institution for Economic Research (CIER) and HIID

Duration 1992–present

Home Office Coordinator
Dwight Perkins

HIID Staff

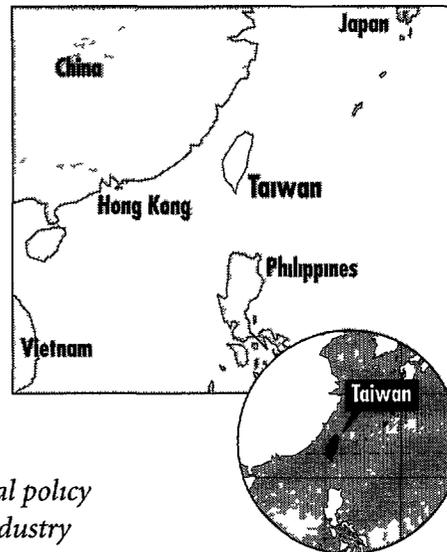
Glenn Jenkins, *taxation*

Dwight Perkins,

macro/industrial policy

Michael Roemer, *macro/industrial policy*

Donald Snodgrass, *small-scale industry*



CIER Collaborators

Ji Chou, *macro/industrial policy*

Chen-kuo Hsu, *macro/industrial policy*

Li-Min Hsueh, *macro/industrial policy*

Wen-Jeng Kuo, *small-scale industry*

Joseph Lee, *labor markets*

An-Loh Lin, *taxation*

In collaboration with the Chung-Hua Institute for Economic Research in Taipei, HIID has undertaken a research project to produce five volumes on Taiwan's economic development experience. These volumes will review the past five decades of development in Taiwan and will attempt to draw lessons from that historical experience for the future. Research on four topics commenced during the biennium: a study of the evolution of the labor market in Taiwan, the changing structure of Taiwan's industry, with special emphasis on the large role of small- and medium-scale firms, the historical development and future prospects of Taiwan's fiscal system, and the role of the state in the management of Taiwan's economy, with special emphasis on its role in macroeconomic management and industrial policy.

Other Collaborators

Gary Fields, Cornell University, *labor markets*

Chun-Yan Kuo, independent consultant, *taxation*

Thailand – Management of Natural Resources and the Environment

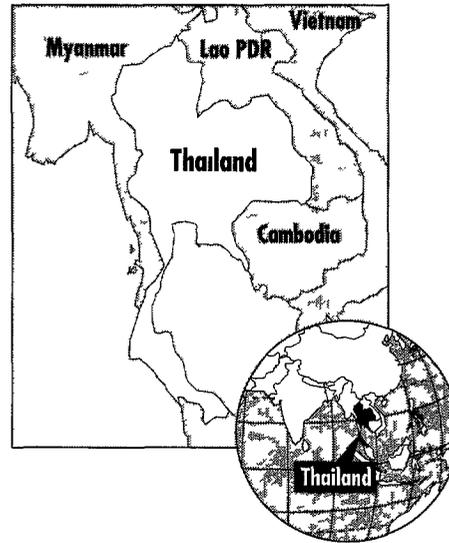
Sponsor USAID, Thailand

MISSION

Subcontractors International Management Communications Corporation

Duration 1990–1995

Coordinator Theodore Panayotou



This is the second phase of a project that began in 1990 and resumed after a two-year hiatus in mid-1993. During this second phase, HIID collaborated with the Thailand Development Research Institute (TDRI) in carrying out three studies: watershed management in northern Thailand, valuation and financing of Khao Yai Park, and water valuation and pricing in Phuket Island. At the end of the project in May 1995, a joint TDRI/HIID workshop with senior policy makers was conducted in Rayong, Thailand. The results of the studies were published by TDRI and widely disseminated by the two institutions.

Consultants

J R DeShazo, Harvard University graduate student, *valuation of national parks, water pricing*

Jeffrey Vincent, HIID, *watershed management*

Vietnam – Fulbright Teaching Program

Sponsors United States Information Agency

Duration 1994–present

Field Coordinator Brian Quinn

Home Office Coordinator Thomas Vallely



In its efforts to facilitate Vietnam's transition to a market economy, this program, in collaboration with the American Council

of Learned Societies, initiated an in-country teaching program in economic development policy. This effort is comprised of two main elements. The first is a one-year teaching component that is focused on development policy and enterprise management, and is designed for mid-career scholars and professionals from the government and state-owned enterprise sector. The second component is an eight-week executive program for senior government officials and executives of state-owned enterprises. Together, these two components are intended to build local capacity to conduct the kinds of policy analysis and management that will enable Vietnam to move to a market-oriented system.

Consultants

Jonathan Houghton, Northeastern University, *development economics*

Tran Vu Hoai, independent consultant, *economic development*

Roy Kelly, HIID, *macro- and microeconomics*

A. K. Shiva Kumar, UNICEF, *development economics*

Pastor Lorenzo, independent consultant, *development economics*

Shaun Malarney, independent consultant, *Vietnamese culture*

Mario Marchesini, independent consultant, *international economics and management*

Soumodip Sarkar, Emmanuel College, *economics*

Joseph Tham, independent consultant, *development economics*

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 Coordinator Malcolm McPherson

Home Office Coordinator Richard Goldman

Field Staff

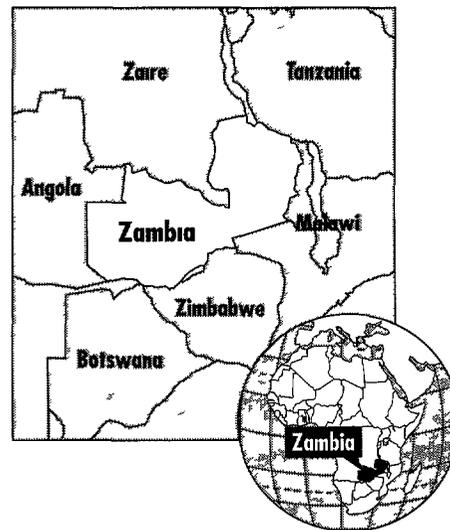
Bruce Bolnick, *macroeconomics*

Fernando Fernholz, *debt management and investment policy*

Catharine Hill, *macroeconomics*

Gerard Kambou, *macroeconomics*

John Wakeman-Linn, *macroeconomics*



Designed to help the Ministry of Finance analyze and implement macroeconomic policy, the project's resident economic advisors work with Zambian officers on analyzing issues of monetary and fiscal policy and on improving budget processes, debt management, and economic data. During the biennium, important progress on macroeconomic stabilization was achieved through the implementation of a "cash budget" policy for fiscal discipline, supported by a monitoring system representing important institutional change in the area of economic policy coordination. During this period, the new debt management database and related analysis supported important negotiations between government and donors leading to substantial debt relief. The project also supported work on tax policy, including mining taxes, and trade policy. On the training side, the project sponsored both short and degree programs for Zambian economists.

Consultants

Glenn Barker, independent consultant, *tax education*

James Duesenberry, Harvard Department of Economics (emeritus),
economics

Daniel Gilligan, HIID, *data analysis*

Daniel Goodwin, Harvard University graduate student, *tax policy*

Manfred Keil, Northeastern University, *economics*

Leonard Lapidus, independent consultant, *banking*

Charles Lipton, independent consultant, *tax reform*

Michael Roemer, HIID, *trade policy*

Joseph Zveglich, independent consultant, *macroeconomic training*

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 Malcolm McPherson

Home Office Coordinator Richard Goldman

Field Staff

John Block, *programming and information management*

David Crawford, *tax policy and information management*

Ben Foley, *tax administration*

Randell Grenier, *programming*

Jacques Hillinger, *programming and information management*

Henning Larsen, *programming*

Allan Robinson, *information management and tax administration*

This project continues its support for improved tax administration and computerized management systems, but the substantive and institutional focus of work changed during this period. From mid-1993 to mid-1994 important progress was made on the development of a computer network to support income tax administration and customs revenue collection. A project extension was approved in mid-1994, and HIID advisors, working with the new Zambian Revenue Authority, focused attention on using the new database systems to support revenue collection and on developing a new value-added tax legislation and implementation system. In the spring of 1995, the project moved its activities into the Ministry of Finance to develop a computerized network and database to strengthen the development of tax policy and to monitor revenue collection.

Consultants

Glenn Barker, independent consultant, *tax education*

Marcus Catlett, Integrated Systems Ltd, *computerization*

Jeffrey Debarros, Office of Information Technology, Harvard,
computerization

Bruce Holyoake, independent consultant, *financial management*

James Owens, independent consultant, *tax policy*

Claude Raymond, Health Canada, *customs and excise*

Cambridge-Based Projects

Advancing Basic Education and Literacy

Sponsor Academy for Educational Development under a contract funded by USAID

Duration 1989–present

Coordinators Fernando Reimers, Shirley Burchfield

The Advancing Basic Education and Literacy (ABEL) project emerged from the Basic Research and Implementation in Developing Education Systems (BRIDGES) project, an HIID research project that led to the development of a large body of empirically based knowledge designed to improve education systems around the world. The ABEL project has allowed HIID to disseminate lessons from the BRIDGES work about effective innovations for improving basic education in developing countries. Through a variety of media, including magazines, workshops, books and computer software, ABEL has distributed part of this research base.

One of HIID's most successful innovations under ABEL was *The Forum*, a quarterly journal that synthesized lessons learned from research on ways

to improve the internal and external efficiency of education systems. Other dissemination devices included education policy workshops conducted in South Africa and Jamaica, and a book on strategies to provide quality education to marginalized populations. Under ABEL, HIID also prepared a series of case studies on the effective utilization of research to develop educational policies around the world.

Consultants

William Cummings, State University of New York, *education reform*

Jean Davison, Stanford University, *education planning*

Philip Matthews, independent consultant, *education planning*

Magdalena Rivarola, independent consultant, *educational policy analysis*

Brandon Robinson, independent consultant, *education planning*

James Williams, independent consultant, *educational policy analysis*

Agricultural Policy Analysis Project

Sponsor Abt Associates under a contract funded by USAID

Duration 1988–present

Coordinator Richard Goldman

The Agricultural Policy Analysis Project (APAP) supports research, training, and policy advisory activities. The project aims to inform decision makers in developing countries about the impact of economic policies on agriculture and food consumption. In August 1993, a conference on proceedings from the Symposium on Agricultural Transformation in Africa was produced for USAID's Africa Bureau. Two research efforts conducted under APAP's auspices also resulted in reports during the period, the first report focused on improving the effectiveness of agricultural policy reform in Côte d'Ivoire, and the second dealt with the policy implications of the control of land on the Upper Gambia River.

Consultant

Jennifer Widner, Harvard Center for International Affairs *economics and policy reform study*

Applied Diarrheal Disease Research

Sponsor USAID

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

Duration 1985–present

Coordinators Richard Cash, Jonathon Simon

Cambridge Staff

Guillermo Herrera, *nutrition*

Danielle Maye Olivola, *clinical science*
 Karen Peterson, *nutrition*
 Shamim Qazi, *pediatrics, clinical science*
 Zeba Rasmussen, *infectious disease, clinical science*
 Johannes Sommerfeld, *social science research*
 James Trostle, *social science research*

Field Staff

Fitzroy Henry, *resident advisor (Nigeria)*
 Jonathon Simon, *resident advisor (Pakistan)*

The Applied Diarrheal Disease Research (ADDR) project supports research in diarrheal disease, acute respiratory infections, and nutrition issues. These three conditions account for over one-half of child deaths in the developing world. The ADDR project has two interrelated goals: first, to use health research to answer important questions faced by national health systems, and second, to employ the research process in strengthening national capacity to conduct high-quality, applied health research. The project functions as a small research-grant-making organization that also provides research training and technical assistance.

Since its inception ten years ago, the ADDR project has supported 157 research studies in sixteen countries worldwide. The ADDR project's scientific network consists of over 350 investigators, all of whom are nationals or permanent residents of developing countries. Both biomedical and social scientists are actively involved in the research program and, where appropriate, interdisciplinary study designs are strongly encouraged. To date, project-supported research has generated 204 papers in books and journals, and a dozen master's or doctoral theses.

The success of the project can also be measured by the effect of the research on health policies at global, regional, national, and local levels. ADDR-supported research has provided the technical basis for dietary management recommendations disseminated globally as World Health Organization guidelines. More specifically, regional research efforts have contributed to understanding the spread of the cholera epidemic in Latin America. Country-specific research has helped the Government of Pakistan's National Acute Respiratory Infections Program select its first-line drug for pneumonia case management, and has assisted the Mexican Ministry of Health in formulating a national recommendation for dietary therapy for diarrhea.

In addition to the specific research studies, Cambridge-based staff members are currently undertaking research designed to understand more thoroughly how health research is incorporated into policy. Case studies in Mexico and Nigeria have provided empirical data for further improvements.

of the project's efforts to foster a stronger research-to-policy link. Other ongoing research includes the development of a set of indicators to facilitate better evaluation of efforts to strengthen research capacities.

Consultants

Alam Narul Ahmed, International Center for Diarrhoeal Disease
Research, Bangladesh, *clinical research*

Maria Gladys Beaumont, independent consultant, *cholera policy*

William Brieger, University College Hospital, Nigeria, *preventive and
social medicine*

Kenneth Brown, Regents of the University of California at Davis,
nutrition

Jack Bryant, independent consultant, *community health and medicine*

A Carlos Campillo, Pan American Health Organization, *editor*

Charlotte Cole, Harvard Graduate School of Education, *statistics*

Edward Cooper, University of West Indies, *pediatrics*

Katherine Dickinson, independent consultant, *nutrition, data analysis*

Christopher Duggan, Children's Hospital, Boston, *pediatrics and
nutrition*

Rafael Flores, Institute of Nutrition of Central America and Panama,
biostatistics

Julio Frenk, independent consultant, *public health*

James Garrett, Cornell University graduate student, *health econometrics*

Kristy Hendricks, Boston University and Children's Hospital, Boston,
nutrition

Joan Hilton, University of California, San Francisco, *biostatistics*

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

Mark Nichter, University of Arizona, *medical anthropology*

Mary Penny, independent consultant, *international health research*

Carolyn Hessler Radelet, independent consultant, *nutrition*

John Rapoport, Mt Holyoke College, *health economics*

Robert Robertson, Mt Holyoke College, *health economics*

Carine Ronsmans, London School of Hygiene and Tropical Medicine,
epidemiology

John Snyder, University of California, San Francisco, *pediatrics and
nutrition*

Kevin Sullivan, Emory University School of Public Health, *epidemiology*

Donald Thea, New England Medical Center, *infectious disease, data
analysis*

Mark Williams, Harvard Center for International Affairs, *policy and research links*

Susan Zimicki, independent consultant, *health demography, medical sociology*

Asia Environmental Training

Sponsor USAID

Duration 1992–present

Coordinator Theodore Panayotou

This project's primary objective is to improve decision making in the public and private sectors on issues that have both major economic and environmental outcomes. The project has three components: Asia-based policy seminars, Cambridge-based training workshops, and policy research.

In March 1994 the second annual environmental policy seminar for senior policy makers from Southeast Asia was held in Bali, Indonesia. Case studies on the following subjects were prepared and presented: coal mining in the rainforest of Kalimantan, carbon offsets through low-impact logging in Sabah, and industrial pollution control in India and Thailand. In March 1995, the third annual Asia-wide policy seminar was held in New Delhi, India. More than twenty senior-level participants from eight countries attended. The cases presented and discussed during the seminar focused on trade and environment, fiscal policy reform and the environment, and natural resources, national accounts, and sustainability.

Under the project, researchers have prepared several technical cases to be used by the Cambridge-based Environmental Economics and Policy Analysis Workshop in order to demonstrate the use of environmental economics in policy analysis and formulation. In addition, policy studies covering natural resource conflicts, industrial pollution, and sustainability have been produced under this agreement.

Consultants

Randall Bluffstone, HIID, *environmental economics*

Andrew Browne, Harvard University graduate student, *curriculum development*

Pacheco Pires Cesaltina, MIT graduate student, *curriculum development*

J.R. DeShazo, Harvard University graduate student, *curriculum development*

Jonathan Dunn, University of Washington graduate student, *curriculum development*

Robert Faris, Tufts University graduate student, *curriculum development*

Therese Feng, Yale University graduate student, *curriculum development*

Steven Kafka, Harvard University graduate student, *curriculum development*

Natarajan Kottayam, Harvard University graduate student, *curriculum development*

Lawrence Kouju, Institute of Development Studies (Sabah), Malaysia, *case preparation*

Pendleton Linwood, Yale University graduate student, *curriculum development*

Anil Markandya, HIID, *environmental economics*

Amy Rosenfeld, Harvard University graduate student, *carbon offsets*

Abdul Shibli, independent consultant, *industrial pollution control*

Darius Teter, independent consultant, *economics*

Jeffrey Vincent, HIID, *environmental economics*

Kadar Wiryanto, independent consultant, *mining*

Conference on Trade in the Far East

Sponsor Asian Development Bank

Duration 1994

Coordinator Jeffrey Sachs

This three-day conference, hosted by the Pudong Institute of Development, took place in Shanghai, China, in October 1994. The goal of the conference was to discuss economic reforms designed to increase market-based trade among China, East Asian developing countries (e.g., Korea, Malaysia, Thailand), Russia, and the Central Asian Republics. Currently, such trade is hampered by trade barriers such as quotas, tariffs, licensing requirements, state-based trading, inconvertible currencies, and the absence of commercial banking mechanisms. Conference participants came from China, Russia, Uzbekistan, Kyrgyzstan, Mongolia, the OECD, the Asian Development Bank, and HIID.

Consultants

Dourbek Akhmedov, independent consultant, *economics*

Andrei Lushin, independent consultant, *economics*

Naidansurengun Zolzhargal, Mongolian Stock Exchange, *economics*

Consulting Assistance on Economic Reform

Sponsor USAID

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

Duration 1989–present

Coordinator Michael Roemer

Under HIID's leadership, the Consulting Assistance on Economic Reform (CAER) project has helped to design and implement economic reforms that promote long-term growth and development in numerous developing countries. CAER has brought together a consortium of five development centers and consulting firms to provide technical assistance and research to USAID and to governments of developing and transitional economies.

During the biennium, CAER completed several studies that explored macroeconomic stabilization and recommended specific policy approaches. These studies include a comparison of macroeconomic policy and economic development strategies in Asia and Africa, two separate monographs on monetary and exchange rate management in Africa, an assessment of the CFA franc exchange rate and the need for devaluation, and a book on economic recovery in The Gambia. Other outputs of the projects included a series of studies on monetary and financial policy in Central America, five country reports on the macroeconomic conditions for financial reform in Central and Eastern Europe, and a review of the monetary impacts of counterpart funds.

Market liberalization was another major focus of CAER during the biennium. The consortium produced studies on foreign exchange liberalization in Sri Lanka and the Philippines, monetary and exchange rate management in Africa, trade regimes in West Africa, especially the Sahelian region, and financial market liberalization in Central America, the Philippines, and Eastern Europe. The project also made recommendations on institutional development in its work on monetary policy in Africa, financial markets in the Philippines, Central America, and Eastern Europe, and small-scale credit schemes and small-saver financial instruments, among other topics.

In addition, CAER consultants have been especially concerned about the impacts of reform on the poor. They completed an assessment of changes in the living standards of the poor in both Latin America and Africa during the 1980s, and also wrote a study of macroeconomic, sectoral, and investment policies designed to reduce poverty in Africa.

Consultants

Roy Bahl, Jr., Georgia State University, *economics*

Steven Block, independent consultant, *political economy*

Tarcisco Castaneda, independent consultant, *economics*

David Crawford, independent consultant, *public finance*

James Duesenberry, Harvard Department of Economics (emeritus),
economics
Gary Fields, Cornell University, *economics*
Richard Goldman, HIID, *study tour*
Lester Gordon, HIID, *economics*
Kenneth Gourlay, independent consultant, *public finance*
Anil Gupta, Department of Finance, Canada, *public finance*
Ward Hussey, independent consultant, *public finance*
Glenn Jenkins, HIID, *taxation*
Chun-Yan Kuo, independent consultant, *public finance, revenue forecasting*
David Lindauer, Wellesley College, *economics*
Alex MacNevin, independent consultant, *Nepal tax reform*
Jorge Martinez-Vazquez, Georgia State, *economics*
Donald Morrison, HIID, *computerization*
James Owens, independent consultant, *taxation*
Michael Pillsbury, independent consultant, *economics*
Gustav Ranis, Yale University, *economics*
Ralph Shilling, independent consultant, *public finance*
Samuel Skogstad, Georgia State University, *economics*
Leslie Stickland, independent consultant, *public finance*
Rubino Sugana, independent consultant, *public finance*
C Peter Timmer, HIID, *agriculture*
Sally Wallace, Georgia State University, *economics*
Louis Wells, Harvard Business School, *international management*
Jennifer Widner, Harvard Center for International Affairs, *government*

Curriculum to Train Leaders of Social Policy Reform in Latin America

Sponsors Inter-American Development Bank

Duration 1994–1995

Coordinator Fernando Reimers

HIID Design Team Shirley Burchfield, Thomas Cassidy, Sarah Dix, Ricardo Godoy, Merilee Grindle, Douglas Keare, Stephen Peterson, Fernando Reimers, Rainer Sauerborn, Donald Snodgrass, and Donald Warwick

A multidisciplinary team from HIID, including anthropologists, economists, education specialists, health specialists, political scientists, and urban specialists, designed the curriculum for a workshop to train leaders of social policy reform efforts in Latin America. This curriculum was used for courses offered at the Inter-American Development Bank's Institute of Social Development, which was established in 1994.

The workshop helped participants to develop a comprehensive view of social policy reform and provided tools to design strategies that can create a strategic vision for education reform. This in turn can mobilize interested parties when they are engaged in processes of social dialogue and consultation.

Economic Analysis of International Forestry Issues

Sponsor U S Environmental Protection Agency

Duration 1992–present

Coordinators Jeffrey Vincent, Theodore Panayotou

Under this project, HIID supports the Climate Change Division of the U S Environmental Protection Agency through forest-related economics research and policy analysis. HIID initiated three studies during the biennium: (1) an evaluation of the effectiveness of multilateral and bilateral forestry assistance programs, (2) an economic evaluation of carbon-offset projects (schemes under which one party, typically a utility in a developed country, pays for activities that reduce carbon dioxide emissions in a developing country), and (3) a review of computable general equilibrium models as a tool for analyzing the effects of intersectoral and macroeconomic policies upon deforestation and forest degradation in developing countries. The research is conducted in collaboration with experts from North Carolina State University, Cornell University, and forest-related agencies in Malaysia and Costa Rica.

Consultants

Jan Laarman, North Carolina State University, *international forestry*

Jens Rosebrock, independent consultant, *environmental economics*

Amy Rosenfeld, independent consultant, *carbon offset projects*

Jian Xie, independent consultant, *CGE models and forestry*

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, the Dana Greeley Foundation for Peace and Cooperation, and the American Council of Learned Societies

Duration 1989–present

Coordinator Thomas Vallely

In the last two years, this program has focused on the expansion of ties between Harvard and Vietnam in the fields of economic policy research, professional training, and exchange of scholars. A collaborative effort of ten

economists produced a book to be published in 1996, *In Search of the Dragon's Trail Economic Reform in Vietnam*. The book, which has been translated into Vietnamese, aims at providing the leadership of Vietnam with a perspective on the country's transition to a market economy and on the steps that still need to be taken to accomplish this goal. Parallel to this writing effort, the program arranged several seminars on related issues for high-ranking Vietnamese officials both in Vietnam and Cambridge.

Managing the training of professionals from Vietnam has been an ongoing activity of the program. The capacity of the program was greatly expanded over the past two years with the creation of the national Fulbright Scholarship Program for Vietnam. HIID manages the recruitment process of the program, which brings about thirty Vietnamese professionals each year to study in graduate programs or as visiting scholars at universities around the United States, including Harvard and neighboring institutions.

The program also has undertaken research on the political economy of Myanmar (Burma). The goal is to develop a body of knowledge on the state of the country and to facilitate future contributions to its development when conditions become more favorable to in-country work. In 1995, a Burmese professional working for the UN was selected to come to the Mason Program at the Kennedy School of Government and to undertake collaborative research with program staff.

Consultants

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

Gustavo Cruz, independent consultant, *wildlife census*

David Dapice, Tufts University, *development economics*

Jonathan Haughton, Northeastern University, *financial systems research*

J. Tomas Hexner, Hex Inc., *development economics*

Linda G. Hiebert, independent consultant, *international development and education*

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

David Lindauer, Wellesley College, *development economics*

Patricia Norland, independent consultant, *education*

Theodore Panayotou, HIID, *environmental policy*

Dwight Perkins, HIID, *development economics*

Cao Duc Phat, independent consultant, *agricultural economics*

C. Peter Timmer, HIID, *development economics*

Microenterprise Development Course

Sponsor Development Alternatives, Inc , under a contract funded by USAID's GEMINI project

Duration 1993

Coordinator Marguerite Robinson

A week-long course on microenterprise development was held in Washington, D C , for microfinance institutions, donor agencies, government representatives, and others The course explored a wide range of topics concerned with microenterprise development HIID participation in the teaching of this course was primarily concerned with the financing of microenterprises, especially the development and sustainability of institutions providing microfinance Specific topics included financial intermediation at the local level in developing countries, assessing demand for financial services, and intercountry transfer of technology USAID subsequently drew on the material from this course to develop other courses and instructional materials on microenterprise development and microfinance

Middle East Water Technical Assistance

Sponsor Institute for Social and Economic Policy in the Middle East, Harvard

Duration 1994–present

Coordinator Theodore Panayotou

Under this project, HIID has provided technical assistance to Jordanian and Palestinian research teams in collecting and analyzing information on water supply and demand These data have provided important input into a model of regional (Jordan-Israel-Palestine) water trading The model, which assigns a value to water based on its economic scarcity and social importance as expressed in national policies, has been used in negotiations over and subsequent management of Middle Eastern water resources

Consultants

J R DeShazo, Harvard University graduate student, *environmental economics*

Nagaraja Harshadeep, Harvard University graduate student, *water resources development*

Anil Markandya, HIID, *water supply pricing*

Richard Newell, Harvard University graduate student, *environmental economics and policy*

Jeffrey Vincent, HIID, *water supply pricing*

Palestinian National Authority

Sponsor Kenneth and Evelyn Lipper Foundation

Duration 1994–present

Project Director Bishara Bahbah, Institute for Social and Economic Policy in the Middle East (ISEPME), Kennedy School of Government, Harvard

Coordinator Dwight Perkins, HIID

In 1994, HIID and ISEPME began their collaborative work with the newly established Palestinian National Authority in Gaza and the West Bank. This effort to date has been funded by a grant to Harvard University from the Kenneth and Evelyn Lipper Foundation. Although primary responsibility for managing this grant rests with ISEPME, HIID conducts most of the consulting and training efforts of the project. Work with the Palestinian National Authority has included a review of tax system design and implementation issues, and work on a strategic economic development plan. Other activities have included training in the West Bank in the field of education, consultation with respect to the organization of the offices of the head of the PNA and the Ministry of Planning, and work on health and monetary issues. As part of the training component of the project, seven Palestinians have participated in various HIID workshops.

HIID Consultants

Lesley Arthur, independent consultant, *tourism*

Reuven Avi-Yonah, Harvard Law School, *taxation law*

Robert Conrad, Duke University, *taxation*

Edgar Edwards, independent consultant, *planning*

Abu-el-walid Dajani, independent consultant, *tourism*

Glenn Jenkins, HIID, *taxation*

Paul Krystal, independent consultant, *computerization*

Noel McGinn, HIID, *education*

Marco Montes, HIID, *computerization*

Courtney Nelson, independent consultant, *planning*

James Owens, independent consultant, *taxation*

Stephen Peterson, HIID, *taxation and public-sector management*

Robert Phillips, independent consultant, *taxation*

Ghassan Qadah, independent consultant, *computerization*

Russell Smith, independent consultant, *tourism*

James Valentine, independent consultant, *tax administration*

Pilot Study in Capacity Building

Sponsor United Nations

Duration 1993–present

Coordinators Mary Hilderbrand, Merilee Grindle

In 1993, HIID undertook a comprehensive study for the United Nations Development Programme (UNDP) to assist it and other donors in designing more effective intervention to build capacity. The research was expected to generate a conceptual framework for understanding capacity development, to carry out comparative case studies in six countries, and to develop guidelines that would assist governmental and international aid agencies in building sustainable public sector capacity. The UNDP and World Bank selected six countries for focused research – Bolivia, Central African Republic, Ghana, Morocco, Sri Lanka, and Tanzania. A national researcher from each country carried out the case study research under the supervision of HIID professional staff.

In October 1993, HIID organized a workshop with UNDP and World Bank staff and the six national researchers. Between the time of the workshop and mid-1994, HIID coordinators visited the researchers in the field to help ensure the application of the framework, the focus of the studies, and the comparability of the findings. In July 1994, a second workshop provided an opportunity for the researchers to present their case study findings to donor officials and HIID staff.

The final report, *Building Sustainable Capacity: Challenges for the Public Sector*, was completed in November 1994. It presents a framework for assessing capacity, identifying capacity needs, and targeting capacity development interventions. The study concludes that capacity builders should locate capacity gaps and critical constraints and intervene strategically at the levels that will result in the highest capacity payoff. HIID has continued to work with the UNDP during 1995 on dissemination and discussion of the study and integration of its results into UNDP training.

Structural Adjustment and the Environment

Sponsor World Wide Fund for Nature (WWF-International)

Duration 1993–1995

Coordinators Theodore Panayotou, Anil Markandya

Under this project, HIID analyzed the impacts of structural adjustment programs on environmental quality in five countries (Pakistan and Vietnam in Asia, and El Salvador, Jamaica, and Venezuela in Latin America and the Caribbean), and identified program modifications that would be necessary to steer the countries onto sustainable development paths. The field-

work was conducted by local research institutes with methodological guidance from HIID. The broad conclusion is that the stabilization and restructuring components of adjustment programs are necessary but not sufficient for promoting sustainable development. To be successful, such programs must include policy measures that take environmental and social impacts into account.

Preliminary results were presented to the donor community at a meeting in Brussels in December 1994, publication of final results together with results of complementary studies in Africa, supervised by the British Overseas Development Institute, is planned for early 1996.

Consultants

Nadeem Naqvi, University of Georgia, *environmental macroeconomics, Vietnam*

Julie Richardson, University College, London, *environmental economics, Latin America*

Abdul Shibli, independent consultant, *environmental economics*

Jeffrey Vincent, HIID, *structural adjustment and environment, Pakistan*

Training in Tax Policy Reform for Central Asian Republics

Sponsor Partners for International Education and Training

Duration 1995

Coordinator Roy Kelly

HIID conducted a three-week training course on tax policy for twenty-one tax officials from the Central Asian Republics of Kyrgyzstan, Kazakhstan and Uzbekistan. Drawing on faculty from Harvard, the International Monetary Fund, and the U.S. Treasury, the training program focused on teaching essential tax policy analysis skills that could be applied to the Central Asian Republics. The main goal was to support an economic environment that would facilitate macroeconomic stabilization and economic growth, help manage the transition from a command to a free market economy and democratic governance, and encourage foreign and domestic investment and development of small and medium businesses.

Teaching Staff

Reuven Avi-Yonah, Harvard Law School, *international taxation*

Richard Barichello, University of British Columbia, *trade*

Peter Byrne, HIID, *tax treaties*

Robert Conrad, Duke University, *tax policy*

John Crotty, International Monetary Fund, *value-added tax administration*

Jonathan Haughton, Northeastern University, *excise taxes*

Susan Himes, U S Treasury, *U S tax policy*

Roy Kelly, HIID, *property taxes*

James Owens, independent consultant, *tax administration*

Andrei Shleifer, Harvard Department of Economics, *macroeconomics*

G P Shukla, HIID, *macroeconomics of taxation*

Janet Stotsky, IMF, *income tax*

Victoria Summers, International Monetary Fund, *value-added tax*

Tropical Forest Management

Sponsors John Merck Fund, Rockefeller Foundation, Center for Tropical Forest Science of the Smithsonian Tropical Research Institute, USAID, World Wildlife Fund, Conservation, Food and Health Foundation

Subcontractors Royal Forest Department, Thailand, Sarvodaya Shramadana Movement, Brandeis University, Sri Lanka Ministry of Finance

Duration 1990–present

Coordinator Peter Ashton

HIID Staff

Pamela Hall, *tropical forest ecology*

Jianguo Liu, *computer modeling*

This research project's main focus is to determine the economic and ecological value of biologically diverse tropical forests. The study sites – in Malaysia, the Philippines, Singapore, Sri Lanka, and Thailand – were selected to represent the range of prevailing socioeconomic and ecological conditions in tropical forests. On the basis of the research results, the project develops paradigms to guide policy towards the optimization of sustainable management of forest resources in order to yield a specified range of goods and services.

The project 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

Patrick Baker, independent consultant, *seeding studies*

Neela DeZoysa, Arnold Arboretum, Harvard University, *forestry*

C V S Gunatilleke, University of Peradeniya, *tropical botany*

I A U Nimal Gunatilleke, University of Peradeniya, *tropical botany*

Michael Henson, independent consultant, *tropical botany*

James LaFrankie, Arnold Arboretum, Harvard University, *regional coordinator*

Ruben Lubowski, independent consultant, *environmental biology*



photo Carol Grodzins

Mason Fellows participate in summer class at Harvard's John F. Kennedy School of Government, 1995

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, and help them to understand the ways in which

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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 in order to prepare them for effective careers in research and technical assistance. Those students 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 offered at the John F. Kennedy School of Government are taught by HIID faculty, who 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 Harvard 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. Another example is the prestigious Edward S. Mason Program in Public Policy and Management, which 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 (PAEs), the equivalent of a master’s thesis for second-year students in the Master’s 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, Fall 1993 – Spring 1995

Faculty of Arts and Sciences

■ Anthropology 101 *Forest Ecology and Economic Development in the Tropics* Ricardo A. Godoy (fall 1993, fall 1994). Also offered by the Kennedy School of Government as ENR-519.

Course addresses contemporary problems of economic development and human ecology in tropical rain forests. Considers theories and techniques in financial, economic, and social analysis of development projects in forests. Introduces students to techniques of cost-benefit analysis through case studies based on actual development projects in rain forests. Links theory to practical applications.

■ Anthropology 123 *Environment and Environmentalism: Anthropological Perspectives* Conference Course Pauline E. Peters (spring 1995)

Presents an anthropological exploration of current debates on environment and environmentalism. Through readings on a range of countries and peoples, considers the following themes: the ways in which different peoples in different times and places produce cultural constructions of nature, landscape, wilderness, and environment; conflicts over the use, knowledge, and meanings of natural resources; movements between the culturalization of nature and the naturalization of culture; environmentalism as discourse; environmental social movements and cults; and landscape as commodity.

- Anthropology 150 *Encounters Across Cultures Development and Enduring Values* Parker M. Shipton (fall 1993, fall 1994)

Presents an anthropological perspective on economic development. Takes a critical look at current theories and practices of development as they influence social and cultural systems. Explores linkages between local and supralocal levels of organization, including the effects of international aid. Through case studies of selected, mainly tropical regions, examines both directed and undirected changes in livelihoods and systems of meaning.

- Anthropology 166 *Africa Culture, Poverty, and Development* Parker M. Shipton (spring 1994)

Examines theories of social change against the backdrop of classic and contemporary ethnographies of a variety of African cultures, with emphasis on peoples south of the Sahara. Issues of ethnicity, class, gender, age, kinship, and religion discussed in settings that are affected by planned and unplanned changes, including attempts at international aid since World War II. Aims to portray the rich and resilient diversity of African ways of life and to stimulate constructive thought about vital issues of poverty and powerlessness.

- Anthropology 222 *Spatial Symbolics Persons and Property in Theory and Practice* Parker M. Shipton (spring 1995)

Explores human attachments to space and place, relating beliefs, values, and ideals to law, politics, and economics in Africa and other mainly tropical countries. Analyzes contested understandings of property and land, investigating dynamic relations between the local and the supralocal, the male and female, and the sacred and secular.

- Anthropology 270 *Classic Ethnographies of Africa* Parker M. Shipton (spring 1994, spring 1995)

Examines important 20th-century ethnographies in the social and cultural anthropology of Africa south of the Sahara. Selected monographs illustrate various theoretical perspectives applied in real human settings. Most of the studies concern relations between culture, politics, and economy. Issues treated include ethnicity, class, gender, age, kinship, and religion in a changing environment.

- Anthropology 277 *Problems in the Analysis of Social Change and Development* Pauline E. Peters (spring 1994, spring 1995)

Examines issues of social change and development from the perspective of anthropology, with special attention given to the role of cultural considerations in political and economic analysis. Considers the interaction among local, regional, and national systems in examples of planned and unplanned social change. Presents case studies selected from different parts of the world to illuminate critical and controversial issues in developing countries.

- Biology 19 *Population Biology Ecology* Peter S. Ashton and William Bossert (spring 1994, spring 1995)

Explores relationships of organisms to their environment at the individual, population, and community level. Topics in pure and applied ecology, including adaptations to physical environment, competition, concept of the niche, population dynamics, predator-prey interactions, herbivore effects, community ecology, ecosystem structure and stability, and resource management are presented.

- Biology 147 *Biogeography* Peter S. Ashton (spring 1994, spring 1995)

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

- Biology 250 *Tropical Ecology* Peter S. Ashton and others (fall 1993, fall 1994)

The course introduces the ecology of tropical communities, with particular emphasis on adaptations of terrestrial plants. Fall lectures provide background for an optional research field trip to northern South America in late December or January. Students not participating in the field trip are asked to write a paper on a subject of their choice.

- Biology 387 *Tropical Botany* Peter S. Ashton (fall 1993, spring 1994)
Graduate course: reading and research

- Economics 1361 *The Rural Economy in Developing Countries* C. Peter Timmer (fall 1993, fall 1994)

The rural economy of any country plays a critical role in the process of economic development, but a review of development theory and the historical record reveals a profound bias against agriculture. This course pursues three themes in the context of the rural sector: the

relationship between poverty and hunger, the role of agriculture in fueling the growth process, and the complexity of determining the appropriate prices for food. Lectures and readings stress the modeling of problems and analysis of the results for policy implications.

- Economics 1366 *Natural Resource Economics in Developing Countries* Theodore Panayotou, Anil Markandya (in 1993), and Jeffrey R. Vincent (in 1994) (fall 1993, fall 1994). Also offered by the Kennedy School of Government as PED-267.

Explores economic theory of natural resources and the environment in a development context and analyzes resource and environmental policy issues in developing countries: 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, and development strategy and resources policy. Examines applications to mineral extraction, deforestation, soil erosion, overfishing, and environmental degradation in developing countries, and to global environmental problems such as ozone depletion and the greenhouse effect.

- Economics 1368 *Advanced Topics in Sustainable Development* Theodore Panayotou and Anil Markandya (spring 1994, spring 1995). Also offered by the Kennedy School of Government as PED-268.

Explores policy implications of pursuing sustainable development at the national and international levels. Presents the history of the idea of sustainable development in political and economic literature, followed by a review of the measures that need to be taken to make it operational in the development context. Examines modifications to current policy rules in the areas of project appraisal, agricultural development, industrial development, and macroeconomic policy in general, followed by a review of environmental accounting and its potential policy relevance. Analyzes global issues in sustainability, the mechanisms currently available to finance sustainable development, and new mechanisms to be considered.

- Economics 1370 *Public Finance for Open Economies* Glenn P. Jenkins and Roy B. Kelly (fall 1993, fall 1994). Also offered by the Kennedy School of Government as PED-201.

Examines the role of the public sector in open economies with an emphasis on the design and implementation of taxation and fiscal policies. Focuses on the development of theoretical and applied techniques for identifying and evaluating the impacts of alternative tax policies on the economy's resource allocation, income distribution, capital formation, inflation, budgetary requirements, and environmental protection. Covers the alternative systems for direct and indirect taxes, including taxes on international trade.

- Economics 1380 *The World Food Economy* Richard H. Goldman (fall 1994) Also offered by the Kennedy School of Government as PED-517

This introduction to the economics of domestic and international food systems is mainly from a developing country perspective. It addresses economic issues relating to the development of food systems in Asia, Africa, and Latin America, including the impact of agricultural production, pricing, rural structure, urbanization, and macroeconomic factors on food consumption and food security. In addition, it examines the structure and economic impact of agricultural policies in the major countries participating in international agricultural trade, and includes an analysis of reforms negotiated during the recent GATT Uruguay Round. The course develops an analytical framework for evaluating the validity, sources of conflict, and implications in existing projections of future world food supply and demand balances.

- Economics 1382 *Agriculture in Economic Development* Richard H. Goldman (spring 1995) Also offered by the Kennedy School of Government as PED-517

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

- Economics 1396 *Economic Development of Southeast Asia* Richard H. Goldman (fall 1994)

Lectures and seminars are presented on selected topics dealing with the economic development of Southeast Asia. Experience in the ASEAN countries is stressed but Indochina is also discussed.

- Economics 1399a *Economic Development Trade, Industry, and Agriculture* Richard H Goldman (in 1994), Joseph J Stern (in 1995) (fall 1994, fall 1995)

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

- Economics 1399b *Economic Development Capital and Human Resources* Donald J Robbins (spring 1994, spring 1995)

Analyzes the contributions of capital and human resources to economic development Includes historical survey, 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 (spring 1994) Also offered by the Kennedy School of Government as PED-201

Examines theories and techniques of financial, economic, and social analysis of public sector development projects Students are introduced to principles of cost-benefit analysis and are required to derive parameters needed to evaluate projects for different sectors Case studies link theory to practical application While primary emphasis is on projects having physical output, also covers problems of dealing with service-related projects

- Economics 2390a *The Structural Transformation in Historical Perspective* C Peter Timmer, Dwight H Perkins, Jeffrey Williamson (in 1993), and Paul Collier (in 1994) (fall 1993, fall 1994)

Reviews historical patterns of structural transformation 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* Jonathon Morduch (spring 1994)

Focuses on applications of microeconomic theory, including game theory and the economics of information and uncertainty, to house-

hold behavior and markets in developing countries Stresses implications for public finance, trade, and macroeconomic policy Emphasizes empirical methods

- Economics 2390dhf *Economic Development Seminar* Jonathon Morduch, Dwight H Perkins, Debraj Ray, Michael Roemer, C Peter Timmer, and Jeffrey Williamson (fall 1993, spring 1994)

Research seminar on current issues in development

- Economics 2530b *International Finance I* Jeffrey D Sachs and Richard N Cooper (spring 1995)

Focuses on financial aspects of growth and income determination in open economies Specific topics include 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 *The Age of Global Capitalism* Jeffrey D Sachs and Andrew M Warner (spring 1994, spring 1995)

Analyzes implications of fundamental economic reforms in both historical and institutional dimensions Includes discussion of the historical evolution of the global capitalist economic system, tracing the spread of capitalism from its original base in Western Europe to other parts of the world Discusses the often violent and tumultuous confrontations between capitalist and non-capitalist societies in Asia, the Middle East, and Latin America during this historical process Explores detailed content of economic reform in the past decade, including macroeconomic stabilization, trade liberalization, privatization, and regional integration Examines the role of international institutions in the emerging global market economy

- Economics 2540 *International Economics Seminar* Jeffrey D Sachs, Richard N Cooper, Donald R Davis, John V Leahy, Aaron Tornell, and David E Weinstein (fall 1994, spring 1995)

Research papers in all aspects of international economics, including theory, econometrics, and policy, are presented

- Government 90 *Junior Seminars* Primarily for undergraduates Robert H Bates (fall 1994)

- Government 90mh *The Politics of Economic Policy Reform* Robert H Bates (fall 1994)

Recession and the debt crisis rendered the 1980s a decade of lost development. Inspired by the exceptional performance of the Asian NICs, governments throughout the world attempted to create market-based economies. All faced internal challenges as well as external pressures from the IMF, the World Bank, private creditors, and the donor community. The political repercussions included the downfall of socialist governments and the rise of new democracies. Readings, discussion, and student research projects focus on the political efforts of governments in the Third World and Eastern Europe to adjust and reform.

- Government 1101 *The Great Transition: Political Development in Historical and Comparative Perspective* Robert H. Bates (spring 1995)

Developing societies begin as agrarian, they end as industrial. When poor, most of their population live in rural settings, when rich, most reside in cities. The transition marks the history of advanced industrial societies, the contrast marks the difference between developed and developing nations. Drawing on anthropology, economics, political science, and history, this course studies the great transition, focusing on the politics of the process and studying the liquidation of peasantries, the co-optation of agrarian elites, and agrarian revolution.

- Government 2062 *Perspectives on Political Economy: Political Thought and Its History* Robert H. Bates and Kenneth A. Shepsle (fall 1994)

A microperspective on various topics in political economy, including the emergence and development of institutions, property rights, agency relationships, the effects of time on politics, and the role of politicians (“putting the politicians back in”).

- Government 2123 *Political Development: Comparative Government* Robert H. Bates (spring 1995)

Focuses on literature on political development. Beginning with modernization theory, it moves through the study of political culture to the study of political economy, both Marxian and neoclassical. Highlighting the debates between the approaches, it also strives for synthesis and integration.

■ Government 3000 *Reading and Research* Robert H Bates and others (fall 1994, spring 1995)

■ Sociology 190 *Birth Control in Developing Countries Conference Course* Donald P Warwick (spring 1994, spring 1995)

Explores strategies used by developing countries to limit births, such as China's one-child policy, community pressures in Indonesia, and sterilization in India. Considers the interplay between birth control and the history, culture, and politics of the country involved. Specific issues are the impact of religion, ethnic divisions, field staff, international donor agencies, and client interest in the services involved.

■ Sociology 247 *The Implementation of Social Policy* Donald P Warwick (spring 1994, spring 1995) Also offered by the Graduate School of Education as A-180

Analyzes conditions under which social policies and programs are actually carried out by using the perspective of organizational theory. Considers the influence of guiding theory, tasks and technology, the process of planning, bureaucratic, political, and cultural context, implementers, and clients. Examples range from desegregation and poverty programs in the U.S. to education and population programs in developing countries.

■ Women's Studies 10c *Gender and Inequality* Pauline E Peters and Juliet Schor (spring 1994, spring 1995)

Draws on material from economics, anthropology, and other social sciences to analyze the social structure of gender relations in a cross-cultural perspective. Topics include women's household labor, market work in the national and world economies, the intersections of gender, class, race, and ethnicity, women and poverty, the impact of commercialization on gender relations, and research methods in women's studies.

Harvard Business School

■ 1949 *The Relationship Between Government and Business in Agribusiness* C Peter Timmer and Ray Goldberg (fall 1994, fall 1995)

Explores domestic and international government 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

- A-010P *Educational Policy Options for Latin America* Fernando M Reimers (spring 1994, fall 1994)

The course introduces the large-scale education systems of Latin America. It discusses the principal constraints to internal and external efficiency of the education systems and reviews a number of options for increasing efficiency and equity at the national level. It is addressed particularly to students who plan to work in Latin America as analysts in ministries of education or for international development agencies. The main focus is on identifying problems and potential policy interventions, figuring out which interventions are likely to work, and determining the basis on which one can make such judgments.

- A-010T *Culture, National Development, and Transfer of Educational Innovation* Shirley A Burchfield (fall 1994)

Explores relationships among culture, educational policy, and national development. Topics include cultural influences (both foreign and local) shaping educational policy and practice, particularly in developing countries, the relationship between education and national development, and factors leading to the successful identification and adoption of educational innovations. Focuses on educational productivity from a cross-national perspective by examining the major characteristics of educational models in industrialized countries, such as the United States, the United Kingdom, and Japan. Traces the development of education in the third world and examines the influences affecting national development and educational policy.

- A-128 *Strategic Planning for Education Systems* Noel F McGinn (spring 1995)

Planning is one of the methods persons and organizations use to increase the likelihood of positive outcome from change. Most often reactive to changes in the organization's environment, planning also

can be proactive and seek to change the environment. The methods and issues of planning are therefore both political and technical. This course uses a series of exercises to simulate problems of planning in education systems in the United States and in developing countries. The course provides training in methods of goal clarification, performance auditing, design of strategies, and scenario writing. It also analyzes political issues in the planning process. Students work principally in groups.

■ A-163 *Design of Policy Research* Noel F. McGinn (spring 1995)

Effective policy research connects problems and solutions. This seminar focuses on the process by which a researcher discovers a problem and then sets about discovering a possible solution to the problem. In some cases, of course, the sequence is reversed, solutions are discovered before problems. Which sequence is followed depends on circumstances and intentions, and on the perspective on science of the researcher. Participants go through each of the steps required to produce a proposal for research: identification of a relevant issue, review of pertinent literature, definition of the research question, and choice among alternative methods.

■ A-180 *The Implementation of Social Policy* Donald P. Warwick (spring 1994, spring 1995) Also offered by the Faculty of Arts and Sciences as Sociology 247

■ A-828 *Education and Development* Donald R. Snodgrass (spring 1994)

This is an introductory review of theories of economic, social, and educational development in low- and middle-income countries, and of empirical evidence of the effect of education and development on each other. The course begins with a review, analysis, and critique of explanations of underdevelopment and strategies for initiating and sustaining rapid economic, structural, and social change. Special attention is given to the view that a structural adjustment, export-led, liberalization strategy is best. The second half of the course reviews evidence, focusing on educational implication for and of development, including changes in labor markets, the hiring behavior of employers, and the perceptions and demands of households. Attention is also paid to issues of equity, access, education quality, and finance.

John F Kennedy School of Government

- API-156 *Macroeconomic Policy in Developing Countries* Michael Roemer (spring 1994)

The course provides an analysis of contemporary macroeconomic problems facing developing countries, including macroeconomic stabilization, inflation, structural adjustment, fiscal deficits, growth, and poverty. It assesses policies of the governments of developing countries by using simple macroeconomic principles and models. It takes into account the institutional setting and considers applications to specific countries.

- API-165 *Regional and Local Government Finance* Roy B. Kelly (spring 1995)

This course examines the role of local government in public finance. It evaluates the applicability of the lessons learned in developed countries to the issues faced by developing countries. Emphasis is placed on issues related to the design and administration of local revenue systems. Using property tax as an illustration, the class begins with a thorough analysis of the structures, administration, and policy aspects of the design of tax systems. This analysis is followed by a similar explanation of other regional revenue sources such as user charges. Aspects of central-local transfers and loan finance are also incorporated to complete the scope of local government finance.

- ENR-519 *Forest Ecology and Economic Development in the Tropics* Ricardo A. Godoy (fall 1993, fall 1994). Also offered by the Faculty of Arts and Sciences as Anthropology 101.

- PAL-265 *Democracy and Authoritarianism: The Politics of the Third World* Robert Rotberg (spring 1994, spring 1995)

This course analyzes the contemporary political history and political structures of African, Asian, and Caribbean polities. Examines types of leadership, varieties of bureaucracy and bureaucratic behavior, legislative and judicial behavior, elections, corruption, the predominance of the military, the relevance of different colonial or non-colonial experiences, the importance of size, demography, natural resources, environment, ethnicity/homogeneity, levels of economic and social development, educational attainment, and capacities for internal violence. Case studies unfolding in real time are used, including cases on Kenya, Malawi, Fiji, and Haiti.

- PED-100 *International Development Theory and Policy I* Merilee S Grindle, Dwight H Perkins, and Richard H Goldman (in 1993), Mary E Hilderbrand (in 1995) (fall 1993, spring 1995)

Provides a basic introduction to international development at the graduate level. Considers the major strategic choices that countries must make in pursuing economic growth and distribution. Begins with an overview of the dilemmas countries face in making policy choices. Considers the economic basis and consequences of different strategies of development. Assesses the role of agriculture in national development, and then analyzes the political economy of policy reform. Intended primarily for students with no or limited exposure to the economic and political aspects of development policy and management.

- PED-150Y *Seminar International Development* John M Cohen (fall 1993, spring 1994)

This year-long seminar structures students' research and analysis that leads to the preparation of a policy analysis exercise product. Students are expected to focus on a topic that addresses a policy problem of importance to a specific client. A major objective of the seminar is to assist the student in relating the analytical and quantitative skills learned during the KSG master's degree program to professional staff work or to advising and consulting activities.

- PED-201 *Public Finance in Open Economies* Glenn P Jenkins and Roy B Kelly (fall 1993, fall 1994) Also offered by the Faculty of Arts and Sciences as Economics 1370

- PED-210 *The Appraisal of Development Expenditures* Glenn P Jenkins and Gangadhar P Shukla (spring 1993, spring 1994) Also offered by the Faculty of Arts and Sciences as Economics 2320

- PED-267 *Natural Resource Economics in Developing Countries* Theodore Panayotou, Anil Markandya (in 1993), and Jeffrey R Vincent (in 1994) (fall 1993, fall 1994) Also offered by the Faculty of Arts and Sciences as Economics 1366

- PED-268 *Advanced Topics in Sustainable Development* Theodore Panayotou and Anil Markandya (spring 1994, spring 1995) Also offered by the Faculty of Arts and Sciences as Economics 1368

- PED-301 *Management of Public Policy Implementation in Developing Countries* John M. Cohen (spring 1994)

Focuses on management tasks required to implement policies, including drafting legislation and regulations, designing, implementing, and managing programs and projects, obtaining public and aid agency financing, complying with complex budgeting and reporting requirements, and managing inter-bureaucratic coordination and institutional pluralism outside the public sector

- PED-313 *The Politics of Development Policy* Merilee S. Grundle (fall 1993)

This course analyzes the political economy surrounding major policies for economic and social development in Africa, Asia, and Latin America. It emphasizes ways that political analysis can improve policy analysis, particularly regarding decision making and implementation. Considers influences on decision-making processes, the politics of implementation, the management of reformist initiatives, and the intended and unintended consequences of development policies to stimulate economic growth and social stability. Assesses theories of why development policies are chosen and pursued and compares how political relationships and bureaucratic influences shape the allocation of public resources.

- PED-324 *Poverty and Policy in Developing Countries* Martha A. Chen, Merilee S. Grundle (fall 1993)

This course addresses the persistence of widespread poverty in many developing countries. It explores why poverty exists on such a massive scale in large numbers of developing countries and investigates alternative responses for alleviating such conditions in both rural and urban settings. The course considers theories on the causes of poverty, examines the record of poverty-oriented development policies and programs, addresses the roles of government, donors, private voluntary organizations, and grassroots participatory initiatives, analyzes specific types of poverty alleviation programs, and investigates non-programmatic responses to poverty, such as migration and revolution.

- PED-360 *International Population Policies: Lessons for the Next Century* Lincoln C. Chen and George Zeidenstein (spring 1995)

The purpose of this course is to inform future policy and action. Since its beginning in the early 1950s, the field of international population

activities has been compelling and controversial. All indicators are that its immediacy and disputation will continue or intensify into the 21st century. Course reviews and analyzes ideologies and values, policies and programs, strategies and tactics, attitudes and behaviors during the last forty years, it seeks a more humane and effective array of activities in this field for the future.

■ PED-376 *The Role of Non-Governmental Organizations in International Development* Martha A. Chen (fall 1993)

This course analyzes the relative strengths and appropriate roles for non-governmental organizations (NGOs) in international development. It begins with a theoretical and historical perspective of the NGO sector and a discussion of various types of NGOs. Case studies in different developing countries are presented. The second part of the course analyzes the strengths and weaknesses of the NGO sector relative to the public and private sectors and explores alternative roles the NGO sector can play. Case studies of successful NGO interventions at both the project and policy level are analyzed. The third part of the course examines the relationships between NGOs from developed and developing countries, and strategic alliances between NGOs.

■ PED-517 *Agriculture in Economic Development* Richard H. Goldman (spring 1995). Also offered by the Faculty of Arts and Sciences as Economics 1382. Note: PED-517 was also offered by the Faculty of Arts and Sciences as Economics 1380 in the fall of 1994.

■ STM-743 *Comparative Tax Administration* Glenn P. Jenkins and Peter D. Byrne (fall 1993, fall 1994). Also offered by the Harvard Law School as HLS 33000-11.

This course considers a broad range of topics related to the administration of a modern tax system. Emphasis is placed on the design of strategies to enhance the level of voluntary compliance. The areas for which administrative reforms are developed include audit and investigation, assessment and collection, reviews and appeals, control of evasion, and tax policy planning. An important consideration in the design of administrative reforms is the appropriate role of modern information technology and communications systems for enhancing taxpayer compliance. The course 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 33000-11 *Comparative Tax Administration* Glenn P Jenkins and Peter D Byrne (fall 1993, fall 1994) Also offered by the Kennedy School of Government as STM-743

■ HLS 43800-31 *The Market Economy Diffusion or Reinvention* Jeffrey D Sachs and Roberto Mangabeira Unger (spring 1994)

Assesses legal-institutional content of the debates and experiments surrounding the turn to the market economy in developing countries around the world Examines market-based liberalism and possible alternatives to it, including the study of competing ideas of (a) diffusion throughout the world of a single set of successful economic institutions and (b) the competing view that radical institutional variation is both possible and desirable It explores the relation of the market economy to political democracy and social inequality It begins by examining a number of theoretical perspectives and goes on to consider the remaking of economic institutions in several countries in Latin America, East Asia, and Eastern Europe

Harvard Medical School

■ ME518M 41 *Nutrition and Rural Medicine in Latin America* M G Herrera-Acena (1994–1995)

The course acquaints medical students with problems in nutrition and medical care in rural areas of Latin America First-hand experience in primary health care delivery facilitates the understanding of these problems and how they are influenced by political, economic, cultural, and agricultural factors In field internships, students function as physicians on a health team, under supervision of medical officers in the host institutions An intensive course in Spanish, with particular emphasis on conversation and taking medical histories, is conducted concurrently with orientation seminars relevant to the Latin American experience

■ SM715 0 *International Medicine* H K Heggenhougen, Richard A Cash, Lincoln C Chen, and others (fall 1993, fall 1994)

This course explores selected topics in international medicine It provides a framework for relating health and development to practical clinical concerns for medical students who have experience abroad or who plan to work in developing countries For others,

consideration of key issues and comparisons enriches understanding of medical problems and priorities in the United States. The course also identifies areas of needed research. Topics address four complementary areas that define the field: the social context of international medicine, policy and health service administration, practice of clinical tropical medicine, and methods and indicators for cross-national comparisons.

- SM728 0 *Cross-Cultural Health Care: Latino/Latin American Perspectives*. H. K. Heggenhougen, M. G. Herrera-Acena, Allen Harwood, and others (fall 1993, fall 1994)

The course surveys the sociocultural, demographic, and epidemiological features of the Latino population in this country and their sociocultural roots in Latin America. The course incorporates a medical anthropological perspective to help students in the analysis of important social science principles relative to cross-cultural health care, focusing on such issues as the cultural construction of illness and help seeking as a social process. It also explores the necessary transformations of the orthodox American health care system to make it relevant and appropriate for people from the Latino communities.

Harvard School of Public Health

- ID-262a *Practice of International Health*. Richard A. Cash and Lincoln C. Chen (fall 1994)

Defines the scope of international health, highlights contemporary issues, and reviews case studies of policies and practices. Topics include world health and development, health transitions, disease control, primary health care, child survival, essential drugs, and evolving roles of international and non-governmental organizations.

- ID-262c *Practice of International Health*. Richard A. Cash, Iain Aitken, and M. G. Herrera-Acena (fall 1993, fall 1994)

Addresses practical issues in planning and implementing programs aimed at particular health programs in developing countries. Students use data sets on selected priority health problems to learn how 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.

- ID-330f *Field Trip MPH Program* Richard A. Cash (1993–94, 1994–95)

Centers for Disease Control, Atlanta, Georgia The Centers for Disease Control (CDC) is a unique institution with many public health functions relevant to the educational and research interests of domestic and foreign students This field trip gives students an overview of the activities of the CDC, as well as an opportunity to meet individually with professional staff Lectures and tutorials relate to the various disciplines at CDC, including occupational diseases, surveillance systems, epidemiology, control measures for both chronic and infectious diseases, and CDC's role in international health Other topics are arranged depending on the interests of the group

- MCH-200a *Physical Growth and Development I* Karen E. Peterson (1994–95)

Introduces stages of physical growth and development, maturation, and aging The course emphasizes the growth of children in a population as an indicator of general health and socioeconomic development

- MCN-217d *Nutritional Surveillance* Karen E. Peterson (1993–94, 1994–95)

Covers theoretical and practical issues guiding the design and implementation of nutritional surveillance systems This includes purposes for data, indicators of nutritional status for high-risk groups, methodological issues affecting the choice of indicators, and interpretation of data

- NUT-202cd *The Science of Human Nutrition* M. G. Herrera-Acena and Balz Frei (1993–94, 1994–95)

This course reviews the biochemistry of carbohydrates, fats, proteins, vitamins, and minerals in the context of human disease Particular emphasis is given to current knowledge of the mechanisms that may explain the role of diet in the causation and/or prevention of ischemic heart disease, diabetes, obesity, hypertension, and cancer Recommended dietary intakes of selected nutrients are discussed in order to understand their limitations

- NUT-210cd *Nutritional Problems of Less-Developed Countries* M G Herrera-Acena (1993–94, 1994–95)

The nutrition problems of less-developed countries are discussed in the context of basic human needs. The ecology and the biological and behavioral consequences of malnutrition are reviewed in detail. Special emphasis is on issues in human biology relevant to the formulation of nutrition policy and programs.

- NUT-358 *Research* M G Herrera-Acena (1993–94, 1994–95)

Addresses 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, Vitamin A deficiency, and child morbidity and mortality.

- PIH-200a *Introduction to Population and International Health* Lincoln C Chen and Allan Hill (1993–94, 1994–95)

This introductory course reviews the basic dimensions of world population and health problems. The histories of the international population and public health movements are examined, and contemporary demographic and epidemiologic conditions are reviewed. Four academic areas of departmental concentration are introduced: demography, reproductive health, international health policy and management, and international health epidemiology and ecology.

- PIH-223ab *Social Theories of Population Change* Lincoln C Chen and Walter Mertens (1993–94)

Familiarizes students with the major theories of population change and their implications for population programs and policies. Reviews major contributions and debates in the social sciences in regard to three major social transitions: the demographic (fertility, family and health transition), the rural-urban (migration and urbanization), and the composition of labor force. Efforts are made to link elements of the various transitions within a framework that gives attention to culture, value systems, the structure of society, population systems, and to general development, health, and population policies. The course focuses on both historical experience and societies in the contemporary developing world.

■ PIH-232d *Design, Management, and Evaluation of Reproductive Health Programs* Lincoln C. Chen and Iain Aitken (1994–95)

Reviews issues and methods of reproductive health and design of programs for family planning and management of accessible and high-quality reproductive health services. Builds on a basic understanding of population dynamics, demography, and reproductive health.

■ PIH-241c *Health Planning in Developing Countries: Cost-Effective Analysis and Priority Setting Techniques* Lincoln C. Chen and Christopher Murray (1993–94)

Through the use of lectures, problem sets and case studies, students learn the applied skills needed for the evaluation of health projects, interventions, and programs. Emphasis is placed on cost-effectiveness information. The class is divided into groups, which use these skills on health priority setting exercises for specific countries.

■ PIH-244ab *Population Policies* Lincoln C. Chen and Walter Mertens (1993–94)

The course is grounded in the proposition that population policies are an important part of modern social and economic welfare policies. It reviews population policies that have been designed to influence human reproduction, demographic aspects of health and mortality, migration, urbanization, and settlement patterns. The course also looks at other social and economic policies related to or caused by population dynamics.

■ PIH-245cd *International Population Policies: Lessons for the Next Century* Lincoln C. Chen and George Zeidenstein (1994–95)

Analyzes ideologies and values, policies and programs, strategies and tactics, and attitudes and behaviors relating to international population.

■ PIH-251cd *Monitoring and Evaluation of Health Programs in Developing Countries* Richard A. Cash and Allan Hill (fall 1994)

Introduces the principles and practice of monitoring and evaluating health programs and interventions in developing countries. Reviews options for obtaining information and discusses options for the assessment of progress towards the goals of the World Summit for Children.

- PIH-263e *Government and Private Funding for Research and Health Care* Richard A Cash and Karin Dumbaugh (fall 1993, fall 1994)

This one-week seminar was developed for students at the Harvard School of Public Health who seek funding for international or domestic research and health services programs. The objective of the seminar is to provide participants with the opportunity to prepare a fundable grant proposal for submission to a funding agency upon completion of the course, a framework that enables participants to write realistic and fundable proposals for basic or applied research, or for projects that deliver services or care, and numerous sources of information about organizations that fund such work.

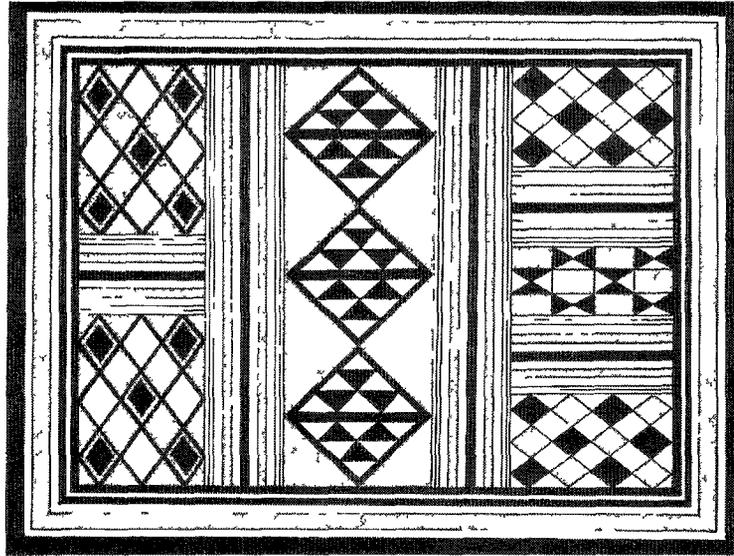


photo Carol C. Rodman

Mason Fellow Karen Ford-Warner from Jamaica at Harvard's Commencement, 1994

- PIT-250b *Epidemiology of Infectious Diseases of Public Health Importance in Developing Countries* Richard A Cash and guest lecturers (fall 1993, spring 1994)

This course thoroughly reviews the epidemiology of infectious diseases of public health importance in developing countries. It emphasizes epidemiologic patterns of bacterial and viral diseases as they relate to different geographic and socioeconomic environments, and stresses methods of disease surveillance, especially with regard to prevention and control.



Programs, Workshops, and Training

Programs

The Edward S. Mason Program in Public Policy and Management

Each year Harvard University invites approximately sixty men and women from developing and newly industrialized countries to participate in the Edward S. Mason Program in Public Policy and Management – a flexible, yet intensive, degree-granting program jointly administered by the John F. Kennedy School of Government and HIID. The aim of the program is to prepare mid-career policy makers and managers for critical leadership roles in the public sector.

Named in honor of Edward S. Mason, university professor of economics and former dean of Harvard's Graduate School of Public Administration, the Mason Fellows Program has become a respected international fellowship, with 1087 alumni worldwide. Graduates include cabinet ministers, central bank directors, and senators.

The Program

Through coursework at the Kennedy School and extracurricular professional programs – including two seminars, a distinguished speaker series, and a three-day conference in Washington, D C – the fellows develop more sophisticated management and policy-making skills and gain important insights into the complexity of implementing development programs Through regionally focused dinners, the Mason fellows are given a chance to meet faculty and fellows of other schools and programs around the university and strengthen their ties to HIID staff who have worked in their region At the end of the one-year program, the fellows receive a master of public administration (MC/MPA) degree from the Lucius N Littauer Mid-Career Program at the Kennedy School

Although there is no core curriculum, a “shadow core” of courses that students and faculty believe are essential for sound policy formulation has evolved These courses include microeconomics and public policy, macroeconomics of developing countries, appraisal of development expenditures, and the politics of development Many of these courses are taught by HIID faculty, who bring direct development experience into the classroom Several HIID fellows also serve as faculty advisors or mentors for the Mason fellows

In turn, the Mason fellows bring an extraordinary range of backgrounds and experience to Harvard They come from approximately thirty-five countries in Asia, Africa, Latin America, the Middle East, Eastern Europe, and the Newly Independent States, and are engaged in every aspect of economic, physical, and human resource development A typical class includes fellows who work in the areas of education, energy, health, housing, transportation, politics, foreign affairs, public enterprise, rural and urban development, food policy, environmental preservation, central banking, journalism, economic planning, and women in development The diversity of perspectives within each class enriches the experience of all participants, while broadening the community life of the Kennedy School and the university

Since many of the Mason fellows implement reform programs when they return home, the Mason Program contributes to a fundamental purpose of HIID institution building to make foreign advisors obsolete As alumni establish local institutions that make development programs work, training Mason fellows produces a multiplier effect A computer ListServe, inaugurated in 1994, facilitates communication Through the ListServe, Mason alumni can continue the collaborative work to which they became accustomed in Cambridge, share policies that work in solving problems, and give support and encouragement to their colleagues

Financing

The Edward S. Mason Fellowship is non-stipendiary, thus it is the responsibility of the individual candidate to secure adequate financial support. Sources of Mason fellows' funding have included USAID, the World Bank Graduate Study Scholarship Program, World Bank projects, the Organization of American States, the United Nations Development Programme, the Ford Foundation, the Asia Foundation, the Aga Khan Foundation, the Kellogg Foundation, the American Association of University Women, Swedish and Canadian international development agencies, regional development banks, and the fellows' own governments and institutions.

A new Edward S. Mason Scholarship Fund has been established to help the program sponsor outstanding students. The goal of the fund is to support at least five full-tuition scholarships per year. With the assistance of HIID's director and the dean of the Kennedy School, the Mason Program is launching a series of initiatives to identify funding through private, public, domestic, and international sources. Other initiatives include efforts to increase the participation of women and students from Africa.

Carol Grodzins was named program director in December of 1993. Merilee S. Grindle, the Edward S. Mason Professor of International Development at the Kennedy School of Government and an HIID faculty fellow, serves as faculty advisor to the program.



Raymond Vernon, the first Director of the Development Advisory Service, and Mason Fellow Virgilio Tedin, Director, Banca de la Nacion Argentina, 1995

Mason Fellows, 1993–1994

Bahamas

Evaneth McPhee, Medical Officer, Ministry of Health, Government of the Bahamas

Bangladesh

Nasim Firdaus, Director, Ministry of Foreign Affairs, Government of Bangladesh

Bolivia

Sonia Aranibar, Program Specialist, United States Agency for International Development/Bolivia

Jose Levy, Administrative and Financial Consultant, Ministry of Foreign Affairs, Government of Bolivia

Juan Alejandro MacLean, Project Supervisor, Andean Development Corporation

Brunei Darussalam

Dato Abdullah Abu Bakar, Director, Telecommunications Department, Government of Brunei Darussalam

Muhammad Syaappudin Haji Abdullah, Acting Assistant Managing Director, Brunei Investment Agency

Cameroon

Celestin Monga, Executive Director, SADEG

Chile

Arturo Fermandois, Lawyer, Banco del Estado de Chile

Colombia

Fernando Carrillo-Florez, Attorney, Independent

Costa Rica

Eduardo Alonso, Economic Consultant, Independent

Mario Duran, Executive Director, Highway Safety Council

Patricia Rodriguez, Associate Professor, University of Costa Rica

Ecuador

Silvia Barragan, Executive Director, Our Youth Foundation

Jorge Chang, Executive Director (CEO), Fundagro

Benjamin Ortiz, Editor, Diario Hoy

Estonia

Toomas Palu, Deputy Medical Director, Tallinn Emergency Care Hospital

The Gambia

Lucy Fye, Senior Economist, Ministry of Finance and Economic Affairs, Government of The Gambia

Ghana

Sylvia Asare, Engineer, Ghana Highway Authority
Richmond Evans-Appiah, Head, Generation Planning Unit, Volta River Authority

Guyana

Veronica Luard, Program Coordinator, UNICEF

Hong Kong

Joshua Law, Principal Assistant Secretary for Constitutional Affairs, Hong Kong Government

India

Pankaj Agrawala, Director, Ministry of Urban Development, Government of India
Afzal Amanullah, Inspector General of Registrations, Government of Bihar
Gauri Kumar, Deputy Secretary, Banking Division, Government of India
Sunil Kumar, Private Secretary to Minister, Ministry of Human Resource Development, Government of India
Aditi Mehta, Collector and District Magistrate, Government of Rajasthan
Himmat Singh, Secretary to the Governor, Government of Punjab

Iraq

Lubna Alaman, Officer-In-Charge, Royal Netherlands Embassy/ Baghdad

Jamaica

Karen Ford-Warner, Legal Counsel and Company Secretary, Jamaica Commodity Trading Co , Ltd

Kenya

Wackuka Ikua, Undersecretary, Ministry of Finance, Government of Kenya
Chiboli Induli Shakaba, Undersecretary, Ministry of Finance
Rose Waruinge, Attorney, Waruinge and Waruinge Advocates

Korea

Kyou-Hyun Kim, Chief, Personnel Section, Ministry of Foreign Affairs, Government of Korea

Mexico

Nestor Elizondo, Assistant Chief of Staff, State of Nuevo Leon

Nicaragua

Rita Delia Casco-Montenegro, Former Ambassador to the United States, Ministry of Foreign Affairs

Jaime Wheelock, President, Institute for the Development of Democracy

Oman

Saif Said Al-Busaidy, Manager, Investment and Treasury, Central Bank of Oman

Pakistan

Ahmad Sukhera, Deputy Director, Civil Services Academy of Pakistan, Government of Pakistan

People's Republic of China

Yongfu (Frank) Sun, Deputy Division Chief, China International Center for Economic and Technical Exchanges

Shuilin Wang, Division Director, Foreign Affairs, State Council Economic & Trade Office

Wei Zhang, Chairman, Commission of Foreign Trade, Tianjin Municipal Government

Peru

Alfredo Chuquihuara, Second Secretary, Ministry of Foreign Affairs

Alejandro Deustua, Principal Researcher, CEPEI

Philippines

Florencio (Butch) Abad, Consultant, Philippine House of Representatives

Jemy See, Director of Administration, Ateneo De Naga

Singapore

Shing Kwok Choi, Head, Joint Plans Department, Singapore Armed Forces

Seng Cheong (Leo) Yip, Head, Intelligence Division, Singapore Police Force

South Africa

Fikile Magubane, Business Administrator, Information Services Management

Christopher Mbileni, Management Consultant, Wilgespruit Fellowship Centre

Taiwan, Republic of China

Chao-lin Chou, Director, Shui-Chuan Huang

Chih-chuan Huang, Section Chief, Cultural Desk, China Times
Sheue-hua (Sophia) Lin, Senior Financial Analyst, Department of
Rapid Transit Systems, Government of Taiwan
Kuo-lieh (Gary) Tseng, President, Daung-Yen Lu

Tibet

Sonam Dagpo, Deputy Secretary for Foreign Affairs, Central Tibetan
Administration

Uganda

Dan Kasirye, Senior Banking Officer/Project Analyst, Uganda Devel-
opment Bank

Venezuela

Laura Rojas de Perez, Vice Minister, Ministry of Development,
Government of Venezuela
Italo Velasquez, Official Secretary of Minister's Council, Ministry of
Secretary of the Presidency, Government of Venezuela

Mason Fellows, 1994–1995

Argentina

Virgilio Tedin Uriburu, Financial Representative of Argentina in
Japan, Ministry of Finance, Banco de la Nacio Argentina

Bangladesh

Rokeya Begum, Deputy Director, Bangladesh Bank

Bolivia

Jaime Vizcarra-Cuellar, Program Manager, United States Agency for
International Development

Brazil

Manuel Sanches, Associate Professor, Federal University of Rio de
Janeiro

Brunei Darussalam

Hj Sapawi Bolhassan, Deputy Director, Radio Television Brunei

Chile

Roy Rogers, Director for International Cooperation, Ministry of
Agriculture

Colombia

Jose Arango, Partner and Manager, Corredores Asociados S A
Maria Claudia Garcia, General Secretary, National Planning
Department

Costa Rica

Carlos de Paco, Regional Coordinator, Marine and Coastal
Development Program, World Conservation Union (IUCN)
Ana Teresa Dengo, Manager, Small Business Development Program,
United States Peace Corps, Associate Industrial Development
Officer, Basic Industrial Technologies Unit, United Nations
Industrial Development Organization
Jose Gutierrez, Executive Vice President, Periodico La Republica

Dominican Republic

Inmaculada A. Adames, Executive Director, Plan Sierra

Federated States of Micronesia

Ieske Iehsi, Chief of Protocol, Department of External Affairs

The Gambia

Hassum Ceesay, Program Advisor, United Nations Development
Program

Ghana

Richard Okrah, Director, Materials Management, Volta River
Authority
Isaac Tagoe, Principal Program Officer, Ministry of Energy and Mines

Hong Kong

Raymond Wong, Assistant Director, New Airport Projects
Coordination Office, Government of Hong Kong

India

Dhanbir Bains, Managing Director, Punjab Cotton Marketing
& Spinning Mills Federation, Ltd, Government of India
Bir Datt, Director, Department of Personnel and Training,
Government of India
Mukesh Kacker, Officer on Special Duty, Ministry of Human
Resource Development, Government of India
Aditya Narain, Assistant Advisor and Communication Officer,
Reserve Bank of India
Jairaj Phatak, Director, Department of Personnel and Training,
Government of India
Vilasini Ramachandran, Executive Director, Central Social Welfare
Board, Government of India
Rahul Rai Sur, Deputy Commissioner of Police (Narcotics), Bombay
Police
Bhaskar Venkataramany, Managing Director, Hyderabad Metropoli-
tan Water Supply and Sewerage Board, Government of India

Indonesia

Eddy Purwanto, Bilateral Aid Section Head, Ministry of Public Works
Bambang Goeritno Soekamto, Project Manager, Directorate General
of Human Settlements, Ministry of Public Works
Wahyu Tumakaka, Chief, Corporate Taxpayer Audit Subsection,
Directorate General of Taxation, Ministry of Finance

Korea

Min Seok Kim, Representative to Congress, The Democratic Party
Gabriel Oh, Director, Economic Cooperation Division, Ministry of
Foreign Affairs

Malaysia

Syed Munshe Afdzaruddin, Senior Assistant Secretary, Ministry of
Foreign Affairs

Mexico

Susana Chacon, Professor, Universidad de las Americas, A C , Direc-
tor of the Program of Negotiation, Universidad Iberoamericana
Ricardo Charvel Orozco, Chief of Staff, Ministry of Fisheries
Elias Freig, CEO, Orca and Associates, CEO, Aleman Velasco and
Associates, Northwest Office
Ana Paula Gerard, Technical Secretary of the Economic Cabinet,
Presidency of the Republic of Mexico
Carlos Francisco Rubiales, President, Rubiales Corporation, Professor
of Management and Marketing, UNAM/U Iberoamericana
Mario Sanchez-de-Cima-Breton, Advisor to the General Secretary,
National Security Council

Morocco

M'hamed Amdiss, Division Chief, African Development Bank

Nicaragua

Regina Lacayo, Manager, Organizational Development, Central Bank
of Nicaragua

Philippines

Henedina Razon-Abad, Executive Director, Philippines-Canada
Human Resource Development Program
Maria Rowena Guanzon, Project Manager, National Development
Company, Consultant, Office of the Senate President, Consultant,
Department of Health
Pablo Trillana, Assistant General Counsel, Asian Development Bank

People's Republic of China

Yuexin Du, Division Director, China International Center for
Economic & Technical Exchanges

He Liu, Director-General, Department of the Long-Term Planning
& Industrial Policy, State Planning Commission

Tan Xin, Deputy Division Chief, Research Institute of Economy, State
Planning Commission

Singapore

Petrus Yen-San Huang, District Judge, Subordinate Courts

Subramaniam Iswaran, Chief Executive Officer, Singapore Indian
Development Association

Puay Kern Tan, Superintendent of Police, Singapore Police Force

Lim Heng Tay, Battalion Commander, Singapore Armed Forces

Somalia

Mohamed Tani, Principal Country Program Officer, African
Development Bank

South Africa

Frank Chikane, General Secretary, South African Council of Churches

Stephen Hendricks, Post Doctoral Fellow, Harvard School of Public
Health

Dipolelo Jane Ngatane, Project Development Officer, United States
Agency for International Development

Sri Lanka

Leela Batuwitage, Director, Ministry of Environment and
Parliamentary Affairs

Sukanya Devarajan, Advisor, Canadian International Development
Agency

Taiwan

Jenchien Tsai, National Assemblyman, Democratic Progressive Party

Tanzania

Ferdinand Swai, Director, Kibaha Education Center

Thailand

Natira Tanvitayanon, Revenue Officer, Ministry of Finance, Revenue
Department

Venezuela

Francisco Arocha, General Director of Internal Politics and Local
Development, Ministry of the Interior, Professor of Public Law

Aristides Moreno, Former Vice Minister, Ministry of Finance

The International Tax Program

The International Tax Program (ITP) strives to provide future fiscal leaders of countries around the world with an interdisciplinary graduate-level 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-eight graduate students from thirty countries successfully completed the program of study and earned the Certificate of Taxation. In addition, over sixty participants completed the executive programs offered by the ITP.

Many ITP graduate students are enrolled in either the joint ITP/LLM program with the Harvard Law School or the joint ITP/MPA program with the John F. Kennedy School of Government. These collaborative programs enable 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 governments on the design and implementation of policies and administrative procedures for many types of taxes, including income tax, value-added and sales tax, property tax, and tariffs. Research and consulting projects are ongoing in Latin America, Eastern Europe, Africa, and Asia.

The ITP has also sponsored short-term executive programs and conferences, including the second symposium on the recently published Model Tax Code, a symposium on the New U.N. Model Tax Treaty, the Program on Information Technology in Tax Administration, the Program on Tax Policy and Administration in the Central Asian Republics, the Program on Value-Added Taxation, the Program on Tax Analysis and Revenue Forecasting, and the Program on Information Technology for Fiscal Systems, which was conducted in conjunction with the Lincoln Institute for Land Policy.

The ITP is under the direction of Glenn P. Jenkins, an institute fellow at HIID. During the biennium, Peter D. Byrne served as deputy director, Linda Mishkin served as director of educational programs, and Roy Kelly, a research associate at HIID, served as deputy director of advanced fiscal programs (offered jointly by ITP, HIID, and the Lincoln Institute of Land Policy).

Program on Non-Governmental Organizations

The Program on Non-Governmental Organizations serves two broad objectives: to tap resources at Harvard University that can help strengthen the strategic and institutional capacity of NGOs working in developing

countries, and to promote a better academic understanding of the role of the NGO sector in international development

The program has three major components: teaching and training, research and documentation, and seminars and conferences. Under the first component, the program offers a course on NGOs at Harvard's John F. Kennedy School of Government as well as various training programs for staff of NGOs. Under the second component, the program engages in collaborative research with NGOs on selected development issues and documentation of selected NGO experience. Under the third component, the program runs various seminars and conferences on key development issues. To date, the program has had two thematic foci regarding the role of NGOs: conflict resolution and promotion of economic opportunities for low-income women.

In May 1994, at the request of and with funding from the Aga Khan Foundation (Canada), the program developed a training workshop, entitled "Beyond Credit: Promoting the Enterprises of Low-Income Women," featuring the experience of NGOs from Asia, Africa, and Latin America that have adopted a sectoral approach to promoting women's enterprises. The curriculum and case material for the training program have been published in a monograph.

For the past several years, the NGO Program has been working with the research department of a Bangladeshi NGO (BRAC) to help develop its capacity to carry out gender research. In 1993, HIID, with a senior researcher from the Bangladesh Institute of Development Studies, co-designed a one-year research project to assess the impact of BRAC's programs on women's lives. In January 1995, the NGO Program ran a training program on gender research for BRAC's professional staff.

To date, the program has organized and sponsored four conferences, three of which were held during the biennium. The first of these, which was held in December 1993 (with financial support from the Common Security Forum), was entitled "From Somalia to Cambodia: NGOs and the International System" and explored the complex ethical, political, and logistical dilemmas of NGOs providing humanitarian assistance in conflict situations. The second, which was held in March 1995, was entitled "Toward Beijing: Priorities '95" and highlighted priority issues to be discussed at the Fourth World Conference on Women in Beijing, China. The third conference, which was held in April 1995 (in collaboration with the World Peace Foundation and with financial support from the U.S. Institute for Peace), was entitled "NGOs, Early Warning, and Preventive Action" and explored the comparative experience and advantages of indigenous and international NGOs in addressing the ethnic conflicts underlying so many complex humanitarian crises.

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 are primarily intended for undergraduates in the Faculty of Arts and Sciences (FAS) who are between their junior and senior years and who plan to do research in developing countries as part of their honors theses. Graduate students doing thesis research are eligible as well. Students from the John F. Kennedy School of Government 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 years of study. Both programs are administered by the Student Grants Committee, which is comprised of HIID professional staff. In 1994 and 1995, eighteen research grants were awarded to FAS students and eleven to Kennedy School students. Of the FAS research proposals that were funded, three were based in South America, two in Central America, one each in the Caribbean and Eastern Europe, six in Asia, three in Africa, and two in the Middle East. Of the Kennedy School internships, one was based in South America, one in Central America, five in Asia, three in Africa, and one each in Central and Eastern Europe.

Harvard Graduate School of Education grants support 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 School of Education, most are advanced doctoral candidates collecting data for their dissertations. The grants usually cover travel to and from the site of research. From 1993 to 1995, fourteen grants were awarded to students doing research in Armenia, Cameroon, Canada, the People's Republic of China, France, Iran, Ireland, Kenya, Lithuania, South Africa, and Vietnam.

HIID has also contributed funds to the following Harvard University programs and groups: the Tinker Foundation/Committee on Latin America and Iberian Studies, 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 brings to HIID professionals specializing in different aspects of social and economic development. Under this program academics, government officials, and development practitioners from many countries enrich the HIID environment each year. Visiting scholars, sponsored by professional staff of the institute, contribute to HIID's re-

search by working on topics related to the institute's current research and development activities. They participate in seminars both at HIID and throughout the university, and sometimes participate in the teaching of courses. Appointments are normally made for an academic year, although other terms are available.

Visiting Scholars during the 1993–1995 period

- Christopher Adam, University Research Fellow, Center for Study of African Economics, University of Oxford, Oxford, UK
- Mohamed Ariff, Senior Lecturer, Department of Finance & Banking, National University of Singapore, Singapore
- Richard Barichello, Head, Department of Agricultural Economics, University of British Columbia, Vancouver, BC, Canada
- Linus Cekanavicius, Head, Department of Systems Analysis, Faculty of Economics, University of Vilnius, Vilnius, Lithuania
- Hun-Koo Ha, Lecturer of Economics, Bangsong Tongshin University, Seoul, Korea
- Sharachchandra Lele, Senior Research Associate, Pacific Institute for Studies in Development, Environment, and Security, Oakland, California
- Wade Martin, Assistant Professor, Division of Economics & Business, Colorado School of Mines, Golden, Colorado
- Jin-do Park, Professor, Department of Economics, College of Economics & Management, Chungnam National University, Korea
- Sock-Yong Phang, Lecturer, Department of Economics & Statistics, National University of Singapore, Singapore
- Jon S. T. Quah, Associate Professor/Head, Department of Political Science, National University of Singapore, Singapore
- Joao Mariano Saldanha, Senior Research Fellow, East Timor Studies Project, Centre for Southeast Asian Studies, Faculty of Arts, Northern Territory University, Darwin, Australia
- Paul Smoke, Assistant Professor, Political Economy & Planning, Department of Urban Studies & Planning, Developing Areas, MIT, Cambridge, Massachusetts
- Keum-Rok Yoo, Associate Professor, Department of Public Administration, College of the Social Sciences, Kunsan National University, Republic of Korea
- Chenggang Xu, Lecturer in Economics, Department of Economics, London School of Economics, London, UK

Women and International Development (WID)

Women and International Development (WID) is a nonprofit organization that provides a multidisciplinary, multicultural forum for discussion and exchange of information about the role of women in the development process. It receives institutional support from HIID and MIT's Center for International Studies. WID strives to highlight the importance of women in developing countries as agents in and beneficiaries of development programs. Through special events, informal gatherings, seminars, and workshops, WID serves as an area-wide forum for the exchange of research and experience related to women and development.

Begun as a discussion group in 1979, WID continues today with its participatory structure. It has an open membership comprised of researchers, students, development practitioners, and others who seek to understand and strengthen women's roles in development. Operating as a volunteer organization, WID is comprised of an administrative panel of approximately a dozen people elected annually by the membership, two of the panel members are area students who fill the positions of executive coordinator and assistant executive coordinator. Policy and organizational decisions are made by the administrative panel. In addition to the panel, the membership includes a handful of task forces that carry out the activities of the organization. An advisory board appointed by the panel assists the administrative panel in its long-term planning.

WID seeks to increase public understanding of development issues with particular emphasis on gender awareness, and to narrow the gap between academic research and implementation of development projects. To achieve these goals, WID sponsors a seminar series, a quarterly newsletter, and an annual workshop or conference.

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 U.S. citizens and the people of the developing world. Since 1990, WorldTeach has been affiliated with HIID. One goal of this relationship is to draw Harvard students and graduates into a broader range of international development activities. The program, directed by Steve Kirk since January 1993, is guided by an advisory board, including C. Peter Timmer and Merilee Grindle of HIID. In 1990, WorldTeach published the first *Directory of International Development Resources at Harvard University*, it has since published two updated editions.

The program has more than 250 volunteers overseas. Working in Costa Rica, Ecuador, Namibia, the People's Republic of China (summer teaching program), Poland, South Africa, and Thailand, these volunteers teach English to students in primary schools, high schools, technical institutes, and teaching colleges.

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.

Workshops

Program on Information Technology for Fiscal Systems

Through the International Tax Program, Harvard University, HIID, 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, as well as offered separate sessions on the customs, income, value added, and property taxation. 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 18 to May 13, 1994, with twenty-six participants, and from April 9 to May 5, 1995, with seventeen participants. They represented twenty-four countries, including Albania, Argentina, Bangladesh, Brazil, Colombia, Czech Republic, Ecuador, India, Indonesia, Jamaica, Japan, Macedonia, Malaysia, Mexico, Nepal, Palestine, Philippines, Singapore, Slovak Republic, South Africa, Switzerland, Tanzania, Thailand, and Zambia. The program was coordinated by Roy Kelly, and the teaching staff included Normand Dupuis (Revenue Canada), Joseph Eckert (International Association of Assessing Officers), Glenn Jenkins (HIID), Jonathan Light (Department of Revenue, Commonwealth of Massachusetts), Felipe Lopez (Office of Information Technology, Harvard Univer-

sity), David Marshall (UNITEL, Canada), James Owens (International Tax Program, Harvard University), Jonathan Peever (Department of National Revenue, Canada), Stephen Peterson (HIID), Claude Raymond (HIID), Dennis W. Robinson (Lincoln Institute of Land Policy), Ruby Sugana (HIID), James Walsh (International Monetary Fund), Stuart Watson (Revenue Canada), and Larry Westfall (U.S. Internal Revenue Service)

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 to those individuals directly involved in planning, assessing, or executing projects and to administrators who must evaluate investment proposals. During the program, participants learn modern methods of conducting financial, economic, risk, and social evaluation 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 presentation by program members. The teaching staff of the program is comprised of fellows and associates of HIID, faculty from Harvard University, lecturers from other institutions, and teaching fellows. The principal faculty and guest lecturers during the two-year period were program director Glenn Jenkins, Alberto Barreira (HIID), Baher El-Hifnawi (HIID), John Evans (York University), Arnold Harberger (UCLA/University of Chicago), Shiv Kumar (HIID), Adebayo Ogunlesi (First Boston Corp.), Theodore Panayotou (HIID), Richard Patten (HIID), Robert Picciotto (World Bank), G. P. Shukla (HIID), Savvakis Savvides (Cyprus Development Bank), David Smith (Harvard Law School), and Robert Stavins (John F. Kennedy School of Government, Harvard University). They were assisted by the following teaching fellows: Paul Butler, Jennifer Cannell, Michel Chalhoub, D. N. S. Dhakal, Ricardo Ehrsam, Dale Johnson, Pastor Lorenzo, Mario Marchesini, Raghavendra Narain, Martin Perez de Solay, Alexander Pivovarsky, Joseph Tham, and Ha Huy Tuan.

During the biennium, two sessions of the program were held, one from June 20 to August 12, 1994, with fifty-seven participants, and the second from June 26 to August 18, 1995, with fifty-three participants. They came from Argentina, Australia, Barbados, Brazil, Brunei Darussalam, Chile, Cyprus, Ecuador, Egypt, The Gambia, Ghana, Guinea, India, Indonesia, Italy, Jordan, Kenya, Lesotho, Malaysia, Mexico, New Guinea, Nigeria, Pakistan, Palestine, Peru, Philippines, Poland, Russia, Saudi Arabia, Swaziland, Tanzania, Thailand, Trinidad and Tobago, Uganda, Vietnam, Zambia, and Zimbabwe.

For more information about the workshop, contact
 Program on Investment Appraisal and Management (PIAM)
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Public Enterprise Program (PEP)

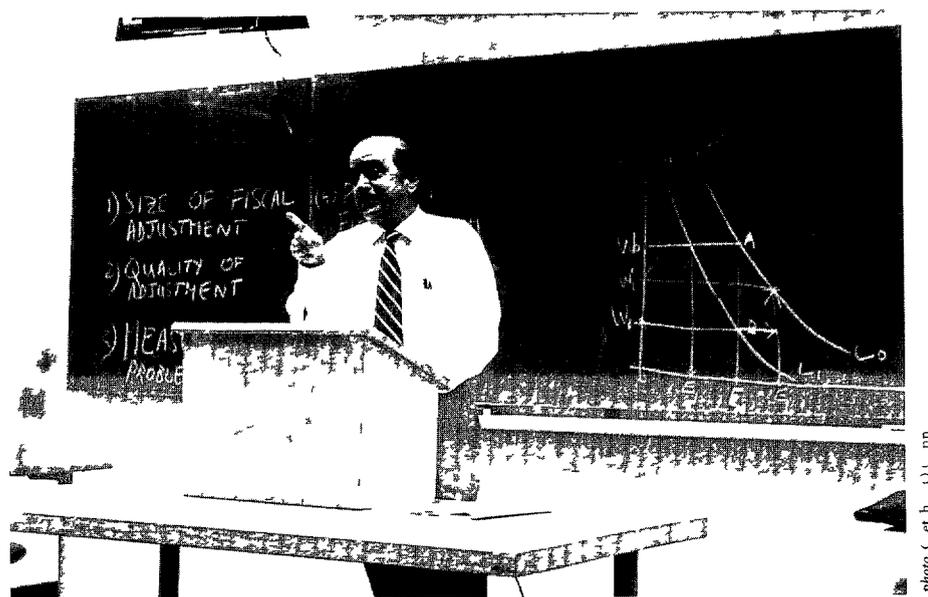
The Public Enterprise Program's primary objective is to offer participants a broad overview of the potential and the problems of public enterprises and to provide the tools for understanding and solving problems between such enterprises and the government. Participants in the workshop are policy makers 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, negotiation, marketing, strategic planning, capital budgeting, microeconomic theory and public enterprise pricing policies, project appraisal, enterprise turn-around and leadership style, and performance evaluation. Privatization topics included regulation and deregulation, privatization cost-benefit analysis, labor and social issues of privatization, and determinants of privatization pricing, as well as several regional case studies. Faculty over the

two years were the following Moshe Ben-Horin (Hebrew University of Jerusalem), Anthony Bennett (United Nations), Richard Bolin (World Export Processing Zones Association), Lawrence Carter (IFC), Mukesh Chawla (Harvard School of Public Health), David Donaldson (IFC), John Evans (York University), Ahmed Galal (World Bank), Jose A Gomez-Ibañez (Kennedy School of Government), Jose Luis Guasch (University of California at San Diego), Kay Henry (HIID), Glenn Jenkins (HIID), Leroy Jones (Boston University), Sunita Kikeri (World Bank), Robert Lawrence (Kennedy School of Government), Ira Lieberman (World Bank), Florencio Lopez de Silanes (Kennedy School of Government), Richard Mallon (HIID), Jerry Mechling (Kennedy School of Government), Pierre Morin (World Bank), Bharat Nauriyal (World Bank), John Nellis (World Bank), Ricardo Paredes (Universidad de Chile), Dwight Perkins (HIID), Russell Pittman (U S Department of Justice), Ravi Ramamurti (Northeastern University), Jeffrey Sachs (HIID), Alfred Scherer (Kennedy School of Government), Howard Shatz (HIID), Khaled Sherif (World Bank), Andrei Shleifer (Harvard University), Paul Smoke (MIT), Aaron Tornell (Harvard University), Prajapati Trivedi (Government of India), Raymond Vernon (Kennedy School of Government), and Jehiel Zif (Tel Aviv University)

The twentieth annual workshop was held from June 13 to July 22, 1994, and had twenty-two participants. The twenty-first annual workshop was held from June 12 to July 21, 1995, with a special two-week workshop on privatization from July 7 to 21. The two groups together involved a total of seventy-six participants. Over the two-year period, participants came from these countries: Algeria, Bahamas, Bangladesh, Bolivia, Bosnia, Brazil, Canada, Colombia, Cote d'Ivoire, Ecuador, Egypt, Equatorial Guinea, France, Germany, Ghana, Guyana, Haiti, Hong Kong, Iceland, India, Indonesia, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Malawi, Malaysia, Mozambique, Myanmar, the Netherlands, Nigeria, Norway, Philippines, Sierra Leone, South Africa, Spain, Suriname, Sri Lanka, Swaziland, Sweden, Tanzania, Thailand, Uganda, United Kingdom, United States, Vietnam, Zambia, and Zimbabwe. For 1996, to reflect the increased interest worldwide in privatization, the name of the program will be changed to "Program on Global Reform and Privatization of Public Enterprises."

For more information about the workshop, contact
Program on Global Reform and Privatization of Public Enterprises
HIID
One Eliot Street
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e-mail pep@hud.harvard.edu



S. Ramakrishnan conducts a seminar in HIID's Budget Workshop

Workshop on Budgeting in the Public Sector

This workshop, held every summer at Harvard University, is designed for public officials from developing countries with responsibility for the planning and management of public expenditures, the national budget process, and budget implementation. Participants come from ministries of finance and planning, sector ministries, and public enterprises. The workshops provide public officials with an opportunity to review analytical concepts, compare experiences and common policy, and process issues in budgeting and expenditure management.

Now in its tenth year, the workshop has evolved a needs-based curriculum with a view toward improving the analytical skills of public officials and enhancing their understanding of the relationships between public expenditure policies and the national economy. The curriculum includes lectures, case studies, problem solving, and discussions of budget problems, as well as public expenditure management issues presented by the participants.

The topics covered include, but are not limited to: budget and the national economy, approaches to macrolevel budget planning, management of the budget cycle, budget processes for the allocation of resources, alternative budgeting techniques, cost-benefit and cost-effectiveness analyses as management tools, management of recurrent costs, management of the public-sector investment program, foreign aid and the budget process, local government budgeting and financial management, approaches to budget reform, budget implementation, and public enterprises and the

budget process The workshop also places emphasis on teaching computer skills to assist the participants in information analysis and problem solving for macrolevel budget planning

Faculty for the workshop during the past two years included program director Subramaniam Ramakrishnan (HIID), Lester Gordon (HIID), Clive Gray (HIID), David Grossman (Nova Institute), Ki-Seok Ko (Harvard University), Edward Lehan, Stephen Peterson (HIID), and Anup K. Pujari (Government of India) They were assisted by the following computer instructors and tutors Alan Fuchs, Nasir Jalil, Grace Omondi, Mrinalini Rajwar, Yuchul Rhim, and Murut Usman Guest lecturers for 1994 and 1995 included Bruce Bolnick (HIID and Northeastern University), Nicholas Burnett (World Bank), Barbara Gottschalk (Massachusetts Water Resources Authority), Peter Heller (International Monetary Fund), Ishrat Husain (World Bank), Laurence Kotlikoff (Boston University), Sanat Mehta (Sardar Sarovar Narmada Nigam Ltd, India), Harris Mule (former permanent secretary, Ministry of Finance, Kenya), Mary Mulusa (World Bank), Barbara Nunberg (World Bank), Theodore Panayotou (HIID), Stephen Peterson (HIID), A. Premchand (International Monetary Fund), A. T. R. Rahman (United Nations), Venugopal Reddy (Ministry of Finance, India), Vito Tanzi (International Monetary Fund), and Prajapati Trivedi (Ministry of Industries, India)

Workshops were held from June 27 to August 5, 1994, with forty-five participants, and June 26 to August 4, 1995, with twenty-nine participants The participants were from Argentina, Bahrain, Cyprus, Ghana, Guyana, Indonesia, Kenya, Lesotho, Madagascar, Malaysia, Mozambique, Namibia, Nigeria, Oman, Pakistan, Palestine, Peru, Russia, Saudi Arabia, Sierra Leone, South Africa, Swaziland, Taiwan, Tanzania, Thailand, Uganda, Zambia, and Zimbabwe

For more information about the workshop, contact
Workshop on Budgeting in the Public Sector
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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 educational policy analysis,

planning, and research through exposure to a wealth of current research knowledge, the use of state-of-the-art computer hardware and software, and a review of selected research and policy analysis methods. Topics are introduced and discussed in a series of lecture modules, which are reinforced by applied exercises, case studies, and individual problem sets. Emphasis is given to work in small groups and group presentations.

The workshop focuses on a range of issues and techniques for increasing quality, equity, access, and efficiency in education systems, including identifying the characteristics of effective schools, specifying clear goals and objectives for education systems, developing and monitoring performance indicators, developing models to assess the implications, interactions, and tradeoffs of alternative policy choices, improving the quality of data collection systems, and assessing and improving organizational capacities for policy analysis and planning. Methods to improve communication and policy dialogue are also emphasized. The use of education management information systems and geographic information systems as tools for policy analysis is examined. Participants learn to use electronic spreadsheets, databases, and statistical analysis and data presentation programs on micro-computers.

The workshop is taught by staff from HIID, the Harvard Graduate School of Education, guest lecturers from other institutions, and tutors. The full-time teaching faculty includes coordinator Thomas Cassidy, Shirley Burchfield (HIID), Noel McGinn (HIID/HGSE), Fernando Reimers (HIID), and Donald Warwick (HIID/HGSE/Department of Sociology). They were assisted by the following tutors: Claire Brown, Xiaonan Cao, Haiyan Hua, Hongjin Kim, Xiaoyan Liang, and Brajesh Panth.

During the biennium, workshops were held from June 20 to July 22, 1994, with thirty-three participants, and from June 19 to July 21, 1995, with twenty-one participants. The participants came from Bolivia, Botswana, Brunei Darussalam, Bulgaria, Cape Verde, Chile, Colombia, Egypt, Ghana, Jamaica, India, Kenya, Laos, Malawi, Malaysia, Mali, Namibia, Pakistan, Palestine, South Africa, Sudan, Uganda, and the United States.

For more information about the workshop, contact
Workshop on Educational Policy Analysis and Planning
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Workshop on Environmental Economics and Policy Analysis

In the summers of 1994 and 1995, HIID held its second and third annual five-week intensive training workshops on Environmental Economics and Policy Analysis. The workshop provides intensive, analytically rigorous, and practical training on the concepts and methods of environmental economics. Its primary goal is to convey qualitative and quantitative skills that are necessary for analyzing, from an economic perspective, environmental aspects of policies, projects, and business decisions. It pays particular attention to the integration of economic and environmental considerations – opportunities to protect the environment without restricting economic growth – and innovative approaches for promoting sustainable development and financing environmental investments in both the public and private sectors. Workshop activities include lectures, case studies, group discussions, hands-on computer exercises and individual projects.

The workshop is designed to enhance the skills of mid-career professionals who are interested in both the economic analysis of environmental impacts and the formulation of policies for internalizing environmental costs into public- and private-sector decisions. 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 International Environment Program, and draws upon HIID's three decades of fieldwork and policy experience, as well as the resources of other departments and schools at Harvard University and a worldwide network of environmental economists, policy analysts, and management specialists.

The core faculty members consisted of HIID staff members: program director Theodore Panayotou, Randall Bluffstone, Anil Markandya, and Jeffrey Vincent. Invited faculty included Glen Anderson (HIID), Anjum Atlaf (World Bank), Judith Dean (Johns Hopkins University), Betty Diener (University of Massachusetts), John Dixon (World Bank), John Evans (Harvard University), Jose A. Gomez-Ibanez (Harvard University), John Hartwick (Queen's University), William Hogan (Harvard University), Glenn P. Jenkins (Harvard University), Dale W. Jorgenson (Harvard University), Henry Lee (Harvard University), Robert Mendelsohn (Yale University), Robert C. Mitchell (Clark University), William Moomaw (Tufts University), Mohan Munasinghe (World Bank), Robert Repetto (World Resource Institute), Peter Rogers (Harvard University), David Smith (Harvard University), Robert Stavins (Harvard University), Andrew Steer (World Bank), Thomas H. Tietenberg (Colby College), W. Kip Viscusi (Duke University), Martin L. Weitzman (Harvard University), Dale

Whittington (University of North Carolina, Chapel Hill), and Richard Zeckhauser (Harvard University) They were assisted by the following teaching fellows Andrew G Browne, Michel Soto Chalhoub, Jennifer Clifford, Dinos Costa, Robert Faris, George Malick, Fiona Murray, Kattayam V Natarajan, Jr, Claudio Orrego, Cesaltina Maria Pancheco Pires, Jens Rosebrock, Mohammad Yasser Sherif, Abdul Shibli, Darius Teter, and Michael Ukropina

During the biennium, workshops were held from June 27 to July 29, 1994, with sixty participants, and from June 12 to July 14, 1995, with sixty-four participants The participants came from Belize, Bolivia, Botswana, Brazil, Canada, Chile, China, Colombia, Costa Rica, Cote d'Ivoire, Cyprus, Czech Republic, Denmark, El Salvador, Estonia, Germany, Greece, Guyana, Hong Kong, Ghana, Hungary, India, Indonesia, Italy, Iraq, Jamaica, Jordan, Kenya, Latvia, Lithuania, Malawi, Mali, Mauritania, Mexico, Mongolia, Morocco, Namibia, Nepal, New Zealand, Nigeria, Pakistan, Peru, Philippines, Poland, Romania, Russia, South Africa, Spain, Sri Lanka, Swaziland, Switzerland, Tanzania, Thailand, Uganda, United Kingdom, United States, Vietnam, Zambia, and Zimbabwe

For more information please contact

Workshop on Environmental Economics and Policy Analysis

HIID

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Workshop on Macroeconomic Adjustment and Food/Agricultural Policy (1994)

This workshop was established to address the needs of analysts, policy makers, 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 teaching staff included workshop director Richard Goldman, David Dapice (HIID and Tufts University), Ian Goldin (World Bank), Michael Roemer (HIID), and C Peter Timmer (HIID) They were assisted by the following tutors Daniel Gilligan, Pia Mullany, and Zareen Naqvi

The workshop was held from June 27 to August 5, 1994, with twenty participants The participants came from Benin, Bolivia, Colombia, Ethiopia, The Gambia, Hungary, India, Kenya, Malawi, Nigeria, Philippines, Tunisia, and Zambia

Macroeconomic Policy and Management (1995)

(replaces Workshop on Macroeconomic Adjustment and Food/Agricultural Policy)

In 1995 HIID offered the first summer Executive Program on Macroeconomic Policy and Management The program attracted forty-two participants from around the world Most participants were economists working in public sector institutions, but a number of them were employees of donor agencies or working in the private sector The six-week program examined a broad range of macroeconomic policy problems, including those associated with adjustment and stabilization programs The 1995 curriculum included the following topics exchange rate and balance of payments management, fiscal policy, monetary management and inflation, domestic and trade policy interactions, sequencing of policy reforms, management of the government budget constraint, managing the transition from stabilization to economic growth, designing safety nets for the poor during economic adjustment, and using computer-based model results for macroeconomic policy design

The teaching staff included program coordinator Richard Goldman, Bruce Bolnick (HIID and Northeastern University), Benjamin Denis (Harvard University), Shanto Ghosh (Boston University), Carol Graham (Brookings Institution), Mary Kay Gugerty (Harvard University), Jonathan Haughton (Northeastern University), Mumtaz Hussain (Northeastern

University), Stephen O'Connell (Swarthmore College), Michael Plummer (Brandeis University), Carmen Reinhart (International Monetary Fund), Michael Roemer (HIID), Jeffrey Sachs (HIID), Joseph J. Stern (HIID), Ahmed Yearwood (Harvard University), and Joseph Zveglic (Harvard University)

The workshop was held from June 26 to August 4, 1995, with forty-two participants, who represented Canada, Central African Republic, Czech Republic, Djibouti, Ecuador, Ethiopia, Ghana, Haiti, Honduras, Hungary, India, Indonesia, Jordan, Kenya, Madagascar, Netherlands Antilles, Norway, Pakistan, Peru, Philippines, Portugal, Saudi Arabia, Switzerland, Turkey, Uganda, United States, Venezuela, Vietnam, and Zambia

For more information about the workshop, contact
Workshop on Macroeconomic Policy and Management
HIID

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Program on Tax Analysis and Revenue Forecasting

Tax analysis and revenue forecasting is increasingly important as governments undertake major reforms in taxation and deficit reduction. Drawing on practical experience and expertise, the Harvard International Tax Program and HIID established this unique program that focuses on analyti-



photo credit: Ken O'Connor

International officials participate in one of HIID's summer workshops

cal techniques used to evaluate tax policy alternatives, estimate the impacts of tax policy changes, and forecast tax revenues

Offered for the first time in 1995, this seven-week program covers the economic foundations of tax policy, revenue forecasting, statistical techniques, and computer-based revenue estimation models for the value-added tax, personal and corporate income tax, excises, property tax, and trade taxes. The course also covers the use of macroeconomic models, microsimulation models, and typical taxpayer models.

Public officials responsible for tax systems or budgets need to be able to assess and quantify the economic and distributional impacts of alternative economic and fiscal policies. This course provides the theoretical foundations and hands-on experience for analyzing tax systems and their revenue performance. Participants learn the micro- and macroeconomic framework for effective tax analysis and the analytical tools for evaluating the impact of alternative tax policies.

The study method is a combination of class lectures, case study presentations, discussion sections, and hands-on computer exercises. A variety of practical computer-based applications enable participants to apply and absorb the subject material immediately. In addition, all participants are expected to complete a major tax modeling exercise that is directly applicable to their country.

The first session of the program was held from July 3 to August 18, 1995, and twenty-three participants attended. They represented Botswana, Canada, Costa Rica, Ghana, Honduras, India, Indonesia, Kenya, Malaysia, Paraguay, Philippines, Russia, Sri Lanka, Thailand, and Zambia.

The teaching staff included program director G. P. Shukla, Graham Glenday (HIID), Anil K. Gupta (Department of Finance, Canada), Jonathan Houghton (Northeastern University), Glenn Jenkins (HIID), Roy Kelly (HIID), George Kuo (Department of Finance, Canada), and George Plesko (Northeastern University). They were aided by the following tutors and teaching assistants: Daniel Alvarez, Alberto Barreix, Francisco Javier Peraza, and Ruby Sugana.

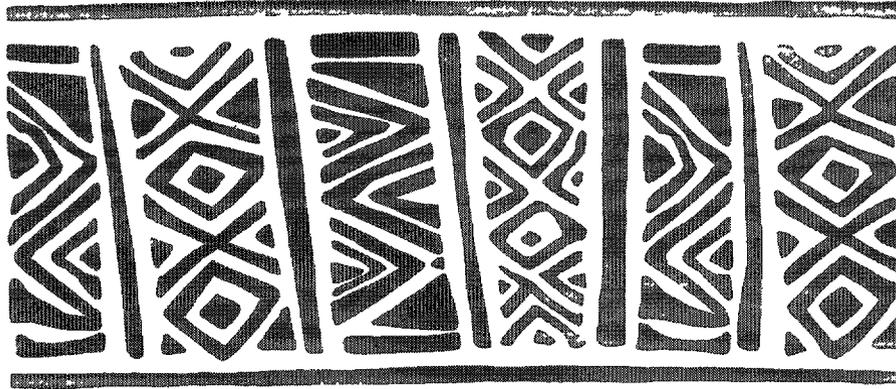
For more information about the workshop, contact
Program on Tax Analysis and Revenue Forecasting
International Tax Program
Pound Hall 400
1563 Massachusetts Avenue
Cambridge, MA 02138
telephone 617-495-4406
fax 617-495-0423
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Training

HIID is committed to the development of analytic and research skills of the staff in developing countries with whom it works on technical assistance activities. Therefore, in addition to maximizing the informal training of the in-country staff through its regular consulting and advisory work, HIID also encourages project funders to include resources in project budgets for advanced, formal training.

In 1981, HIID established a training office that has overseen the training of more than 1200 mid-career civil servants from eleven countries in undergraduate, graduate, and non-degree programs throughout the United States and in Europe. It has accomplished this work by centralizing management of the training components of twenty-eight HIID projects. The training office works with projects and sponsors in selecting qualified candidates for training, organizes and coordinates intensive in-country programs in language instruction and subject matter preparation, and develops additional preparatory programs in the U.S. for further academic upgrading and cultural orientation. Throughout the placement process, training office counselors work closely with candidates to assist them in gaining admission to programs of study appropriate to their needs and abilities. The office also provides extensive support after candidates have enrolled in programs. Academic counselors assist trainees with academic and personal matters throughout their studies. Participants are also provided full financial and logistical support through the training office.

During the period of this report, the HIID training office sponsored 220 participants from Indonesia, Kenya, the Philippines, Sri Lanka, and Zambia. These participants were enrolled in graduate programs in economics, accounting, business administration, law, and public administration. The training office staff was comprised of an assistant director for training, three counselors, two staff assistants, an accountant, and a secretary.



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, composed of HIID professional staff. 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, and human resources.

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, 1993, and June 30, 1995. An asterisk (*) indicates an appointment that ended before June 30, 1995.

Faculty Council

Albert Carnesale, Provost, Don K Price Professor of Public Policy, John F Kennedy School of Government

Lincoln C Chen, Taro Takemi Professor of International Health, Harvard School of Public Health

Jerry R Green, David A Wells Professor of Political Economy, John Leverett Professor, Faculty of Arts and Sciences, Harvard

Roderick MacFarquhar, Leroy B Williams Professor of History and Political Science, John King Fairbank Center for East Asian Research, Harvard

David N Smith, Vice Dean and Lecturer on Law and Development, Harvard Law School

Catherine E Snow, Henry Lee Shattuck Professor of Education, Harvard Graduate School of Education

François C D Vigier, Charles Dyer Norton Professor of Regional Planning, Harvard Graduate School of Design

James H Ware, Dean for Academic Affairs and Frederick Mosteller Professor of Biostatistics, Harvard School of Public Health

Louis T Wells, Jr, Herbert F Johnson Professor of International Business Management, Harvard Business School

Richard J Zeckhauser, Frank Plumpton Ramsey Professor of Political Economy, John F Kennedy School of Government, Harvard

Institute Personnel

Senior Management

Dwight H Perkins, Director and Faculty Fellow, Harold Hitchings Burbank Professor of Political Economy, Ph D Harvard University (economics)

Richard Pagett, Executive Officer (Executive Director*), M A Harvard University (government)

Donald R Snodgrass, Chairman of the Transition Committee, Institute Fellow (Senior Advisor, Development Studies Project, Malaysia*), Lecturer on Economics, Ph D Yale University (economics)

John M Cohen, Coordinator, Committee of Fellows, Institute Fellow, J D University of Michigan Law School, Ph D University of Colorado (political science)

Richard H Goldman, Fellow of the Institute (Coordinator, Committee of Fellows*), Lecturer on Economics, Lecturer on Agriculture and Food Policy, John F Kennedy School of Government, 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)
- Louisa A French**, Assistant Director for Human Resources (job share), B A University of Connecticut (political science)
- Susan D Baxter**, Assistant Director for Human Resources (job share), M Ed Northeastern University
- Vicki L DeMarinis**, Assistant Director for Finance, M B A University of Illinois at Chicago (accounting and finance)
- 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)
- Carol J Grodzins**, Assistant Director for Student Programs (Administrative Assistant*), M P A John F Kennedy School of Government
- Stephen J Reifenberg**,* Assistant Director for Student Programs, M S Boston University (print journalism), M P P John F Kennedy School of Government
- Ellen A 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

Fellows

- Peter S Ashton**, Faculty Fellow, Charles Bullard Professor of Forestry, Ph D Cambridge University (tropical forest botany)
- Robert H Bates**, Faculty Fellow (Research Associate*), Professor of Government, Ph D Massachusetts Institute of Technology (political science)
- Richard A Cash**, Institute Fellow, Lecturer on the Development 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

- John M Cohen**, Institute Fellow, J D University of Michigan Law School, Ph D University of Colorado (political science)
- 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 (public policy)
- Richard H Goldman**, Fellow of the Institute, Lecturer on Economics, Lecturer on Agriculture and Food Policy, John F Kennedy School of Government, Ph D Stanford University (agricultural economics)
- Lester E Gordon**, Fellow of the Institute (Honorary), graduate studies, University of California, Berkeley, and Harvard University, A B Oberlin College
- Clive S Gray**, Institute Fellow, Ph D Harvard University (economics)
- Merilee S Grindle**, Faculty Fellow (Research Associate*), Edward S Mason Professor of International Development, John F Kennedy School of Government, Faculty Advisor to Edward S Mason Program, Ph D Massachusetts Institute of Technology (political science)
- Glenn P Jenkins**, Institute Fellow, Director, Harvard International Tax Program, Lecturer on Economics, Lecturer on Public Policy, John F Kennedy School of Government, Lecturer on Law, Harvard Law School, Ph D University of Chicago (economics)
- Richard D Mallon**, Institute Fellow *Emeritus*, Ph D Harvard University (economics)
- Noel F McGinn**, Institute Fellow, Professor of Education, Harvard Graduate School of Education, Ph D University of Michigan (social psychology)
- Malcolm F McPherson**, Fellow of the Institute, Senior Advisor, Macroeconomic Technical Assistance and Tax Administration Projects, Zambia, Ph D Harvard University (development economics and monetary policy)
- Theodore Panayotou**, Institute Fellow (Fellow of the Institute*), Lecturer on Economics, Ph D University of British Columbia (economics)
- Dwight H Perkins**, Faculty Fellow, Harold Hitchings Burbank Professor of Political Economy, Ph D Harvard University (economics)
- Marguerite S Robinson**, Institute Fellow, Ph D Harvard University (anthropology)
- Michael Roemer**, Institute Fellow, Senior Lecturer on Economics, (Coordinator, Indonesia Projects (Cambridge)*), Ph D Massachusetts Institute of Technology (economics)
- Jeffrey D Sachs**, Faculty Fellow, Galen L Stone Professor of International Trade, Ph D Harvard University (economics)

- Donald R Snodgrass**, Institute Fellow (Senior Advisor, Development Studies Project, Malaysia*), Lecturer on Economics, Ph D Yale University (economics)
- Joseph J Stern**, Institute Fellow, Coordinator, Indonesia Projects (Cambridge) (Coordinator, Indonesia Projects (Jakarta)*), Ph D Harvard University (economics)
- John W Thomas**, Institute Fellow, Visiting Professor of Public Policy, Senior Advisor, National University of Singapore Project, Lecturer on Public Policy, John F Kennedy School of Government, Ph D Harvard University (political economy and government)
- C Peter Timmer**, Faculty Fellow, Thomas D Cabot Professor of Development Studies, At-Large, Ph D Harvard University (economics)
- Donald P Warwick**, Institute Fellow, Senior Lecturer on Sociology, Lecturer on Education, Harvard Graduate School of Education, Ph D University of Michigan (social psychology)

Faculty, Institute, and Research Associates

- Andrew Berg**,* Research Associate, Ph D Massachusetts Institute of Technology (economics)
- Bruce R Bolnick**, Faculty Associate (Project Associate*), Ph D Yale University (economics)
- Peter Boone**,* Research Associate, Ph D Harvard University (economics)
- Shirley A Burchfield**, Research Associate, Ph D University of Texas, Arlington (administration)
- Peter D Byrne**, Research Associate, Deputy Director of the International Tax Program, J D Harvard Law School
- Thomas J Cassidy**, Research Associate, Ed D Harvard Graduate School of Education (education administration and planning)
- Martha A Chen**, Research Associate, Ph D University of Pennsylvania (South Asia regional studies)
- Mark D'Anastasio**,* Research Associate, M A Yale University (Soviet and East European studies)
- David O Dapice**, Faculty Associate, Ph D Harvard University (economics)
- Bozidar Djelic**,* Research Associate, M B A Harvard Business School, M P P John F Kennedy School of Government
- Ricardo A Godoy**, Research Associate, Lecturer on Anthropology, Ph D Columbia University (anthropology)
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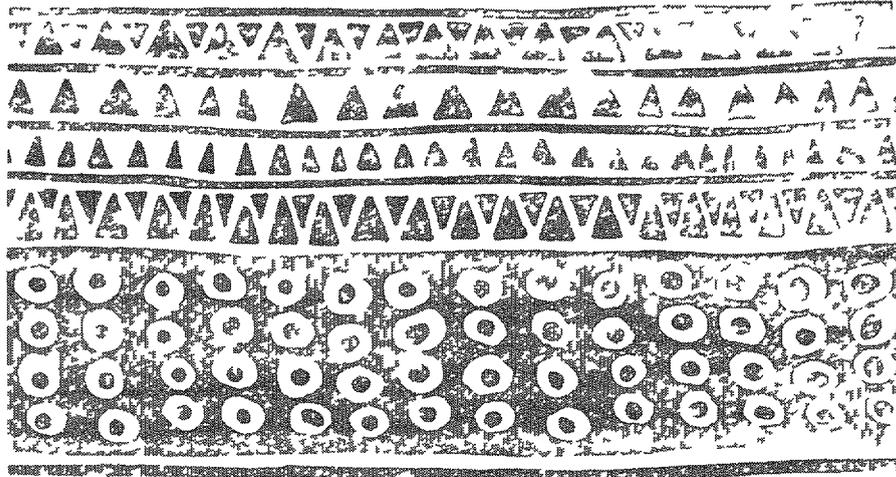
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	7/1/93– 6/30/94	7/1/94– 6/30/95
I Overseas Activities		
A Fiscal Policy	2,375,833	1,510,891
B Economic Policy Reform	16,865,428	20,838,768
C Rural Development	1,589,093	1,297,551
D Public Health	2,246,885	197,235
E Collaboration with Research Institutions	454,562	731,386
F Management Reform	1,320,240	1,518,506
G Training	2,923,487	3,333,854
H Educational Planning	1,457,202	854,812
I Environment and Natural Resources	1,968,552	4,258,619
<i>Subtotal</i>	31,201,282	34,541,622
II Cambridge Based Activities		
A Economic Policy Reform	3,313,749	1,069,368
B Education Planning Research	498,475	385,314
C Public Health Research	2,175,782	1,275,410
D Education Programs	2,538,376	2,843,643
E Teaching	514,230	515,068
F Collaboration with Research Institutions	415	98,717
G Environment and Natural Resources	470,640	289,011
H Other	253,621	199,264
<i>Subtotal</i>	9,765,288	6,675,795
III Other Income	771,825	1,143,049
<i>Total HIID Activity</i>	41,738,395	42,360,466

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