

Key Qualifications

Jay K. Rosengard, Adjunct Lecturer in Public Policy at the Harvard Kennedy School, has fifty years of international experience designing, implementing, and evaluating development policies in public finance and fiscal strategy, tax and budget reform, municipal finance and management, intergovernmental fiscal relations, banking and financial institutions development, financial inclusion, micro, small, and medium enterprise (MSME) finance, mobile banking, and public administration. Rosengard is Director of the Mossavar-Rahmani Center for Business and Government's Financial Sector Program, which focuses on the development of bank and nonbank financial institutions and alternative financing instruments. He also serves as Senior Technical Expert for the Better Than Cash Alliance. In addition, Rosengard is a Faculty Affiliate of both the Ash Center for Democratic Governance and Innovation and the Center for International Development. At the Ash Center, he is Academic Director of the Rajawali Foundation Institute for Asia and Faculty Chair of the HKS Indonesia Program. He is also Director of the Harvard University Thai Studies Program. At the Center for International Development, he teaches degree program courses in public finance. He is also a member of the Abu Dhabi Global Market Academy Research Centre Advisory Board. Rosengard has served as Faculty Chair of five executive programs: ComTax (Comparative Tax Policy and Administration), which addresses key strategic and tactical issues in tax design and implementation; FIPED (Financial Institutions for Private Enterprise Development), which focuses on sustainable and effective MSME finance; MigFin (Migrant Financial Services), devoted to improving the quality of, and access to, financial services for migrants; VELP (Vietnam Executive Leadership Program), a policy dialogue with very senior Vietnamese leaders; and Transformasi (Leadership Transformation in Indonesia), designed to assist Indonesia in its decentralization initiatives. Together with Noble laureate Joseph Stiglitz, he is co-author of *Economics of the Public Sector*, 4th ed.

Education

Doctor of Design (Public Finance and Urban Economics), Graduate School of Design, Harvard University, Cambridge, MA, 1992

Master in Public Administration (International Development), John F. Kennedy School of Government, Harvard University, Cambridge, MA, 1981

Bachelor of Arts (History and Economics), Princeton University, Princeton, NJ, 1976

Professional Chronology

July 2001 to Present. *Lecturer/Adjunct Lecturer in Public Policy; Director, Financial Sector Program; Academic Director, Rajawali Foundation Institute for Asia; Faculty Chair, HKS Indonesia Program; Director, Harvard Thai Studies Program; Faculty Chair, ComTax, FIPED, MigFin, VELP, and Transformasi Executive Education Programs*, John F. Kennedy School of Government, Harvard University, Massachusetts.

July 2000 to June 2001. *Fellow in Development and Adjunct Lecturer in Public Policy*, Overseas Program Office, John F. Kennedy School of Government, Harvard University, Massachusetts.

- Principal Investigator for overseas advisory and research activities in financial sector development and public finance. Main financial sector interests are: institutions specializing in micro, small, and medium enterprise banking services, including their products and delivery systems, the markets in which they operate, and the regulatory regimes under which they function; capital markets development; and commercialization, privatization, and liquidation of state-sponsored financial institutions. Primary public finance interests are: tax and budget

reform; public financial management; intergovernmental fiscal relations; and local government finance.

- Teach graduate degree courses in applied policy research and analysis, public finance in theory and practice, fiscal decentralization and local government finance, and financial services for low-income households and family businesses.
- Faculty Chair of four Executive Education Programs: Financial Institutions for Private Enterprise Development (FIPED), Comparative Tax Policy and Administration (ComTax), Vietnam Executive Leadership Program (VELP), and Leadership Transformation in Indonesia (Transformasi); faculty of China's Leaders in Development, China's Business Leaders, Beijing and Shanghai Executive Public Management, Pakistan Executive Leadership Development, and Public Financial Management Executive Education Programs.

July 1997 to June 2000. *Coordinator, Financial Sector Program*, Harvard Institute for International Development (HIID), Harvard University, Massachusetts.

- Primary responsibility was to coordinate a new program at HIID on the development of bank and non-bank financial institutions and alternative financing instruments. This included microfinance (small-scale lending and local savings mobilization), mainstream commercial banking (general and special-purpose banks), and wholesale financial intermediation (municipal development funds, venture capital funds, pooled financing, secondary mortgage facilities, and securitization). The program consisted of consulting services, executive training programs, and applied research activities.
- Secondary responsibilities included participation in Harvard Law School's International Tax Program, focussing on tax reform in developing countries, and assistance to Harvard University's interdisciplinary Program on Fiscal Decentralization and Financial Management of Regional and Local Governments, concentrating on non-conventional financing mechanisms for the provision and maintenance of urban infrastructure and services.

1992 to June 1997. *Senior Municipal Finance Specialist*, Research Triangle Institute (RTI), North Carolina. Worked on issues of public finance, tax policy formulation and implementation, central-local government fiscal relations, and the development of financial institutions.

- Served as chief of party and municipal finance expert for a team of long-term advisors in the Indonesia Municipal Finance Project (MFP). As chief of party, was responsible for managing RTI's technical assistance effort, including the coordination of, and quality control for interdepartmental work (one consultant each at the Ministries of Finance, Home Affairs, and Public Works, one at the National Development Planning Board, and one National Urban Management Training Coordinator) as well as liaison with GOI counterparts and United States Agency for International Development (USAID) officials. As the team's municipal finance expert, was responsible for assisting GOI central and local government officials and institutions in developing creative and viable ways to finance the provision, maintenance, and management of urban infrastructure and services.

Key MFP initiatives include: reform of the intergovernmental grant transfer system; introduction of innovative financing mechanisms such as municipal bonds, development impact fees, and land consolidation; improvement of systems for the debt financing of urban environmental infrastructure, particularly the Regional Development Account; creation of capital market instruments to finance home ownership, especially the Secondary Mortgage Facility; encouragement of community based urban environmental infrastructure programming; and provision of training for senior municipal officials in strategic urban management.

- Served as local government finance consultant on a team designing the urban development support strategy in South Africa for USAID.

1990-1992. *Consultant in Municipal Finance and Senior Teaching Fellow in Public Finance and Urban Economics*, Harvard Graduate School of Design and Harvard Institute for International Development, Massachusetts. Part-time consultancy and teaching while completing a doctoral degree at Harvard University. Short-term assignments included:

- Indonesia: worked with Bank Rakyat Indonesia on analysis of the impact of credit subsidy programs on BRI profitability; worked on the Property Tax Improvement Project in the Ministry of Finance; worked on urban land titling with BPN.
- Philippines: assisted the Department of Finance in rewriting local government laws and regulations.
- Chile: assisted the Ministry of Finance on revising local tax codes and administrative regulations.
- Jamaica: studied existing site value taxation policies in the local property tax code.

1989-1990. *Project Coordinator on Property Tax Project*, Indonesia, Harvard Institute for International Development. Led technical assistance effort for the Ministry of Finance on the formulation, implementation, and evaluation of policy and administrative reform of the Indonesian property tax system. Also assisted related institutions, especially the Ministry of Home Affairs, the National Land Agency, and the National Development Planning Board regarding complementary issues of local government finance and administration, land tenure, and urban development.

1988-1989. *Independent Consultant in Public Finance.* Provided technical assistance services to developing country governments and private institutions, directly and via multilateral and bilateral donor agencies, on: development banking; rural credit and savings; informal sector activities; institutional growth and sustainability; and information systems for design, management, and evaluation. Clients included: World Bank, International Labor Organization, Asian Development Bank, and HIID.

1986-1988. *Chief of Party of Financial Institutions Development Project*, Indonesia, Development Alternatives, Inc. Led a team of expatriate resident advisors and Indonesian subcontractors to assist Bank Indonesia, the Ministries of Finance and Home Affairs, and the regional development banks in Central Java, West Java, East Java, and West Sumatra to improve the efficiency, effectiveness, and long-term viability of their rural banking institutions. This project comprised technical, capital, commodity, and training assistance and was designed to promote economic development via the expansion, improvement, and diversification of rural banking services.

1981-1986. *Professional Development Staff*, Development Alternatives, Inc., Washington, D.C.

- Tunisia: *Team Leader*, Design of Small Farmer Supervised Credit II Project. Led a design team for a project to strengthen the institutional capacity of the Ministry of Agriculture's Directorate for Assistance to Small- and Medium-Scale Farmers.
- Eastern Caribbean: *Team Leader*, Design of Small Enterprise Assistance Project. Led a design team for a project to support the development of small- and medium-scale enterprises in Antigua/Barbuda, Barbados, Dominica, Grenada, Montserrat, St. Kitts-Nevis, St. Lucia, St. Vincent and the Grenadines.
- Grenada: *Project Coordinator*, Fiscal Reform Project. Supervised all project mobilization activities, including: establishment of basic project infrastructure, management, logistic, and communications systems; design of project accounting systems; and hiring of local staff. Also coordinated consultant advisory services, including liaison with the Government of Grenada.

- Indonesia: *Consultant*, Rural Banking Information Management Study. Conducted a study of management information needs of the Unit Desa Program of Bank Rakyat Indonesia (BRI). Redesigned information requirements and flows, and studied alternatives for data transfer from over 3,600 Unit Desas to Jakarta via 293 BRI branches.
- Indonesia: *Consultant*, Management Information System Design and Automation. Conducted a feasibility study of the requirements of computerized information management for the Bureau of Foreign Economic Cooperation of the National Development Planning Board (BAPPENAS). Directed implementation of the proposed system, including detailed design of systems operations, technical specifications for hardware and software, bidding and procurement, and staff training.
- Indonesia: *Consultant*, Rural Credit Supervision. Assisted the Central Java Regional Development Bank (BPD Jateng) to computerize its management information system for supervising the Badan Kredit Kecamatan (BKK) rural financial institutions.
- Indonesia: *Consultant*, Monitoring and Evaluation System Design. Assisted the Directorate General for Regional Development in Jakarta and provincial- and district-level development planning boards in Central Java and Nusa Tenggara Barat to redesign, field test, and revise their systems for monitoring the implementation and evaluating the impact of locally planned and managed development activities.
- Haiti: *Consultant*, Rural Credit Expansion and Field Operations Study. Assisted Haiti's Bureau de Credit Agricole (BCA) to expand and diversify its current loan portfolio by identifying agricultural production, processing, storage, and marketing activities to which BCA might extend credit; analyzed the operations and profitability of these activities; and prepared a lending manual for BCA field agents.
- Indonesia: *Consultant*, Rural Credit Impact Study. Evaluated the income, employment, and overall development impact of the Badan Kredit Kecamatan (BKK) rural financial institutions in Central Java. Designed and supervised a sample survey of BKK units and clients throughout the province.

1980-1984. *Core Team Member*, Evaluation Methodology for Small-Scale Enterprise (SSE) Assistance Projects, Development Alternatives Inc. Coauthored a state-of-the-art paper on principal intervention strategies to promote SSE development, as well as evaluation methodologies for assessing the income, employment, and social impact of these SSE projects and programs. Proposed an SSE evaluation methodology, and was part of a team that field tested this methodology. Coauthored a field manual for future impact evaluations.

Advisory and Adjunct Faculty Positions

International Advisory Board, *Bulletin of Indonesian Economic Studies*, Australian National University
 International Advisory Board, Timor Institute of Development Studies (TIDS), East Timor
 International Faculty, African Tax Institute (ATI), South Africa
 International Fellow/Visiting Faculty, Fulbright Economics Teaching Program (FETP), Vietnam
 Visiting Faculty, Asian Public Policy Program (APPP), Hitotsubashi University, Japan
 Visiting Faculty, Lee Kuan Yew School of Public Policy, National University of Singapore, Singapore
 Senior Technical Expert, Better Than Cash Alliance (United Nations Capital Development Fund)
 Member of the Abu Dhabi Global Market Academy Research Centre Advisory Board

Languages

Fluent in French and Indonesian. Working knowledge of Thai and Spanish. Rudimentary Vietnamese.

Special Interests

Amateur musician. PADI-certified scuba dive master.

Publications

BOOKS

Economics of the Public Sector, 4th ed., with Joseph E. Stiglitz (New York: W.W. Norton), 2015.

Property Tax Reform in Developing Countries (Norwell, Mass.: Kluwer Academic Publishers), 1998.

Progress with Profits: The Development of Rural Banking in Indonesia, with Richard H. Patten (San Francisco: ICS Press for the International Center for Economic Growth), 1991.

A Manual to Evaluate Small-Scale Enterprise Development Projects, with Susan Goldmark (Washington, D. C.: USAID), November 1985.

ARTICLES, REPORTS, CONFERENCE PAPERS, BOOK CHAPTERS, BOOK REVIEWS

“The Political Economy of Financial and Capital Markets,” with Huỳnh Thế Du, in Börje Ljunggren and Dwight H. Perkins, eds., *Vietnam: Navigating a Rapidly Changing Economy, Society, and Political Order* (Cambridge, MA: Harvard University Asia Center), 2023.

The World’s Best-Kept Financial Inclusion Secret Revealed: The Untold Success Story of BRI Microbanking Since 1895, Ash Center for Democratic Governance and Innovation Policy Brief Series (Cambridge, MA: Harvard Kennedy School), November 2022.

Success Factors in Tax Digitalization, Executive Summary and Full Report (New York: Better Than Cash Alliance, United Nations Capital Development Fund), October 2020.

Review of Matts Lundahl and Fredrik Sjöholm, *The Creation of the East Timorese Economy, Vol. 2: Birth of a Nation* (London: Palgrave Macmillan, 2019) in *Bulletin of Indonesian Economic Studies*, vol. 56, no. 2 (August 2020), pp. 254-256.

A Quantum Leap Over High Hurdles to Financial Inclusion: The Mobile Banking Revolution in Kenya, SWIFT Institute Working Paper No. 2015-005 (London: SWIFT Institute), June 2016.

“The Tax Everyone Loves to Hate: Principles of Property Tax Reform,” in Gary Cornia, William McCluskey, and Larry Walters, eds., *A Primer on the Property Tax: Administration and Policy*, (West Sussex, UK: Wiley-Blackwell), 2013.

“Oversight is a Many-Splendored Thing: Choice and Proportionality in Regulating and Supervising Microfinance Institutions,” in Beatriz Armendáriz and Marc Labie, eds., *The Handbook of Microfinance* (Singapore: World Scientific Publishing), 2011.

“If The Banks Are Doing So Well, Why Can’t I Get A Loan? Regulatory Constraints to Financial Inclusion in Indonesia” (with A. Prasetyantoko), in *Asian Economic Policy Review*, vol. 6, no. 2 (December 2011), pp.273-296.

Review of World Bank, *Improving Access to Financial Services in Indonesia* (Jakarta: World Bank, 2010) and World Bank, *Enhancing Access to Finance for Indonesian Overseas Migrant Workers: Evidence from a Survey of Three Provinces* (Jakarta: World Bank, 2010), in *Bulletin of Indonesian Economic Studies*, vol. 47, no. 1 (April 2011), pp. 132-134.

Review of Asian Development Bank, *Restructuring of State-Owned Financial Institutions: Lessons from Bank Rakyat Indonesia* (Manila: ADB, 2009), in *Bulletin of Indonesian Economic Studies*, vol. 47, no. 1 (April 2011), pp. 131-132.

The Unintended Consequences of Successful Resource Mobilization: Financing Development in Vietnam (with Trần Thị Quế Giang, Đinh Vũ Trang Ngân, Huỳnh Thế Du, and Juan Pablo Chauvin), (Hanoi: United Nations Development Programme and the Fulbright Economics Teaching Program, 2011).

Funding Economic Development: A Comparative Study of Financial Sector Reform in Vietnam and China (with Huỳnh Thế Du), Harvard Policy Dialogue Papers 2 (Hanoi: United Nations Development Programme and the Fulbright Economics Teaching Program, 2009).

“Thinking Outside of the Organizational Box: Institutional Innovation in the Sustainable Provision of Microfinance Services,” *Reflète Perspectives de la Vie Economique*, vol. XLVIII, no. 3 (2009), pp. 19-27.

Innovative Real Estate Taxes and Fees to Finance Municipal Public Infrastructure and Services in Vietnam, confidential policy note prepared for the Vietnam Ministry of Finance Policy Advisory Group, Hanoi, August 2008.

Vietnam Land and Buildings Tax (with Đỗ Ngọc Huỳnh), confidential policy discussion paper prepared for the Vietnam Ministry of Finance Policy Advisory Group, Hanoi, March 2008.

¿Qué Pasó? Failure of the Commercial Financial Sector to Deliver Microfinance Services in Mexico, Paper Presented at the Forum on Microfinance, Monterrey, Mexico, 9-10 November 2007.

Paying for Urban Infrastructure and Services: A Comparative Study of Municipal Finance in Ho Chi Minh City, Shanghai, and Jakarta (with assistance from research team) (Hanoi: United Nations Development Programme and Institute for Economic Research of Ho Chi Minh City, June 2007).

“The Promise and the Peril of Microfinance Institutions in Indonesia” (with Richard H. Patten, Don E. Johnston, Jr and Widjojo Koesoemo), *Bulletin of Indonesian Economic Studies*, vol. 43, no. 1 (April 2007), pp. 87-112.

Vietnam Personal Income Tax Policy Discussion Paper (with Đỗ Ngọc Huỳnh), confidential paper prepared for the Vietnam Ministry of Finance Policy Advisory Group, Hanoi, May 2006.

Sustainable and Effective Microfinance: Reconciling Commercial Viability and Poverty Alleviation Objectives, Euro-Mediterranean Conference on Microcredit, Rome, 5-6 December 2005.

- “SymBanc™: A Simulator for Microfinance Institutions” (with Gary B. Hirsch, Guy Stuart, and Don E. Johnston, Jr.), in *ADB Finance for the Poor*, vol. 6, no. 4 (December 2005), pp. 8-15.
- Review of Sanjeev Gupta, Benedict Clements, and Gabriela Inchauste, eds., *Helping Countries Develop: The Role of Fiscal Policy* (Washington, D.C.: International Monetary Fund, 2004), in *Asian-Pacific Economic Literature*, vol. 19, no. 2 (November 2005), p. 88.
- SymBanc™: A Simulator for Microfinance Institutions* (with Gary B. Hirsch, Guy Stuart, and Don E. Johnston, Jr.), Paper Presented at The 2005 International Conference of the System Dynamics Society, Boston, 17 – 21 July 2005.
- Review of Jan Breman and Gunawan Wiradi, *Good Times and Bad Times in Rural Java: Case Study of Socio-Economic Dynamics in Two Villages towards the End of the Twentieth Century* (Leiden: KITLV Press, 2002), in *Economic Development and Cultural Change*, vol. 53, no. 3 (April 2005), pp. 760-2.
- “Will Bank Bailouts Bust Budgets? Fiscalisation of the East Asian Financial Crisis,” in *Asian-Pacific Economic Literature*, vol. 18, no. 2 (November 2004), pp. 19-29.
- “Banking on Social Entrepreneurship: The Commercialization of Microfinance,” in *Mondes en Développement*, vol. 32-2004/2, no. 126 (September 2004), pp. 25-36.
- Review of Daniel Fitzpatrick, *Land Claims in East Timor* (Canberra: Asia Pacific Press at The Australian National University, 2002), in *Asian-Pacific Economic Literature*, vol. 18, no. 1 (May 2004), pp. 68-9.
- National Markets and Institutions to Support Financial Development in East Asia* (with Gordon de Brouwer and Masahiro Kawai), Paper Presented at the Conference on Institutional Development in Finance in East Asia, Bangkok, 31 October – 1 November 2003.
- Improving Access to Financial Services for Low-Income Households and Microenterprises in Indonesia: The Potential for Further Development of Local Government-Owned Financial Institutions* (with Richard Patten, Don Johnston, and Widjojo Koesoemo), Prepared for Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Jakarta, August 2003.
- Re-establishing Microfinance Services in East Timor: Back to BRI?* (with BRI Survey Team, East Timor Study Group Survey Team, and CBG Survey Advisors), Feasibility Study Report (Jakarta: PT. Bank Rakyat Indonesia and Center For Business and Government, John F. Kennedy School of Government, Harvard University, May 2003).
- “Haciendo lo bueno para hacer bien: el futuro de las microfinanzas por medio de instituciones financieras reguladas [Doing Well By Doing Good: The Future of Microfinance Via Regulated Financial Institutions],” *The Anáhuac Journal*, vol. 4, no. 1 (Spring/Summer 2003), pp. 13-20.
- Reforming the Financial Sectors of Thailand and Indonesia: Myth Perceptions of Ramakien and Ramayana Capitalists*, Paper Presented at the Conference on Financial Sector Reform Across Asia: Facts, Analyses, Solutions, Harvard University, Cambridge, Massachusetts, 10-11 December 2002.

- BRI Micro Banking Services: Development Impact and Future Growth Potential* (with BRI Survey Team and CBG Survey Advisors) (Jakarta: PT. Bank Rakyat Indonesia and Center For Business and Government, John F. Kennedy School of Government, Harvard University, October 2001).
- “Folly or Foresight: Strategic Options for Fiscal Policy in East Timor,” in Hal Hill and João M. Saldanha, eds., *East Timor: Development Challenges for the World’s Newest Nation* (Singapore: Institute of Southeast Asian Studies, 2001).
- “Microfinance Success Amidst Macroeconomic Failure: The Experience of Bank Rakyat Indonesia During the East Asian Crisis” (with Richard H. Patten and Don E. Johnston Jr.), *World Development*, vol. 29, no. 6 (June 2001), pp. 1057-1069.
- Microfinance Development in Kenya: Transforming K-Rep’s Microenterprise Credit Program into a Commercial Bank*, with Ashok S. Rai, Aleke Dondo, and Henry O. Oketch, African Economic Policy Discussion Paper Number 70 (Washington, D.C.: Equity and Growth through Economic Research/Public Strategies for Growth and Equity Project), June 2001.
- Kinks in the Links: Financial Intermediation for Africa’s Poor* (Washington, D.C.: Equity and Growth through Economic Research/Public Strategies for Growth and Equity Project), March 2001.
- “La Micro-Finance,” Chapter 13 in *Madagascar – Le secteur financier à l’aube du 21ème siècle: Etat des lieux et orientations* [*Madagascar – The Financial Sector at the Start of the 21st Century: Diagnostic and Directions*] (Antananarivo, Madagascar: John F. Kennedy School of Government and Centre d’Etudes Economiques, Université d’Antananarivo), November 2000.
- Doing Well by Doing Good: The Future of Microfinance via Regulated Financial Institutions*, Paper Presented at the III Inter-American Forum on Microenterprise, Barcelona, 17-20 October 2000.
- Microfinance Development in Kenya: K-Rep’s Transition From NGO to Diversified Holding Company and Commercial Bank*, with Ashok S. Rai, Aleke Dondo, and Henry O. Oketch, Development Discussion Paper No. 762 (Cambridge, MA: Harvard Institute for International Development, Harvard University), June 2000.
- The Transformation of Microfinance in Kenya*, with Ashok S. Rai, Aleke Dondo, and Henry O. Oketch, Policy Brief Number 41 (Washington, D.C.: Equity and Growth through Economic Research/Public Strategies for Growth and Equity Project), June 2000.
- “The Creation of a Secondary Mortgage Facility in Indonesia” (with Michael J. Lea and Alex J. Pollok), in *Housing Finance International* (Vol. XII, No. 1, September 1997), pp. 24-29.
- Financing Wastewater Services: Tariff Setting Alternatives* (Jakarta, Indonesia: Municipal Finance Project), October 1995.
- The Provision of Urban Infrastructure and Services in Indonesia via Debt Financing: The Regional Development Account and Local Government Bonds* (Jakarta, Indonesia: Municipal Finance Project), July 1994.
- Development of Local Potential for Urban Financing* (Jakarta, Indonesia: Municipal Finance Project), October 1993.

- “Integrated Urban Management Training: What Is It? Why Does Indonesia Need It?” (with William R. Kugler), in *Jurnal Perencanaan Wilayah dan Kota [Journal of Urban and Regional Planning]* (February 1993, Special Edition), pp. 51-54.
- The Impact of 1983 Financial Deregulation Measures on the Regional Development Banks*, with Marzuki Usman and the Central Java Regional Development Bank (Jakarta: Harvard Institute for International Development and Program for Financial Policy Studies and Training), Dec. 1988.
- Upgrading the Bank Rakyat Indonesia Unit Desa Management Information System: Phase I Final Report* (Jakarta: DAI), May 1985.
- Analysis of External Resource Utilization for the Bureau of Foreign Economic Cooperation, BAPPENAS*, with Frank Welsh (Jakarta: DAI), May 1985.
- Laporan Akhir Tahap Pertama/Kedua Penyempurnaan Sistem Informasi PPW [End of Phase I/II Report on Upgrading the PDP Information System]*, with Ir. Darmansyah *et al.* (Mataram: BAPPEDA Tk. I NTB), May/August 1984.
- "Putting 'Projectized' Development in Perspective," with George H. Honadle, *Public Administration and Development* 3:4, pp. 299-305, October-December 1983.
- Upgrading the BKK Management Information System: Final Report*, with Abdurachman Affandi (Semarang: BPD Jateng and DAI), December 1983.
- Credit to Indonesian Entrepreneurs: An Assessment of the Badan Kredit Kecamatan Program*, with Susan G. Goldmark (Washington, D.C.: DAI), April 1983.
- Manuel D'Analyses Pour Les Prêts Du BCA (BCA Loan Analysis Manual)*, with Pascal T. Fotzo and Susan G. Goldmark (Washington, D.C.: DAI), April 1983.
- Politics Versus Culture: An Assessment of 14 Mini-Cases of Management Improvement in Developing Countries*, with George H. Honadle (Presented to Frontier of Development Management Panel in Africa at the National Conference of the American Society for Public Administration, New York), April 1983.
- Guidelines for the Design and Use of Monitoring and Evaluation Systems in Managing Rural Development*, with Charles F. Sweet (Washington, D.C.: DAI), January 1983.
- Management Improvement in Developing Countries: Beyond a Formal Focus*, with George H. Honadle (Prepared for World Bank World Development Report VI, Washington, D.C.: DAI), November 1982.
- Evaluation Au Milieu Du Project Petits Ruminants Au Togo [Midterm Evaluation of the Togo Small Ruminants Project]*, with Albert Sollod (Washington, D.C.: DAI), July 1982.
- Aid to Entrepreneurs: An Evaluation of the Partnership for Productivity Project in Upper Volta*, with Susan Goldmark and Timothy Mooney (Washington, D.C.: DAI), June 1982.
- Building Capacity for Decentralization in Egypt: The Pilot Project and Beyond*, ed. by Tjip Walker (Washington, D.C.: DAI), June 1982.

Development and Training for Decentralized Planning and Management, with Jerry Silverman *et al.*
(Cairo: DAI), December 1981.

The People's Republic of China: Development Strategies and Performance (Cambridge: HIID), May
1980.

LDC Currency Devaluation: Lessons from 1972 Ghanaian Interventions (Cambridge: HIID), May 1980.

*The Dilettante Development Dance: A Critical Assessment of In Absentia Project Management Through
Site Visits* (Cambridge: Kennedy School of Government), January 1980.

10 August 2023