

END OF PROJECT REVIEW
PERUVIAN ECONOMIC RESEARCH CONSORTIUM (PERC)

(Final Report)

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Finalized in June 2000

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Executive Summary

Background

The PERC project was conceived in 1988 as a mechanism for fostering economic research in a group of Peruvian research centres and for ensuring a degree of collaboration among them. Five centres were involved:

- the Centro de Investigación de la Universidad del Pacífico (**CIUP**), which promoted research of professors as a complement to their teaching activities;
- the Centro de Estudios y Promoción del Desarrollo (**DESCO**), an NGO which conducted research as well as promoting and executing development projects;
- the Grupo de Análisis para el Desarrollo (**GRADE**), a research organization that concentrated its efforts in economics;
- the Instituto de Estudios Peruanos (**IEP**), a well established research centre with a diversified research agenda; and
- the Pontificia Universidad Católica del Perú (**PUCP**), through its Economics Department, which also promoted research as a complement to teaching.

Phase I, approved in June 1989, provided funding for individual member centres research and certain joint activities from 1989 to 1993. Phase II, which covered the period from 1993 until March of 1999, continued the program of Phase I with a number of adjustments:

- An effort was made to foster a more integrated approach to research by limiting the scope of research to a number of wide-ranging research themes or research clusters. A stronger public policy orientation was also defined.
- More emphasis was placed on quality control by instituting peer review processes for proposals and research results.
- Joint activities were increased, including the organization of workshops and conferences for presentation of research results to peers and outside analysts.
- An Advisory Committee was created.
- Greater efforts were made to promote linkages with policy makers.

It was anticipated that the project would have a number of beneficiaries. For senior researchers, the project offered the prospect of an improved and stabilized research environment, where researchers could focus on issues for longer periods of time, with increased and more stable income, thus raising the chance of their staying in Peru during difficult times. For junior researchers, it offered the prospect of research experience and development of credentials. For member centres, it stabilized their financial condition as well as their permanent staffs, facilitated recruitment of new researchers, improved access to other sources of funding, and provided learning opportunities through interaction with other organizations of the PERC Consortium. For research users, the project offered research results that would be useful to users as varied as public sector decision makers, business leaders, academics, other members of civil society, international agencies, and the media.

Output Indicators

A total of 90 research projects were funded during the two phases of PERC. Of these, 56 were funded during the Phase II. These projects produced a total of 119 publications, 64 in Phase I and 55 in Phase II. These included six books, 33 journal articles, and 82 working papers. 155 mimeographed documents were also produced by the centres, some of which were interim reports that appeared as publications later.

A number of smaller projects were also funded as part of the Consortium's joint activities. These included projects funded as part of the small grants competition, and a number of special studies. 15 small grants were financed during Phase I, 11 during Phase II. Among special studies, two reviewed economic research on gender in Peru, one documented the teaching of economics in the provinces, one surveyed the state of current knowledge regarding the Peruvian economy, one reported on environmental research in Peru, and two concerned pension reform.

13 small books resulted from the small grants program and special studies sponsored by the Consortium, three books on environmental economics, and three books based on research funded outside the PERC project. To this can be added the Consortium's flagship publication, the *Boletín de Opinión* or Research Bulletin, of which 30 issues were produced during Phase II.

Between 1994 and 1998, the Consortium organized five Annual Conferences on key issues for the Peruvian economy. Attendance at these conferences ranged from 180 to 308. The Consortium also organized twelve seminars on the state of the Peruvian economy (*Talleres de Coyuntura*). Responsibility for these seminars was rotated among the member centres and the results were published in the Consortium's Research Bulletin.

In the area of training, the Consortium engaged in two major activities. The first was a training program in environmental economics, consisting of nine two- or three-day introductory courses presented in various provinces of Peru. In most cases, the number of participants exceeded the recommended ceiling of 40 persons. In all, 387 people participated, and ex-post evaluations showed that the courses were well received. The second activity concerned the SPEAL project. Also funded by CIDA, this project is intended to strengthen capabilities in economic analysis for the less developed nations of South America, through periodic courses of one or two weeks. The Consortium was SPEAL's counterpart in charge of local coordination of activities, including advertisement, recruitment of participants and local arrangements.

The Quality of Research: Institutional Aspects

Research quality is influenced by organizational procedures related to project selection and peer review, and also by the experience in research methodology available in the member centres.

The basic steps of project selection were done inside the member centres and varied according to different centre policies. In the two centres linked to universities, authorities initially assigned funding as a complement to teaching salaries, but later they moved to a competitive approach based on the submission of research proposals and an internal selection process. In the three non-university

centres internal competition was less keen, since the available funding could cover all or nearly all researchers in economics.

The Executive Secretary collected the research proposals and sent them to IDRC, where some were reviewed in-house, but the majority were sent to the members of the International Advisory Committee for comments. In a group of 46 proposals sent to IDRC, only 2 were rejected, although many others were accepted subject to specified changes.

Peer review during Phase II was extensive, occurring at the proposal, interim, and final stages of the research process. Some were in-house reviews of proposals, just described. Others were external reviews done by the International Advisory Committee and other selected referees. Third, and most numerous, were reviews commissioned by the Consortium, applied both to works in progress and to finished products. These reviewers were Peruvian, from both inside and outside the Consortium. Anonymity was used in some, but not all, cases. The Consortium reviews however were anonymous. As a rule, the reviews tended to be quite tough.

Most observers would agree that research methodology improved over the course of the project, principally because a new generation of economists, possessed of a more complete and up-to-date graduate training, was returning to Peru during the course of the project. PERC helped improve methodology by providing employment opportunities that encouraged these researchers to return to Peru.

The most obvious improvements in methodology involved greater use of formal (i.e. mathematical) models and econometric estimation of those models. In Peru, the economic models used by researchers have remained fairly simple, but the econometric techniques have achieved considerable sophistication. With econometrics has come the need for ordered data and therefore the need to construct coherent data sets. Consortium economists have spent much time constructing and cleaning data sets and reorganizing them for specific research purposes.

Evaluation of Research Quality

The research output of Phase II has been evaluated exhaustively. Earlier evaluations were commissioned in support of the 1997 Young Report and were obtained from research centres in Argentina and Chile. Evaluations were also undertaken by members of the International Advisory Committee, but they were generally applied to project proposals and to work in progress, but not to final drafts. The most extensive effort consisted of those evaluations commissioned by the PERC Secretariat under the *Actividades Conjuntas* line of the PERC budget. In this effort, 151 evaluations were solicited from Peruvian researchers, of which approximately 88 were evaluations of final reports that provided a written commentary, assigned a grade, and made a publications recommendation.

For this report, 15 studies were chosen for evaluation. They were a stratified sample of those studies that had been evaluated previously under the *Actividades Conjuntas* effort of the PERC Secretariat. The previous scores provided the basis for stratification, and for comparison of present and past evaluative standards. Evaluations were made separately for eight criteria (e.g., clarity of statement

of research problem, clarity and flow of argument, appropriateness and soundness of methodology, coherence and rigour of argumentation, preemption of questions) that had been agreed upon through prior discussion with IDRC. An overall assessment and score was also provided.

When the overall scores of this evaluation are compared to those of earlier evaluations, both scores based on Peru's traditional 20-point grading system, the average scores are similar: 13.1 for these evaluations as compared to 14.0 for previous evaluations.

Studies were also assessed in terms of appropriateness for publication. In this regard, the studies in our sample fell into three groups of approximately equal size. One group consisted of good studies that might have required only minor modifications before being recommended for publication. A second group consisted of studies that should have passed through major revisions before receiving that same recommendation. The third group consisted of studies for which there did not seem to be much hope of sufficient improvement, even through massive revision.

The studies in the second and third groups exhibited two distinct types of difficulty. On the one hand, many simply weren't carried through to an adequate level of completion. What was delivered as a final version really should have been considered a complete first draft. On the other hand, several other studies seemed flawed in their initial research design. A variable was overlooked, or a concept was inapplicable. For such studies, no amount of extra research time was likely to have yielded much improvement in the final product.

For several studies, difficulties were compounded by lack of sufficient attention to a series of expository and pedagogical devices that can improve analytical rigour, particularly in case where a study relies on the simple methodology of verbal argument buttressed by statistical example. Among the practices recommended are: 1) a statement of the research problem that is posed in the form of a set of issues or questions; 2) placing the problem in a context, either historical or intellectual, but preferably both; 3) use of expository techniques such as an introductory paragraph outlining the structure of the paper to follow, summing-up paragraphs at the end of each major section of text, and effective use and careful description of accompanying statistical tables and graphs; 4) a logical development of argument that leaves no non sequitur gaps in reasoning; and 5) discussion of the source, scope, and reliability of any data used.

In contrast to the above, past evaluations were more positive in their recommendations for publication. However, those recommendations were ambiguous, because past evaluators were most often recommending whether a study should be issued only as a discussion paper (*documento de trabajo*). A reading of the texts of past evaluations, compared to those of this report, found rather little overall difference. In fact, the principal reaction that came from reading past evaluations was one of agreement rather than of discrepancy in standards.

What seemed most noteworthy from our review of past evaluations was the enormous effort of this sort that was made in Phase II. The volume of past evaluations is vast, and with very few exceptions, these were done with great care.

Outreach and Dissemination

Research results may be disseminated through various channels, either directly, through meetings, or indirectly, through printed or electronic publications. Informal contacts also abound.

The principal direct channels used by the Consortium were:

- Annual conferences, with papers by Consortium members, other Peruvians, and international guests, all presented before a large audience.
- Seminars on special topics, such as those on the environment or on the current economic situation.
- Seminars on ongoing research, organized to review work in progress.
- Working groups, which met regularly to discuss ongoing work. The macroeconomics working group was particularly active over the years.

All member centres also have active and well-known publications programs, and the bulk of the publications emerging from the Consortium were published by the centres themselves. The Consortium did not intervene in their dissemination and publication strategies.

Research results emerging from the small grants program were selected for publication by the Consortium itself on the basis of a peer review process. Most of the work produced under the small grants program was in fact published. These publications, based on research grants of only US\$5000 per project, resulted in a series of unusually high quality.

The Research Bulletin (*Boletín de Opinión*) has been one of the Consortium's principal dissemination outlets. The content was variable and included three principal types of material:

- Analyses of the current economic situation (*coyuntura*) Each centre, on a rotating basis, was commissioned to prepare a report on recent major developments of the economy. The paper was presented in a Consortium-wide seminar (with outside commentators and participants) and the presentation and comments were published in the Bulletin.
- Presentation of research results. Other issues of the Bulletin contained summary papers based on the research of Consortium members. Papers were chosen by the Secretariat based on peer reviews.
- Conference results. Other issues contained the papers of the Annual Conferences, including the comments of the specialists invited to review the papers that were presented.

Finally, Consortium researchers have written for or been interviewed by the communications media. Some have been regularly invited to be commentators on TV and radio programs. Others have written opinion columns in the press or have been interviewed.. The Consortium as a group did not become involved and did not provide incentives for these activities.

Impact

It is difficult to assess the impact of the Consortium's dissemination and outreach system. However, interviews conducted as part of this review enabled the authors to gain general impressions.

We found that most researchers in the member centres are familiar with PERC-sponsored publications and with the research projects undertaken in other centres. However, they give their greatest attention to the work in their own centre. Outside the Consortium, perhaps the most important benefits accrue to academics in the less affluent universities, for whom PERC materials (often received free or for a small subscription fee) are key sources.

Regarding decision makers in public and private sectors, we found varying degrees of familiarity with PERC funded research. There was a widespread respect for the research achievements of all member centres, but also various reservations about the practical usefulness of the PERC research.

Among the comments made were that in many instances research publications were too complicated, and that research topics were of dubious policy relevance. Regarding the reviews of the current economic situation (*coyuntura*), most non-academic observers felt that they came out in the Research Bulletin too late to be useful. Therefore they were unable to compete with reports from consulting firms that were more up to date.

A more systematic attempt was made to assess the impact of Consortium researchers in the public arena through a series of structured interviews with nine economic journalists and authors of business newsletters. The approach taken was to specify a hypothetical economic event and to ask the interviewee to name three individuals he would contact to obtain background and/or commentary on the event.

In the replies, Consortium researchers were mentioned 36 times, a figure that is 10% of total references. However, the references were highly concentrated: 15 of the 36 referred to the same researcher, and in several important areas Consortium participation was negligible.

It is regrettable that Consortium researchers are not better known, because they have much to offer in public debate. This is so because of the dearth in many policy areas of reasonably impartial, reasonably independent observers who could serve as watchdogs of the public interest. Consortium researchers have a great opportunity to serve as spokespersons for the public interest. They have not yet fully exploited that opportunity.

It should be remembered that, outside the limelight of media publicity, many informal networks based on past friendships, collegial relationships, and school affiliations serve to connect researchers with decision makers. Through these networks, one sees the presence of Consortium researchers as paid or unpaid advisors to government ministries or as board members in public sector agencies. These informal networks are at least as important as any specific measures undertaken to foster the creation of more formal channels for the dissemination of research results.

Defining Research Priorities

PERC has always had to confront a thorny issue: how to reconcile researchers' desire to choose their own research subjects with the policy needs of the country.

As part of planning for the new CIES Consortium, PERC sponsored a review of the state of economic research in Peru in certain key areas. In each of several subject areas, the current state of research was summarized and key issues were proposed for research. However, there was no discussion of priorities among subject areas, and therefore no policy agenda.

This issue is complicated in Peru by the fact that no overall policy agenda is put forward either by the government or by representative private sector organizations. The greatest perceived needs have been for quick answers to urgent questions, best addressed on a consultancy basis. Longer term needs, best addressed through sustained research, have been ignored. This has made it difficult to promote policy-oriented research.

However, the PERC experience allows for some general comments:

- Often the way researchers respond to public or private sector needs is either through their informal network of contacts or through periodic consulting work that is complementary to their research specializations.
- The extent of interaction depends not only on the willingness of the researchers to respond to articulated needs of the public or private sector organizations, but also on the willingness of these organizations to incorporate the researchers into their policy discussions.
- When there is no focal point in the public sector for defining research priorities, then the extent of interaction depends on the creation of a forum for dialogue. A research consortium like PERC (or CIES) is well situated to take the initiative in this respect.

Capacity Building

One of the main objectives of the PERC project as specified in IDRC and CIDA project documents was to strengthen research capacity in Peru. It is therefore important to examine this type of effect on the main beneficiaries of the project.

The researchers who received funding were the main beneficiaries of the project. For many, it made the difference between staying in Peruvian research or academia, and leaving the profession, or even the country. This was especially the case in the first years of project execution when the working environment was very difficult. As the Peruvian economic and security situation stabilized, PERC funding allowed potential researchers graduating from national or international universities to contemplate working in research-related activities, instead of seeking alternative non research-related employment. Thus, PERC tended to increase research capacity by helping retain senior researchers and to recruit junior researchers.

The interaction with other researchers afforded by the Consortium's activities has also had a positive impact, by exposing researchers to a broader range of research methods and topics, while serving as a proving ground for the researchers' own work. Participation in the Consortium also facilitated professional development of researchers by giving them the opportunity to work on substantial projects over an extended period of time. Through giving added professional experience and exposure, PERC probably also augmented income-generating opportunities through consultancies.

Turning to the effect on the member centres, while there were clear differences among the centres in terms of their intellectual traditions and recruitment practices, all of them increased their capacity to pursue economic research thanks to funding secured under PERC. In addition to funding, the centres perceived other benefits as well. Interaction with other research centres, exposure to peer review, participation in dissemination events, publication in the Research Bulletin, and participation in the CIDA-sponsored course on results-based management all strengthened centres as well as affiliated researchers.

In the early 1990's, when real salaries had fallen disastrously throughout the Peruvian economy, PERC was virtually the only source of research funding available for economists at Católica and Pacífico. It was an essential element of the financial package that enabled faculty to stay in the universities. In more recent times, salaries have risen, and funding opportunities from other sources are probably more abundant. Nevertheless, Canadian funding continues to be very important because full-time faculty salaries are still well below middle-class living standards.

At the level of the Consortium, PERC provided important experience in working together as a community of research centres. Initially there was resistance to the concept of joining forces, but member centres have come to see themselves as stakeholders in the institution. This has made it easier to conceive of the expansion and metamorphosis of PERC into CIES.

PERC has had important secondary effects on capacity building, since most of its researchers were also university teachers. By contributing to increased capacity at the teacher level, the Consortium has had a longer-term effect on capacity in the area of academic instruction.

PERC also provided opportunities for enrichment of teaching through the provision of new references on the Peruvian economy. However, its impact on teaching is difficult to assess. A review of syllabi and reading lists at three major universities does show a certain impact, but the frequency with which PERC-produced materials appears on the reading lists is less than expected.

The Consortium also may have contributed to teaching through sponsorship of the study on the teaching of economics in provincial universities. The study compiled much useful information. One of its principal conclusions was the overall impression that the study conveyed of the great intellectual isolation, even abandonment, that plagued most provincial universities. The Consortium will contribute to capacity building in provincial universities only if this impression is a spur to future action.

The Consortium's contribution to capacity building in environmental economics was more direct, thanks to the special short courses that were described earlier, to which 387 participants attended.

Finally, the Consortium contributed to the development of expertise in gender studies through sponsorship of a report, prepared by three Peruvian researchers, on economic research on gender issues in Peru.

Performance Assessment

A review of the performance of each of the main actors of the project is now presented. These actors included the researchers and research centres, the Steering Committee, which met regularly to decide on key issues of project implementation, the Executive Secretary, who was responsible for coordination and for managing joint activities, the International Advisory Committee, and IDRC.

Researchers and Research Centres

The researchers' performance can be assessed in terms of both quantity and quality of research produced. There are no instances in Phase II of projects yielding no research output whatsoever. In those instances where project outputs were inadequate, the situation revealed that an agreed-upon policy for dealing with such an eventuality was lacking, but these much-discussed cases should not obscure the impressive amount of output produced by PERC researchers.

An evaluation of research quality has already been presented, and the point has been made that there was wide variation in quality. At one end of the spectrum, the studies were very good, probably among the best ever produced in Peru. At the other end, they left much to be desired. Seeing the very impressive intellectual standards of the Consortium institutions, it is important to ask how the less good studies came to be produced.

At least three reasons can be identified. The first is economic necessity, which pushes researchers into excessive dependence on short-term contract work. In such an environment, time constraints dominate quality considerations. The second is insufficient attention to peer review and other forms of support or incentives at the very early stages of project development, to ensure that proposals are sound before funding is engaged. The third is the absence of a final approval process that could push the researcher into applying the final polish required to turn a promising first draft into a good final draft. So, if in some cases the final product was less than what might have been, researchers were simply responding to the incentive structure within which they worked. It may be asked why the research organizations did not establish the appropriate incentives to overcome this deficiency.

The performance of the centres in PERC may be assessed by three questions:

- Did they recruit the best researchers available to their staff so as to make them eligible for PERC research awards?
- Did they provide adequate physical facilities and a supportive intellectual environment so as to encourage high research productivity?
- Did they provide incentives to encourage excellence in research quality?

With regard to the first point, the answer is not entirely clear because standards of excellence, which might identify "the best," are not unambiguous. Nevertheless, the recruitment and promotion policies of most member centres are, for the most part, not well developed. This shortcoming has however been largely masked by the instability of employment opportunities and the need for most researchers to stay constantly in the market. These centres have assembled a good group of researchers. If they have missed out on recruiting some of the very best, it has been because of their

inability to offer salaries that could compete with better-funded sources of professional employment in the public sector, international agencies, and private-sector banking and consulting firms.

With regard to the second question, support facilities (e.g., computers, library) have improved greatly and are quite good. Regarding the intellectual environment, it certainly seems lively and supportive. Seminars are going on all the time at the various centres. That so many PERC projects included more than one researcher is evidence that colleagues are talking to each other and sharing ideas. In general, member centres should get high marks for the quality of the intellectual environment that they provide.

Finally, with regard to incentives for encouraging excellence in research quality, the record is more mixed. The starting point has been the use of review processes. Most centres require that papers pass through an internal review before being published in one of the series issued by the centre, even in the discussion paper series. Such review involves a careful reading by two or even three colleagues. The problem with this process, is that the principal effort at reading the work undertaken takes place when the work is essentially completed, and major modifications are unlikely to be elicited from the authors. Also, it is not clear how tough one can be with one's colleagues.

Other Areas of Performance Assessment

The Steering Committee, comprised of representatives of the five centres, was the key coordinating body of the Consortium. The joint activities were defined at this level, as were the mechanisms by which the Consortium interacted with other entities in Peru. The Committee's role was one of coordination rather than centralized leadership. Decisions of the Committee were taken by consensus and with a clear understanding that each member centre had a wide latitude for the use of the resources which had been assigned to it. In cases where there were divergent views, the President of the session often played a key role in attaining a resolution. At no time did the Steering Committee seriously consider applying for alternative funding sources.

The position of Executive Secretary was created at the beginning of Phase II and vested with a wider range of administrative responsibilities than had been given to the earlier administrative position associated with Phase I. Among the tasks assigned to the Executive Secretary were:

- To act as Secretary for the Steering Committee and prepare the minutes.
- To develop and propose the Consortium's program of joint activities.
- To coordinate joint activities in support of PERC's research program (peer-review system, working groups, seminars on work in progress).
- To administer the small grants competition.
- To organized conferences and seminar.
- To publish the Research Bulletin and prepare an introductory summary for each issue.
- To supervise all financial and budgetary matters.
- To prepare periodic reports to IDRC.

These are all tasks of great importance to the effective performance of PERC. The creation of the position of Executive Secretary was a very positive step for PERC, particularly since it has been ably staffed.

One of the innovations of Phase II was the creation of an International Advisory Committee, whose principal function would be to work with individual researchers and provide advice their research. The international advisors were also asked to read and comment on project proposal that were presented in subsequent funding rounds. The results were mixed. In some instances researchers benefited greatly from working with the international advisors. In other cases the match was less felicitous. Generally the advisor had only a marginal effect on the quality of the final study. The International Advisory Committee was potentially a good idea, but that IDRC, the Executive Secretary and the Steering Committee did not make as good use as they might have of this resource.

From the standpoint of IDRC, the PERC project was a rather straightforward affair that did not require much day-to-day involvement. However, greater effort would have been advisable in three areas:

- The process of proposal review could have been strengthened, had IDRC more strenuously insisted that revisions be made before funding was assigned.
- IDRC could have developed more complete and accurate performance indicators, produced on an ongoing basis, to measure the extent and impact of the activities undertaken.
- IDRC could have provided for more interaction with Canadian and other international researchers by directly fostering exchanges between the research centres in Peru and Canadian or other Latin American academic centres.

Management of the Research Process

The Review identified the following project management issues:

- Project identification, selection, and design: In Phase I, each centre retained total independence in this area. In Phase II, proposals were subject to IDRC approval. IDRC's review paid attention to quality and also attempted to cluster projects into a few subject areas. Many proposals were returned for reworking; very few were rejected. The extent to which proposals were actually reworked as a result of this process is not clear.
- Quality control: Efforts to improve the quality of research were attempted through the scheduling of seminars on work in progress, and the commissioning of peer reviews on mid-project reports and on final drafts. These were good efforts, which perhaps could have been strengthened with some form of sanction or incentive (e.g., non-payment or publication).
- Promotion of collaborative efforts: Two successful examples may be cited. One is the creation of an advanced seminar in macroeconomics taught jointly by professors from Católica and Pacífico. This is a direct outgrowth of the Consortium's working group in macroeconomics. The other is the collaborative effort in environmental economics, described above.

- Dissemination: The Consortium has produced a set of publications that are impressive and meetings that have been well attended. Nevertheless, consulting with an expert on dissemination might have produced more innovative methods of dissemination that would have enabled the Consortium to carry greater weight with decision makers and in public debate.
- Links with Canadian researchers: Some links have occurred through the Advisory Committee and through SPEAL, but such connections have been rather ad hoc. A more systematic effort could have been attempted.

Basic Achievements

The principal achievements of the PERC project can be summarized in the following points:

- The project attained its objective “to strengthen the ability of Peru to formulate effective economic and social policy.”
- Member centres were strengthened through the funding received. They were able to retain professional staff and also to attract new researchers. By developing their research experience and reputation they will be able to compete more effectively for future funding
- Researchers were dissuaded from becoming part of the brain drain that Peru has suffered over the past two decades.
- Through various joint activities, more linkages have been created. A wider exchange of views has flourished.
- Quality control has been given greater emphasis, although much work remains. Refereeing played a valuable role, as did presentations to peer groups.
- PERC funded some special projects (e.g., on environmental research, on gender, on economic training in provincial universities), with apparently high social benefit.
- Junior researchers were given special encouragement through the small grants program, and through opportunities to work as research assistants.
- Dissemination efforts were impressive. Many publications were produced, and several conferences were well attended. However, there remains the challenge of designing more effective contact with the non-academic community.
- The quality of research produced, while variable, can be considered of a higher level than in the past, and, in some cases, at international levels. More careful screening of proposals and more effective use of peer review would have helped produce results of even higher quality.

Principal Lessons Learned

The following summarizes the principal lessons to be derived from the Review, for consideration under the CIES project.

- The average quality of research produced is affected much more by the selection process at the beginning than it is by the review process at the end. If a research project is poorly conceived, it needs to be either corrected or stopped at the beginning.
- Higher quality proposals could be obtained using a range of techniques, including the adoption of a competitive process.
- Higher quality final studies could be obtained by fuller use of peer review and advisory researchers, and more stringent final approval policies, including hold backs or similar instruments.
- Despite a generally effective dissemination program, apparently the Consortium was not very successful in communicating its research results to many potential users in the public and private sectors. How to enhance the researcher's impact in the public arena is a major challenge for the future.
- There is much opportunity for Consortium researchers to establish closer relations with the media, and to have greater impact in public debate.
- To define a policy oriented research agenda, it would be necessary to create a forum for dialogue in which researchers can interact with research users and obtain from them guidance for setting the research agenda.
- More appropriate empirical materials concerning the Peruvian economy are needed for the enrichment of university courses. The Consortium could play a role in helping to fill this need, as well as in improving the standards of education in the field of economics at the provincial universities.
- The existence of a secretariat to coordinate the execution of the joint activities of a research consortium is important to facilitate the development and implementation of a given program of activities.
- A specialist on dissemination of research results should be consulted by CIES when it designs its dissemination strategy.

I. INTRODUCTION

The present report is the End of Project Review of the two phases of the Peruvian Economic Research Consortium (PERC) covering the period 1989 to 1998. This review was requested by the two funding agencies of the PERC project, the Canadian International Development Agency (CIDA) and the International Development Research Centre (IDRC).

Although CIDA and IDRC have renewed their support for the Peru Consortium, the "PERC" phase of that support can be considered over, because the next phase of support is for an expanded and modified Economic and Social Research Consortium (CIES) whose composition and content vary significantly from the PERC format. However, much can be learned from the PERC experience that can contribute to the new CIES consortium and to other similar projects that both agencies may want to develop in the future.

According to the Terms of Reference the review has four specific objectives:

- "i) to provide a summary and assessment of what was achieved under PERC (in general and vis-à-vis the objectives of the project) (ACHIEVEMENT);
- ii) to synthesize, assess and diagnose performance relating to the implementation structure, process, approaches and strategies essential to the overall success of such an initiative (PROCESS);
- iii) to identify lessons for CIES (LESSONS);
- iv) to improve our understanding of the current conditions of the economics research profession and its role in policy making to guide the work of CIES (IMPROVED UNDERSTANDING OF THE ENVIRONMENT)."

The study was jointly conducted by the two authors according to the terms of reference indicated in Annex I. The following methodology was employed:

1. **Project documentation** was reviewed. CIDA, IDRC and PERC officials were very helpful in making available the following documents, among others:
 - Project approval documentation;
 - Previous evaluations;
 - Project work progress reports prepared by PERC and individual activities reports by the participating centres and the individual researchers;
 - Key activities reports (i.e. diverse publications and dissemination documents, conference or training reports);
 - Studies undertaken by the PERC consortium or key member organizations;

- Minutes of the Steering Committee meetings prepared by the Executive Secretary for the years 1994-1997.¹
- 2. Interviews were conducted by both researchers with many member organization researchers and intended beneficiaries from the private and public sectors. These interviews covered key issues dealing with the objectives of the PERC consortium and its repercussion on both the research community and user of the research products (a list of persons interviewed is found in Annex II).²
- 3. The support of a research assistant and of IDRC facilitated the **preparation of a group of tables and lists of publications** providing basic information on the outputs of the project and select indicators of impact. Although project indicators had been developed during the nearly ten years of the project's life (Phases I and II), the reporting system did not include preestablished indicators of outcomes, although some information on outputs was submitted as part of regular reporting requirements to IDRC and CIDA. The authors consider that the existing information provides for interesting and useful information on some of the project's major accomplishments (See Annexes III and IV).
- 4. **A survey was conducted on a group of researchers and users.** The survey questionnaire contained some questions of the multiple choice variety and some that were open-ended and required written answers. It was distributed to a sample of researchers in the five member centres and also, in an abridged form, to a sample of recipients of the consortium's Research Bulletin who had no affiliation with the member centres. Among the researchers, 39 questionnaires were distributed and 16 replies returned. Among the reading public, the response rate was substantially lower, since 74 questionnaires were sent out and only 9 answers were received³ (See Annex IV).
- 5. Finally, each **member organization** was asked to prepare a short **Final Report** based on an indicative outline. These reports stressed the contribution of the PERC project to their specific organization and to their researchers and made valuable contributions to the review of the PERC program. These reports are included as Annex VII.

Shane Hunt took on two specific subject areas, the results of which are briefly incorporated into the present report. They covered a review dealing with the academic quality of the research undertaken

¹ The minutes for 1998 were not made available as they were considered to contain confidential information on the position of the Consortium members with respect to their negotiations with the donors.

² The authors wish expressly to thank the officials of the member organizations, their research staff, PERC officials, and the actual and potential users of the research results who provided their valuable time and insights on the PERC program and its projection to the CIES Consortium.

³ A direct technique of obtaining information through interviews would have been preferable. However, limitation on resources did not allow for this methodology to be employed.

by the PERC consortium, and a study of the economic research environment as it related to the new CIES group. These reports will be presented separately.

The present report should not be considered a full impact evaluation of the project. Given the time and resource constraints, the authors have preferred to stress those aspects that could provide valuable insight for the new CIES Consortium and to similar projects that IDRC and/or CIDA might wish to fund in the future. There are many other aspects that it might be useful to examine in greater detail; the authors will point out those which seem to be the most relevant.

II. SUMMARY AND ASSESSMENT OF PERC PHASES I AND II

The present chapter reviews the main accomplishments of PERC in terms of the objective of fostering research and its use by the Peruvian academic, public and private sector communities.

A. Background Information and Project Description

The project was conceived in the late 1980s, a very difficult time for the Peruvian economic research community. The political and economic crisis afflicting the country had created conditions that reduced the viability of sustaining research in both the university community and many NGOs that had sprung up as a source of alternative employment possibilities. These organizations were adversely affected by the decline of both real wages and personal security, as well as by a sense of drift in public policy that made it difficult to define a relevant research agenda. Many highly qualified professionals were contemplating leaving the country. In this context, support to a select group of organizations allowing them to offer researchers a relatively stable income, over a longer-term horizon, was expected to foster the retention of a group of economic researchers. It would also strengthen the capacity of the organizations to conduct useful research, while fostering public policy dialogue in the country.

IDRC and CIDA had been supporting a diverse group of organizations that were conducting research, often along with other activities. The PERC project was conceived in 1988 as a mechanism for fostering economic research in these research centres and to ensure a degree of collaboration among them. Five organizations were selected to participate:

The Centro de Investigación de la Universidad del Pacífico (CIUP), which complemented its teaching activities by fostering research by its professors.

The Centro de Estudios y Promoción del Desarrollo (DESCO), an NGO whose main lines of activity were to promote and execute development projects, predominantly at the local community level, and to conduct research in various fields of expertise, including economic research.

The Grupo de Análisis para el Desarrollo (GRADE), a specialized research organization that concentrated its efforts in the field of economic analysis.

The Instituto de Estudios Peruanos (IEP), a well established research centre with a diversified research agenda covering political issues and economic and social matters.

The Pontífica Universidad Católica del Perú (PUCP), through its Economics Department, which conducted research activities as a complement to its teaching responsibilities.

This was a heterogeneous group from the beginning, in terms of the attention accorded to economic research by each organization and in terms of emphasis (research vs. other activities such as development programs or advocacy), weight (in terms of time allotted to research) and coverage (in terms of subject concentration).

Phase I, approved in June 1989, provided funding for individual member centres' research and certain joint activities. Control over the allocation of research funds was retained by each Centre. Joint activities involved mainly the sharing of information on research projects and dissemination of research results. One of the centres (GRADE) became the coordinating agency performing the managerial and administrative tasks. A Steering Committee of one member per centre was formed to direct the project.⁴

According to IDRC's Project Summary for Phase I, the objectives of this project were as follows:

"The general objective of this project is to support a four-year program of research, publication and dissemination on key issues of economic policy facing Peru.

"More specifically, the project has the following objectives:

a) to support a series of individual research projects at each of the participating institutes, focussing on key economic policy issues. As a group, the projects will stress the following questions:

- i) What are the underlying causes of Peru's current economic crisis?
- ii) Among these causes, which are the most amenable to economic policy instruments?
- iii) Is there a conflicting or complementary relationship between key objectives of economic policy?
- iv) Are objectives and policy instruments consistent?
- v) What institutional changes are necessary for more effective economic policy in Peru?

b) to promote the development of mechanisms of collegial exchange among researchers in different institutes. In particular, the project will support a series of thematic working groups, joint publications and joint seminars/conferences.

⁴ The members periodically rotated the Presidency of the Steering Committee.

c) to permit a more effective dissemination of research findings to the general public and to policy makers in the public sector. The project places considerable emphasis on dissemination, through public seminars, books and working papers, and a newsletter specifically designed to disseminate findings to non-specialist audiences. In addition, one of the principal tasks of the network coordinator in Lima will be to establish linkages between researchers and research users, particularly policy-makers.

d) to provide a forum for the development of economic research capacity in Peru. While not a training program per se, research projects have been designed to involve junior researchers, as much as possible working in collaboration with more senior researchers. In addition, funds will be provided for an annual small grants competition, and for yearly thesis awards to graduate and undergraduate students” (IDRC Project Summary, p. 5).

The document also stated that the outputs were to be:

”an expanded volume of research on the key economic policy issues facing Peru; an improvement in the quality of that research, through internal peer review and outside consultancies; enhanced linkages among researchers working at similar topics at different institutions; and, improved dissemination of research results, particular to policy makers” (Appraisal section of Project Summary, p. i).

The activities included internal seminars, public seminars, publications, small grants and access to international and local consultancies.

Phase I was the object of a mid-term as well as a final evaluation. These evaluations offered some important recommendations regarding future project support. Phase I ended in 1993, and the second phase of project support, covering the period from October 1, 1993 to March 31 1999, incorporated some of these suggestions. The main adjustments were as follows:

- An effort was made to foster a more integrated approach to research by limiting the scope of research to a number of wide-ranging research themes or research clusters. A stronger public policy orientation was also defined.
- More emphasis was placed on quality control by instituting peer review processes for proposals and research results.
- Joint activities were increased, including the organization of workshops and conferences for presentation of research results to peers and outside analysts.
- An Advisory Committee was created.
- Greater efforts would be made to promote linkages with policy makers.

As stated in IDRC’s Project Summary, Phase II sought to build upon the work of Phase I and to consolidate the Consortium as a multi-institutional and integrated approach to policy-oriented economic research in Peru. The objectives for Phase II as agreed upon by CIDA and IDRC were included in CIDA’s Project Approval Document (p. 2), in the form of a general objective and expected results from the project as follows:

“The objective of the project is to strengthen the ability of Peru to formulate effective economic and social policy as the country moves from stabilization to adjustment and to sustainable long-term growth.

The expected results of the project are:

- maintenance of a strong indigenous pool of human resources capable of being drawn upon to meet the policy needs of the Peruvian public sector in economic and social policy.
- a strengthened research and institutional capacity in Peru’s five leading economic research centres.
- improved linkages among Peru’s leading economic researchers and research centres; coordination of research agendas and efforts; better coverage of the full range of researchable economic policy issues; improved inter-institutional debate, exchange and cooperation; greater professional consensus on leading policy issues.
- greater awareness of Peruvian researchers on macro-economic and social policy issues among Peruvian policy-makers, opinion leaders, and the public; greater exploration of alternative policy directions; use of research results for policy-making purposes.
- better quality economic research; improved statistical analysis and general empirical methodologies; improved capacity in the specific areas of environmental economics.
- an increase in informal linkages between Peruvian economists and their Canadian and international counterparts.”

The activities called for were individual research projects defined according to a project matrix as well as joint activities including:

- An annual conference for the evaluation of economic policy
- Seminars on the state of the Peruvian economy
- Publication of the Consortium’s Research Bulletin (*Boletín de Opinión*)
- Peer reviews.

B. Beneficiaries.

Several beneficiary groups can be identified for the Consortium. These include the following:

1. The Researchers, who can be divided in two groups:

Senior Researchers, who were the direct recipients of funding allocated by the centres. In some cases this was their main source of income, in others it complemented teaching salaries from their institutions. Some recipients combined income from research with income from

consulting.⁵ Among the expected benefits for senior researchers were the following: improved research capabilities from increased interaction with other researchers and being able to focus on issues over an extended period of time, increased and more stable income, the enhanced option of staying in Peru, an improved work environment, exposure to new ways of thinking, the opportunity to work together in a collective environment, improved employment opportunities (especially in consulting), and linkages with international researchers.

Associate and Assistant Researchers, including some student trainees, who worked on projects directed by senior researchers and in some cases, were direct recipients of funding (as in the case of small grants). Possible benefits to them included the acquisition of knowledge and experience, enhanced credentials for applications to graduate schools, increased employability, and interaction with national and international expertise (through exposure in project activities).

2. **Member Centres**, whose benefits included: the ability to retain researchers on a permanent or more extended basis, recruitment of new researchers, improved access to other sources of funding, learning from interaction with other organizations of the PERC consortium, learning from joint activities, and increased interaction with other national and international research groups.

3. **Research Users**, who comprise the following groups:

Public Sector Decision Makers, including the government and its agencies and members of Congress..

Business Sector decision makers, as users of research results for their own decision-making or to influence the public sector.

The Academic Community, including members of the Consortium itself, as users of research results in the pursuit of other research, or for teaching purposes.

Other members of Civil Society (the media, NGOs, political parties...) who might make use of PERC publications or conduct interviews with researchers.

International Agencies, Academics and Other Observers, whose access to outputs could be utilized for their own purposes.

⁵ Consulting could be arranged directly or through the researcher's centre. In the later case there could be an overhead fee assigned to the centre.

C. Summary of Previous Evaluations and End of Project Reports

Three prior evaluations of PERC have been commissioned. These included a mid-term and final review of Phase I and a mid-term review of Phase II.

The first report was prepared by Albert Berry and Shane Hunt in 1991, two years after the initiation of project execution. The report includes a review of the economic research environment in Peru at that time, a discussion of the role played by the IDRC/CIDA project, and a review of research undertaken in the project and planned for the next round. Other topics covered include the dissemination of research results, the Consortium's contribution to policy discussions, the functioning of the Consortium, how research could be improved and policy relevance enhanced, and future institutional options. Some of the highlights of the report are presented in Box I.⁶

A second report on the Phase I project was finalized by Juan Antonio Morales in July 1993. Topics covered in this report include a background review of economics and economic research in Peru, a description of the Consortium's member institutions, project management, results achieved to date, an assessment of research quality, the role of the Consortium in policy formulation, research and public debate, the limits of policy-oriented research, an analysis of some of the problems in the project, and recommendations for future action. Box II presents the major highlights of the report.⁷

The third report was produced by Roger Young and finalized in May 1997 as a mid-term review of Phase II. It analysed the results obtained to that point of time and presented an important group of recommendations, especially as related to monitoring activities and reporting requirements.⁸ The highlights of this report as well as its recommendations are presented in Box III.

Together, these reports present an analytical history of PERC's development, including a wide-ranging set of observations and insights. Many proposals emerging from these reports were adopted during PERC's ten year span of activity (e.g. improved peer review, creation of the advisory board, more quality control, greater dissemination efforts, etc). These reports were a valuable input in preparing this End of Project Review.

Another major input into the review process were the final reports on the PERC project requested from the five member organizations by IDRC, according to a proposed outline. These reports present the views of the organizations on what was achieved under PERC and what impression they have on its results. They are complemented by a report from PERC's Executive Secretary, dealing with PERC's joint activities. All of these reports are presented in Annex VI.

⁶ See "Report on the 'Economic Research Consortium,' Peru by Albert Berry and Shane Hunt, mimeo, 1991.

⁷ See "Report on the Economic Research Consortium, Peru," by Juan Antonio Morales, mimeo, July 1993.

⁸ See "Peru Economic Research Consortium (PERC), Mid-Term Evaluation," by Roger Young, mimeo, May 1997.

BOX 1
HIGHLIGHTS: BERRY AND HUNT REPORT (1991)

On dissemination of research results and PERC's contribution to policy discussions:

"How then can the Consortium's research be expected to have influence on policy?

In three ways. First through individual consulting arrangements... Second, through simply adding to the stock of well trained economists living in Peru... Third, by having the Consortium's research contribute to the corpus of knowledge accepted as conventional wisdom in subsequent years....

We conclude that if the Consortium's research is intellectually superior, truly policy relevant, and effectively disseminated, then policy application will take care of itself, at least in the long run, even if in the short run policy makers are too rushed or too obtuse to make good use of the intellectual resources available" (p.13).

Conclusions:

"At this moment in mid-course for the project, the Consortium appears to be well organized and the project on track. Significant progress has been made. At the same time, inevitably, problems remain and most of the ground has yet to be covered. The final research results of the first stage are not yet in. The quality of the Steering Committee seems to be a significant plus. The group seems effective as well as harmonious. The Coordinator is doing a good job.

The problems that we see are of two general types. First, despite the generosity of IDRC funding, the Consortium and its member centres remain financially precarious. For any researcher, even the person most generously supported under this funding, life in Lima bears little resemblance to the contemplative life associated with ivory towers....

Secondly, although we generally think of well chosen research topics and research designs, we see opportunities for improvement," (p.20).

How can research be made better and more policy-relevant?

"... we want to suggest that the Consortium's research agenda, albeit policy relevant, should strive to be more policy relevant. By posing this question, we are setting very high standards for the Consortium...." (p.22)

On the above the authors propose that research proposal documentation should be more extensive, that the selection process be considered an opportunity for improvement of research design, increased use of outsiders comments, and, to have a fuller discussion of the research agenda. (pp. 23-24)

Future Institutional Possibilities:

Suggestions for further actions:

- (i) to take the lead in the organization of a Society of Economists....;*
- (ii) to participate in the debate on public policy in a more organized manner...'*
- (iii) to begin to pull economists and others from institutions which are not members of the Consortium into the research orbit in an informal way...;*
- (iv) to take the lead in the founding of a journal which would have a more national character than the existing publications." (p.25-26)*

BOX II

HIGHLIGHTS: MORALES REPORT (1993)

Results to date on the IDRC/Project:

"The funding of the consortium has certainly helped to retain and attract high level researchers in Peru and in the member institutions." (p.13)

"Financial support of the IDRC/CIDA project has been crucial in stabilizing the staff and the research capacity of the member institutions." (p.13)

"Without the support of the Consortium, the universities would have had to limit research severely, and the non-university member institutions would have had to reduce personnel." (p.13)"

"The Consortium's supplement to salaries of the researchers has thus avoided : (a) an external brain drain; and (b) that top economists leave academic work..." (p.13)

"The financing of the Consortium has allowed research on themes that being important for a good interpretation of the economic and social evolution of Peru, do not find easily funds in other agencies,....." (p.14)

"The member institutions in the Consortium have associated many students to their research projects." (p.14)

Increase in Linkages:

"There is no doubt that the Consortium has made a very significant contribution to bring together researchers of very diverse academic background, research interests, and even political views." (p. 15)

"Contacts among the member institutions are gaining in frequency." (p. 15)

The Consortium has given also the possibility to coordinate research agendas among the centers." (p.15)

"Although much progress in interaction can be reported, it is not yet sufficient." (p.15)

The Peer Review Process:

"The peer review process is not fully developed yet, but progress can be reported." (p.17)

"Reviews by scholars of other member institutions of the Consortium are less frequent, but they exist." (p. 17)

The Role of the Consortium in Policy Formulation:

"The research of the Consortium clearly needs more dissemination." "Moreover, because of inadequate communications the very valuable work of the Consortium is frequently ignored by the government." (p.20)

"The distinction between the influence of the research and the influence of the researcher is very important. Researchers have been more influential than their research, either because of their professional background (where research is only a fact), or because of sympathies in the government to their policy advocacies." (p.21)

"The failure in impressing policy-makers may be due, not to the shortage of information, but to a lack of relevance of the research to policy makers." (p. 21)

Last, but not least, it should be kept in mind that students are among the main beneficiaries of academic research." (p. 23)

Research and the public debate:

"many researchers of the Consortium are actively involved in the public debate through the media." (p. 24)

"Communication with public opinion, as was the case of the government, obviously requires the presentation of results in simple language." (p.24)

The Limits of Policy-oriented research:

"Applied research, of the type done by the Consortium, lends itself naturally to the formulation of policy recommendations. Policy recommendations should preferably be extracted by the policy makers themselves." (p. 26)

Conclusion:

"My general evaluation of the project is positive and I think that it is important to assure its continuity in a second phase, as planned. The project objectives, as detailed in the project summary of 1989 have been achieved to a large extent." (p.29)"

Major Recommendations:

- making more competitive the mechanisms for allocating research funds;*
- giving preferential treatment in the allocation of research funds to proposals of semi-senior researchers. More senior researchers usually, but not always, have more diversified sources of funds than the crucial group of young PhDs, with few years of professional experience.*
- sharing and democratizing the generation of research projects. Projects involving two or more researchers should be preferred in the allocation of research resources.*
- more careful preparation of research proposals, even of experienced researchers. The research proposal is a crucial step in the success of a given project." (p.30)*

Major Management Recommendations:

- "A closer follow-up by IDRC and the Steering Committee of the research projects is advisable.*
- The member organizations have to organize technical workshops and seminars regularly....Also, the workshops and seminars organized in each center cannot be neglected.*
- The IDRC/CIDA project is now at a stage where the attainment of quality should be given top priority. This requires a full implementation of peer review..." including outside sources (such as an Advisory Committee).*
- "The institutions in the Consortium need more international exposure." (p. 31-33).*

BOX III

HIGHLIGHTS: YOUNG REPORT (1997)

Comments on Results:

"PERC is successful in attracting and retaining a core of economists in five institutions. Institutional support through PERC has allowed each of the participating institutions to retain a core of economists working on applied research." (p.16)

"The influence of members of the Consortium on policy is largely a result of personal relationships to existing policy makers." (p. 16-17)

"The quality of research work of the Consortium is perceived to have improved over the past 3-4 years according to several observers." (p.18)

"The often repeated observation of those outside the Consortium is that the work could be more policy oriented less academic." (p. 19)

"After eight years of experience the Consortium should be developing a more strategic approach to research definition and coordination." (p. 19)

"A good example of this more concerted approach can be seen in the work of the environmental economics committee... where a real effort appears to have been made at joint decision making with a strategic approach." (p.20)

Recommendations:

- PERC is currently only reporting on outputs...the number of studies, financed and completed in a year, the number of seminars, or workshops held and publications issued in a year. To complement this reporting PERC should add the contextual and qualitative data regarding outcomes and the possible impact of the research and dissemination activities.

- PERC review its current operations and consider a more collaborative and coordinated approach to determining the research agenda (setting a strategic framework for addressing the medium and long term development priorities of Peru) for developing a more concerted effort at reaching policy makers and public opinion, and for opening a portion of the research funding which would respond to merit and quality as assessed by external reviewers.

- IDRC and the Consortium should decide jointly on a set of 2-3 activities and establish priorities for these activities that are seen to be beneficial to the member institutions and feasible given Canadian expertise and availability; there will be costs involved but the options discussed below which have been discussed with the Consortium in principle should not entail onerous costs." (p.22)

- It is recommended that PERC discuss this framework (for Performance Measure Indicators) at the earliest possible opportunity and adopt a formal meeting with the donor's needs while recognizing that the information for the indicators should be that which is: (i) readily accessible from the member organizations, (ii) cost effective to obtain (iii) feasible indicators and data relevant to the goals and operations of PERC (pp.33-36).⁹

⁹ There are suggestions on performance measurement indicators in the text of the Young report.

D. Output Indicators

This section presents a number of output indicators. As was stated in the introduction, these indicators were developed on the basis of existing information and reflect the main activities of the PERC program.

1. *Research Projects and Researchers*

A total of 90 **research projects** were funded during the two phases of PERC. Of these, 56 were funded during the second phase. The largest numbers of projects were carried out by CIUP and PUCP, with 23 projects each (of which 16 in Phase II for CIUP, and 14 for PUCP). GRADE carried out 16 projects (nine in the second phase), IEP 17 (ten in the second phase), and DESCO 9 (seven in the second phase (see Table 1).

TABLE 1
NUMBER OF PROJECTS FUNDED

CENTRES	PHASE I Round I	PHASE I Round 2	PHASE II Round 1	PHASE II Round 2	PHASE II Round 3
CIUP	4	3	3	8	5
DESCO	2	2*	3	2	2
GRADE	5	2	3	3	3
IEP	3	4	3	4	3
PUCP	5	4	5	4	5
Totals	19	15	17	21	18

*These two DESCO projects were continuations of projects from the preceding round.

Source: PERC Secretariat for Phase I. For Phase II, the numbers are based on Annex IV¹⁰

The initial agreements signed between IDRC and the Consortium members foresaw a minimum of 45 research projects to be funded by the Centres. In practice, 56 projects were funded, not counting the small grants program (see below). This occurred because research centres decided to spread their allocations over a larger number of projects, for various reasons (staff continuity, incorporation of junior researchers from abroad, etc.). As we saw earlier in a footnote, CIUP decided to break the second round of projects into two sub-rounds of one year each, thus increasing the number of projects supported.

¹⁰ The second round of Phase 2 covered a 24 month period (as against 18 months for the other two rounds) and was divided into two parts, because CIUP decided to fund two sub-rounds of 12 month projects. IEP also funded two 12 month projects, following the departure of a researcher at the end of one year. One project in PUCP involved a change in researcher.

A total of 38 researchers were involved in Phase II,¹¹ a relatively modest number when one considers that 56 projects were financed and that many projects involved two or even three researchers. The explanation is that most researchers were involved in more than one project. According to a count provided by IDRC based on the tables shown in Annex V of this report, 15 senior researchers won three or four projects each. Another 14 researchers won two projects each, and only 9 researchers were limited to a single project. These statistics suggest a fairly high concentration of project funding among a limited number of senior researchers.

By undertaking successive projects, researchers were able to deepen or widen their research over time. In the absence of case studies, we are unable to determine the effect of sequenced financing of this sort on the quality and quantity of research. However, it did favour stability for the individual researchers and stability of the professional staff of the corresponding centre.

A number of smaller projects were also funded as part of the Consortium's joint activities. These included projects funded as part of the small grants competition, and a number of special studies commissioned by the Coordination Committee. A total of 15 **small grants** were financed during Phase I. In Phase II, that number dropped to 11. Three rounds of competition were held in Phase II:

- In 1995 four applications were selected out of a total of 17 proposals, 8 from the member centres and 9 from researchers of organizations not members of the Consortium.¹² Of the four funded, two were from associates from member organizations, the two from external organizations or individual researchers.
- In 1996 the number of applications grew to 47, of which 8 were from the member centres and 39 from external researchers.¹³ A total of four projects were funded, two from member organizations and two from external researchers.
- In 1997, the number of applicants was 38, and three were funded. The information on the number of applications has been lost.

In addition to these 11 small grants, seven research reports were funded from available resources. These studies provided useful information to the Consortium for defining its policies. Among them were two studies reviewing economic research on gender in Peru, a report on the teaching of economics in the provinces, a review of the state of current knowledge regarding the Peruvian economy, a report on environmental research in Peru, and two studies on pension reform.

The small grant program and the special studies led to 13 publications in the *Investigaciones Breves* series in Phase II. All of the special studies were also published as part of the Consortium's dissemination efforts.

¹¹ Information is not available on the number of researchers involved in Phase I. We know that there were 34 projects involving 59 researchers, but do not know how many researchers were involved in more than one project.

¹² One of the research proposals was considered external to the Consortium, even though the researcher was a researcher of one of the member centers.

¹³ One was from the Universidad del Pacifico, but not part of the CIUP.

2. *Conferences and Seminars*

Between 1994 and 1998, the Consortium organized five **Annual Conferences** on key issues for the Peruvian economy.¹⁴ The numbers of participants were as follows:

1994	182
1995	234
1996	199
1997	180
1998	308

The data for 1996 and 1997 illustrate the types of participants in attendance at these conferences. The distribution was as follows:

	1996	1997
Academic Community	57.8%	61.7%
Public Sector	15.6%	17.8%
Civil Society	6.5%	10.6%
Media	5.5%	2.2%
Donors	2.5%	3.3%
Others	11.1%	4.4%

In addition to these Annual Conferences, the Consortium organized twelve **Seminars on the state of the Peruvian economy** ("*Talleres de Coyuntura*"). Responsibility for these seminars was rotated among the member centres, which presented their analysis for comments by researchers from the other centres (or occasionally by external observers). The documents and comments were published in the Consortium's Research Bulletin. The content of each presentation was determined by each centre, which tended to focus their findings in those areas in which PERC-supported research was being carried out. This was an important window for the presentation of ongoing research.

3. *Training*

The Consortium engaged in two major training activities. The first one, bearing on environmental economics, was a core activity of the Consortium.¹⁵ The second involved collaboration with another CIDA-funded activity, the SPEAL project (*Seminario de Políticas Económicas para América Latina*).

¹⁴ See annex table A I for further information.

¹⁵ However, of the nine courses described below, three were not funded by the IDRC/CIDA resources but by the Swiss Agency for Development and Cooperation (ASO-COSUDE).

Environmental Issues

One of the interesting innovations of the second phase was the introduction of a training program in environmental economics. Research on environmental matters had been on the agenda of various of the centres for some time. In 1993 the centres proposed to include this topic as part of PERC's activities. IDRC considered that prior to incorporating it into the research agenda it would be useful to strengthen research capacity. As a result of both interests, a Committee on Environment (*Comité de Medio Ambiente* - CMA) was set up. The Committee developed a set of activities with the following objectives:

- "a) To improve the capacity of the interested members of the Consortium, and as far as possible, members of similar organizations, to prepare research proposals and develop research on environmental and natural resource topics.
- b) To make members of the Consortium more aware of environmental issues. so that they would be motivated to incorporate the topic into their own analytical work when it was relevant.
- c) To educate and inform the general public, and especially the public sector, on environmental problems and to promote the dissemination of solutions, placing emphasis on the economic aspects."¹⁶

As part of its program, the Committee organized and presented nine short introductory courses in provinces of Peru.¹⁷ Most of them had as counterpart local universities, although in some cases that role was played by public sector entities. Each course was designed in collaboration with the host institution, which provided the infrastructure and teaching materials for the students. The Consortium lecturers, highly qualified researchers who specialized in this subject area, prepared the bibliography and made the presentations. In most courses (which lasted two or three days) the number of participants exceeded the 40 persons that was recommended as a ceiling. 387 people were trained in all. At the end of each course, an evaluation was done by the participants. On a scale of 20, the five courses for which this evaluation was introduced averaged a score of 15.37, which is a very acceptable score.

These courses appear to have been well received by both the participants and the host institutions to the extent that there was significant demand for further courses and more in-depth information. As a result of this effort, the participants and host entities also had access to bibliographical references. The only really negative comment of the students in the course evaluations was that they did not have enough time to read the materials provided. From this exercise, a series of suggestions for further training was assembled.

¹⁶ See: *Programa de Entrenamiento en Medio Ambiente, Plan Global* (Oct. 1994 -Sept. 1998), and *Informe, Cursos Cortos, Comité de Medio Ambiente (CMA)*, March 1999. Objectives translated by the authors.

¹⁷ The courses were in Cusco (2), Puno, Huancayo, Lambayeque, Arequipa, Piura, Lima, and Cajamarca.

*This is an impressive example of the way the Consortium has created linkages among specialists of the various centres, as well as linkages with other professionals not linked to the Consortium.*¹⁸

Collaboration with SPEAL

The Consortium also acted as the Peruvian counterpart to the **SPEAL project for strengthening capabilities in economic analysis for the less developed nations of South America**. The objective of the SPEAL program was to upgrade economic capabilities in a preestablished group of countries (Bolivia, Ecuador, Peru, and Paraguay) through specialized training programs of one or two weeks' duration. The Consortium acts as SPEAL's counterpart in charge of local coordination of activities, including advertisement, recruitment of participants and local arrangements. This provides a good example of the *potential of the Consortium to leverage its position and resources at the international level*.

Special attention was paid to the reinforcement of teaching capacity in Peruvian universities. Four SPEAL seminars were held in Phase II.¹⁹ Professors from Canada and the Latin American region gave one-week courses on specific subjects as part of this project, which is also funded by CIDA. These professors gave an additional 18 single-session conference-type presentations during the four year period under review.

According to the final report submitted by the Executive Secretary of the Consortium, the total number of participants in the SPEAL courses amounted to over 300 participants. The distribution of the participants in 1996 was 65% from Lima and the rest from provinces. Participants from the provinces were mainly from universities (83%). Participants from Lima were more diversified, including the universities (27%), the public sector (24%) Consortium members (19%) and other NGOs 13%). Of the total 35% were women.

In 1997 of the total 64% were from Lima, similar to the year before; the composition was also similar except that the presence of the public sector was reduced to 18%. The presence of women was lower in this case, at 25%.

Results Based Management Training

Another area of training worth mentioning is the training that was provided on results-based management. CIDA provided special support for this activity in 1997 by hiring a consultant to assist the members of the Consortium in applying results based management techniques to their centres. Twelve persons (including one from IDRC) participated in the Lima based seminar, which covered aspects such as the reconstruction of objectives, the definition of objectives, the identification of results, activities, indicators, and risks, and the development of a reporting system.

¹⁸ There are other cooperation agreements among centers. This area of collaboration was particularly successful because the small number of specialized researchers in Peru, facilitated frequent contacts among the researchers.

¹⁹ In Phase I, the Consortium delegated the organization of these events to the two universities.

4. *Publications*

Publications of various types were produced by the Consortium. Most publications were produced by the research centres themselves, as outputs of PERC-funded research projects. A tally of these publications is presented in Annex Table A2. The table shows that 64 publications were produced in Phase I and 56 in Phase II, for a total of 120. This included five books, 33 journal articles, and 82 working papers. The working paper format is evidently a preferred one for the research centres, accounting for two thirds of all publications. In Canada, a working paper is considered a work in process, of less than publication quality, but in Peru, these working papers are usually published in a glossy-cover format that suggests a higher level of publication.

155 mimeographed documents were also produced by the research centres. Some of these were interim reports that appeared as publications later, in some form. Others were papers of insufficient quality to be published. A third category consists of items from the third round of competition that have yet to be published.²⁰ A full list of these publications and mimeographed documents is reproduced in annex IV.

Annex Table A3 shows the "level" of publication achieved by different projects. Looking at the column for Phase II rounds 1 and 2, which is the most recent period for which researchers have had plenty of time to publish their results, we see that 39% of the projects produced publishable results at the book or article level of publication. Another 24% produced working papers, and 37% did not produce any publications at all other than mimeos.

A number of other publications were produced as part of the Consortium's joint activities program. These included 13 small books resulting from the small grants program and special studies sponsored by the Consortium, three books on environmental economics, and three books based on research funded outside the PERC project. All of these publications are listed in Annex IV.

To this can be added the Consortium's flagship publication, the *Boletín de Opinión* or Research Bulletin, of which 30 issues were produced during Phase II. More detail on this publication will be provided in the section on Promotion of Outreach and Dialogue.

5. *Other Indicators*

From lists of activities submitted to the Secretariat by each researcher can be derived an additional set of indicators for the principal years covered by the Phase II project (1994-98). These indicators are shown in Annex Table A4. The highlights are as follows:

²⁰ Because of the lag between the research and publication phases of work, only 8 publications have emerged from round 3 at the time of writing this report compared to 24 for the other two rounds.

Total number of publications	453
Participation in courses and seminars	
-organized by PERC research centres	225
-organized by others	686
Presentations in the media	371
Consultancies	
-institutional	167
-personal	176

This information covers a wide ranging set of activities and not all the activities in the individual researcher's reports should carry the same weight.²¹ There is also no way to determine which of these activities can be "credited" to PERC. Nevertheless it is clear that, as a group, the researchers supported by PERC were very active professionally. Their presence in Peruvian academic life and policy debate was significant.

E. The Quality of Research Outputs.

We begin this section with a discussion of organizational aspects of PERC and how they have affected the quality of the research produced. We then offer an assessment of research quality by reviewing a sample of research studies produced under PERC and comparing the results to those of earlier evaluation efforts.

1. *Research Project Selection and Presentation of Proposals*

In Phase I, the selection of projects to be funded was an internal decision of each centre. In Phase II, the centres retained this prerogative, but an attempt was made to cluster subject areas so as to foster a more intensive dialogue on the basis of comparable or at least complementary results. The interaction among centres appears to have had only a marginal effect on the project selection process, since the internal agenda of each centre, especially in terms of the expertise and background of each particular group of researchers, continued to have a major role in allocating research resources.

In the two centres linked to universities (CIUP and PUCP), authorities initially assigned funding as a complement to teaching salaries based on the needs of the existing faculty members (especially during the years of intense crisis). Later, they moved to a competitive approach based on the submission of research proposals, following a selection process internal to each centre. Many projects included two, or even three, researchers, and this increased the number of researchers able to benefit from the available funds. Some of the more senior researchers with access to alternative funding or consultancy income decided not to participate, so that less well known junior researchers could benefit to a greater extent. Funds were also used to induce graduate students to return to the university after completing their studies overseas.

²¹ For example, participation in a course or seminar can be as a lectures, commentator, or attendee at the event. Presentation in the media can be an article or a citation through an interview. Consultancies can be several months in length or participation in a meeting on a specific subject.

The non-university centres devised their own internal allocation process on the basis of their institutional strategies and long-term prospects. In two of the centres, PERC constituted the core funding for economic research activities, accounting for nearly all of the budget for this area. In these cases, resource allocation was relatively simple, since all interested members obtained a share of the funding. In another, Phase II provided substantial salary support for four economists, each of whom was involved in two, and generally three consecutive projects. Two of the final reports submitted by the research centres testify to the successful use of PERC funds to attract graduate students back to the country at the end of their studies: the final report for GRADE mentions two such cases (p. 4); the final report for IEP mentions five cases (p. 5).

The Executive Secretary collected the research proposals and sent them to IDRC. Some of them were reviewed in-house, but the majority were sent to the members of the Advisory Committee for comments. According to data assembled by IDRC, reproduced here in Annex Table A5, 20 out of 46 proposals were conditionally accepted by the Advisory Board, subject to revisions; 24 were accepted as is or with minor changes, and two were rejected outright. It is our understanding that IDRC funding was withheld until revisions requested by the Advisory Committee were done, but we do not know how strictly this vetting process was followed.

This process had a positive effect since it fostered both greater effort by the researcher and also the possibility of obtaining feedback on methodological issues and on international expertise (including up-to-date bibliography which may not have been accessible to all researchers).

Obviously the research proposals of each individual reflected the reality of each centre. Where there was a process of competitive bidding, greater emphasis was placed on preparing proposals; where the allocation was determined based on centre criteria (especially if all members of the economic research group were guaranteed funding), the incentive to use scarce time on proposal development was significantly diminished.

Lesson Learned: *Incentives to foster improved proposals can be built in to research consortiums by using peer review pressure and advisory researchers (local where possible, international otherwise). Competition for research funding can be an important tool in fostering the preparation of proposals that attain a high standard, but is evidently only one variable among many.*

2. Peer Review Mechanisms

At least three levels of peer review were used at the proposal, interim, and final stages of the research process:

- In-house reviews. These varied from centre to centre according to its culture and internal expertise.
- External reviews. These were done by the International Advisory Committee and other selected referees. They may have been the most important instrument for quality improvement since they presented the greatest degree of challenge to the researcher. Reviews by the International Advisory Committee generally applied to projects at the proposal stage. External reviews of final products were done as part of the various evaluations that were done of the PERC project.

- Consortium reviews. These applied to works in progress and to finished products.

Anonymity was used in some, but not all, cases. The reviews by the International Advisory Committee were not anonymous, since the advisors were expected to maintain some direct contact with the researchers. However, the Consortium reviews were anonymous, although in some cases the reviewers identified themselves voluntarily or their identity may have been obvious. As a rule, the reviews tended to be quite tough.

The increased emphasis on peer review probably signified a change in the way of managing research proposals and research results for many researchers. While some researchers, especially those with post-graduate work abroad, had previous experience with peer review, this was not a procedure that had been widely applied in the Peruvian research community before PERC.

The process of peer review has not been without problems. One is that most of the reviews occurred toward the end of the research process. Rigorous external reviews were applied either to mid-project reports (*informes parciales*) or, most often, to final reports. These stages are generally too late to secure anything but the most grudging changes on the part of the researcher. At earlier stages, researchers are generally more open to suggestions, since they have not yet invested much time in the project and are not so set in their ideas. But at these early stages the peer review has most often been in house and more diplomatic than probing. The effect of this sequence is that peer review has produced too much resentment and too little improvement.

The second problem, related to the first, is that the researcher has little incentive to treat criticism seriously. There has been no effective mechanism to create an incentive to improve or adapt the work except for the conscience of the researcher.

That said, it is noteworthy that all 16 of the researchers who responded to the End of Project survey, considered the peer review system to have been of "High" or "Very High" value in satisfying the objectives of the PERC project. Similar ratings were offered regarding the contribution of the International Advisory Committee.

Lesson Learned: *If outside review is to be utilized as tool for improving research quality, then some incentive to adopt the suggestions and comments received should be incorporated into the project design. Some examples are rejection of a proposal after a second review, reduction of the research stipend, delay of final payments and/or, cancellation of final payment.*

3. *Research Methodology*

For the most part, PERC did not take upon itself the task of fostering discussion on methodological issues nor of promoting improvements in research methodology, however defined. The extent of debate in each centre varied widely, depending on the composition and expertise of the research group and the introduction of a culture of internal challenge and debate.

Most observers would agree that research methodology improved over the course of the PERC project. The principal catalyst of this change was not PERC per se but rather the return to Peru of

a new generation of economists, possessed of a more complete graduate training than that of its predecessor generation, and also, of course, more up to date training.²²

Nevertheless, PERC played a role, by providing employment opportunities that helped encourage these researchers to return to Peru, rather than adding to the brain drain. In addition, PERC afforded a livelier intellectual environment than would otherwise have been the case, providing opportunities for new methodologies to be more widely publicized and to some extent emulated in all member institutions. This also allowed for older methodologies to be challenged.

The most obvious improvements in methodology involved greater use of formal (i.e. mathematical) models and econometric estimation of those models. The approaches are the stock in trade of academic economics as the profession is practised in the Canada, England, the United States, and other developed countries that define international standards today. In Peru, the economic models used by researchers have remained fairly simple, but the econometric techniques adopted achieved a fair degree of sophistication. With econometrics has come the need for ordered data and therefore the need to construct coherent data sets. In part, this has been facilitated by the World Bank, through its sponsorship of the Living Standards Measurement Survey (ENNIV in Spanish), but Peruvian economists have spent much time cleaning the ENNIV data sets, reorganizing them for specific research purposes, and constructing other sets where the ENNIVs did not serve.

The appropriate standard to which Peruvian economic research might aspire is not obvious. Should it be international standards (as in Canada, the United States, or Europe), or the most advanced regional standards (as in Mexico, Chile, Argentina, or Brazil), or standards in countries of the region at the same development stage (as in Colombia or Venezuela), or standards from Peru's past? International standards are problematic in several ways, in particular because we see the demands for policy relevance to be more acute in Peru than in the international literature.

The most pertinent standard to use is probably that of Peru's own past experience. Unfortunately, this is not an easy standard to apply, due to the absence of consistent time series information on the quality of research. In our assessment of recent research, presented below, we attempt simply to characterize the research quality as it existed during PERC, relating this not to past trends but simply to what it seems reasonable to expect. Our assessment is conditioned, nonetheless, by our knowledge of Peru's past. In particular, we recognize that economic research in Peru has tended, historically, to be simple in theoretical constructs, making rather little use of the mathematical modeling that is so important at the international level.

Lesson Learned: *The average quality of research produced is affected much more by the selection process at the beginning than it is by the review process at the end. If a research project is poorly conceived, it needs to be either corrected or stopped at the beginning. Later on, the researcher will have invested too much, in both time and emotional commitment, to profit from constructive criticism that strikes at the core of the effort. Such review was not present in the first phase of PERC, and in an insufficient form in Phase II.*

²² This generation has formed its own economics association, the Peruvian Society for Econometrics and Applied Economics (SPEEA), which operates mostly on the Internet and emphasizes the application of modern techniques.

4. *Research Themes Covered By the Project*

An indication of the subjects covered by the Consortium can be obtained by looking at the research themes supported under Phase II. Annex V contains three tables, each corresponding to one of the three rounds of competition supported in Phase II. These tables cover seven thematic areas corresponding to areas of high economic policy relevance in Peru:

- Macroeconomic Policy (8)
- Stabilization, Structural Adjustment and Structural Reforms (7)
- Structural Adjustment and the Financial Sector (7)
- Public Finance and Fiscal Policy (3)
- Labour Market and Employment Policy (9)
- Social Policy (8)
- Sectoral Analysis (14).

The number of projects supported under each theme is indicated in parentheses.

5. *Quality of Research Results*

The Framework for Quality Review

As part of the end of project review, it was agreed that a limited effort would be made to assess the quality of research produced under PERC. The effort was limited in three respects. First, only studies produced under Phase II would be considered. Second, only a sample of PERC studies would be reviewed. Third, only one reader, Shane Hunt, would do the reviewing.

Aside from attempting a general assessment of research quality, this review has three other objectives. First, it attempts to identify areas of strength and weakness in research design and execution under PERC. Second, it serves as a check on previous evaluations, some of which provoked controversy by the severity of their criticism. Third, it proposes recommendations for future improvement in research quality under CIES.

Past Evaluations

The research output of Phase II has been evaluated exhaustively. Earlier evaluation efforts were the following:

- Evaluations commissioned as part of the report authored by Roger Young in 1997. These were requested of CEDES (Argentina) and ILADES (Chile), which did 14 and 5 evaluations, respectively. The evaluations did not include any type of quantitative score, but they did contain recommendations regarding publication.
- Evaluations undertaken by members of the International Advisory Committee. These were generally applied to project proposals and to work in progress, but not to final drafts.
- Evaluations commissioned in Peru under the *Actividades Conjuntas* line of the PERC budget and administered by the PERC Secretariat. This was the most massive evaluation effort of Phase II. In total, 151 evaluations were solicited from fellow

economists in Peru. Of these, 88 were evaluations of final reports that were assigned a grade and a publications recommendation. The remaining evaluations were made either of work in progress or of studies done under the Small Grants program.²³

The evaluation efforts undertaken during the course of Phase II contrasts with the experience of Phase I, where a systematic effort was attempted only in connection with the final report on Phase I authored by Juan Antonio Morales.²⁴

Sampling

The studies chosen for evaluation as part of this report were a stratified sample of those studies that had been evaluated previously under the *Actividades Conjuntas* effort of the PERC Secretariat. The previous scores provided the basis for stratification, and for comparison of present and past evaluative standards.

The coverage of these past evaluations is shown in Table 2, which shows the number of projects funded in the three rounds of Phase II, the number of papers written in these projects, and the number of papers for which evaluations were performed. The table shows that most projects had at least one paper that was evaluated.

TABLE 2
COVERAGE OF PREVIOUS EVALUATIONS IN PHASE II

Round	I	I	II	II	III	III
Years	93-95	93-95	95-97	95-97	97-98	97-98
	Projects*	Papers*	Projects*	Papers*	Projects*	Papers*
CIUP	3-3	5-4	8-4**	24-4	5-4	17-4
DESCO	3-3	7-4	2-2	8-2	2-1	3-1
GRADE	3-3	12-5	3-3	21-4	3-3	10-5
IEP	3-3	7-6	4-2***	15-3	3-2	7-2
PUCP	5-5	22-5	4-4	31-5	5-4	22-6
TOTAL	17-17	53-24	21-15	99-18	18-14	59-18

Source: Tables and spreadsheets prepared by the Executive Secretariat, dated June 2, 2000.

²³ We thank Javier Portocarrero for providing these figures through e-mail communication. As Executive Secretary of PERC, he directed this peer review process.

²⁴ As part of the Morales report, 11 evaluations were done by Morales himself, and 24 others were obtained from economists in Argentina and Brazil, 14 from CEDES (Buenos Aires) and 10 from PUC (Rio).

* The columns referring to "Projects" show the total number of projects funded and the number for which at least one paper was evaluated. The columns referring to "Papers" show the total number of papers produced by the project and the number of papers that received an evaluation.

** 8 projects were financed for one year in two groups of 4. In the second year, two projects were continuations from the first year, but they are counted separately here.

*** Two of these projects were for one year only. The projects evaluated were one of two years and one of one year.

Within any given project, the paper chosen for evaluation was generally the one that was most substantial and fully completed. Many other works listed as separate papers were in fact preliminary studies or background papers, whose omission from the evaluation process is of no great loss. It may be concluded that the 88 final evaluation scores represent a nearly complete coverage of the best work of Phase II.

The sampling task for this review of research quality, therefore, was to choose a sample from that universe of previously evaluated studies. It was agreed that the sample size should be 15. This number seemed to satisfy both IDRC's budget constraint and the consultant's willingness to do the work. It also seemed large enough to permit generalizations.

However, the sample was chosen in November 1988, at a time when only 63 of the 88 final evaluations had actually been commissioned and delivered. These 63 evaluations had been applied to 47 different studies, some of which had been evaluated by two, or even three, reviewers. These 47 studies are distributed by number of evaluations and by round in Table 3. The table shows that this universe gives good coverage of Rounds 1 and 2 of Phase II, but only limited coverage of Round 3. The same is also true of the sample of 15 drawn from it. The evaluative effort of this report is therefore confined to the first two rounds of Phase II. However, there is no indication that the Third Round produced research of a new and different quality.

TABLE 3
NUMBER OF PAPERS PREVIOUSLY EVALUATED IN PHASE II
(as of November 1998)

Round	I	II	III	Totals
Years	93-95	95-97	97-98	
Evaluated Once	22	8	2	32
Evaluated Twice	2	9	3	14
Evaluated Three Times	0	1	0	1
In process	0	1	1	2
Totals	24	19	6	49

Source: Tables prepared by PERC's Executive Secretariat.

The sample thus drawn was stratified by the scores given in the previous evaluations. These scores, which ranged from 6 to 19 with a mean of 13.9, were divided into quintiles, and three studies were selected from each quintile. Within each quintile, sampling was not random. Rather it was done with

the deliberate intention of getting a fairly even distribution of studies from the various member centres. Through this procedure, four studies in the final sample were from PUCP, two from DESCO and three from the each of the other three centres.

By prior agreement with IDRC, nine criteria were to be considered separately in the evaluation:

1. Clarity of Statement of Research Problem
2. Contextualization of the Research Problem (previous research, current debate)
3. Clarity and Flow of Argument
4. Interest of Research Topic to Researchers and Research Users
5. Appropriateness and Soundness of Methodology
6. Coherence and Rigour of Argument
7. Preemption of Questions (no stones unturned)
8. Consistency and Adequacy of Conclusions
9. Overall Assessment

Characteristics of the 15 Studies

The fifteen studies in the sample were all works of economic research that bore on policy issues. Four dealt with macroeconomic or financial issues, three with agriculture, three with labour and human resources, and five in various areas of applied microeconomics, dealing with issues such as regulation, industry, and poverty. In several cases, however, the relation to policy issues was very indirect. While all of the studies dealt with areas in which policy issues abound, in many cases the studies did not deal directly with the policy issues themselves. In perhaps five of the fifteen studies, policy applicability was very limited, because of the way the research problem was defined.

Methodological approaches were varied. There was some use of the modern techniques of mathematical modelling and econometrics, but such studies were in the minority. Only one study contained what might be considered a formal mathematical model, while perhaps four others used single-equation models that formed a basis for econometric estimates. Beyond these five studies, one other study employed some interesting decomposition techniques, and perhaps two others presented some equations but didn't make much use of them. As for the remaining seven studies, half the total, they relied on the simpler approaches of verbal argument supplemented by statistical tables.

Only two of the 15 studies were available in published versions. The other 13 were all "processed," i.e., what used to be called mimeo or typescript. Nevertheless the presumption of the PERC Secretariat was that all were final versions. That is, they were the final versions submitted as evidence of completion of a given PERC research contract. Nevertheless a few studies were obviously unfinished drafts, and several others bore evidence of hasty completion. In length, they ranged between 20 and 80 pages.

Evaluation by Component Criteria

Such were the general characteristics of the 15 studies. We now proceed to analysing them in detail, using the nine evaluative criteria listed above.

1) Clarity of Statement of Research Problem

All the studies began with a reasonably clear statement of the research problem, but some statements were clearer, and more precise, than others. Generally, the more precise cases presented a set of issues or questions to which answers could be given.

While some studies posed their research problems as questions, others, in vaguer fashion, referred to the problem as one of describing or documenting developments in a given area. In several cases, the vagueness with which the problem was stated created two difficulties later on. First, authors introduced material that seemed only indirectly related to the paper's stated objective. Put another way, such papers tended to wander. Second, when the concluding section was reached in such cases, there wasn't much to say. It was hard to have conclusions if one didn't have questions at the beginning.

Aside from the issue of precision in the form either of falsifiable hypotheses or answerable questions, the statement of the problem should be held up to another test as well: Is the reader given some sense that the problem is important and that it makes sense? Many papers were rather weak in explaining the importance of the subject matter, but nearly all were directed at problems that were of such obvious significance (at least to this reader) that they did make good sense.

2) Contextualization of the Research Problem

The context for a research paper might be established in three different ways. First, since all the papers in the sample are in some way related to policy issues, the Peruvian policy context should be set forth. This might consist of a brief recent history of relevant policy developments, as well as a summary of the current state of play in the relevant policy area.

Second, the previous literature might be cited. Good current research builds on past research. The relation between the two needs to be explained. This effort could have two components, one international and one national. On the international side, the intellectual roots of the author's approach could be set out. On the national side, previous similar work that had been done in Peru could be cited and summarized, so that the earlier results could be compared and contrasted with the results of the current project.

For most studies, it would be appropriate to include something of all three of these forms of context. In fact, nearly all studies included some of these three elements, and some had extensive sections devoted to recent policy developments or to the relevant international literature that provided the methodological foundation. But not one of the 15 studies covered all three of these elements of context.

The element that was most often missing was the review of previous literature in Peru. It is possible, of course, that in many instances relevant previous studies in Peru did not exist. That, however, would be worth stating explicitly, when it is the case.

3) Clarity and Flow of Argument

This criterion was intended to assess the organization and polish of the study. Normally, the quality of writing would be central to such a criterion. However, this reviewer did not feel qualified to judge the quality of anybody's written Spanish, so it was agreed that this element of the evaluation would be set aside. What remained under this criterion was the assessment of a series of specific techniques that are aids to clarity and flow. These techniques are:

- a. The inclusion in the introduction of a paragraph describing the content of the sections to follow in the paper. Such a paragraph serves the reader as a kind of road map. Most but not all of the studies included such paragraphs. They certainly assisted this reader. They may also have assisted the authors. Studies lacking such a paragraph seemed somewhat less well organized and tended to wander.
- b. The inclusion of summary paragraphs at the end of each section of the paper. Only a few papers included these, but in those few instances they seemed remarkably effective organizing devices.
- c. The effective use of accompanying statistical tables and graphs. Tables and graphs should be germane to the flow of argument in the text and should be adequately explained. These points are obvious, yet in many cases these simple requirements were not satisfied. In some instances, tables or graphs were never referred to in the text, in others they had been extracted from other sources and inserted without any editorial adjustment. And in others, this reader simply couldn't understand them, because of confusing or inadequate labelling of columns, rows, or axes. Source references for tables and graphs were in some instances vague or nonexistent.
- d. The provision of an adequate bibliography. Again, most studies satisfied this point, but in a few cases, bibliographies were very sketchy and in a number of cases, they did not include all references cited in the text.

4) Interest of Research Topic to Researchers and Research Users

This criterion refers to the topic rather than to the paper itself. In other words, it is an assessment of the potential of the paper rather than the final result. The presumption of the wording is that "research users" include policy makers as well as participants in policy debate, be they insiders or outsiders. Researchers, while perhaps interested in policy issues, are also presumably interested in innovative new techniques and in research that is more basic than most policy work, e.g., a study of income determinants rather than of instruments for raising incomes. In sum, the criterion asks if the topic area is interesting to somebody.

All of the 15 studies, with one possible exception, scored high on this criterion.

5) Appropriateness and Soundness of Methodology

Today, economic research in the universities of developed countries operates within a strict methodological paradigm of formal (i.e., mathematical) modelling and econometric estimation of model parameters. Thus has economics become more rigorous and more scientific. This progress has however come at a cost. Economics has also become somewhat less policy relevant and less accessible to the general public.²⁵

By contrast, economic research in Peru tends to be less methodologically sophisticated and more policy relevant. For reasons argued above, it is appropriate that this be so. Younger economists who have brought back to Peru the techniques of recent graduate training do indeed make use of modern techniques, particularly in the area of econometrics.

Thus two distinct methodological approaches coexist in Peru and also in the research produced under Phase II. On the one hand, there is a small amount of formal modelling and a larger amount of econometrics. On the other hand, there is the simpler approach of verbal argumentation, supplemented by statistics.²⁶

In studies based on formal models or econometrics, the method defines the study. (e.g., "I propose to use such-and-such technique to examine") The method is by definition appropriate to the problem, although the results may in some instances not seem terribly interesting. As to the soundness of the methodologies chosen, it can only be said that our reading did not reveal any uses that seemed unsound.

Any perceived problem of methodological soundness therefore lay in the realm of the non-formal methodology of verbal argument supplemented by statistics. In this realm, some studies were tightly organized and followed a logical sequence, but many did not, largely for failure to begin the paper with a set of precise questions justified by recourse either to a previous literature or to recent policy experience.

6) Coherence and Rigour of Argumentation

This criterion asks if the paper followed a clear line of reasoning, one paragraph following the other in a logical sequence. Our conclusion on this criterion was variable. Some papers were satisfactory; others were not.

²⁵ Nevertheless, modern economics still carries great relevance for policy. This is particularly obvious in the area of macroeconomics, but it is also evident in the career path of outstanding micro economists like Joseph Stiglitz, as well as several members of the so-called Chicago School.

²⁶ While it is convenient to dichotomize methodological approaches in this way, it should be noted that there are many intermediate positions, such as a study that uses single equation partial models, or that uses econometric estimation for some, but not all, parts of a given study. Also, in the realm of verbal argument, some studies extracted hypotheses and issues from an appropriate review of formal literature, while others had no connections at all to the world of formalism.

7) Preemption of Questions

In discussions with IDRC, the shorthand summary of this criterion was expressed as “No stones unturned.” A number of studies exhibited no significant shortcomings in this respect. For those studies where something of importance did seem to have been overlooked, the missing factors tended to fall into two groups.

Most prominent were the cases of omitted variables. Among the examples of omitted variables that were noted in the sample were:

- political factors
- macroeconomic conditions (*coyuntura*)
- for cases where the ENNIV was the principal data source, any variable not included in the ENNIV.²⁷

The other missing factor was a recognition and discussion of the limitations of the data being used in a given study. Several researchers seemed to hold remarkably uncritical views of the data they used. They did not raise questions of bias or failures of coverage. They did not even bother to define what the scope of their data was.²⁸

8) Consistency and Adequacy of Conclusions

For many studies, the concluding section was fairly straightforward, the logical consequence of a well-organized study. For less well organized studies, the concluding section tended to highlight organizational difficulties that had arisen in earlier parts of the study.

Overall evaluation

The overall scores of this evaluation are compared to those of earlier evaluations in Columns 2 and 3 of Table 4. The correlation between these columns is reasonably strong: $r = 0.71$.²⁹ Both columns of numbers are based on the 20-point grading system traditionally used in Peru.

²⁷ *Encuesta Nacional de Niveles de Vida*. This is the Living Standards Measurement Survey, an in-depth, multi-country household survey sponsored by the World Bank. Peru was one of the first countries incorporated into the World Bank's program.

²⁸ To give one example, if data covered the formal sector only, how was formality defined?

²⁹ While this coefficient may seem a bit low to the some readers, it is substantially higher than the correlations between the evaluation scores of the members of the CIES selection committee last year. For the 5-member selection committee of the “Proyectos Medianos” competition, the median correlation was 0.27 and the highest of the 10 pair-wise coefficients was 0.56. However, the discrepancy among evaluators of project proposals should be expected to be greater than for evaluators of completed projects. For the former group, part of the discrepancy will lie in differing expectations as to what the completed studies will look like. For the latter group, uncertainty on this point has been eliminated.

TABLE 4
COMPARISON OF PAST AND PRESENT EVALUATIONS IN PHASE II

Study Number	Evaluation Scores		Publication Recommendations	
	This Report	Prior Assessment (AC)	This Report	Prior Assessment (AC)
(1)	(2)	(3)	(4)	(5)
1	18	19	Minor	Minor
2	18	18	Minor	Minor
3	16	11	Minor	Minor
4	16	16	Minor	Minor
5	16	18	Major	Minor
6	16	15.3	Major	Minor-Major
7	14	15	Major	Minor
8	12	9	Major	Minor-Major
9	12	16	Unlikely	Minor
10	12	13.5	Unlikely	Minor-Major
11	10	10	Major	Minor
12	10	12	Major	Minor
13	10	13	Unlikely	Minor-Major
14	9	12	Unlikely	Major
15	8	12	Unlikely	Major
Average	13.1	14.0		

Explanation of data: Column (2): Independent overall evaluation by the author, converted to 20-point scale as indicated in footnote 5 above. Column (3): Evaluations secured by the PERC Secretariat from various Peruvian economists, under *Actividades Conjuntas* (AC). Column (4): Publications recommendations made by this report. Column (5): Publications recommendations made by prior evaluators, with the following additional key: "Minor-Major" representing cases with two or more recommendations, with at least one recommending publication with only minor modifications, and at least one recommending major modifications.

The new evaluation scores may not be very different from the old, but the publications recommendations certainly seem to be. Columns (4) and (5) show the difference.

Column (4) suggests that the studies in the sample can be divided into three groups of equal size. One group consists of good studies that might require only minor modifications before being recommended for publication. A second group consists of studies that should pass through major revisions before receiving that same recommendation. The third group, consisting of a third the sample, consists of studies for which this reviewer would not hold out much hope of sufficient improvement, even through massive revision.

The studies in the second and third groups exhibited two distinct types of difficulty. On the one hand, many simply weren't carried through to an adequate level of completion. What was delivered as a final version really should have been considered a complete first draft. On the other hand, several other studies seemed flawed in their initial research design. A variable was overlooked, or a concept was inapplicable. For such studies, no amount of extra research time was likely to have yielded much improvement in the final product.

Column (5) shows that past evaluations seemed significantly more positive regarding publications recommendations. This apparent discrepancy in standards of evaluation may however be deceptive. Past evaluators were most often recommending whether a study should be issued as a discussion paper (*documento de trabajo*). It is not obvious what standards should be applied to such a recommendation, since, in many discussion paper series, manuscripts are accepted without editorial review.

To avoid difficulties of comparison on this point, another approach was attempted. This involved simply reading the text of past evaluations and characterizing them as more critical, less critical, or about the same as the equivalent evaluations of this report. This necessarily impressionistic comparison concluded that the present report has applied a standard that, on average, is slightly more demanding than what had been applied by Peruvian evaluators under *Actividades Conjuntas* (AC), but that the differences do not appear great.³⁰ In fact, the principal reaction that came from reading past evaluations was one of agreement rather than discrepancy in standards.

What seemed most noteworthy about these past evaluations was the enormous effort at evaluation that has been invested in Phase II. The volume of past evaluations is vast. Moreover, with very few exceptions, they were done with great care.³¹ Most evaluations are thoughtful, incisive, and full of useful suggestions. The time invested by Chileans, Argentineans, and most of all Peruvians in the effort has been very impressive.

Finally, it is perhaps worthwhile to summarize the qualities of structure and content that characterized the studies receiving high scores in this report. These same qualities are characteristic of good research not just in PERC, but in general and are summarized in Box IV.

Can average research quality be improved?

If there is a quality problem in the research produced under Phase II, it lies only at the lower tail of the quality distribution. The upper tail is occupied by excellent work. Nevertheless, if the lower tail is improved, then so is the average. It seems feasible to contemplate such improvement, because two necessary conditions to such improvement are in fact present. First, Peru has a large number of very well trained economists. Second, high quality research has a ready audience, because Peruvian

³⁰ Similar comparisons were made with the evaluations of CEDES (Argentina) and ILADES (Chile), with the conclusion that CEDES was slightly less critical than the present report and ILADES more critical.

³¹ Our judgement in this regard is confirmed by the researchers themselves, in their response to the End of Project survey. All but four of the 16 respondents rated as "high" or "very high" the quality and seriousness of the peer reviews done under PERC. The remaining four gave an answer of "moderate."

policy makers, public leaders, and scholars are all keenly concerned about economics and economic policy.

Improving research quality necessarily involves breaking the constraints that are perceived as currently having a depressive effect on quality. Among these continuing constraints the following may be cited.

- The support network that might help researchers avoid flaws in research design is still weak. Efforts to strengthen the support network are obstructed by long-standing ideological differences and also by cultural factors.
- The publication system provides little incentive for quality improvement. Most publication is in-house, mostly in discussion paper series. Additional publication in journals is generally not encouraged.
- For those researchers who are on a fixed salary, promotion and salary decisions are generally not tied to quality evaluation of research studies.
- Research contracts are short-term, even under CIES. Time pressures to produce quickly must inevitably dominate concerns about quality of output.

Beyond these factors, it must also be recognized that some studies simply never should have been funded. The most direct road to quality improvement is a more careful system of project selection at the beginning.

Conclusions and lessons learned on research quality

We return to the issues posed at the beginning of this section.

1) Areas of strength and weakness in research design and execution.

This review of the sample of research studies, based on the evaluative criteria set forth above, found merit in a series of expository and organizational techniques that constituted the strengths of those studies that employed them. These techniques are summarized in Box IV. The strengths of some studies is that they followed these expositional guidelines. The weaknesses of others is that they did not.

2) Comparisons with previous evaluations.

Although publications recommendations were at variance with those made by previous evaluators, a reading of the texts of previous evaluations came to the conclusion that the evaluative standards of this report are not very different from those of previous evaluations. Those of this report may be slightly more critical than the evaluations of Peruvian evaluators working under the *Actividades Conjuntas* line of PERC, and also of CEDES (Argentina), but are less critical than the evaluations of ILADES (Chile). The dominant impressions arising from a reading of present and past evaluations are however these points:

- All the various evaluation efforts have produced results that are more similar than dissimilar from one another.
 - The total evaluative effort applied to the studies of Phase II has been very substantial.
- 3) Recommendations for improvement of research quality under CIES.

The recommendations derive quite directly from the previous discussion.

- Adopt a system of project selection that sets higher quality standards for the anticipated final product. This has already been done with the introduction of a competitive system under the CIES project.
- Tie compensation to quality review. This has also been done, under CIES, through an announced policy of withholding a certain percent of total compensation pending approval of the final study.
- Introduce incentives for publishing in sources that are not in-house, and which have their own screening and review process.
- Encourage member centers that provide base salaries to tie those salaries in some way to research productivity.
- Consider providing a number of grants not for new research but for allowing a researcher to spend extra time on a study so that it might be polished for publication in a demanding source, such as a prestigious journal in the United States, England, Canada, Mexico, Chile, or Argentina.

BOX IV STRUCTURE AND CONTENT OF GOOD RESEARCH PROJECTS

This Box summarizes the qualities of structure and content that characterized the studies receiving high scores in our evaluation of the quality of research produced in Phase II. These qualities are characteristic of good research not just in PERC, but in general.

First, the introduction includes a statement of the research problem that is posed with precision, most often in the form of a set of issues or questions to which answers can be given.

Next, the research problem is shown to be important, and therefore interesting. This is generally done by placing the problem in context, either historically or intellectually. The historical context generally relates to recent policy history in Peru. The intellectual context refers most often to the international literature on a particular topic, to what the conclusions of that literature have been, and how those conclusions raise questions about the specific case of Peru. It also includes a review of previous relevant literature in Peru. A summary of what previous researchers have done can show what questions remain to be answered, and how the current study adds to the sum of knowledge.

Proceeding beyond the introduction, the main body of the paper is clearly presented and logically consistent. As aids to understanding, papers might make good use of any or all of the following:

- *The inclusion in the introduction of a paragraph outlining the structure of the paper to follow.*
- *The inclusion of summing-up paragraphs at the end of each major section of text.*
- *The effective use of accompanying statistical tables and graphs, including appropriate reference to the tables in the text and clarity and economy in the presentation of the graphs and tables to ensure that they are understandable, as well as adequately cited with respect to source.*
- *The provision of an adequate bibliography that includes all references cited in the text.*

Regarding logical consistency, the paper follows a logical sequence from one paragraph to the other, with no non sequitur gaps in reasoning. In addition, the paper does not contain any logical flaws arising from the failure to consider relevant variables. To the extent that the paper relies on statistical data, the source, scope, and reliability of the data is discussed, or at least acknowledged.

Finally, the conclusions are related to the questions or issues posed at the beginning, and derive from the argument of the paper, excluding points not previously discussed.

F. Outreach, Dissemination, and Research Usage

1. Outreach and Dissemination

Research usage poses an interesting set of questions which are clearly illustrated in the PERC experience. The objective is to have impact on the potential user. In the introductory chapter of this report, users were divided in two main groups, those linked to the research community (both in and out of the PERC group) and those outside the research community, including private, public, international and media groups.

Research results may be disseminated through various channels, either person-to-person through conferences, seminars or working groups, or indirectly, through publications, journals, Internet websites, etc.. Informal contacts also abound. The Consortium as a group or through its member organizations has employed various channels of both types.

Conferences and seminars

The primary mechanisms of the face-to-face interaction used by the Consortium were the following:

- i) *Annual Conferences.* Annual conferences were organized on key issues related either to the research agenda of the Consortium or to particular national economic problems. A relatively large audience participated in these events, in which Consortium members, international guest speakers, and national specialists presented papers. Each paper was commented upon by other participants, many of whom were selected from outside the PERC community.³²
- ii) *Seminars on special topics.* Various seminars were organized according to different formats. These were open to PERC members and other interested parties, including members of the academic community and representatives of public sector agencies or staff working on related subjects who might be involved in academic or quasi-academic work.
- iii) *Seminars on ongoing research.* A total of 18 seminars were organized to review work in progress and to debate the work of Consortium researchers. Two papers were usually presented at each of these seminars. These were informal sessions in which Consortium-funded projects in progress were presented and discussed. It appears as if the Consortium's efforts to foster this type of debate did not have the success its organizers expected.
- iv) *Working Groups.* Working groups on specific subjects areas were organized to discuss ongoing work. The macroeconomic working group was particularly active over the years.

³² In addition to the above, the SPEAL program held a series of conferences in Peru on some critical issues in the Peruvian economy.

Publications by research centres

As noted earlier, the bulk of the publications emerging from the Consortium were published by the research centres themselves. Both universities have journals and publish books and discussion paper series, while the other centres have various types of serial publications.³³ At least two centres (CIUP and DESCO) have serial publications directed to the general public.³⁴ The Consortium did not intervene in the dissemination and publication strategy of any member centre, even though there may have been informal exchanges of information on how each centre had developed its program. For the most part the publications of each centre relating to economic research were made available to the other member centres.

In a minority of cases, the logo of the Consortium was utilized on a centre's publications. However, there was no clearly defined policy on the use of this logo. The main condition on its use that was considered was that the research results should have undergone a peer review process by two referees (with a third being used if the previous two did not agree). It is possible that a well defined PERC policy on the use of the Consortium's logo could have helped to consolidate the identity of the Consortium.

Lesson Learned: *Greater use could be made of the Consortium logo to foster better quality control and to promote the identity of the Consortium.*

Publications based on the small grants program

Research results emerging from the small grants program were selected for publication on the basis of a peer review process, keeping in mind the likely interest of the community in the research results. Most of the work produced under the small grants program was published. The existence of this outlet provided a stimulus for junior researchers to publish, although many of the PERC research centres had their own lines of publication that could have served this purpose. 500 copies of each publication were produced and distributed free of charge.³⁵

These publications, based on research grants of only US\$5000 per project, resulted in a series of unusually high quality. In some cases the winning researchers may have used the award to bring to completion a study that has been started under other auspices, including perhaps self-finance. However this may be, PERC seems to have gotten very good value for money in this program.

Another reason for this favourable outcome could have been simply that this program demonstrates the higher payoff to a more open and competitive system of research grants, which were in this case awarded in a competition open to all young researchers in Peru, not just to those affiliated to member centres of the Consortium. In this sense PERC's small grants program may be a harbinger of enhanced research productivity under CIES, which has made a rule of the competitive approach.

³³ CIUP publishes *Apuntes* and PUC Economía.

³⁴ CIUP's general publication is *Punto de Equilibrio*; DESCO's is *Quehacer*.

³⁵ These studies are available on the CIES web site.

The Research Bulletin (*Boletín de Opinión*)

The Research Bulletin has been one of the Consortium's principal dissemination outlets. The content has varied according to circumstances and can be classified into three types:

- v) *Analysis of the current economic situation in Peru.* This type of analysis was one of the main features of the Bulletin. Each centre, on a rotating basis, was commissioned to prepare a report on recent major developments of the economy. The paper was presented in a Consortium-wide seminar (with outside commentators and participants) and the presentation and comments were published in the Bulletin. This product was useful for the research community, especially when it also included an in-depth analysis of a major issue. It was also useful for those who did not have access to alternative sources for monitoring current events (e.g. provincial universities), but because of time lags, it was not able to compete with more up-to-date analyses provided by private consulting companies and financial sector analysts (such as those of banks or brokerage houses).
- vi) *Presentation of Research Results.* Other issues of the Bulletin contained papers based on the research of Consortium members. This was an important benefit to researchers and the research community. The inclusion of a research summary in the Bulletin passed through a selection process that included relevance and methodology. The best documents according to the peer-review reports, were grouped by theme and published in Bulletins 24 to 28. Results from Round III of Phase II are currently being published (June 2000) in Bulletin 38.
- vii) *Conference Results.* Other issues contained the papers of the Annual Conferences, including the comments of the specialists invited to review the papers that were presented.

Annex Table A6 provides data on the clientele to whom the Bulletin was distributed.

Presentations in the communications media (print or broadcast).

Researchers' presentations in the communications media were usually made on an individual basis. Some members of the Consortium have been regularly invited on TV programs or on the radio to comment on key issues. Others have written opinion columns in the press, were involved in group interviews, or were interviewed individually for their opinions. The Consortium as a group did not become involved or provide incentives for these activities.

1. Impact

Dissemination issues have received increased attention as the Consortium has matured. The outreach program was initially left to the initiative of each centre or of the individuals themselves. As the Consortium became more firmly established, the dissemination program was increased in scope and took on a new meaning, serving as a vehicle for the researchers as a group to present their work.

The definition of whom to reach has always been difficult to establish with clarity, and remained so at the end of Phase II. Each centre has its own preferred “cliente” and has targeted its efforts accordingly. Over time, discussion among the centres, especially in the Steering Committee, has led to increased consensus on dissemination goals, while retaining wide scope for individual efforts.

It is important to note that for the researchers, the main target of their work is their colleagues in the research community (often especially in their own centre). Of lesser importance is the opportunity to reach certain decision makers, especially those in the public sector. For many researchers, reaching other potential users is not considered a high priority, although there is always value in publication, with its connotation of prestige and/or income.

It is difficult to assess the impact of the Consortium’s dissemination and outreach system. The nature and size of readership for publications issued by individual centres is not known. However, the interviews conducted as part of this review enabled the authors to gauge perceptions and collect anecdotal evidence suggesting certain general conclusions.

With regard to the first target group, consisting of researchers and academics, we found that most researchers of the member centres are familiar with PERC sponsored publications and the research projects undertaken in other centres. However, they give their greatest attention to the work of colleagues in their own centre. In many instances, they know about work in other centres but are not inclined to read it. Outside the Consortium, perhaps the most important benefits accrue to academics in the provincial or less affluent Lima-based universities, and to those other centres that are not in the mainstream of funding, for whom PERC materials (often received free or for a small subscription fee) are key to staying abreast of what is being studied in Peru.

The second group of actual and potential research users consisted of interested decision makers in both public and private sectors. In the interviews conducted with representatives of these sectors, a wide variety of degrees of familiarity with PERC funded research was found, but most had at least some knowledge of the Consortium and its activities. There was a widespread respect for the research achievements of all member centres, but also various reservations about the practical usefulness of the PERC research.

Among the observations made were the following:

- In many instances the research publication was too complicated. It was not user friendly.³⁶
- The reviews of recent developments (Informes de Coyuntura), which have filled most issues of the Bulletin, have come out much too late to be useful and could not compete with sources that were more up to date. This was especially stressed by private sector representatives.
- Some observers questioned the relevance of the research. They considered that the research agenda did not focus on those issues for which the decision makers required answers, especially during the critical process of economic stabilization and structural reforms.

³⁶ This was mentioned in interviews both with private sector agents and with members of Congress.

- Most of the work sponsored by PERC was macro oriented. For many in the private sector, their interests were much more focussed on micro issues related to their particular sectors. While much micro-level work has been sponsored by the Consortium, coverage of issues in particular micro sectors is often quite thin.
- Media representatives indicated that they preferred to tap into the knowledge of the researcher through direct contact or interviews, rather than work through the same ideas produced in written form.
- It was not possible to obtain information on how international agencies staff used the information provided to them through the Consortium's publications.

Lesson Learned: *From the comments of most public and private sector observers that were interviewed, it is clear that the Consortium was not very successful in communicating its research results and their policy implications to many potential users. How to enhance the researcher's impact in the public arena is a major challenge for the future.*

In addition to communicating research results, researchers can also contribute to public debate as commentators on economic issues in related areas. Several Consortium researchers have in fact become well enough known in Lima's political and business circles so that their views are occasionally sought by the media, through interviews or solicited articles.

An attempt was made to assess the impact of researchers in the public arena through a series of interviews with nine of the most respected economic journalists and authors of business newsletters in Peru. The approach taken was to ask these journalists a series of questions regarding the sources they would turn to for information on specific economic events.³⁷ For each such event, the interviewee was asked to name three individuals he would contact to obtain background information and/or commentary on the event. The same question was also asked for obtaining information for a series of hypothetical background articles (*balance y cuenta*) that they might write, with the idea that these would be more thoughtful and might encourage greater contact with academics rather than political actors.

Table 5 indicates the results of these interviews. It lists the types of sources that these journalists would be likely to exploit in their search for comment on economic events and background for review articles respectively. As the table shows, government is the most frequently cited source, appearing 38% of the time for economic events, and 29% of the time for review articles. The Consortium researchers' shares may be characterized as modest but respectable. However, the share was no greater for the review articles than for specific events.

Furthermore, these results were highly concentrated: 15 of 36 references to Consortium researchers referred to the same researcher. In general, Consortium researchers were more likely to be contacted

³⁷ *The ten events were hypothetical, not actual, and covered areas such as the letter of intent with the IMF, exchange rate movements, and policies in the areas of economic integration, agriculture, education, environment, petroleum, labor, taxes and regulation. Relations with the Consortium were not revealed until the end of the interview. The economic journalists represented major newspapers, magazines and radio stations. The business newsletters referred to are those issued by investment banks and brokerage houses.*

on issues of macroeconomics and exchange rates, and less likely on sectoral or microeconomic issues. In several areas such as environment, petroleum, labour taxation, regulation, microenterprise development and privatization, the number of references to Consortium researchers was 0 or 1. Some of these instances can be explained by an absence of research specialization in the area in the Consortium. In other cases (e.g. environment, labour) Consortium researchers do exist but are evidently not yet known to the media.

It is regrettable that Consortium researchers are not better known, because they have much to offer in public debate. Even more regrettable, however, was the tendency of some of Peru's most prestigious economic journalists to restrict their search for sources only to individuals who were, in some sense, interested parties. Government representatives have a policy line to defend. Business representatives have a profit line to defend. Commentary from such sources must inevitably be in the nature of debating points rather than impartial observations. Yet those sources dominated the thoughts of the economic journalists. What seemed regrettably lacking was recourse to the opinions and comments of reasonably impartial, reasonably independent observers who could serve as watchdogs of the public interest. This absence is not primarily the fault of the economic journalists. In fact, impartial and independent yet knowledgeable observers are hard to find in Peru. Yet they do exist.

Lesson Learned: *From comments in several interviews, it became obvious that there is much opportunity for Consortium researchers to establish closer relations with the media, and to have greater impact in public debate. This would require some effort on the part of researchers to keep on top of policy developments and to write occasional articles in the nature of op-ed pieces. It would be advanced by efforts of the new CIES Consortium to encourage and promote necessary contacts.*

Table 5
Preferred Sources of Background Information for Economic Journalists.

	<i>Specific Economic Events</i>		<i>Review Articles</i>	
	<i>Number of Citations</i>	<i>Percent</i>	<i>Number of Citations</i>	<i>Percent</i>
<i>Government (including ex-government)</i>	89	38%	37	29%
<i>International Agencies</i>	6	2%	2	2%
<i>Private organizations</i>	36	15%	18	14%
<i>Private sector (including banks)</i>	31	13%	9	7%
<i>Consultancy firms and financial sector analysis</i>	19	8%	24	19%
<i>Technical-legal consultants</i>	7	3%	7	5%
<i>Political-technical figures</i>	3	1%	2	2%
<i>NGO's</i>	9	4%	4	3%
<i>Other Analysts</i>	40	17%	26	20%
<i>TOTAL</i>	240	100%	129	100%
<i>Of which PERC Researchers</i>	25	10%	11	9%

4. Informal Networks

One of the most important means by which research gets disseminated in Peru is through the existence of an informal network of linkages. Examples of such linkages include the following:

- The presence of researchers as paid or unpaid advisors to government ministries and agencies (including board memberships).³⁸
- The friendship and support provided by researchers to former university classmates (or in some cases students) when they are in public sector executive positions.

³⁸ Some examples are as advisors to high level officials in the Ministries of Finance, Labor, Industry and Trade and Agriculture and as board members of regulatory commissions affiliated with the competition oversight agency (INDECOPI).

- The interaction between public sector staff who retain teaching positions or linkages to their former academic peer group at a given university.
- The linkages developed by teachers when they worked as assistants in private or public sector agencies, before doing post-graduate work.
- Relationships built up between journalists (print and broadcast media) and certain researchers who are consulted (and often quoted) on various subjects of their expertise.
- Participation of researchers as advisors to certain members of Congress or participation in Congressional committee deliberations on subjects of their research expertise.
- Interactions between researchers and staff members of international agencies and bilateral agencies that emerge either through personal contacts or through involvement in consultancy contracts.

These informal networks are at least as important as any specific measures undertaken to foster the creation of more formal channels for the dissemination of research results.

5. Defining Research Priorities

The question of usage brings to the forefront one of the key issues for a research consortium like PERC: *how to reconcile researchers' desire to do research on subjects of interest to them with the policy needs of the country.* In the three evaluation reports described previously this issue is raised. Developing countries like Peru need to improve the knowledge base from which both public and private decision makers obtain the information they require. Needs as defined by the public agenda do not necessarily coincide with the private agenda of the research groups.

At the final stage of PERC, and as part of the process of developing a strategy for the new CIES Consortium, PERC sponsored a review of the state of economic research in Peru in certain key areas. This study covered the issues of poverty and income distribution, education, health, employment, decentralization, the environment and natural resources, industry regulation, macroeconomic policy and growth, the international economy, and economic indicators. Methodological issues were also covered.³⁹ In this document, the current state of research was summarized (including bibliographical references), and key issues within each subject area were proposed for research. However, there was no discussion of priorities among subject areas, nor even of what specific issues were the most relevant. From the discussion this document produced, according to some of the participants, it was not possible to formulate a consensus on what areas to target.

When there is a wide diversity of research specializations and no central authority to define priorities, it can be very difficult to reach a consensus on a research agenda. In the case of Phase II

³⁹ Now published as Javier Escobal and Javier Iguíñiz, "*Balance de la investigación económica en el Perú*" (Survey of Economic Research in Peru). Lima: Consorcio de Investigación Económica y Social, Diagnóstico y Propuesta, 2000. The version reviewed for this review was a mimeographed document produced in 1998, titled "La economía peruana en el umbral del siglo XXI: tópicos para el debate nacional. Materiales para una agenda de investigación."

some efforts were made initially to create clusters of subjects, but what resulted was little more than an aggregation of interests with some elimination of subjects that fell out of the basic focus.⁴⁰

In the case of Peru, the issue is complicated by the fact that there is no overall policy agenda put forward by either the government or by representative private sector organizations.⁴¹ The disappearance of the National Planning Institute (which never had much political weight), the lack of any focal point for strategic planning in the public sector, and the very short-term focus of the Ministry of Economy and Finance have led to reduced public sector discussion of key issues, especially if they involve long-term impact. The greatest perceived needs have been for quick answers to urgent or emergency questions, best addressed on a consultancy basis. Longer term needs, best addressed through sustained research, have been ignored. This has made it difficult to promote policy-oriented research in the current Peruvian context.

However, the PERC experience allows for some general comments:

- Often the way researchers respond to public or private sector needs is through either their informal network of contacts or through periodic consultancy work that is complementary to their research specializations.
- The extent of interaction depends not only on the willingness of the researchers to respond to articulated needs of the public or private sector organizations, but also on the willingness of these organizations to incorporate the researchers into their policy discussions.
- When there is no focal point in the public sector for defining research needs or priorities (as there is in some countries of the region), then the extent of interaction depends on the creation of a forum for dialogue. A research consortium can take the initiative and invite a select group of public and/or private sector representatives to go over a list of policy issues, thus obtaining their view on the relative usefulness of different research priorities.
- Another option is to invite representatives of public and private sector organizations to participate actively in the leadership of the research group so as to better define user needs.

Lesson Learned: *To define a policy oriented research agenda, it is necessary to create a forum for dialogue in which the research group can interact with research users and obtain from them guidance for setting the agenda. Such a forum could serve as a two-way street, also giving researchers the opportunity to urge that policy makers give greater attention to topics that the researchers deem important.*

⁴⁰ It is also possible that some researchers reformulated their proposals to conform to the definition of a given cluster.

⁴¹ In the case of the private sector the only organization that comes to mind is the Confederación de Empresarios Privados (CONFIEP), but it would probably have great difficulty in defining its own priorities.

G. Capacity Building.

One of the main objectives of the PERC project as specified in IDRC and CIDA project documents was to strengthen research capacity in Peru. It is therefore important to examine this type of effect on the main beneficiaries of the project:

1. *At the researcher level (senior and junior).*

The researchers who received funding during Phases I and II were the main beneficiaries of the project. For many, it made the difference between staying in Peruvian research or academia, and leaving the profession, or even the country.⁴² This was especially the case in the first years of project execution when the working environment was very difficult. This was especially the case in the first years of project execution when the working environment was very difficult.

As the Peruvian economic and security situation stabilized, PERC funding allowed potential researchers who graduated from national or international universities to find a more attractive environment in which to work (with the prospect of obtaining a minimum level of research funding) and therefore to contemplate staying in research-related activities, such as those undertaken by the member centres, instead of seeking alternative non research-related employment. This fostered the incorporation of junior professionals into the research world. How extensive this effect has been is difficult to assess and would require further consultations with each one of the centres.

The interaction with other researchers afforded by the Consortium's activities has also had a positive impact, by exposing researchers to a broader range of research methods and topics, while serving as a proving ground for the researchers' own work. One of the benefits often mentioned was that Consortium events provided a forum in which quite divergent views were exchanged, thus allowing for a better understanding of different viewpoints, even though this might not mean agreement. How much researchers benefited from this interaction depended on various factors, including their participation in Consortium events, their interest in establishing and using contacts, and the appreciation of their fellow researchers of the validity of their work (methodologically and otherwise).

Participation in the Consortium also facilitated professional development of faculty and other researchers by giving them research experience over an extended period of time. Among the 16 respondents to the survey conducted as part of the End of Project Review, all but two responded that PERC had a "High" or "Very High" impact on their research skills. Only slightly less positive results were obtained concerning PERC's impact on the quality of their teaching activities. For many university students, at both the undergraduate and graduate levels (from Peruvian universities), the funding of the member centres allowed them to participate in research activities, usually as part of a team led by a senior researcher, sometimes as a recipient of a small grant. This provided them with valuable experience that helped determine their career path and define their long-range educational goals.

⁴² All 16 PERC researchers who filled out the survey for this Review rated PERC's impact on their motivation to stay in research as "Very High" or "High."

A significant number of PERC researchers do consulting as part of their regular activities. It is difficult to establish if participation in the Consortium fostered this type of income-generating activity or not, but the added exposure it provided probably had a positive effect. This, of course, was a complement to the fact that the research work itself has often led to consultancies in the area of research.

2. *At the member organization level*

While there were clear differences among the research centres belonging to PERC, in terms of their intellectual traditions and recruitment practices, all of them increased their capacity to pursue economic research thanks to funding secured under Phases I and II:

- The two universities complemented their teaching remuneration with research-based income, thus allowing them to retain staff. Research grants effected under PERC provided income at a time when the salaries provided by the universities had fallen far short of basic middle-class living standards.
- Two centres funded most of their economic research through the project. They might otherwise have had to reduce if not eliminate their economics groups.
- For one centre, PERC was one of the main funding sources; this provided a degree of financial stability over a longer-term horizon, and made it possible to retain a core set of researchers and attract new ones (in some cases juniors or assistants who returned as seniors after doing post-graduate work).

In addition the centres perceived other benefits:

- Interaction with other research centres strengthened their research capacity by providing sounding boards for researchers and challenging their work.
- In some cases, the importance given to peer review fostered the adoption of increased attention to peer review processes inside their own organizations.
- Participation in dissemination events and publication in the Research Bulletin provided new opportunities for dissemination of the centres' research work.⁴³
- Interaction of centre representatives with those of other centres in the Steering Committee allowed for an exchange of experiences, especially in areas such as the formulation of a research agenda and management techniques for research-oriented organizations.
- Participation in the CIDA-sponsored course on results-based management and reporting may lead to applications of results-based management at the centre level, or may facilitate results-based reporting on other projects in the future.

Evidence that the centres gained from their experience under PERC emerges clearly from the final reports. A representative sample of comments follows:

⁴³ The Consortium's impact on dissemination was rated as "Moderate" by about nine of the 16 researchers who responded to the End of Project survey, and "High" by the seven.

- PERC allowed the centres to maintain research capability that, without alternative funding sources, would have been lost (CIUP, DESCO GRADE, IEP).
- It promoted interdisciplinary dialogue and other useful contacts among colleagues from different centres, and with decision makers in the public sector (CIUP, GRADE, IEP, PUCP).
- It contributed to increased dissemination of the research results of the centres (CIUP, IEP).
- It had favourable impacts on the quality of teaching (CIUP, PUCP).
- It allowed the research centres to hire research assistants during relatively long periods, leading to the identification of candidates who could be, and in some cases have been, incorporated as senior researchers in the future (GRADE, IEP).
- It allowed researchers from the centres to have a growing role in policy discussion and definition (GRADE, IEP).
- It helped the research centres to define a research agenda (CIUP, PUCP).
- It facilitated contacts with the national and international community (DESCO).⁴⁴

The value of PERC in providing salary supplements that kept faculty in the universities is beyond question. In the early 1990's real salaries had fallen disastrously throughout the Peruvian economy, and the universities were not exempted from this general trend. In 1993-94, full-time salaries were approximately US\$1000 per month at Pacífico, approximately US\$600 per month at Católica, and lower still at most other Peruvian universities.⁴⁵ As many Peruvian professionals were fleeing the country in a world-wide diaspora, so were Peruvian academics leaving the universities. Through institutional loyalty, more than hard-headed maximization, many hung on to a part-time status, teaching a course or two as a supplement to a professional life that had become focussed elsewhere.⁴⁶

During the same period of time, PERC was virtually the only source of research funding available for Católica and Pacífico economists. It was an essential element of the financial package that enabled faculty to stay in the universities. It must be recognized that, despite PERC, several economics professors did leave, particularly from Católica. PERC did not prevent this brain drain from the universities, but it slowed it down.

In more recent times salaries have risen, and funding opportunities from other sources are probably more abundant. Nevertheless, Canadian funding continues to be very important because full time faculty salaries are still below a decent middle-class living standard in all Peruvian universities with the possible exceptions of Pacífico and ESAN. Other funding sources tend to emphasize short-term consultancies, in which the funding agency sets the topic. Thus it becomes difficult for researchers to follow a line of specialization that develops expertise.

⁴⁴ At least one center, IEP, considered that this was a weak aspect of the project since it would have been useful to foster more contact with academics from other countries.

⁴⁵ The cost of living for a middle-class family was not greatly different from what it was in the U.S. or Canada.

⁴⁶ In some cases, economists in the public sector were pressed by their superiors to teach one course per semester, especially at Católica.

At the national level, most other funding sources for policy research are European in origin, and there is some uncertainty about future levels of support. Virtually nothing comes from the United States. At the international level, the Inter-American Development Bank has been an important source of research funding.

In their final reports, all of the centre representatives stated that participation in the PERC Consortium had been a beneficial and positive experience for the research centres and that the funding received had allowed them to maintain their research capability and improve it over time.

3. *At the Consortium level*

An important role played by the PERC project was its contribution in learning to work together as a community of research centres. Initially there was significant resistance to the concept of joining forces. Each member centre tried to retain as much independence and control over its own budget allocation as possible. In the second phase of PERC, more effort was placed on joint activities and on forming certain clusters of research activities. As the member centres became accustomed to the joint approach, resistance decreased.

Decision-making through the Steering Committee (later facilitated by a Coordinator in Phase I and the Executive Secretary in Phase II), favoured consensus, and the lack of a common vision led to prolonged discussions. However, as time went on familiarity between the researchers of the centres and their leadership tended to facilitate decision-making. This trend moved the group toward greater appreciation of the Consortium. Meanwhile, the Consortium was being increasingly appreciated and recognized in the broader research community, as a result of joint activities open to third party representatives, such as the Annual Conferences, or the training activities under the SPEAL project.

This gradual consolidation of the Consortium made it much easier to conceive of its expansion and metamorphosis into CIES at the end of Phase II, although the transition was not an easy one. Member organizations were content with the Consortium's position in the community of academic research and saw no major reason for opening it to new members or extending its scope. From a position of initial resistance to the very concept of a consortium, the centres' position had changed to one of comfort with the status quo. It took IDRC and CIDA a significant effort to convince members of the potential benefits of what ended up being the new CIES Consortium. The change from a friendly and comfortable "club" with relatively limited responsibilities to that of an openly competitive and institutionalized organization was difficult to accept.

Lesson Learned: *The PERC project sowed the seeds for a new way of organizing research in Peru, but also sowed seeds of resistance. It required outside leadership to move the institution forward.*

4. *Impact on university teaching and general effects on research capacity*

PERC had important secondary effects on capacity building, since most of the researchers that it supported were also university teachers, including many of the researchers associated with GRADE, IEP and DESCO. By contributing to increased capacity at the teacher level, the Consortium had a longer-term effect on capacity through its impact on the quality of academic training.

As we have seen, PERC played an important role in retaining or attracting new staff in the member organizations. Unless research somehow distracted university staff from their teaching duties, faculty retention must have been of obvious benefit to students.

Evidence of PERC publications in university syllabi

The Consortium also provided opportunities for enrichment of teaching through the research production of PERC, which provided extensive new materials on the Peruvian economy. However, the Consortium's impact on teaching methods is difficult to assess. One would expect to see this impact in syllabi and reading lists, and a review of the available material does show a certain impact. However, while material produced under PERC auspices are to be found on certain reading lists, the number of references, and the frequency with which they appear on the reading lists, is less than expected. Information in this regard comes from a detailed examination of reading lists for undergraduate economics courses in three of Lima's universities: the Católica, the Pacífico and San Marcos.⁴⁷

The review of reading lists at the three Lima universities produced the following impressions:

- Intellectual standards of Peruvian universities are very high. The courses were, in general, high-powered and mathematically demanding, with up-to date bibliography, much of it drawn from recent articles in US professional journals. At times it was difficult to accept that these materials were for undergraduate courses. These standards explain why top graduates from Católica and Pacífico have done well in top graduate schools throughout the world.
- As part of these high standards, there was clear expectations that students could read English.
- The curricula are, in general, very theoretical and not very empirical. This is not entirely inappropriate. Good economics requires a solid theoretical base, and it should not be surprising to see many core courses in theory and econometrics lacking empirical component. At the same time, it would not be out of place to include empirical content, particularly in econometrics. What better way to teach a technique than to show how somebody has used it.
- The upper level applied or "field" courses are where an empirical Peruvian component would most likely be evident. Among such fields are international economics, agricultural economics, labour economics, environmental economics, industrial organization, public finance, social policy, project evaluation, health economics and education. Sectoral courses in industrial, mining, and fisheries economics can also be found. In these areas, some courses had an empirical Peruvian component, including PERC-produced materials, and some didn't. Evidently it depended on the instructor.

⁴⁷ Valuable assistance was provided in this effort by Angela Ruiz-Uccelli and by the many faculty and departmental administrators who lend copies of their reading lists. Access to the Católica's reading lists was facilitated by their availability on the department's web page (www.pucp.edu.pe/~economia). The analysis of reading lists will be developed more fully in the report by Shane Hunt on the market for economic research in Peru.

- Courses in economic history had an abundance of Peruvian materials. They were generally taught by historians, not economists.
- In some areas, a stronger empirical Peruvian component could easily be incorporated into courses. Among these were: international economics, industrial economics, and project evaluation.⁴⁸
- An almost complete lack of Peruvian texts was noted. To be sure, relatively few economics texts have been written by Peruvians, but a major effort was made in this respect in the early 1990s at the Universidad del Pacifico, funded by USAID, so as to give a Peruvian empirical content to teaching. Most of the texts developed as part of this effort were in business fields but two were in economics: on open economy macroeconomics and on agricultural economics. According to the reading lists reviewed, the former was not being used, the latter only in a few select cases.
- Although some effort has been made to incorporate Peruvian materials, there are virtually no references anywhere to studies dealing with other Latin American countries.
- The Peruvian references that are included are often peripheral to the main orientation of the course. It seems reasonable to suppose that instructors would be very interested in using good overview articles, but such articles don't exist.⁴⁹ It is very possible that so few examples of Peruvian materials show up on reading lists because faculty don't find materials that are really useful for pedagogical purposes.
- The reading lists at San Marcos include fewer references to Peruvian materials in most courses than did those of Católica and Pacifico. However, the courses in environment, agriculture and labour, included substantial coverage of Peruvian materials in all three universities.

Lesson learned: *Although much of the material produced under PERC may be too specialized to serve as course material, there is a clear need for more empirical material in Peruvian university syllabi. The Consortium could play a role in helping to fill this gap.*

University teaching in the Provinces

One way that the Consortium contributed to capacity building was through the organization of special studies dealing with the teaching and research environment in Peru. One of these bore on the quality of economics training in the Provinces of Peru (i.e. outside of Lima).

As part of the preparatory work for the organization of CIES, PERC's Steering Committee commissioned two researchers to prepare an overview of economics teaching in Peru's provincial universities. This study includes a diagnosis of the situation, the quality characteristics of the

⁴⁸ However, it is possible that the professors covered Peruvian materials in these fields without including readings in the reading list.

⁴⁹ To give some illustrative examples, such articles might deal with topics like commercial policy, labor policy, agricultural policy, etc., summarizing developments over the last 10 or 20 years.

education, and the main problems faced by the provincial universities.⁵⁰ Of the 36 universities in Peru which have economics faculties, only 11 are in Lima while 25 are located elsewhere in the country. The report stresses, among its conclusions, that the economics faculties are very heterogenous in nature; while some stress administration and accounting, others are more related to the social science, humanities and even engineering areas.

Another significant difference exists between the private universities (mostly Lima based) and the rest, especially the public universities in provinces. The former have a much more modern infrastructure (i.e. access to internet and computer support systems, libraries, teaching aids) than the latter. There are also significant differences in key aspects such as the credit load required for graduation, post-graduate degrees (of a sample of 225 only 16 had such a degree) and content of the courses.

The report concludes that the level of education in the provincial universities is usually of lower quality than in Lima's universities (with some notable exceptions) due to three main factors: the inadequacy of basic infrastructure, insufficient academic training of the teaching staff, and lack of access to library resources, or even to professional books and articles of any kind.

Despite sporadic efforts to give preferential treatment to provincial universities in various programs over the years, the impression one takes from the Gonzales-Glave study is one of great intellectual isolation, even abandonment.

***Lesson Learned:** There is a need for the Consortium, or for some other similar organization, to introduce programs to improve the standards of education in the field of economics at the provincial universities.*

Gender Issues

As part of its efforts to build capacity on gender related matters, the PERC consortium financed the preparation and publication of a study prepared by three national researchers on economic research on gender issues in Peru.⁵¹ The study stresses that this research topic has not been as well covered as some other current economic issues under debate in Peru. This appears to be the case both in Consortium member centres and in other research groups. More work seems to have been undertaken from the view point of other social sciences (especially sociology). However, there are more studies being undertaken recently with emphasis on the situation of women in areas such as labour participation, income differentials, education, and the role of women in the household. The study proposes an agenda for future research.

Approximately 25% of the senior researchers involved in PERC research projects were women. This proportion was highly variable across research centres: at one end of the spectrum, we find that 8

⁵⁰ See Enseñanza de Economía en las Provincias del Perú (The Teaching of Economics in the Provinces of Peru). Efraín Gonzales de Olarte and Manuel Glave Testino. Lima: Consorcio de Investigación Económica, Investigaciones Breves 12, 1999.

⁵¹ See: "Cecilia Garavito, Maria Elena Vattuone, and Fortunata Dolorio, La Investigación de Género en el Perú, Investigaciones Breves, Consorcio de Investigación Económica, Lima, Peru, 1997.

out of 11 research projects in CIUP included women researchers; in IEP, the ratio was two out of six; in PUCP, one out of eight; at the other extreme, no women at all participated in any of the DESCO or GRADE projects.

During Phase II women participated in the Steering Committee occasionally as substitutes for the principal representative.⁵² During Phase I, the Executive Director of GRADE and member of the Board was Patricia Arregui and during the last part of Phase II Cecilia Blondet was the designated Executive Director at IEP.

Capacity building in environmental economics

As we saw earlier, one of the outputs of Phase II was the organization of a number of courses in environmental economics, in which 387 participants were trained. The Consortium also produced three books in the area of environmental economics, for use as guides to research or as readers in the teaching of environmental economics. These books are listed in Annex IV, and represent an important contribution of the Consortium in this area of economic research and teaching.

Other contributions

The Consortium contributed to capacity building in other ways as well. For instance, the participation of some researchers from other centres in the Conferences and seminars sponsored by PERC facilitated a more extensive interaction with other research entities. The same can be said when specialists from other centres were used as referees or commentators of papers prepared by Consortium researchers. Finally, let us recall that numerous researchers and academics benefited from the SPEAL training program mentioned earlier.

III. PERFORMANCE ASSESSMENT

In the following pages an assessment of the **performance of the actors** involved in PERC research is presented, as well as a review of the main processes and procedures that developed as part of PERC management. While some of the information may be repetitive with respect to the previous chapter, it is useful to review some of the key issues from the viewpoint of performance.

A. PERC Management and Organization.

The PERC Consortium organization consisted of:

The Steering Committee, which met regularly to decide on key issues of project implementation. One of the members presided over each meeting.

The Executive Secretary (formerly called the Coordinator), who was responsible for managing joint activities and for coordination among the centres.

⁵² Marta Rodriguez substituted for the principal representative of CIUP once, as did Carolina Trivelli in the case of IEP. Patricia Arregui attended in representation of GRADE.

The individual research centres, which were responsible for their research program and the use of the financial resources transferred to them under contract with IDRC.

The researchers, who were responsible for developing their research proposals and executing their research projects accordingly.

One of the centres was designated as the Coordinating entity and signed a contract with IDRC covering the responsibility for the execution of the joint activities. Initially GRADE implemented this function. During the second phase DESCO, by common agreement with the centres and IDRC, took over this task. The coordinating centre provided the infrastructure housing the Executive Secretary and several administrative services (bookkeeping, payments, personal issues, etc.) for which it received a service fee.

A review of the performance of each of the main actors is presented in the following paragraphs.

1. *The Researchers*

The responsibilities of researchers varied depending on the centre to which they belonged. In some cases they had to compete for resources, while in others resources were basically assigned by the governing board of the centre. When there was a competition, participation was a decision of the researchers, who were responsible for preparing and presenting their proposals to the selection committee. Once researchers were selected by their centres, they had to present their proposal to a peer review process coordinated by IDRC, adequately address the issues raised, and initiate the research process. Work in progress was sometimes presented for peer review in small working groups. The final product was the responsibility of the researcher. Publication depended on the review and referee process which each centre had established. Apart from the summary versions occasionally included in special issues of the Bulletin, the Consortium played no role in publications decisions with regard to Consortium funded research.

The honorarium accorded to each researcher was established by the centre according to guidelines defined by the contractual terms of the project budget as well as the centre's own internal definitions.⁵³ Payment was usually tied to certain procedures of each centre (benchmarks for products, regular salary complement) but payment was not held up by the centre for lack of an adequate final product.

The researchers' performance can be assessed in terms of both quantity and quality of the research produced. There were few instances of research grants that resulted in no study being produced. As shown in Annex Table A3, there are no instances in Phase II of projects yielding no research output whatsoever. Reliable information of the same sort is not available for Phase I. In those instances where project outputs were inadequate, the situation caused difficulty for the Consortium, because it revealed that an agreed policy for dealing with such an eventuality was lacking. Nevertheless, these much-discussed cases should not obscure the impressive amount of output produced by PERC researchers.

⁵³ These could take into account teaching load, other research projects under execution, other work load, time off for consultancies, etc.

As shown in Table A2, the two phases of the PERC project yielded a total of 120 publications in the form of books, working papers and articles by the research centres. To this can be added a large number of unpublished papers (155 in phase II). Then, there were the publications produced as part of the Consortium's joint program of activities. These included 30 issues of the Research Bulletin, three books produced as part of the sub-program on environmental economics, 13 small books resulting from the small grants program or from contract research, one book published by PERC even though the research did not benefit from PERC funding, and one book which included some articles from PERC projects in addition to research from other sources. The quantity of research output generated by the project was thus quite impressive. Lists of all of these publications are provided in Annex IV.

With respect to research quality, evaluative criteria are more elusive. Quality has many dimensions, some of which were discussed in the research quality section above. For the sake of brevity, only three quality dimensions will be covered here: policy relevance, the use of sophisticated techniques, and a simpler but no less demanding assessment of methodology which can be titled rigour and polish.

Consortium sponsored studies cannot be faulted on the question of policy relevance because virtually every topic derived from a policy issue that had recently been in debate, either among policy makers or in public discussions.

In general, the topics did not derive from issues raised in the international literature in economics. Peruvian economists have been in touch with that literature as readers but not as contributors. A corollary to this is that the methodological techniques employed by most studies would be judged rather unsophisticated by international standards of more developed countries which generally require that the internal consistency of an argument be demonstrated with mathematics. However, we hesitate to be critical of PERC research on this criterion. If sophisticated technique proves useful, particularly in econometric work, so much the better. But any study is acceptable if it policy relevant, albeit methodologically unsophisticated, provided that it is still reasonably rigorous in its reasoning.

This brings us to the third dimension of quality: rigour and polish. If lacking the backbone of mathematics, a good non-mathematical study must rely on careful verbal reasoning, buttressed by some of the expository techniques reviewed in Box IV above. By this standard of quality, which is simply a request for good expository writing, many Consortium-funded studies have been entirely acceptable. But many have not. Many studies give the impression of being first drafts which for some reason also turned out to be final drafts as well.

This criticism should be put in perspective. Compared to the Peruvian economic research output of earlier decades, the production of the 1990's era of the Consortium is probably of higher quality in every way. Furthermore, during this decade of the 1990s, the research studies produced in the Consortium with PERC funding were probably the best being produced in Peru. Still, seeing the very impressive intellectual standards of the Consortium institutions, it is important to ask how the less good studies came to be produced.

At least three reasons can be identified. The first is economic necessity, which pushes researchers into excessive dependence on short-term contract work. In such an environment, time constraints

dominate quality considerations. The second is weakness in the peer review process at the early stages of project development, as noted earlier. The third is the absence of a final approval process that could push the researcher into applying the final polish required to turn a first draft into a final draft.

So, if the final product was less than what might have been, this was possibly not the fault of the researchers, who were simply responding to the incentive structure within which they worked. They did their job and produced a product. If quality was less than it might have been, the question is why the research organizations did not establish the appropriate incentives to overcome this deficiency.

2. *The Research Centres*

Each research centre was responsible for its own research agenda and policy, for the internal distribution of resources, and for any supervision of the research process, including quality control. It also had its own dissemination policy (implicit or explicit) to which the joint dissemination activities usually acted as a complement. Policy on research varied significantly between centres depending on factors such as the reasons for engaging in research (the contribution of research to improved training capacity, and its relation to promotional or advocacy roles), their staff configuration (keyed on economic research or not), and the type of research funding available to the centre (project-dependent or diversified funding), among others.

Participation in PERC allowed representatives of the centres to have a greater degree of contact with other centres, therefore creating an environment where cross-fertilization was possible. It is difficult to assess how much cross-fertilization actually occurred, although at least one centre stressed the importance of this benefit in its final report (PUCP Final Report, p. 1). Much depended on the degree of openness of each centre to the ideas of other centres, on the standing of representatives to the Steering Committee in their own centres (opportunity for influence) and on their capacity to transmit these ideas. The heterogenous nature of the group of centres may have been both beneficial and detrimental to cross fertilization, diversity being at once an opportunity to learn from other settings and experiences, and a complicating factor in the sharing of experiences.

It is interesting to note that both of the coordinating centres, first GRADE and then DESCO considered that their involvement in this function was beneficial, since it allowed the centres greater interaction with the other members of the group. When GRADE was hosting the Consortium, its Executive Director was significantly involved in managing the program with the support of the Coordinator.⁵⁴ In the second phase, when the coordination passed to DESCO, the Executive Secretary took on a greater role in the management of relations between the member organizations for the execution of the joint activities.

The performance of the PERC research centres may be assessed according to the following criteria:

⁵⁴ Among the criteria that influenced GRADE in transferring this responsibility to DESCO was the consideration that the function of coordination by its Executive Director was a time-consuming one which restricted the execution of other responsibilities, including her own research program.

- Did they recruit the best researchers available to their staff so as to make them eligible for PERC research awards?
- Did they provide adequate support facilities to their staff so as to encourage high research productivity?
- Did they provide a lively and supportive intellectual environment conducive to improving skills and developing ideas?
- Did they provide incentives to encourage excellence in research quality?

These criteria are discussed in turn in what follows.

With regard to the first point, recruitment and promotion of research staff, the cases of the independent research centres and of the universities are rather different. The independent research centres have no means of paying permanent salaries. All research staff have been obliged to subsist on project funding. This means that the independent research centres have not been greatly afflicted by the principal personnel dilemma of any organization: How to reconcile the personnel goal of providing secure long-term contracts with the need to renovate staff and keep it up to date and productive. The dilemma has been avoided by the financial infeasibility of secure, long-term contracts. Instead the dilemma has become how to recruit promising young researchers and support them for a limited period of time until they can develop research reputations that will enable them to generate their own financing. All three independent research centres that participated in PERC have attempted this, some more successfully than others.

All, however, face daunting competition from elite public sector organizations such as Osipitel, Indecopi, the Superintendency of Banking and Insurance, as well as elite consulting firms (such as Apoyo and Macroconsult), various offices of international technical cooperation, and the various companies of Peru's burgeoning financial sector. In general, member centres of PERC have difficulty competing with these sources of employment in terms of financial remuneration alone, although they do offer other nonpecuniary benefits (especially for the research-oriented person).⁵⁵

By contrast, the universities do have permanent positions to offer and therefore face more serious challenges of recruitment and promotion policies. The record in this respect appears to be mixed. On the positive side, both universities take great care in evaluating a candidate's academic credentials at the time of initial permanent appointment (*nombramiento*). There are however, two other aspects of personnel policy that are less positive.

One aspect is that, with very few exceptions, both universities consider for employment only their own graduates. Católica and Pacífico are not unique in this respect. The same pattern of closed recruitment can be seen, for example, in San Marcos and Universidad de Lima.⁵⁶ At least it can be said that with Católica and Pacífico their own graduates represent a recruitment pool of considerable

⁵⁵ Often the members of these centres are involved in research projects with international financial institutions that provide not only for additional income but also interesting future possibilities as consultants or even as members of their staffs.

⁵⁶ These are the only universities that were examined, by a review of their web pages. The web pages of the Universidad Agraria, San Ignacio de Loyola and Universidad de Piura, lacked information on faculty.

talent. This point is, however, insufficient to justify recruitment traditions that appear outdated given that there are alternative options available at the present time.

The other aspect is that, once the faculty member secures a permanent appointment, personnel review effectively ceases. There are promotions to higher levels on the academic ladder, but the salary structure is so compressed that such promotions have little financial significance. Nor is there, as far as information is available, any periodic review of faculty performance that is tied to any system of incentives or rewards. In the case of Católica, these shortcomings are perhaps less important because salary levels are lower and faculty are under greater pressure to find supplementary income through contract work. This puts them in a situation not radically different from that of researchers in the independent centres.

From the above, it is possible to conclude that the recruitment and promotion policies of the member centres are, for the most part, not well developed. However, this shortcoming has been largely masked by the instability of employment opportunities and the need for most researchers to stay constantly in the market. These centres have assembled a good group of researchers. If they have missed out on recruiting some of the very best, it has been because of their inability to offer salaries that can compete with other sources of professional employment.

With regard to the second criterion, adequate support facilities, the record appears to be quite good. Offices are not ample, but they are adequate. Computer facilities are generally good, and support staff competent. Library facilities are better than they used to be, and are aided by the flexible interlibrary loan system that now exists among Consortium member centres. Research assistants generally need to be funded in a project, but funding sources do exist and the undergraduate and graduate students that are recruited are conscientious and competent.⁵⁷

Third, with regard to the creation of a lively and supportive intellectual environment, the centres have also done well on this criterion. Seminars are going on all the time at the various centres. That so many PERC projects included more than one researcher is evidence that colleagues are talking to each other and sharing ideas. What is less clear is how much colleagues effectively read and comment each other's work. But if openness is part of liveliness in an intellectual environment, it can be said that the environment is livelier than it used to be. The ideological rigidities of the left have largely been dissolved by globalization and by the dominance of liberal economic concepts,⁵⁸ and former adversaries can now puzzle over regression coefficients together. In general, member centres should get high marks for the quality of the intellectual environment that they provide.

Finally, with regard to incentives for encouraging excellence in research quality, the record is more mixed. The starting point has been the use of peer review processes. Most centres require that papers pass through an internal review process before being published in one of the series issued by the centre, even in the discussion paper series. Such review involves a careful reading by two or even three colleagues. The problem with this process, is that the principal effort takes place when the

⁵⁷ Recruitment of student sometimes depends on contacts established in class or through recommendations of teaching staff linked to the research centres. Some students tend to gravitate towards those centres with the best reputations, or where there are research areas of interest to the student.

⁵⁸ The ideological rigidities of the right may, however, have been reinforced by these same developments.

work is essentially complete, and major modifications are unlikely to be elicited from the authors. There is probably too little peer review at early stages of a research project, when the biggest influence can be wielded. This is a shortcoming that Peruvian research centres share with similar organizations throughout the world.

Other incentives can be either psychological or financial. By the former, we refer to the professional recognition that all professionals seek. For researchers in the member centres, esteem not only brings its own reward, but also enhances the prospect of future research and consulting work. The problem is that reputation is probably more effectively enhanced by oral presentations in conferences, and perhaps also by participation in public debate in the media. In such a context, knowledge of the subject matter is more important than a finalized version of papers that few people will actually read. A number of researchers reported that it was important to get past the internal peer review and to have the research issued in the relevant discussion paper series of the corresponding centre. Beyond that, there was little reward or recognition for further polish that would qualify the study for publication elsewhere, either in Peruvian journals such as *Apuntes (Pacífico)* or *Economía (Católica)*, or in foreign journals.⁵⁹

As for financial incentives, it is only in the universities that it can be considered that researchers receive a regular salary, and there, salaries are generally not linked to either research productivity or teaching evaluations. Building incentives into the research system is a complex task. Withholding payments pending approval of the written work done up to a given point in the project is one option that can be applied at different stages of the project cycle: at the beginning, in relation to a satisfactory work plan; mid-way, in relation to submission of a satisfactory mid-course report; or at the end, pending submission of a satisfactory final report. Different centres might decide to apply different combinations of incentives, or it might be possible to agree on general guidelines for the Consortium as a whole. *In general, it appears that the Centres (and the Consortium) had a rather loose (but generally accepted) policy that there was no close linkage between completion of a research project and financial reward.* This also meant that there was no close linkage between quality control mechanisms and financial incentives because there were few controls at earlier points in the research process, either.

In the end, this problem was left to the attention of each Centre. Although the release of funds was sometimes linked to handing in a “finished” product, then it was up to the Centre to define that product. This approach was much in keeping with the general approach of “together but separate” that characterized the whole research process. Since PERC did not define criteria as to what constituted an acceptable product, and did not establish instruments for controlling and sanctioning the work of the Consortium, there was no reason to expect that incentives and/or quality control systems would work in any particular and desirable direction. Whether IDRC and CIDA can be faulted for not insisting that such instruments be established in a moot point, because any such system would have met with resistance. The culture of quality control by peers is not one which was prevalent in Peru when the project was developed.

⁵⁹ The lack of a recognized national economics or social science journal may be one of the weaknesses of the system. Publishing abroad is not a viable option to some researchers because of the language barrier in some cases, and because of the high level of time and effort required to polish the papers to international standards.

Lesson Learned: *For future administration of research funding it would be best to include in project design the quality control mechanisms and the linkages that these would have to funding, including hold backs or similar instruments.*

3. *The Steering Committee*

The Steering Committee, comprised of representatives of the five centres, was the key coordinating body of the Consortium. The joint activities were defined at this level, as were the mechanisms by which the Consortium interacted with its environment (other centres, public sector, media, etc.). The Presidency of the Steering Committee was rotated among its members approximately every six months, the selection being made by the Committee itself.

The Committee met often, as the following data testify. From 1994 to 1997, a period that covers most of Phase II, the Steering Committee held the following numbers of meetings:

1994	8 meetings (from July onward)
1995	6 meetings
1996	7 meetings
1997	7 meetings

The Committee dealt with a range of topics (see Table 6). If the inclusion of a subject in a meeting's agenda can be considered an indicator of where the Steering Committee focussed its work, we can see that the execution of joint activities and the definition of certain administrative matters took up most of the attention of the Committee. The subject of the research agenda is less frequently represented.

In general, from the interviews held and the available information, the following observations can be made:

- The Steering Committee was the main forum for discussion of the joint activities and the position of the members with respect to subjects of common interest (e.g. participation in the SPEAL program, invitations to participate in conferences, etc.).
- The Steering Committee facilitated interaction among its members, and the rotation of representatives from each centre to the Steering Committee caused a wider circle of researchers to become acquainted with their peers in other centres of the Consortium.
- There was a clear appreciation that each member centre had a wide ranging latitude for the use of the resources assigned to it.
- The decisions of the Steering Committee were taken by consensus. This sometimes led to lengthy debates on issues where there were divergent views. In these cases often the President of the session had a key role in attaining a resolution.
- At no time did the Steering Committee seriously consider applying for alternative funding sources.

During 1998, the Steering Committee dedicated much of its efforts to preparing and presenting the position of its member centres on the proposal for renewed funding from IDRC and CIDA. This led to the preparation of studies which helped define the characteristics of the new Consortium.

However, the group as such was not able to propose a viable project proposal based on the criteria submitted to it by IDRC representatives. This reflected the differing views of the centres on the Consortium's future and the difficulty of accepting a model signifying reduced privileges for existing members.

Table 6

TOPICS COVERED IN PERC STEERING COMMITTEE MEETINGS*

I	<i>Research Agenda</i>		12
	<i>Defining agenda</i>	6	
	<i>Peer review</i>	3	
	<i>Small projects</i>	3	
II.	<i>Conferences, Seminars, Workshops</i>		44
	<i>PERC events</i>	20	
	<i>Annual Conference</i>	(15)	
	<i>Internal workshops</i>	(5)	
	<i>Other research events</i>	11	
	<i>Participation in Macro network</i>	(4)	
	<i>Participation in other seminars (as consortium)</i>	(7)	
	<i>Environmental Committee matters</i>	7	
	<i>SPEAL</i>	6	
III.	<i>Institutional Matters</i>		27
	<i>Advisory Committee</i>	7	
	<i>Dissemination and publication</i>	3	
	<i>Mid-term evaluation</i>	5	
	<i>Bulletin</i>	3	
	<i>Phase III</i>	6	
	<i>Gender study</i>	2	
	<i>Internet home page</i>	1	
IV.	<i>Administrative Matters</i>		18
	<i>New President or Committee members (partial)</i>	7	
	<i>New Executive Secretary</i>	1	
	<i>Visits by IDRC</i>	2	
	<i>New contracts, centres</i>	1	
	<i>Report to IDRC</i>	1	
	<i>Final Report PERC I</i>	1	
	<i>Visits by CIDA</i>	2	
	<i>Salary Executive Secretary</i>	2	
	<i>Annual reports</i>	1	
VI.	<i>Others</i>		8

*Compiled by the authors on the basis of the minutes, made available by the Executive Secretary.

4. *The Executive Secretary*

The position of Executive Secretary, initially titled Coordinator, was created in Phase I. Its duties included the coordination and budget management of joint activities, and looking after the dissemination efforts of the Consortium. In Phase I, the Coordinator had limited autonomy, and the position could be viewed as a form of administrative support to the Executive Director of GRADE, who assumed a significant coordinating role as the head of the organization contractually responsible for the joint activities component.

When Phase II began, and the counterpart function shifted to DESCO, the Executive Secretary took on wider range of responsibilities, including the following:⁶⁰

- To act as Secretary for the Steering Committee and prepare the minutes.
- To develop and propose the Consortium's program of joint activities.
- To coordinate joint activities in support of PERC's research program (peer-review system, working groups, seminars on work in progress).
- To administer the small grants competition.
- To organized conferences and seminars, including support for the SPEAL program. (Specific tasks depended on the extent of the organizational support provided by the member centres that hosted the conferences.)
- Publication of the Bulletin and preparation of an introductory summary for each publication.
- Supervision of all financial and budgetary matters.
- Preparation of periodic reports to IDRC in accordance with the contract between DESCO and IDRC.

The creation of the position of Executive Secretary facilitated the administrative coordination of the Consortium. It was a positive step derived from the experience of the PERC program. It enabled the counterpart organization to meet its administrative responsibilities and supported the work of the President of the Steering Committee.

Lesson Learned: *The existence of a secretariat to coordinate the execution of the joint activities of a research consortium, facilitates the development and implementation of a given program of activities.*

5. *The Advisory Committee*

One of the innovations of Phase II was the creation of an International Advisory Committee whose principal function would be to work with individual researchers and provide advice on any facet of the research process that could aid researchers in improving the quality of their work and assist in professional development. These facets included research design, methodology, and bibliography.

⁶⁰ This coincided with a change in personnel, since the first Executive Secretary decided to stay in GRADE as the manager of that organization. In Phase I, the person who served as Coordinator provided support to GRADE as well as to the Consortium

Members of the Committee were selected with approval of the Steering Committee. In its most active period it consisted of five economists, one each from Argentina, Chile and Canada, and two from the United States.⁶¹

Each international advisor was matched with 3 or 4 researchers who had received project funding from PERC through one of the member centres. The advisor was asked to read and comment in writing on drafts that were sent to him, and to attend an annual conference in Lima, at which time each advisor would make a presentation and meet with Peruvian researchers and discuss their work. The international advisors were also asked to read and comment on project proposals that were presented in subsequent funding rounds.

The results were mixed. In some instances researchers benefited greatly from working with the international advisors. They learned new techniques or had access to additional bibliography and were positive about the experience. In other cases the match was less felicitous. In most cases the advisors made contact with the researchers after the project was well advanced and the researchers rather set in their basic approach to the project. In such circumstances, the advisor could have only a marginal effect on the quality of the outcome.

Furthermore, it was a source of frustration for some international advisors that they never met as a group, with each other, with IDRC representatives, or with the managers of the Consortium in Lima, to be able to exchange ideas about the research projects they were advising, or about other aspects of the Consortium's organization that might have concerned them. One year, a meeting was held with the Steering Committee, but the opportunity was not deemed appropriate to make critical comments about particular researchers or even to ask probing questions about organizational matters. The following year, even this meeting was dropped from the agenda. It was also perhaps a source of frustration that some international advisors did not deliver on promised comments. When this occurred, there was virtually no follow-up from IDRC.

Another difficulty concerned the lack of feedback to the Advisory Committee concerning the nature of follow-up to its recommendations on research proposals that it reviewed. The impression that was created was that the advisor's opinion had only a limited role in the decision to fund a project.

On the basis of this experience it can be stated that an International Advisory Committee was potentially a good idea, but that IDRC, the Executive Secretary and the Steering Committee did not make as good use as they might have of this resource.

6. IDRC

For the most part, Phase II was a rather straightforward affair that did not require much day-to-day involvement by IDRC. IDRC monitored the project and provided CIDA with the information it required. The strongest point of IDRC's involvement was the leadership it provided during the discussion phase on the future of the Consortium under what was to become the CIES project. Earlier, IDRC was instrumental in organizing the Advisory Committee, and provided its own comments on proposals and documents.

⁶¹ One of the authors of the present report (Shane Hunt) was a member of the Advisory Committee.

Greater effort would have been advisable in three areas:

- The process of initial review of proposals could have been strengthened, had IDRC more strenuously insisted that recommended revisions be made before funding was assigned.
- IDRC should have developed more complete and accurate performance indicators, produced on an ongoing basis, to measure the extent and impact of the activities undertaken under both Phase I and Phase II.
- IDRC could have provided for more interaction with Canadian and other international researchers by directly fostering exchanges between the research centres in Peru and Canadian or other Latin American academic centres.

It would also have been useful had IDRC introduced a more sophisticated type of results-based reporting from the Centres. This would have induced them to review their own performance on an ongoing basis, and would have increased accountability for performance.

B. Management of the Research Process

The project operated according to a series of procedures for managing the research process. The following paragraphs discuss the main issues relating to that process.

1. Project identification, selection and design

In Phase I, each centre retained total independence over the identification and design of its research agenda and over the selection of research projects or researchers for support.

In Phase II, each centre developed an initial proposal of subjects to be covered, which IDRC and the centres then attempted to cluster by general subject areas, to foster greater interaction and complementarity. This met with a measure of success, as the centres adjusted their agendas to the concept of clusters. However, some of the proposals were just reworked to give the appearance of fit with the clusters, especially in the first round of project funding. Greater efforts were made in the second and third rounds, as the centres came to appreciate the benefits of complementarity among projects that the clustering approach encouraged. This was particularly the case in the two universities where the selection of proposals was in line with the core subjects of the clusters.

The introduction of a peer review mechanism for proposals tended to improve the design of the research undertaken, when researchers accepted and adopted the comments provided to them. However, it appears that the researchers did not accept the comments in all cases. As has been mentioned previously, there was no rigorous process to determine if comments had been taken into account, and no system of sanctions if comments were ignored. This is not to suggest that all comments were always and necessarily sound. However there should have been a mechanism to ensure some sort of response to all comments received.

Lesson Learned: *When proposals are reviewed by referees, a system should be adopted to create incentives for researchers to adopt the suggestions made to them or to explain the*

reasons for not adopting them, or to face sanctions. In particular, proposals should not be funded until a satisfactory response has been obtained.

2. Quality control

Quality control occurred at two levels. The first was that of the centres themselves. Quality control at this level depended on internal policy and was not subject to Consortium rules or control. It is doubtful that a joint approach or set of rules would have been acceptable if it *had* been proposed.

The second level was achieved through the joint activities of the Consortium. Various procedures were used for this, as follows:

- Presentations of on-going research to working groups were organized and coordinated by the Executive Secretary. These allowed researchers to present their work and obtain feedback from peers in different research centres. This approach worked relatively well in some cases, but in other cases, participation was weak, or participants were insufficiently critical.
- Presentations of research papers were organized, in the context of conferences and seminars. In many instances comments were provided by persons designated for that purpose.
- At mid-term, and at the end of each project, the Executive Secretary organized peer reviews of the results. These reviews served as a filter for the publication of research results, for example in PUCP (PUCP final report, p. 3).
- Summary research results from the best papers were included in the Research Bulletin; issues 24 to 28 and 38 were the main ones to serve this purpose for Phase II. The *Coyuntura* series of the Bulletin also presented an opportunity for research groups to disseminate their results. Opportunities of this sort gave researchers an incentive to improve the final written versions of their research.

These procedures, while in general conducive to improved quality over what had been the case in Phase I, could have been improved if the effective method of refereeing that was adopted had been combined with some form of sanction (such as non-payment), or incentive (such as support for publication of the results), in order to ensure that referee comments were listened to and that the study had received an adequate final polish.⁶²

The creation of the Advisory Group as a peer review instrument was valuable to many Consortium members. The use of national resources, and when available, other international resources, was also of assistance. However, there seems to have been some difficulty finding referees in some cases.

Lesson Learned: *It might be possible to increase the efficiency of the peer review process by establishing a roster of people in Peru and abroad who could act as referees, organized by subject area. One of the procedures used under Phase II was to offer a modest*

⁶² The Morales evaluation report came out very strongly in favor of quality control mechanisms and had an important influence in the greater acceptance of the described procedures during Phase II.

honorarium for reviewers. This approach seems to have worked well, and could be expanded to recruit reviewers from other countries in the new Consortium.

3. Use of Financial incentives

As a rule, the Consortium did not use financial incentives or retention of payments as instruments of quality control. The exception is the requirement by IDRC that revisions be done to proposals in response to comments by the Advisory Committee before payments could be released to the Centres. As we have indicated earlier, we do not know how rigorously this policy was pursued. IDRC also used retention of payments or of part payments pending receipt of adequate progress reports or financial reports. As far as is known, the individual centres did not suspend or withhold payments to their researchers in cases where a given project financed by PERC was not adequately finalized.

4. Promotion of collaboration and mutual learning

The Centres' increased knowledge of each others' capabilities, areas of concentration, and dissemination efforts was an important by-product of the Consortium. The implementation of the joint activities, especially the working groups, internal seminars, and conferences, allowed for increased knowledge of each others' work, and promoted mutual respect, if not necessarily agreement. This point was mentioned by many of the participants in the Consortium's research efforts.

It is difficult to gauge to what extent greater inter-centre collaboration was promoted by the Consortium. However, one clear example was the initiation of advanced courses in macroeconomic policy offered jointly by faculty of Católica and Pacífico. This was a direct outgrowth of collaboration begun in PERC's macroeconomic working group.

An example of another type is that there were several cases of events organized by the centres, outside the sponsorship of the Consortium, often with third party sponsorship and/or funding, in which researchers from other centres were invited as presenters or commentators. This was probably a result of past contacts facilitated by the Consortium.

Another positive experience was that of the Environmental Committee. In this case, the Consortium made funding available for joint activities of a group of researchers from different centres. These researchers came together under the umbrella of the Consortium to request funding for specific activities and developed and executed a specific work program. Even though some contacts and activities of this sort might have taken place even if PERC had not existed, the support provided by PERC helped these researchers to come together around a specific program of research and training in a relatively new area of endeavour for Peru.

Lesson Learned: *The working groups, seminars and conferences of the Consortium, as well as those of the individual centres, promoted a much more open debate and discussion of issues than in the past. Even though researchers' views still diverge and researchers make use of different methodologies, the Consortium has facilitated greater knowledge of and respect for alternative views.*

- **Dissemination**

The dissemination strategy of the Consortium was basically designed during the preparatory work of both phases and reflected the view of researchers who copied methods used in other academic centres. While this has resulted in positive results for the Consortium and its members, as has been detailed previously, it has lacked the input of persons more specialized in dissemination methods. In the case of Peru there are various organizations involved in research or consultancy activities that have been much more effective in presenting the results of their work (or that of others).

Lesson Learned: *When designing the dissemination strategy for CIES, a specialist on dissemination of research results should be consulted. During the execution phase it would be useful for either the Executive Secretary, or whoever is responsible for the function, to have experience in the use of dissemination instruments and tools or to have access to advice from a specialist on an ongoing basis.*

5. **Training and capacity building**

As we have seen, the Consortium organized many events that contributed to the training or professional development of its researchers. This holds also for activities that were not strictly training in nature. The Annual Conferences, the seminars on special topics, the internal seminars of the member centres, the working group meetings to review work in progress, the publications, and the fostering of contacts between researchers in the same field all helped built research capacity, especially among junior researchers and research assistants. The small grant program was of special interest to younger researchers, although it provided only limited financial support. These various research and dissemination activities were in addition to specific training endeavours under the SPEAL program and the sub-program on environmental economics.

Another aspect of limited but nevertheless significant scope is that many research publications are being utilized in the universities, most often in the two universities affiliated with PERC, but also in other universities as well. However, at no time did the Consortium organize programs or events to promote the use of its research studies for teaching purposes.

Lesson Learned: *The Consortium could actively foster dissemination efforts to facilitate the use of research results as teaching material in Peruvian universities - especially in the provinces. This could be done by increasing the availability of publications and by fostering visits by researchers to other universities as lecturers of visiting professors, in a role similar to that played by SPEAL professors who lecture for one-week periods.⁶³*

Through all its diverse activities, the Consortium has contributed to capacity building and training. However, it is difficult to assess how much was actually achieved. To measure results, more in-depth targeted surveys would have to be undertaken among all types of beneficiaries, including both persons and organizations. It is also difficult to assess if the funds invested in dissemination attained the desired effect (especially as regards the Research Bulletin), or if alternative activities would have had a better return. These might be areas for future more in-depth analysis. While capacity building

⁶³ The presence of more universities in the new CIES consortium should favor this type of activity.

has been an important objective under the PERC project in terms of its own membership, much more could have been done to disseminate the knowledge gained to other Peruvian organizations.

6. *Links with Peruvian research users*

The Consortium was built initially with the view that it served its members first and the academic community second. Interaction with potential non-academic users of the research, as has been discussed previously, was not a priority issue, even though it gradually became part of the Consortium's policy. As a result, the instruments designed to foster joint activities did not have the non-academic user of the research clearly in mind. Some of the manifestations of this situation were the following:

- While public sector representatives were invited to seminars and conferences (most of whom did not attend) and received the Research Bulletin, no additional formal procedures were instituted to further those contacts.
- Each centre had its own policy of interaction with private and public sector decision makers. Some were more oriented towards this type of activity, while others were not.
- Informal networks were developed by the researchers themselves, often without support from their centres.⁶⁴ At times, the Consortium used these contacts to attempt to involve public sector officials in the discussion of policy issues linked to ongoing research work.
- Many researchers indicated that the lack of contact was as much a result of the negative reaction of public sector officials who considered any type of critical analysis to be politically motivated instead of part of a technical debate.
- Most private sector decision makers do not have experience in dealing with research issues, and are usually not attracted to academic debate. However, some member centres have designed and implemented policies to attract private sector representatives to their events. These events involve presentation of research results in a form comprehensible to non-economists, an effort which the Consortium did not openly promote.

Lesson Learned: Outreach to research users was a weak link of the Consortium's performance. Interaction with actual and potential users could be strengthened by setting clear objectives for the Consortium and designing adequate instruments for reaching identified target groups.

7. *Links with Canadian and other international researchers*

Many individual researchers, as well as the centres, have a history of linkages with international researchers and research organizations, be they universities, NGOs or bilateral or multilateral

⁶⁴ It appears that some centres, which considered themselves to be in the "opposition" camp, actually frowned on interaction with certain public sector entities, especially with the Ministry of Economy and Finance, although they were less negative about contact with officials considered more open to their line of thought.

agencies. Fostering these linkages was not seen as a priority issue of the Consortium, even though for CIDA linkages with Canadian counterparts did have priority.⁶⁵ Still, several instruments did foster such linkages:

- The participation of international experts in conferences and seminars.
- Interaction of researchers with members of the Advisory Group.
- The recruitment of Latin American and Canadian specialists involved in the SPEAL project.
- Ad hoc contacts with members of the Canadian academic community, especially if they visited Peru and established contact with Embassy officials, who in turn usually referred them to PERC member organizations and their researchers for information-gathering purposes. There were also some individual cases of Canadian visiting scholars.

However, this is an area where much more could be done if a strategy was defined over time, with the Canadian organizations involved (IDRC and CIDA) acting more effectively as counterparts to the Consortium members.

IV. BASIC ACHIEVEMENTS AND LESSONS LEARNED

A. Basic Achievements.

The project attained the general initial objective cited earlier **“to strengthen the ability of Peru to formulate effective economic and social policy as the country moves from stabilization to adjustment and to sustainable long-term growth.”**⁶⁶

Funding for the participating member centres was a contributory factor in their **institutional strengthening**. It should be remembered, however, that for independent research centres there are no assured sources of future income. All operate on the basis of project funding, i.e., on short-term research contracts, and funding sources are overwhelmingly from international and bilateral technical cooperation programs, rather than from national sources. Therefore the organizations have only been strengthened in the sense that their research staff has developed its research experience and reputation and can therefore compete more effectively for future contracts. In the case of universities, their economic condition is improved because of national economic recovery, as compared to the early 1990's. Thus, the research institutions of those universities are on more solid footing than the independent organizations.

Funding availability was a factor persuading many **researchers not to become part of the brain drain** that Peru suffered during recent years. The project helped maintain in Peru a critical mass of economic researchers during difficult times. Recent improvements in the Peruvian economic and political scene have contributed significantly to the near-elimination of this brain drain.

⁶⁵ Special emphasis on this issue was included in Roger Young's evaluation report.

⁶⁶ CIDA Project Approval Document for Phase II, p. 2.

Through the activities funded by PERC, significantly **more linkages** were created than those that existed in the past, although member centres continued to operate more as individual centres than as a group. Research coordination was fostered through the exchange and discussion of research results.

More emphasis was placed on **quality control** than in the past, although much work remains to be done in this area. Refereeing played a valuable role, as did presentations to peer groups.

PERC funded some **special projects** with apparently high social benefit. The environmental training program was well planned and well executed, and also well received by students and other participants. It brought together a cadre of excellent teachers, who were up to date in the field. The study of economics teaching in provincial universities was also well executed, as was the paper on the definition of a research agenda commissioned by the Steering Committee. Less was attained in the area of gender studies, even though a useful study was commissioned in this area.

Junior researchers were given special encouragement by the research funded by PERC through the small grants program, which produced some good research and gave recognition to younger economists. The hiring practices of the member centres also contributed to this effect since they often made use of top-quality research assistants in carrying out the funded projects. Thus the project made a non-negligible contribution to the professional development of the next generation.

Debate within the centres and with the research community was fostered through various **dissemination efforts**. However, the non-academic community, both public and private sectors, did not have access to the research results in a form that would be understandable and useful to them.

Member centres were able to **retain and attract new researchers** after their being trained abroad. Their degree of success depended on the centre and also on factors other than those related to PERC; the existence of an assured minimum level of funding contributed to this effect..

The research projects funded by PERC were **generally completed** within expected parameters and time limits. A **wide range of publications** were made available, mainly through individual centre publications.

The **quality of research produced** under PERC, while variable, can be considered of a higher level than in the past and, in some cases and areas, at international levels. More careful screening of the proposals and increased support from outside peer groups would have improved some of the research methodology and the papers that were presented.

For the most part the research was **highly policy-relevant**, given the context of developments in the Peruvian economy and the state of economic research in the country. The impact of these studies on decision making is difficult to appreciate since much of the exchange of information with public sector decision makers tends to be on a personal level, through informal contacts.

The **joint dissemination activities** contributed to the discussion on economic policy in Peru, creating increased awareness among a group of persons who had direct or indirect influence on policy making. Informal networks in which PERC funded researchers were involved possibly had a more significant impact, although this is hard to establish.

B. Lessons Learned.

This section presents the major lessons learned from this review of the PERC project. The treatment is not exhaustive but includes recommendations considered to be the most relevant for future decisions on funding of economic and other research in CIES.

The major lessons of the project can be grouped under four major headings dealing respectively with research quality management, dissemination and outreach to research users, contributions to improved teaching in Peruvian universities, and a number of recommendations for project management.

1. Research quality

A recurring theme of this report has been the need for increased attention to research quality, and in particular, to the use of incentives. This process begins with the research proposal, the quality of which plays an important role in the success of any research endeavour.

The average quality of research produced is affected much more by the selection process at the beginning than it is by the review process at the end. If a research project is poorly conceived, it needs to be either corrected or stopped at the beginning. Later on, the researcher will have invested too much, in both time and emotional commitment, to profit from constructive criticism that strikes at the core of the effort. Such review was not present in the first phase of PERC, and in an insufficient form in Phase II.

Higher quality proposals can be obtained using a range of techniques, including the adoption of a competitive process, the use of reviewers retained to provide constructive comments as well as to determine the acceptability of proposals, requirements that comments from reviewers be taken into account, and the application of sanctions if they are not.

Incentives to foster improved proposals can be built in to research consortiums by using peer review pressure and advisory researchers (local where possible, international otherwise). Competition for research funding can be an important tool in fostering the preparation of proposals that attain a high standard, but is evidently only one variable among many.

When proposals are reviewed by referees, a system should be adopted to create incentives for researchers to adopt the suggestions made to them or to explain the reasons for not adopting them, or to face sanctions. In particular, proposals should not be funded until a satisfactory response has been obtained.

Peer review can be used as a way to promote research quality during the course of a project, and to ensure publication, as well. PERC used this approach in Phase II, but failed to follow through with appropriate measures to ensure accountability.

For future administration of research funding it would be best to include in project design the quality control mechanisms and the linkages that these would have to funding, including hold backs or similar instruments.

3. *Dissemination and Outreach to Research Users*

A second recurring theme of this Review has been the need for improved outreach to research users outside the academic community. Outreach within the academic community, and within the narrow community defined by membership in PERC, was relatively successful in comparison. However, outreach to the universities so as to improve the quality of teaching is also an area for potential improvement.

The working groups, seminars and conferences of the Consortium, as well as those of the individual centres, promoted a much more open debate and discussion of issues than in the past. Even though researchers' views still diverge and researchers make use of different methodologies, the Consortium has facilitated greater knowledge of and respect for alternative views.

From the comments of most public and private sector observers that were interviewed, it is clear that the Consortium was not very successful in communicating its research results and their policy implications to many potential users. How to enhance the researcher's impact in the public arena is a major challenge for the future. Interaction with actual and potential users could be strengthened by setting clear objectives for the Consortium and designing adequate instruments for reaching identified target groups.

There is much opportunity for Consortium researchers to establish closer relations with the media, and to have greater impact in public debate. This would require some effort on part of researchers to keep on top of policy developments and to write occasional articles in the nature of op-ed pieces. It would be advanced by efforts of the new CIES Consortium to encourage and promote necessary contacts.

To define a policy oriented research agenda, it is necessary to create a forum for dialogue in which the research group can interact with research users obtain from them guidance for setting the agenda. Such a forum could serve as a two-way street, also giving researchers the opportunity to urge that policy makers give greater attention to topics that the researchers deem important.

Although much of the material produced under PERC may be too specialized to serve as course material, there is a clear need for more empirical material in Peruvian university syllabi. The Consortium could play a role in helping to fill this gap as well as in improving the standards of education in the field of economics in provincial universities. This could be done by increasing the availability of publications and by fostering visits by researchers to other universities as lecturers of visiting professors, in a role similar to that played by SPEAL professors who lecture for one-week periods.

3. *Management Issues*

Finally, we mention a number of suggestions made in this review that touch on project management.

The existence of a secretariat to coordinate the execution of the joint activities of a research consortium, facilitates the development and implementation of a given program of activities.

It might be possible to increase the efficiency of the peer review process by establishing a roster of people in Peru and abroad who could act as referees, organized by subject area. One of the procedures used under Phase II was to offer a modest honorarium for reviewers. This approach seems to have worked well, and could be expanded to recruit reviewers from other countries in the new Consortium.

When designing the dissemination strategy for CIES, a specialist on dissemination of research results should be consulted. During the execution phase it would be useful for either the Executive Secretary, or whoever is responsible for the function, to have experience in the use of dissemination instruments and tools or to have access to advice from a specialist on an ongoing basis.

Greater use could be made of the Consortium logo to foster quality control and to promote the identity of the Consortium.

**Report on Research Quality
in Phase II**

Peru Economic Research Consortium (PERC)

Report to the International Development Research Centre
May 25, 2000
Final Revised Draft

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Executive Summary

The Framework for Quality Review

As part of the PERC end of project review, it was agreed that a limited effort would be made to assess the quality of research produced under the project. The effort was limited in three respects. First, only studies produced during Phase II would be considered. Second, only a sample of 15 studies would be reviewed. Third, only one reader would do the reviewing.

Aside from attempting a general assessment of research quality, this review has three other objectives. First, it attempts to identify areas of strength and weakness in research design and execution under PERC. Second, it serves as a check on previous evaluations, some of which provoked controversy by the severity of their criticism. Third, it proposes recommendations for future improvement in research quality under CIES.

Past Evaluations

The research output of Phase II has been evaluated exhaustively. Earlier evaluation efforts were the following:

- Evaluations commissioned as part of the report authored by Roger Young in 1997. These were requested of CEDES (Argentina) and ILADES (Chile), which did 14 and 5 evaluations, respectively. The evaluations did not include any type of quantitative score, but they did contain recommendations regarding publication.
- Evaluations undertaken by members of the International Advisory Committee. These were generally applied to project proposals and to work in progress, but not to final drafts.
- Evaluations commissioned in Peru under the *Actividades Conjuntas* line of the PERC budget and administered by the PERC Secretariat. This was the most massive evaluation effort of Phase II. In total, 151 evaluations were solicited from fellow researchers in Peru. Of these, approximately 88 were evaluations of final reports that assigned a grade and made a publications recommendation.

During Phase I, a systematic effort at evaluation was attempted only in connection with the final report authored by Juan Antonio Morales. 11 evaluations were done by Morales himself, and 24 others were obtained from economists in Argentina and Brazil, 14 from CEDES (Buenos Aires) and 10 from PUC (Rio).

Sampling

The studies chosen for evaluation as part of this report were a stratified sample of those studies that had been evaluated previously under the *Actividades Conjuntas* effort of the PERC Secretariat. The previous scores provided the basis for stratification, and for comparison of present and past evaluative standards.

The sample contains very few studies undertaken during the third and final round of Phase II, since few previous evaluations from Round 3 had been completed at the time the sample was drawn. However, there is no indication that the Round 3 produced research of a new and different quality.

Characteristics of the 15 Studies

The fifteen studies in the sample were all works of economic research that bore on policy issues. Four dealt with macroeconomic or financial issues, three with agriculture, three with labour and human resources, and five with various areas of applied microeconomics, dealing with issues such as regulation, industry, and poverty.

Methodological approaches were varied. There was some use of the modern techniques of mathematical modelling and econometrics, but such studies were in the minority. Only one study contained what might be considered a formal mathematical model, while perhaps four others used single-equation models that formed a basis for econometric estimates. Most studies, however, relied on the simpler approaches of verbal argument supplemented by statistical tables.

Evaluation by Component Criteria

The 15 studies were analysed in detail, using eight evaluative criteria agreed to with IDRC.

1) Clarity of Statement of Research Problem

All the studies began with a reasonably clear statement of the research problem, but some statements were clearer, and more precise, than others. Generally, the more precise cases presented a set of issues or questions to which answers could be given.

While some studies posed their research problems as questions, others, in vaguer fashion, referred to the problem as one of describing or documenting developments in a given area. In several cases, the vagueness with which the problem was stated created two difficulties later on. First, perhaps for lack of a road map that would keep them on track, authors introduced material that seemed only indirectly related to the paper's stated objective. Second, when the concluding section was reached, there wasn't much to say. It is hard to have conclusions if one didn't have questions at the beginning.

2) Contextualization of the Research Problem

The context for a research paper could be established in three different ways. First, since all the papers in the sample were in some way related to policy issues, the Peruvian policy context should be set forth. Second, the previous literature might be cited. This effort could have two components, one international and one national. On the international side, the intellectual roots of the author's approach could be set out. On the national side, previous similar work that had been done in Peru could be cited and summarized.

Nearly all studies included some of these three elements, and some had extensive sections devoted to recent policy developments or to the relevant international literature. But not one of the 15 studies covered all three of these elements of context. The element that was most often missing was the review of previous literature in Peru.¹

¹ In cases where there was no previous relevant literature in Peru, that too was worth stating.

3) Clarity and Flow of Argument

This criterion was intended to assess the organization and polish of the study. Normally, the quality of writing would be central to such a criterion, but this reviewer did not feel qualified to judge the quality of written Spanish. Therefore this criterion was reduced to an assessment of the following specific techniques that are aids to clarity and flow.

- a. The inclusion in the introduction of a paragraph describing the content of the sections to follow in the paper. Most but not all of the studies included such paragraphs. Studies lacking such a paragraph seemed somewhat less well organized and tended to wander.
- b. The inclusion of summary paragraphs at the end of each section of the paper. Only a few papers included these, but in those few instances they seemed remarkably effective organizing devices.
- c. The effective use of accompanying statistical tables and graphs. Tables and graphs should be germane to the flow of argument in the text and should be adequately explained. These points are obvious, yet in some instances tables or graphs were never referred to in the text, in others they had been extracted from other sources and inserted without any editorial adjustment. And in others, they were difficult to understand because of confusing or inadequate labeling of columns, rows, or axes.
- d. The provision of an adequate bibliography. Again, most studies satisfied this point, but in a few cases, bibliographies were very sketchy.

4) Interest of Research Topic to Researchers and Research Users

This criterion refers to the topic rather than to the paper itself. It is an assessment of the potential of the paper rather than the final result. It asks if the topic area is interesting to somebody. All of the 15 studies, with one possible exception, scored high on this criterion.

5) Appropriateness and Soundness of Methodology

Two distinct methodological approaches coexist in Peru and also in the research produced under Phase II. On the one hand, there is a small amount of formal modeling and a larger amount of econometrics. On the other hand, there is the simpler approach of verbal argument, supplemented by statistics.

In studies based on formal models or econometrics, the method defines the study. The method is by definition appropriate to the problem, although the results may in some instances not seem terribly interesting. Any perceived problem of methodological soundness therefore lay in the realm of the non-formal methodology of verbal argument supplemented by statistics. In this realm, some studies were tightly organized and followed a logical sequence, but many did not, largely for failure to begin the paper with a set of precise questions justified by recourse either to a previous literature or to recent policy experience.

6) Coherence and Rigor of Argumentation

This criterion asks if the paper followed a clear line of reasoning, one paragraph following the other in a logical sequence. Our conclusion on this criterion was variable. Some papers were coherent and sequential; others were not.

7) Preemption of Questions

A number of studies exhibited no significant shortcomings in this respect. For those studies where something of importance did seem to have been overlooked, the missing factors tended to fall into two groups.

Most prominent were the cases of omitted variables. Among the examples of omitted variables that were noted in the sample were: a) political factors; b) macroeconomic conditions (*coyuntura*) ; and c) for cases where the ENNIV was the principal data source, any variable not included in the ENNIV.²

The other missing factor was a recognition and discussion of the limitations of the data being used in a given study. Several researchers seemed to hold remarkably uncritical views of the data they used.

8) Consistency and Adequacy of Conclusions

For many studies, the concluding section was fairly straightforward, the logical consequence of a well-organized study. For less well organized studies, the concluding section tended to highlight organizational difficulties that had arisen in earlier parts of the study.

Overall evaluation

When the overall scores of this evaluation are compared to those of earlier evaluations, both scores based on Peru's traditional 20-point grading system, the average scores are similar: 13.1 for these evaluations as compared to 14.0 for previous evaluations. The correlation is also reasonably strong: $r = 0.71$.

However, the publications recommendations seemed to be quite different.

In the evaluations of this report, the studies in the sample fall into three groups of equal size. One group consists of good studies that might require only minor modifications before being recommended for publication. A second group consists of studies that should pass through major revisions before receiving that same recommendation. The third group consists of studies for which there does not seem to be much hope of sufficient improvement, even through massive revision.

The studies in the second and third groups exhibited two distinct types of difficulty. On the one hand, many simply weren't carried through to an adequate level of completion. What was

² *Encuesta Nacional de Niveles de Vida*. This is the Living Standards Measurement Survey, an in-depth, multi- country household survey sponsored by the World Bank.

delivered as a final version really should have been considered a complete first draft. On the other hand, several other studies seemed flawed in their initial research design. A variable was overlooked, or a concept was inapplicable. For such studies, no amount of extra research time was likely to yield much improvement in the final product.

By contrast, past evaluations seemed significantly more positive. Approximately two-thirds of the studies were recommended for publication with only minor modifications. This apparent discrepancy in standards of evaluation may however be deceptive. Past evaluators were most often recommending whether a study should be issued as a discussion paper (*documento de trabajo*). It is not obvious what standards should be applied to such a recommendation, since, in many discussion paper series, manuscripts are accepted without editorial review.

Another comparison was also attempted. This involved reading the text of past evaluations and characterizing them as more critical, less critical, or about the same as the equivalent evaluations of this report. This necessarily impressionistic comparison concluded that the present report has applied a standard that, on average, is slightly more demanding than what had been applied by Peruvian evaluators under *Actividades Conjuntas* (AC), but that the differences do not appear great.³ In fact, the principal reaction that came from reading past evaluations was one of agreement rather than discrepancy in standards.

What seemed most noteworthy about these past evaluations was the enormous evaluative effort that has been invested in Phase II. The volume of past evaluations is vast. Moreover, with very few exceptions, they were done with great care. Most evaluations are thoughtful, incisive, and full of useful suggestions. The time invested by Chileans, Argentineans, and most of all Peruvians in the effort has been very impressive.

Finally, the qualities of structure and content that characterized the studies receiving high scores were summarized. This summary is set off in italics on pages 28 and 29 of this report, and the reader is referred to that section.

Conclusions and lessons learned on research quality

We return to the issues posed at the beginning.

1) Areas of strength and weakness in research design and execution.

This review of the sample of research studies, based on the eight evaluative criteria reviewed above, found merit in a series of expository and organizational techniques that constituted the strengths of those studies that employed them. These techniques are summarized on pp. 28-29 of this report. The strengths of some studies is that they followed these expository guidelines. The weaknesses of others is that they did not.

³ Similar comparisons were made with the evaluations of CEDES (Argentina) and ILADES (Chile), with the conclusion that CEDES was slightly less critical than the present report and ILADES more critical.

2) Comparisons with previous evaluations.

Although publications recommendations were at variance with those made by previous evaluators, a reading of the texts of previous evaluations concluded that the evaluative standards of this report are not very different from those of previous evaluations. Those of this report may be slightly more critical than the evaluations of Peruvian evaluators working under the *Actividades Conjuntas* line of PERC, and also of CEDES (Argentina), but are less critical than the evaluations of ILADES (Chile). The dominant impressions arising from a reading of present and past evaluations are however that:

- All the various evaluation efforts have produced results that are more similar than dissimilar from one another.
- The total evaluative effort applied to the studies of Phase II has been very substantial.

3) Recommendations for improvement of research quality under CIES.

The recommendations derive quite directly from the previous discussion.

- Adopt a system of project selection that sets higher quality standards for the anticipated final product. This has already been done with the introduction of a competitive system under the CIES project.
- Tie compensation to quality review. This has also been done, under CIES, through an announced policy of withholding a certain percent of total compensation pending approval of the final study.
- Introduce incentives for publishing in sources that are not in-house, and which have their own screening and review process.
- Encourage member centres that provide base salaries to tie those salaries in some way to research productivity.
- Consider providing a number of grants not for new research but for allowing a researcher to spend extra time on a study so that it might be polished for publication in a demanding source, such as a prestigious journal in the United States, England, Canada, Mexico, Chile, or Argentina.

Report on Research Quality Related to PERC 2

Shane Hunt

1. Introduction

The purpose of this report is to characterize and evaluate the quality of research produced under the second grant of IDRC/CIDA to the Peru Economic Research Consortium. This grant covered the years 1993-1998 and is referred to as PERC 2.

This research quality evaluation is a component of the overall evaluation of PERC 2 commissioned by IDRC/CIDA, as set forth in terms of reference dated April 19, 1999.¹ An abbreviated version of this evaluation is included in the overall PERC evaluation authored by Claudio Herzka and Shane Hunt. In addition to that abbreviated version, an expanded, stand-alone version of the research quality evaluation is presented here.

Ex post evaluations generally contain both quantitative and qualitative dimensions. The quantitative dimension usually receives the greater emphasis, because it is more easily done and more easily understood. By contrast, evaluations of quality tend to be more time consuming and more subjective. In this evaluation of quality, the problem of time burden was addressed by restricting the evaluation to a stratified sample of research studies. The problem of subjectivity was addressed in part by establishing, in cooperation with IDRC, a set of evaluative criteria and then subjecting each study to a separate evaluation by each criterion. It is also addressed through a discussion of the standards of evaluation used in the report.

The report's objective of characterizing and evaluating a sample of research studies can be posed more precisely in the form of six questions:

1. How can these studies be characterized in terms of topic, length, methodology, and policy applicability?
2. What are the strengths and shortcomings of the studies by the various evaluative criteria applied?
3. Regarding overall evaluation of the studies:
 - a. How do the evaluations of this report compare with previous evaluations?
 - b. What useful generalizations can be made regarding the shortcomings of studies whose quality was considered questionable?

¹ "Peru Economic Research Consortium End of Project Review; Proposed Objective and Content," Section IV, Objective I) (1), p. 3.

c. What general evaluation can one make of research quality under PERC, and how does one justify the evaluation?

4. Finally, is it reasonable to expect a higher quality of research studies produced under PERC (or CIES), and if it is, what are the implications for the organization of research funding?

The report is organized as follows. Section 2 discusses the approach to evaluation used in this report (One hesitates to call it a methodology.), giving detail on sample selection and specific evaluative criteria employed, and also a discussion of the problem of subjectivity. Section 3 describes the key characteristics of the studies in the sample, and also presents evaluations criterion by criterion, showing how each criterion was used, and indicating for each criterion the strengths and weaknesses seen in various studies. Section 4 presents a similar discussion for overall evaluations, and Section 5 compares these evaluations to others done previously during the life of PERC 2. Section 6 discusses standards and potential payoffs to quality improvement, and Section 7 discusses the implications for the design of research funding. Finally, Sections 8 and 9 present conclusions and final comments.

2. The Approach to Qualitative Evaluation

We begin with some measures of quantity. The sheer volume of research production under the two stages of PERC, summarized in Table 1, is very impressive. To cite some basic numbers from that table, PERC 1 and 2 funded 91 research projects, and those projects generated 404 research papers. Of these, 35 projects and 193 papers are attributed to PERC 1 and 56 projects and 211 papers to PERC 2.²

It was agreed with IDRC, however, that this evaluation of quality would be confined to PERC 2, and that the papers reviewed would be among those that had received evaluations previously. These evaluations, a feature of PERC 2 but not of PERC 1, had been arranged by the Executive Secretary with a number of different Peruvian economists.

During the five-year life of PERC 2, the research projects were grouped into three rounds, whose durations were 18, 24, and 18 months respectively. When the sample for this report was selected in November 1998, evaluations for 47 papers were available. These evaluations covered all 17 projects in the First Round of PERC 2 and 16 out of 21 projects in the Second Round, but only 4 out of 18 projects in the Third Round. Subsequently received evaluations covered 10 additional projects of the Third Round, giving a total coverage of 14 out of 18 projects (See Table 2), but in the meantime the sample to be examined in this report had already been drawn. Thus this research quality evaluation covers, approximately, the first two of the three rounds of PERC 2, involving the period from October 1993 to March 1997. There is no indication, however, that the Third Round produced research of a new and different quality.

Within any given project, the paper chosen for evaluation was generally the one most substantial and fully completed. Many other works listed as separate papers were in fact

² Data as of June 2000. A later total could be higher.

TABLE 1

PERC: RESEARCH PROJECTS FUNDED AND PAPERS PRODUCED

(The first number in each cell is the number of projects funded, the second the number of papers produced in these projects)

PERC	I	I	II	II	II	Totals
Round	1	2	1	2	3	
Years	89-91	91-93	93-95	95-97	97-98	
CIUP	4-32	3-5	3-5	8-24*	5-17	23-83
DESCO	2*	2-20*	3-7	2-8	2-3	11-38
GRADE	5-33	3-12	3-12	3-21	3-10	17-88
IEP	3-15	4-10	3-7	4-15	3-7	17-54
PUCP	5-41*	4-25*	5-22	4-31	5-22	23-141
Totals	19-121	16-72	17-53	21-99	18-59	91-404

Source: PERC I, Tables prepared by Angela Ruiz-Uccelli. PERC II: Tables and spreadsheets prepared by Executive Secretariat, dated June 2, 2000.

* Regarding DESCO, projects from 89-91 round were extended into the next round. The number of papers produced is listed in the column pertaining to 1991-93. Regarding PUCP, one project was apparently withdrawn from PERC funding in 89-91 and another in 91-93. The number of papers associated with these projects was 2 and 0, respectively. Regarding CIUP, 8 projects were financed for one year in two groups of 4. In the second year, two projects were continuations from the first year, but they are counted separately in this table.

preliminary studies or background papers, whose omission from the evaluation process is no great loss. It may be concluded that the 47 evaluation scores represent a reasonably complete coverage of the best work of PERC 2, at least up to 1997.

A distribution of these prior evaluation scores is shown in Table 4. The scores may seem reasonably severe, particularly at the lower tail of the distribution, where they provoked a certain amount of consternation among authors. They were based on five criteria, summarized in Table 5 with associated average scores.

While the evaluations were severe in a few cases, they were not particularly severe in their recommendations regarding publication. This is shown in Table 6. Nearly three quarters of these studies -34 out of 47- were recommended for publication without major

TABLE 2
PERC 2: COVERAGE OF PREVIOUS EVALUATIONS

(The columns referring to "Projects" show the total number of projects funded and the number for which at least one paper received evaluation.

The columns referring to "Papers" show the total number of papers produced by the project and the number of papers that received an evaluation)

Round	I	I	II	II	III	III
Years	93-95	93-95	95-97	95-97	97-98	97-98
	Projects	Papers	Projects	Papers	Projects	Papers
CIUP	3-3	5-4	8-5	24-4	5-4	17-4
DESCO	3-3	7-4	2-2	8-2	2-1	3-1
GRADE	3-3	12-5	3-3	21-4	3-3	10-5
IEP	3-3	7-6	4-2	15-3	3-2	7-2
PUCP	5-5	22-5	4-4	31-5	5-4	22-6
TOTAL	17-17	53-24	21-16	99-18	18-14	59-18

Source: See Table 1.

TABLE 3
PERC 2: NUMBER OF PAPERS PREVIOUSLY EVALUATED
(as of November 1998)

Round	I	II	III	Totals
Years	93-95	95-97	97-98	
Number of Evaluations				
One	22	8	2	32
Two	2	9	3	14
Three	0	1	0	1
Totals	24	18	5	47

Source: Tables prepared by Executive Secretariat of PERC.

TABLE 4
DISTRIBUTION OF PREVIOUS EVALUATION SCORES
(as of November 1998)

Score	Number	Score	Number
20	0	12**	7
19	2	11	5
18	2	10	2
17	3	9	1
16	7	8	1
15*	10	7	0
14	2	6	1
13	4	Total	47

* Includes one score of 15.5

** Includes one score of 12.5

TABLE 5
CRITERIA FOR EVALUATION AND AVERAGE SCORES
IN PREVIOUS EVALUATIONS
(Maximum score for each criterion: 4.0)

Criterion	Average Score
Relevance of Problem	3.5
Clarity of Argument	2.5
Methodology and Consistency	2.4
Contribution to Knowledge	2.7
Clarity of Writing	2.7
Average Total Score	13.9

TABLE 6
PUBLICATION RECOMMENDATIONS OF PREVIOUS EVALUATIONS

Recommendation	Number
Publish with Minor Modifications	34
Publish with Major Modifications	10
Publish with Fundamental Modifications followed by Reevaluation	2
Not Acceptable for Publication	1
Total	47

modification. These publication recommendations are however somewhat ambiguous, in ways that will be discussed shortly.

The sampling task for this review of research quality, therefore, was to choose a sample from this universe of 47 previously evaluated studies. It was agreed that the sample should be taken from previously evaluated studies so as to provide basis for sample stratification, and also to provide a check on this evaluator's evaluations.

It was also agreed that the sample size should be 15. This number seemed to satisfy both IDRC's budget constraint and the consultant's willingness to do the work. It also seemed large enough to permit generalizations.

The sample thus drawn was stratified by the scores given in the previous evaluations. These scores, which ranged from 6 to 19 with a mean of 13.9, were divided into quintiles and three studies selected from each quintile. Within each quintile, sampling was not random. Rather it was done with the deliberate intention of getting a fairly even distribution of studies from the various member centres. Through this procedure, four studies in the final sample were from PUCP, two from DESCO and three from the each of the other three centres.

By prior agreement with IDRC, eleven criteria were to be considered separately in the evaluation, each study assigned a score from 1 to 10 for each criterion.³ As this report developed, however, some minor changes in the system seemed imperative. What resulted was a nine-criterion system that represents an elaboration of the five points used in prior

³ These criteria are summarized in the terms of reference, op. cit., and elaborated in a letter from Real Lavergne to Shane Hunt dated Feb. 24, 1999.

evaluations, but covers essentially the same ground.⁴ These nine criteria, which will be explained more fully in Section 3 below, are:

1. Clarity of Statement of Research Problem
2. Contextualization of the Research Problem
(previous research, current debate)
3. Clarity and Flow of Argument
4. Interest of Research Topic to Researchers and Research Users
5. Appropriateness and Soundness of Methodology
6. Coherence and Rigor of Argument
7. Preemption of Questions (no stones unturned)
8. Consistency and Adequacy of Conclusions
9. Overall Assessment

On additional adjustment was made. The overall scores were converted from a 10-point to a 20-point scale, so as to correspond to previous evaluations as well as to common Peruvian practice.⁵ All scores reported in this study are based on the 20-point scale.

So much for the mechanics of sample selection and definition of evaluative criteria. These factors however do little more than establish the context for the really difficult issue: How does one judge the quality of research?

The range of subjectivity is constrained by the adoption of agreed-upon criteria for evaluation. These take a large problem and break it down into a series of smaller problems. To cite some examples from the list of criteria given above, we may proceed on a presumed general agreement that a good study should have a clear statement of the research problem, appropriate and sound methodology, coherent and rigorous argument, etc. So far so good, but these smaller problems of quality assessment remain.

The guiding principle of this report is that quality standards are in part absolute, to the extent that good research cannot be logically inconsistent. In part, however, they also derive from the social context in which the research is used. That is, the research needs to teach something to

⁴ The modifications made to the 11-criterion system in the terms of reference were the following: (1) The criterion "Extent of cross-fertilization with the work of others" was subsumed under the criterion related to "contextualization." This is because one important element of context is the relation of the study to previous research. Cross-fertilization in the other direction, i.e., the influence of a PERC-sponsored study on the work of other researchers, cannot be assessed until the further passage of time. (2) The two criteria concerned with methodology ("appropriate and soundness" and "sophistication and originality") were combined. (3) The criterion "Estimated interest and usefulness to other researchers and research users" was changed so as to relate to the topic area rather than to the research study itself. This change was made because otherwise the criterion would have duplicated the final criterion, "Overall assessment."

⁵ After some experimentation with alternative conversion schemes, the conversion finally chosen took from the 10-point scale the scores 1, 2, 3, 4, 5, 6, 7, 8, and 9, and converted them to 7, 8, 9, 10, 12, 14, 16, 18, and 19 respectively. This conversion seemed to satisfy both the Peruvian norm of setting 11 as the dividing line between acceptable and not quite acceptable, as well as the tradition of compacting the distribution, making little use of the numbers at the extremes of the 20-point range.

the reader, to expand the reader's horizons. The key characteristics of good research are that it is not logically inconsistent and also that it is useful to those who read it.

The evaluator must try to imagine whether others would find a research study interesting and informative. To do so requires great tolerance of alternative research styles, but in the end one's own reaction to the study has to play an important role. One cannot avoid giving weight to the question, "Was the study interesting and informative to me?" as a first step in judging whether it might be interesting and informative to others.

This view of research quality contains some implications that should be made specific.

First, what constitutes good research may change as readers (and funders) change.

Second, standards need not be the same as they are in the United States or other developed countries. To correspond to readers' interests, good research in Peru should probably place less emphasis on methodological sophistication and more emphasis on policy applicability.

Therefore the key questions that the evaluator asks himself as he attempts quality assessment are: Is the study well argued? Is it convincing? Does it make sense, both in terms of logical consistency and a sense of priorities? Is it interesting to me? Is it likely to be interesting to others?

3. The Fifteen Studies Characterized and Evaluated

The fifteen studies in the sample were all works of economic research that bore on policy issues. Four dealt with issues of macroeconomics, money, and financial institutions, three with agriculture, three with labor and human resources. The remaining five are all in various areas of applied microeconomics, dealing with issues such as regulation, industry, and poverty.

In several cases, however, the relation to policy issues was very indirect. While all dealt with areas in which policy issues abound, in many cases the studies did not deal directly with the policy issues themselves. In perhaps five of the fifteen studies, it must be recognized that policy applicability is very limited, by the nature of the way the research problem was defined.

Methodological approaches were varied. There was some use of the modern techniques of mathematical modeling and econometrics, but such studies were in the minority. Only one study contained what might be considered a formal mathematical model, while perhaps four others used single-equation models that formed the basis for econometric estimates. Beyond these five studies, one other study employed some interesting decomposition techniques, and perhaps two others presented some equations but didn't make much use of them. As for the remaining seven studies, half the total, they relied on the simpler approaches of verbal argument supplemented by statistical tables.

Only two of the 15 studies were available in published versions. The other 13 were all "processed," i.e., what used to be called mimeo or typescript. Nevertheless the presumption of the PERC Secretariat was that all were final versions. That is, they were the final versions

submitted as evidence of completion of a given PERC research contract. Nevertheless a few studies were obviously unfinished drafts, and several others bore evidence of hasty completion. In length, they ranged between 20 and 80 pages.

Such were the general characteristics of the 15 studies. We now proceed to analyzing them in detail, using the nine evaluative criteria listed above.

(1) Clarity of Statement of Research Problem

All studies began with a reasonably clear statement of the research problem. But some statements were clearer, and more precise, than others. In our efforts to raise economics to the level of science, we sometimes desire a problem to be stated in the form of a falsifiable hypothesis. Often, however, that level of rigor is not a reasonable goal. What is reasonable, however, is to pose the problem not as a hypothesis but as a set of issues or questions to which answers can be given.

Some studies posed their research problems in this way, as questions. Others, in vaguer fashion, referred to the problem as one of describing or documenting developments in a given area. In several cases the vagueness with which the problem was stated created two difficulties later on. First, authors introduced material that seemed only indirectly related to the paper's stated objective. Put another way, such papers tended to wander. Second, when the concluding section was reached in such cases, there wasn't much to say. It was hard to have conclusions if one didn't have questions at the beginning.

Aside from the issue of precision in the form either of falsifiable hypotheses or answerable questions, the statement of the problem should be held up to another test as well: Is the reader given some sense that the problem is important and that it makes sense? Many papers were rather weak on the motivational side, but nearly all were directed at problems that were of such obvious significance (at least to this reader) that they did make good sense.

These points may be illustrated by citing comments on this criterion made for some of the studies in the sample. A range of comments is given, with accompanying scores on the adjusted 20-point scale. In general, scores on this criterion were quite high, averaging 16.5 out of 20.

"The problem is clearly stated, in the context of the international literature. It is stated with adequate precision, given that the method of the paper promotes precision. Thus precise conclusions are possible. 19/20"

"The introduction could use some tightening, but it does state the two issues that are key to the paper, and does so precisely enough to make precise conclusions possible at the end of the paper. 18/20"

"The problem is reasonably clear. The introduction states that the purpose is "*exponer y discutir las razones que explican la importancia...*" of the economic institution that is the subject of the paper. Nevertheless, neither the introduction nor the long methodological section produces a listing of issues, questions, or hypotheses that might have given greater focus to the empirical section of the paper. 16/20"

"The problem is taken from two separate areas of the international theoretical literature. Concepts from these two areas are tied together and applied to the case of Peru. This procedure has I think created two problems. First, the two theoretical areas don't fit together very well. Second, at least one of these theoretical areas doesn't fit recent Peruvian experience very well. From this beginning it is not surprising to note that the author does not seem to have stated the problem very clearly. 12/20"

(2) Contextualization of the Research Problem

Context for a research paper might be established in three different ways. First, since all the papers in the sample are in some way related to policy issues, the Peruvian policy context should be set forth. This might consist of a brief recent history of relevant policy developments, as well as a summary of the current state of play in the relevant policy area.

Second, the previous literature might be cited. Good current research builds on past research. The relation between the two needs to be explained. This effort has two components, one international and one national. On the international side, the intellectual roots of the author's approach should be set out. Many studies use techniques, or at least pose questions, that have been used or posed in other countries previously. Empirical results obtained in other countries can also be used as a means of generating hypotheses for Peruvian work. Is Peru the same, or different, and why?

The national component simply involves citing previous similar work that has been done in Peru and summarizing the results of that previous work, so that the earlier result can be compared and contrasted with the result of the current project.

For most studies, it would be appropriate to include something of all three of these forms of context. In fact, nearly all studies included some of these three elements, and some had extensive sections devoted to recent policy developments or to the relevant international literature that provided the methodological foundation. But not one of the 15 studies covered all three of these elements of context.

The element that was most often missing was the review of previous literature in Peru. Although perhaps half of the papers did recognize previous work through footnote references or through brief sections in the text, it was rare to find an instance in which a previous study in Peru was mentioned, its results described, and those results contrasted with the results of the study being undertaken.

It is possible, of course, that in many instances relevant previous studies in Peru did not exist. That, however, is also worth saying.

This criterion of contextualization is closely related to the previous criterion (clarity of statement of the research problem). The research questions need to be connected to a context, either of policy or of previous research. A context is supposed to justify the research questions, and motivate the reader by showing that the questions are indeed interesting and useful.

Some comments on contextualization may help illustrate these points. Scores on this criterion averaged 14.7 out of 20.

"The introduction makes appropriate reference to a theoretical literature, and to the political economy context giving rise to the problem. Although there are ample footnote and bibliographic references to previous Peruvian literature, there is no critical review of that literature. There is however a good review of relevant international literature. 18/20"

"The historical context is excellently set forth, as is the base line situation at the beginning of the reform period. These two sections establishing the context take up fully one third of the paper. However, there is essentially no integration with any body of previous research, either national or international. The historical section is largely lacking the basic documentation of footnote references, despite the attachment of an extensive bibliography. 16/20"

"It is difficult to establish the appropriate context for this paper. I believe that the author would consider its topic to be one that has been chronically ignored by both researchers and policy makers. Therefore there isn't much of a Peruvian literature to which reference might be made. And there's not much of a policy history, either. Nevertheless there are elements of context that could have been referred to but weren't. One is the literature in other countries. Another is the public expressions of concern and past policy initiatives, however feeble, that have occurred in Peru. 14/20"

"The author has done an unusually good job in reviewing relevant literature in other Latin American countries, especially Chile. This literature has evidently inspired both his choice of topic and manner of framing the problem to be studied. There are however two difficulties. First, he doesn't sum up this literature to gain some assessment of what is known and not known. Second, he makes no reference to an extant Peruvian literature that has covered very much the same ground that this study covers. 12/20"

"Very little effort has been made to place the paper in a context, either theoretical or historical. There is some effort to extract guidelines, i.e., an issues agenda, from one paper taken from the international literature, but, once having been mentioned, the paper doesn't seem to exert any influence on the subsequent development of the paper. 9/20"

(3) Clarity and Flow of Argument

This criterion was intended to assess the organization and polish of the study. Normally, the quality of writing would be central to such a criterion. However, this reviewer did not feel qualified to judge the quality of anybody's written Spanish, so it was agreed that that element of the evaluation would be set aside. What remained under this criterion was the assessment of a series of specific techniques that are aids to clarity and flow. These techniques are:

- a. The inclusion in the introduction of a paragraph describing the content of the sections to follow in the paper. Such a paragraph serves the reader as a kind of road map. Most but not all of the studies included such paragraphs. They certainly assisted this reader. They may also have

assisted the authors. Studies lacking such a paragraph seemed somewhat less well organized and tended to wander.

b. The inclusion of summary paragraphs at the end of each section of the paper. Only a few papers included these, but in those few instances they seemed remarkably effective organizing devices.

c. The effective use of accompanying statistical tables and graphs. Tables and graphs should be germane to the flow of argument in the text and should be adequately explained. These points are obvious, yet in many cases these simple requirements were not satisfied. In some instances tables or graphs were never referred to in the text, in others they had been extracted from other sources and inserted without any editorial adjustment. And in others this reader simply couldn't understand them, because of confusing or inadequate labeling of columns, rows, or axes. Furthermore, source references for tables and graphs were in some instances vague or nonexistent. If the reader had desired to check data by referring to the original source, in most instances the reference gave inadequate assistance in guiding the reader to that source.

d. The provision of an adequate bibliography. Again, most studies satisfied this point, but in a few cases bibliographies were very sketchy and in a number of cases they did not include all references cited in the text.

Scores on clarity and flow averaged 14.1 out of 20. Here are some comments that illustrate the points made above:

"The introduction contains a paragraph summarizing the paper's structure, and the paper follows that structure faithfully. Graphs are well integrated to the text. Bibliography is adequate. 19/20"

"The introductory section of the paper lacks a summary of the paper's structure. The subsequent sections also lack summing up paragraphs at each section's end. This is a common oversight, but the omission seems more serious in this paper, because several sections pack in so much detail. Thus the reader is particularly in need of guidance. Most tables are however well designed and well integrated, and the bibliography is ample. 18/20"

"An introductory paragraph summarizes the structure of the paper very well. The various sections are lacking wrap-up summary paragraphs, but the sections read easily and clearly. The tables are well integrated into the paper. However, many tables have too many numbers. The points for which they were desired could have been made with far more succinct tables. In fact, the tables appear to have been copied directly from the Nota Semanal (a weekly publication of the Banco Central de Reserva) without any editing. The bibliography is extensive, but not referred to as much as it might have been. 16/20"

"The paper seems reasonably well written and edited. The bibliography is extensive. Effective use is made of summary paragraphs at the end of each section. The introductory section lacks a summary of the sections to follow. This might have helped

the paper maintain a tighter focus. Tables are by and large understandable, but some seem only loosely related to the relevant section of text. 14/20"

"The introduction does not contain a summary of the sections that follow. In several cases the tables are not well coordinated with the text. Some sections seem poorly explained. There is no bibliography, although there are a few references in footnotes. 10/20"

(4) Interest of Research Topic to Researchers and Research Users

It should be noted that this criterion refers to the topic rather than to the paper itself. In other words, it is an assessment of the potential of the paper rather than the final result. The presumption of the wording is that "research users" include policy makers as well as participants in policy debate, be they insiders or outsiders. Researchers, while perhaps interested in policy issues, are also presumably interested in innovative new techniques and in research that is more basic than most policy work, e.g., a study of income determinants rather than of instruments for raising incomes. In sum, the criterion asks if the topic area is interesting to somebody.

The way one answers this question depends on how broadly one defines the topic area. If the definition is made quite narrow, the criterion becomes more and more an evaluation of the paper's result rather than its potential.

Nearly all studies in the sample were given high marks on the intrinsic interest of the topic. The average score of 17.0 out of 20 is the highest of all the criteria. A range of comments is as follows:

"The topic is of great policy importance in Peru. The empirical approach that characterizes the author's research style is very suitable for providing useful answers to the policy issues dealt with. 19/20"

"Being entirely theoretical, this paper is not likely to interest policy makers or the general public. It should however interest other Peruvian researchers specializing in macroeconomics, and also students of macroeconomics, who don't often see models designed to replicate Peruvian reality. 18/20"

"The empirical results would be of some interest to both researchers and policy makers. However, the interest would be attenuated for policy makers because there is no direct consideration of policy implications, and also for researchers because the theoretical framework is not likely to appeal to many economists. 16/20"

"This is one of the few studies where I have difficulty in seeing who the interested reader would be. Its review of statistical developments is fairly well known. Its references to, and apparent inspiration from, a rather technical international literature reduces its potential interest to policy makers. Yet at the same time it is rather tenuously connected to the international literature and therefore perhaps not too interesting to economists, either. 12/20"

(5) Appropriateness and Soundness of Methodology

Today, economic research in the universities of developed countries operates within a strict methodological paradigm of formal (i.e., mathematical) modeling and econometric estimation of model parameters. Thus has economics become more rigorous and more scientific. This progress has however come at a cost. Economics has also become somewhat less policy relevant and less accessible to the general public.⁶

By contrast, economic research in Peru tends to be less methodologically sophisticated and more policy relevant. For reasons argued above, it is appropriate that this be so. Younger economists who have brought back to Peru the techniques of recent graduate training do indeed make use of modern techniques, particularly in the area of econometrics.

Thus two distinct methodological approaches coexist in Peru and also in the research produced under PERC 2. On the one hand, there is a small amount of formal modeling and a larger amount of econometrics. On the other hand, there is the simpler approach of verbal argument supplemented by statistics.⁷

Regarding the studies based on formal models or econometrics, the method defines the study. (e.g., "I propose to use such-and-such technique to examine") The method is by definition appropriate, although the results may in some instances not seem terribly interesting. That shortcoming will arise below, in the section on "Preemption of Questions." As to the soundness of the methodologies chosen, it can only be said that this reader didn't see any uses that seemed unsound (e.g., "You used probit but you should have used tobit."), but it must also be recognized that unfamiliarity with some techniques may have induced excessive tolerance.

Any perceived problem of methodological soundness therefore lay in the realm of the non-formal methodology of verbal argument supplemented by statistics. In this realm, some studies were tightly organized and followed a logical sequence, but most did not, largely for failure to begin the paper with a set of precise questions justified by recourse either to a previous literature or to recent policy experience. This point is illustrated in the following range of comments.

"The methodology is basically non-formal, but some formal components are added. The non-formal part consists of questions posed, and then data assembled, tables introduced, and a text presented that leads the reader through the data and tables to a series of answers to the original questions. The formal part consists of statistical and econometric

⁶ Nevertheless modern economics still carries great relevance for policy. This is particularly obvious in the area of macroeconomics, but it is also evident in the career path of outstanding micro economists like Joseph Stiglitz, as well as several members of the so-called Chicago School.

⁷ While it is convenient to dichotomize methodological approaches in this way, it should be noted that there are many intermediate positions, such as a study that uses single equation partial models, or that uses econometric estimation for some but not all parts of a given study. Also, in the realm of verbal argument, some studies extracted hypotheses and issues from an appropriate review of formal literature, while others had no connections at all to the world of formalism.

tests to some of the relationships examined en route. The formal tests seem well chosen. The informal framework is well executed. This is perhaps the best example of non-formal methodology encountered by this reader in PERC-sponsored studies. 19/20"

"This is an exercise in high-powered econometrics. The methodology is very respectable indeed within the pantheon of modern economics. It is however not all that clear that the methodology is directly useful for the problem being addressed. To put the same point differently, it is not clear that the problem addressed by the methodology is the right problem. 18/20"

"The paper invests considerable effort in reviewing a wide-ranging literature so as to develop an approach to the empirical materials that are subsequently to be examined. The empirical materials are derived from a specially administered questionnaire. The approach is good but the execution is less than perfect. The methodological discussion is not distilled to a set of precise questions or issues that can effectively guide the empirical analysis. 14/20"

"The paper is not high-tech: It is not about formal models and econometrics. It is a low-tech paper that documents the historical evolution of certain economic institutions. Its method is therefore simply verbal description supplemented by recourse to statistical tables. This type of methodology requires its own structure, however, consisting of a set of issues, questions, or hypotheses to be assessed by the analysis of the paper. This paper lacks such a set, and therefore falls into the practice of documenting economic trends that are not clearly caused by the institutional reforms that are the ostensible subject of the paper. 12/20"

"Being purely descriptive, there is nothing of sophisticated methodology, just reference to the occasional statistical table. Other papers also lacking technical sophistication do however make use of an alternative methodology, consisting of a review of relevant literature in order to pinpoint a series of issues to be examined, or questions to be asked. No such effort is made in this paper, resulting, as will be seen below, in the lack of a concluding section. 10/20"

The average score for methodology was 14.3 out of 20.

(6) Coherence and Rigour of Argument

This criterion asks if the paper followed a clear line of reasoning, paragraph following paragraph in a logical sequence. As it turned out, by this reader's view, some papers did and some didn't. The following range of comments gives further detail. The average scores for this criterion were 12.8 out of 20, somewhat lower than that of any of the preceding criteria.

"Very high marks on this important criterion. The paper proceeds deliberately through a series of determinants, just as advertised in the introduction and summarized in the conclusion. 19/20"

"The paper does follow a logical sequence of topics, and in many of the empirical sections the approach is impressively systematic and sensible. Three shortcomings were noticed, however. First, the paper's direction was hard to follow in a few instances, in part because the reader was not given a one or two paragraph summary of the paper's structure at the beginning. Second, there was something of a disconnect between the paper's stated objective, which was long-run, and its real focus, which was short-run. Third, toward the end of the paper the tables were less well explained and the conclusions extracted from the tables were less convincing. 16/20"

"Some sections are quite coherent, but overall the paper has problems in this respect. The empirical sections seems poorly integrated with the theoretical section, and both are hard to follow, in large part because the paper lacks a set of tightly reasoned questions that could have better guided the analysis. 12/20"

"The paper follows a line of reasoning quite clearly. The various sections fit together in coherent fashion. The only problem - and it is a serious one - is that very little discussion or explanation accompanies the tables that present the key econometric results. These tables supposedly provide answers to the questions that are what the paper is all about. 10/20"

"Both the theoretical and empirical parts of the paper contain a number of statements that seem unsubstantiated. A number of tables do not appear well explained. It is difficult to see the logic in back of the ordering of the various sections of the paper. 9/20"

(7) Preemption of Questions

In discussions with IDRC, the shorthand summary of this criterion was noted as "No stones unturned." If the previous criterion of Coherence and Rigour might be interpreted as concerning sins of commission, this criterion concerns sins of omission.

A number of studies exhibited no significant shortcomings in this respect. As for those studies where something of importance did seem to have been overlooked, the missing factors tended to fall into two groups.

Most prominent were the cases of omitted variables. Suppose, for example, that economic outcome y is a function of policy variable x . The value of x changes significantly at time t , so a research study documents the change in x and then the evolution of y in time periods after t . But the study fails to note that y is a function of both x and z , which is not mentioned in the study. z is the omitted variable. If it's obviously important, and if its value also changed significantly close to time period t , then the study is fatally flawed.

Among examples of omitted variables that were noted in the sample are:

- a. political factors.
- b. macroeconomic conditions (coyuntura)

c. for cases where the ENNIV is the principal data source, any variable not included in the ENNIV.⁸

The other missing factor was a recognition and discussion of the limitations of the data being used in a given study. Several researchers seemed to hold remarkably uncritical views of the data they used. They did not raise questions of bias or failures of coverage. They did not even bother to define what the scope of their data was.⁹

The following comments expand on these points:

"There were several unanswered questions that occurred to this reader, but they were generally of second order and appropriate to set aside as topics for future research. The one question that can not thus be set aside is, What can short run results really tell us, when our concerns are more long-run in this particular policy area? That issue aside, the study leaves very few stones unturned. 18/20"

"I did note a couple of issues that were not dealt with and might significantly compromise the results of the study. In general, the issues had to do with institutional constraints that might knock people off their supply and/or demand curves, undermining any methodology that departs from the assumption that people are in fact on their curves. Nevertheless the study is very intelligently executed within its established context. 16/20"

"Aside from the nagging questions regarding overall structure, the principal unanswered questions have to do with data sources and data reliability. The author never expresses any doubts about the quality of the data he is using. He does not consider the possibility that the methods by which data were compiled might make them unsuitable for his purposes. 12/20"

"There were a number of lines that seemed to me promising ways to approach the problem posed in the paper's introduction. Unfortunately the paper didn't tend to follow those lines. 10/20"

The average score on this criterion was 12.5 out of 20, rather low as was that of the preceding criterion.

(8) Consistency and Adequacy of Conclusions

For many studies, the concluding section was fairly straightforward, the logical consequence of a well-organized study. For others, less well organized, the concluding section tended to

⁸ Encuesta Nacional de Niveles de Vida. This is the Living Standards Measurement Survey, an in-depth, multi-country household survey sponsored by the World Bank. Peru was one of the first countries incorporated into the World Bank's program.

⁹ To give one example, if data covered the formal sector only, how was formality defined?

highlight organizational difficulties that had arisen in earlier parts of the study. The following comments elaborate on this general point.

"It has a good concluding section that effectively summarizes the results of the study. There is a slight tendency toward overkill from the proliferation of statistical results. 19/20"

"A brief concluding section summarizes the main points of the empirical section, but doesn't return very effectively to the introductory section because the issues posed in that section really weren't developed in the paper. 10/20"

"The concluding section is very brief and contains a number of assertions that I did not remember as having been demonstrated in the body of the paper. 9/20"

"There is no concluding section. It was omitted probably because it was difficult to think of points of conclusion, because no issues to be examined had been raised in the beginning. This is what comes of a paper that is so purely descriptive, without a guiding framework or set of questions. 7/20"

4. Overall Evaluation of the Studies

The original plan was that the overall assessment would consist merely of a simple average of the component evaluation scores. Subsequently this seemed less good than having an independent overall evaluation, since it was difficult to argue that all the component criteria held equal importance. In the end, both independent evaluations and averages of components were produced, and are shown in Columns (2) and (3) of Table 7. It turned out that the two approaches produced very similar results. The correlation coefficient between these columns of numbers is 0.95.

These scores, by either column (2) or (3), produce a rank ordering of evaluations but only a vague idea of absolute standards. A better idea of perceived standards comes from having to make a recommendation regarding publication. The question arises, however, "Publication where?" The answer relevant to column (4) is, "Some place in Peru where busy professional people, including my professional friends, will be encouraged to take time so as to read the study." This answer sets a sobering standard for any evaluator. To recommend publication is to endorse the social usefulness of the study, and, implicitly, to recommend to one's busy professional friends that they should set aside time to read this study rather than to read something else.

Column (4) indicates that the studies in the sample can be divided into three groups of equal size. One group consists of good studies that might require only minor modifications before being recommended to one's friends. A second group consists of studies that should pass through major revisions before receiving that same recommendation. The third group, consisting of a third of the studies in the sample, consists of studies for which this reviewer would not hold out much hope of sufficient improvement, even through massive revision.

The studies placed in the second and third groups exhibited two distinct types of difficulty. On the one hand, many simply weren't carried through to a adequate level of completion. What was delivered as a final version really should have been considered a

TABLE 7
PERC 2: OVERALL EVALUATIONS OF THE SAMPLE OF STUDIES

Study Number	Evaluation Scores		Publication Recommendation
	Average of Components	Independent Evaluation	
(1)	(2)	(3)	(4)
1	17.9	18	Minor
2	17.9	18	Minor
3	18.0	16	Minor
4	17.0	16	Minor
5	15.9	16	Major
6	15.1	16	Major
7	15.4	14	Major
8	13.8	12	Major
9	13.8	12	Unlikely
10	11.8	12	Unlikely
11	13.1	10	Major
12	11.9	10	Major
13	11.9	10	Unlikely
14	11.4	9	Unlikely
15	9.6	8	Unlikely
Average	14.3	13.1	

Explanation of data:

Column (2): Simple averages of the 8 evaluative criteria presented in this study, converted to 20-point scale as indicated in footnote 5 above.

Column (3): Independent overall evaluation by the author, converted to 20-point scale as indicated in footnote 5 above.

Column (4): Publications recommendations made by this report, with the following key: "Minor:" Acceptable for publication with only minor modifications. "Major:" Acceptable for publication with major modifications. "Unlikely:" Not likely to be acceptable for publication without fundamental reworking.

complete first draft. On the other hand, several other studies seemed flawed in their initial research design. A variable was overlooked, or a concept was inapplicable. For such studies, no amount of extra research time was likely to have effected much improvement in the final product.

These two difficulties imply very different measures in research program management if they are to be overcome in future sponsored research efforts. This point will be elaborated below.

It is perhaps worthwhile to summarize the qualities of structure and content that characterized the studies receiving high scores in this report. These same qualities are characteristic of good research not just in PERC, but in general.

First, the introduction includes a statement of the research problem that is posed with precision, most often in the form of a set of issues or questions to which answers can be given.

Next, the research problem is shown to be important, and therefore interesting. This is generally done by placing the problem in a context, either historical or intellectual. Historical context generally relates to recent policy history in Peru. Intellectual context refers most often to the international literature on a particular topic, what the conclusions of that literature have been, and how those conclusions raise questions regarding the specific case of Peru.

Another aspect of context concerns a review of previous relevant literature in Peru. A summary of what previous researchers have done can show what questions remain to be answered, and how the current study adds to the sum of knowledge.

Proceeding beyond the introduction, the main body of the paper is clearly presented and logically consistent. As aids to understanding, papers might make good use of any or all of the following:

- a. The inclusion in the introduction of a paragraph outlining the structure of the paper to follow.*
- b. The inclusion of summing-up paragraphs at the end of each major section of text.*
- c. The effective use of accompanying statistical tables and graphs, including appropriate reference to the tables in the text; also clarity and economy in the presentation of the graphs and tables, to ensure that they are understandable, as well as adequately cited with respect to source.*
- d. The provision of an adequate bibliography that includes all references cited in the text.*

Regarding logical consistency, the paper follows a logical sequence, paragraph by paragraph with no non sequitur gaps in reasoning. In addition, the paper does not contain any logical flaws arising through failure to consider a relevant variable. To the degree that the paper relies on statistical data, the source, scope, and reliability of the data is discussed, or at least acknowledged.

Finally, the conclusions are related to the questions or issues posed at the beginning, and derive from the argument of the paper, not including points that had not been discussed previously.

In order to give specificity to the strengths of the good studies as well as the difficulties of the problematical ones, a range of overall evaluation comments is reproduced below:

"This is an impressive study, a near-model of effective empirical work in its best sections. It did however get a little ragged toward the end. 16/20"

"The paper asks useful questions, demonstrates good understanding of relevant international literature and also wide reading of antecedent Peruvian literature. It establishes an effective framework for defining the questions to be addressed, and assembles a great deal of information relative to those questions. It is long and detailed, more of a book draft than an academic paper. While the ambition and the effort are very impressive, the execution is a little less impressive. Some questions are left unanswered, some sections include data than seem more noteworthy for their ready availability than their analytical relevance, and some themes are included that make it appear that the author has had difficulty in following his own analytical framework. 15/20"

"The paper makes a couple of useful points in regard to a new economic institution that had just come on the scene. It does this by drawing on lessons of a relevant international literature, supplemented by a very quick review of relevant institutional developments in Peru. It does not pretend to methodological sophistication, but it is quite policy-relevant. It does not examine institutional detail carefully, nor does it incorporate an important political dimension, although indirect reference is made to that dimension. 14/20"

"The data work that went into this paper is impressive, as are some of the techniques used in specific sections. However, the paper suffers from lack of a guiding framework, which might have been provided in the form of a set of explicit questions or issues. As a result some sections seem to lack a rationale for their inclusion, and some conclusions seem unsubstantiated. 13/20"

"The topic is important and the author knowledgeable. The paper is however executed superficially. It gives the appearance of being rushed and not thought out. 12/20"

"A lot of work went into this paper, but in the end I fear that the author was not able to assemble his material in a coherent fashion. The reader is not given a framework that shows why the empirical material is interesting and important. 11/20"

Finally, Table 8 is presented to give a summary of the scores assigned to all components of all the studies in the sample. The scores are reported in the adjusted 20-point scale explained in footnote 5 above.

TABLE 8
PERC 2: COMPONENT EVALUATIONS OF THE SAMPLE OF STUDIES

Criteria\ No. of study	1	2	3	4	5	6	7
Clarity of problem	18	19	19	19	18	16	18
Contextualization	19	19	18	16	16	18	14
Clarity and Flow	18	14	19	16	16	14	14
Interest of Topic	19	18	18	18	19	19	19
Methodology	19	19	19	18	12	16	14
Coherence and Rigour	16	19	19	19	14	14	16
Preemption of Questions	18	16	16	14	16	14	12
Conclusions	16	19	16	16	16	10	16
Average of above scores	17.9	17.9	18	17	15.9	15.1	15.4
Overall Assessment	18	18	16	16	16	16	14

Criteria\ No.	8	9	10	11	12	13	14	15	Avg.
Clarity of prob.	18	16	16	16	16	16	12	10	16.5
Context	10	16	12	12	16	14	12	9	14.7
Clarity and Flow	14	16	14	16	10	10	12	8	14.1
Interest of Topic	16	16	12	18	19	14	12	18	17.0
Methodology	18	14	12	12	10	10	12	9	14.3
Coher., Rigour	10	12	9	9	9	9	9	8	12.8
Preempt. Quest.	14	10	10	10	8	10	12	8	12.5
Conclusions	10	10	9	12	7	12	10	7	12.4
Average scores	13.8	13.8	11.8	13.1	11.9	11.9	11.4	9.6	
Overall Assess.	12	12	12	10	10	10	9	8	13.1

5. These Evaluations Compared to Past Evaluations

The evaluations excerpted in the previous section indicate considerable variation in research quality among the studies that comprised PERC 2. While assessments were rather negative at the lower tail of the quality distribution, it should also be remembered that they were very positive at the upper tail. It is useful to ask how these evaluations compared, on average, to earlier assessments made of PERC 2 research output. In general, are the evaluations of this report more severe, more generous, or about the same as those made by previous evaluators?

(1) The Range of Prior Evaluations

The research output of PERC 2 has been evaluated exhaustively. Earlier evaluation efforts are the following:

1. Evaluations commissioned as part of the report authored by Roger Young in 1997. They were requested of CEDES (Argentina) and ILADES (Chile), which furnished 14 and 5 evaluations, respectively. The evaluations did not include any type of quantitative score, but they did contain recommendations regarding publication.
2. Evaluations undertaken by members of the International Advisory Committee. These were generally applied to project proposals and to work in progress, but not to final drafts.
3. Evaluations commissioned in Peru under the Actividades Conjuntas line of the PERC budget and administered by the PERC Secretariat. This was the most massive evaluation effort of PERC 2. In toto, 151 evaluations were solicited from fellow economists in Peru. Of these, approximately 88 were evaluations of final reports that were assigned a grade and a publications recommendation. The remaining evaluations were made either of work in progress or of studies done under the Small Grants program. The 88 final evaluations consist of the 63 that formed the universe from which the sample of this report was drawn (See Table 3 above), plus another 25 evaluations that were submitted between December 1998 and May 1999, i.e., after the sample had been drawn.¹⁰

The evaluation efforts undertaken during the course of PERC 2 contrast with the experience of PERC 1, where a systematic effort was attempted only in connection with the final report on PERC 1 authored by Juan Antonio Morales. As part of the Morales report, 11 evaluations were done by Morales himself, and 24 others were obtained from economists in Argentina and Brazil, 14 from CEDES (Buenos Aires) and 10 from PUC (Rio).

¹⁰ I thank Javier Portocarrero for providing these figures through e-mail communication. As Executive Secretary of PERC, he directed this evaluation process.

(2) Comparison of Present with Past Evaluations under Actividades Conjuntas (AC) of PERC Secretariat

Of these various evaluations previously undertaken under PERC 2, only the final evaluations done by Peruvian economists under Actividades Conjuntas (AC) contain both quantitative assessments and publications recommendations. Those evaluations are therefore the ones most appropriate for comparing with the evaluations of this report. The comparison is set forth in Table 9.

The evaluation method under AC consisted of a four-point scale (*muy alto, alto, medio, and bajo*) applied to five criteria (See Table 5 above for details.) such that, when the five scores were added up, the total was on a 20-point scale. These are the scores shown in Column (3) of Table 9, in contrast to the evaluation scores of this report, which are in Column (2). The correlation between these columns is reasonably strong: $r = 0.71$. While this coefficient may seem a bit low to the some readers, it is substantially higher than the coefficients between the evaluation scores of the members of the CIES selection committee last year.¹¹

¹¹ For the 5-member selection committee of the "Proyectos Medianos" competition, the median correlation was 0.27 and the highest of the 10 pair-wise coefficients was 0.56. It is to be expected, however, that discrepancy between evaluators of project proposals would be greater than for evaluators of completed projects. For the former group, part of the discrepancy will lie in differing expectations as to what the completed studies will look like. For the latter group, uncertainty on this point has been eliminated.

TABLE 9
PERC 2: COMPARISON OF PAST AND PRESENT EVALUATIONS

Study Number	Evaluation Scores		Publication Recommendations	
	This Report	Older Assessment (AC)	This Report	Older Assessment (AC)
(1)	(2)	(3)	(4)	(5)
1	18	19	Minor	Minor
2	18	18	Minor	Minor
3	16	11	Minor	Minor
4	16	16	Minor	Minor
5	16	18	Major	Minor
6	16	15.3	Major	Minor-Major
7	14	15	Major	Minor
8	12	9	Major	Minor-Major
9	12	16	Unlikely	Minor
10	12	13.5	Unlikely	Minor-Major
11	10	10	Major	Minor
12	10	12	Major	Minor
13	10	13	Unlikely	Minor-Major
14	9	12	Unlikely	Major
15	8	12	Unlikely	Major
Average	13.1	14.0		

Explanation of data: Column (2): Independent overall evaluation by the author, converted to 20-point scale as indicated in footnote 5 above. Column (3): Evaluations secured by the PERC Secretariat from various Peruvian economists, under Actividades Conjuntas (AC). Column (4): Publications recommendations made by this report, with the key as explained in Table 7 above. Column (5): Publications recommendations made by prior evaluators, with the following additional key: "Minor-Major:" Two or more recommendations, at least one recommending publication with only minor modifications, at least one also recommending major modifications.

It is nevertheless worth asking if there is a pattern to the discrepancy. Did the studies relatively favored (or disfavored) by the new evaluations of this report have particular characteristics? The only one perceived was a more favorable evaluation to some theoretical studies that seemed useful to this reviewer at least for pedagogical purposes.

The new evaluation scores may not be very different from the old, but the publications recommendations certainly seem to be. Columns (4) and (5) show the difference.

The source of discrepancy between these two columns of recommendations is not obvious. Three explanations suggest themselves.

First, this study could be introducing higher publications standards than those thought appropriate by the earlier evaluators.

Second, past evaluators may have been sweetening tough evaluations with generous publications recommendations that might not have seemed of great importance to them.

Third, the meaning of past publications recommendations may have become muddled by the structure of the evaluation form that past evaluators filled out.¹² The recommendation was divided into two parts. First, the evaluator was asked to recommend if the document should be published as a book or a working paper. No other alternatives were offered. Then, further down the page, the evaluator was asked if the document was or was not acceptable for publication, and if acceptable, if publication should be undertaken with minor modifications, major modifications, or fundamental modifications followed by reevaluation.

Nearly all evaluators recommended that publication be effected as a working paper (*documento de trabajo*). This was really the only option available, given that the documents being evaluated were not book manuscripts. But what does it mean to recommend publication of a working paper? Working papers are supposed to be documents that are circulated for comment before being put in final form.¹³ That is, the modifications will presumably come after issuance of the working paper, so why ask for them before issuance as well?

If this type of reasoning passed through the head of the evaluator, it is easy to see that a tough evaluation might have been combined with a generous publications recommendation, for reasons of either sweetening or confusion.

In an attempt to resolve this discrepancy, IDRC (Ottawa) furnished copies of all the past evaluations that were in their files, so that some assessment could be attempted of the basis of what the evaluators had actually written.¹⁴ Regarding the evaluations of the studies in the sample of 15 used for this report, I attempted to categorize them into three groups, based on comparison of the written evaluations, disregarding the scoring or the publications recommendations. The groups were defined by past evaluations being: (1) more critical than the assessment made in this report (tougher), (2) less critical (easier), and (3) of similar severity (equal). This comparison is made for 11 of the 15 studies that were available, as shown in Table 10.

The 11 comparisons can be boiled down to 5 tougher past evaluations and 6 easier past evaluations, including a few that were much easier. One concludes, tentatively on the basis of an admittedly impressionistic comparison, that this report had slightly tougher standards than did past evaluators under the AC line of the PERC budget, but that the differences are not great.

¹² This paragraph applies to some but not all past evaluations. The structure of the form changed over time.

¹³ In Peru, working papers are often the final publication form for the document in question. This raises another dimension of ambiguity, however.

¹⁴ In addition, copies of other evaluations were sent from the PERC Secretariat in Lima.

TABLE 10
DEGREE OF SEVERITY OF EVALUATIONS:
PRESENT AND PAST EVALUATIONS COMPARED

Study Number	Past Evaluation Compared to Present Evaluation
1	Easier, Equal
2	Tougher
3	Easier
4	Tougher
5	Tougher, Tougher
6	Tougher, Equal
7	Equal, Undefined
8	Slightly tougher
9	Slightly easier
10	Much easier
11	Much easier, easier

Note: Past evaluations are those undertaken by the PERC Secretariat under the Actividad Conjuntas (AC) line in the PERC budget. For Studies no. 1, 5, 6, and 11 there were two past evaluations. Number of study does not match those of previous tables. The undefined comparison for Study no. 7 involved a past evaluation that was very brief and, in my judgment, noncommittal.

(3) Comparison of Present with Past Evaluations: The Young Report

As background for the report done by Roger Young in 1977, evaluations were solicited from both CEDES (Argentina) and ILADES (Chile), 14 from the former and 5 from the latter. Evaluators were asked to make written comments and also to judge whether the paper being evaluated met minimum Latin American standards.¹⁵

Regarding the papers evaluated by ILADES, two were largely theoretical, two empirical, and one a mixture of both theory and data. The theoretical papers were criticized as being either obsolete or just plain wrong. The empirical papers were criticized for lack of depth, unsubstantiated assertions, and omission of important variables. One paper was criticized for the inadequacy of its underlying model. Nevertheless one of the empirical papers was judged, "considering the goals stated by the author," as meeting "the minimum requirement for Latin American standards." The other four were judged not to have met that requirement.

The 14 papers evaluated by CEDES covered a much wider range of research styles, from formal modeling to policy history, political economy, and data compilation. The evaluations seemed, in general, more discreetly written, less blunt than those of ILADES. Perhaps one aspect of this discretion is that most evaluations failed to say whether the paper being evaluated met "Latin American standards." Only 4 of the 14 evaluations provided this assessment, and in

¹⁵ The exact phrasing of the request is not known to me. The request is inferred by the nature of the replies.

all four cases the assessment was positive. To give one example, “*El trabajo...cumple con los requisitos mínimos de la investigación en economía, medidos en función de los estándares medios de la región.*”¹⁶

Nevertheless, a reading of the CEDES comments shows that in a few cases the evaluators had grave reservations about research quality. Table 11 attempts a classification of evaluator assessments based on a reading of the evaluators’ texts.

Finally, it is useful to compare these assessments to those of this report, in the same way as was reported for past AC assessments in Table 10 above, again simply through a reading of the texts written by the past evaluators. This comparison applies to either:

- 1) a paper that was assessed by CEDES and ILADES and was also included in the sample of 15 in this report, or,
- 2) a paper that was assessed by CEDES and ILADES compared to another paper included in the sample of 15 that was written by the same author and presumably of similar quality.

TABLE 11
EVALUATIONS COMMISSIONED FOR THE YOUNG REPORT
ASSESSMENT OF THE TEXTS

Assessment	CEDES	ILADES
Definitely Positive	4	0
Probably Positive	3	0
Mixed	4	1
Probably Negative	3	0
Definitely Negative	0	4
Total	14	5

Comparing this report with the past assessments of CEDES, there were six papers (or authors) for which assessments were essentially the same, and two for which the CEDES assessment was more generous.

Comparing this report with the past assessments of ILADES, there are only two comparisons to be made, and in both cases ILADES was more critical.

A tentative overall assesment of comparative evaluative standards is that this report has applied a standard that, on average, is slightly more demanding than what has been applied by Peruvian evaluators under Actividades Conjuntas (AC) and also by CEDES for the Young

¹⁶ I have not seen any attempt to define what is meant by a “Latin American standard,” much less a “minimum requirement” of that standard. It does seem evident, however, that CEDES and ILADES interpreted the phrase quite differently.

Report, but is not as demanding as that applied by ILADES. It should be emphasized, however, that the differences do not appear great. In fact, my principal reaction in reading past evaluations from all three sources was one of agreement rather than discrepancy in standards. This was true even of ILADES. They were tough, but they were very good.

(4) Final Comment on Past Evaluations

What seemed most noteworthy about these past evaluations was the enormous effort at evaluation that has been invested in PERC 2. The volume of past evaluations is vast. Moreover, with very few exceptions, these evaluations were done with great care. Most are thoughtful, incisive, and full of useful suggestions. The time invested by Chileans, Argentineans, and most of all Peruvians in the effort has been vast enough to make the author of this report feel that his own efforts have been a trifle redundant. Although the question does not fall within the scope of this study, it is worth asking if these evaluations were seen by authors as guides to research improvement rather than just criticism. One hopes, but is not sure, that they helped improve the quality of research production under PERC 2.

6. Constraints and Opportunities for Quality Improvement

Many of the studies included in this sample of PERC research production attained quality levels that were impressive and made them a pleasure to read. That positive assessment should not be overlooked despite the fact that this report has also stressed that a similar positive assessment cannot be applied to another group of studies in the sample. This perhaps greater emphasis on the down side is a reflection of two factors.

First, in my opinion, there are a lot of very good economists in Peru. Their academic backgrounds are excellent. So are their instructional standards. In the top universities where economics is taught (i.e., Pacífico and Católica), the academic standards are probably better than or equal to that of the best undergraduate programs in North America.

Second, the country needs good economic research. Peru's economic problems remain daunting, despite progress during the past decade. Among business and professional groups in Lima, the level of interest in and sophistication about economic issues is noteworthy. Good, policy-related research would certainly have an audience.

Given this availability of talent, and given the social demand, why hasn't the research production of PERC responded with higher quality standards?

Only an impressionistic answer to this question is possible at present.¹⁷ It seems however that three factors are at work: the incentive structure, time constraints, and weaknesses in the intellectual support system. The first two factors encourage researchers to leave studies in rough form without going through editorial stages that could greatly improve the final product.

¹⁷ This issue will be explored further in another report on the market for economic research in Peru, also being prepared by the author.

The third factor contributes to the continuation of research projects despite the existence of fundamental design problems. Researchers don't get enough feedback, from colleagues or from funders, to dissuade them from the continued pursuit of unpromising research directions.

Regarding incentive structures, it must be recognized that the connection between research quality and economic rewards is usually very indirect. Sometimes an attempt is made to make the connection tighter by withholding payments pending review and final acceptance of the study by the funding agency. To be effective in raising quality, however, this policy must of course be associated with an effective review process. As implemented by many international and governmental agencies, the policy often seems to have become counterproductive, undermined by capricious evaluation standards having little relation to quality. In the case of PERC, this connection has not been attempted; payments were not withheld pending final acceptance of the study.

In the case of those researchers for whom a monthly salary is an important component of income, the connection between research production and income is even more tenuous. Even in the major research universities of Peru, salary differentials are very small and based almost entirely on years of service.

Making quality assessments of colleagues' work, particularly for important economic reasons such as promotion or salary increments, is both intellectually difficult and potentially disruptive to the organization. In North American academia, this unpleasant task is delegated to the professional journals. The quality of a colleague's work is assessed largely by seeing what journals he or she has published in.¹⁸

In Peru, appropriate journals do exist (e.g., *Apuntes*, *Economía*) but there is little incentive to publish in them. Most often, the final version of a PERC research study has taken the form of a paper in an in-house publication series, most often a Discussion Paper series. In other countries, discussion paper series are for preliminary versions that will be published in final form elsewhere. In Peru, they are often both preliminary and final.

In more indirect fashion, a connection between research quality and future economic reward does exist. This is so because nearly all economic researchers in Peru are dependent on short-term research contracts for a major part of their income.¹⁹ Those researchers with the greatest opportunities for future research contracts are those with the best professional reputations, and those reputations must derive in part from past research production.

Approximately how large a part of future reputation comes from past publications is however not at all clear. Organizations that grant research contracts in Peru (e.g., international and

¹⁸ An analogous system has been introduced in some universities in Chile: Salary increments are awarded for publishing in any English-language journal that is included on a predetermined list.

¹⁹ The only researchers for whom salary is the major part of total income are those working in elite government agencies (e.g., *Banco Central de Reserva*, *Superintendencia de Banca y Seguros*, *Osipitel*, *Indecopi*) or in a few elite universities (e.g., *Pacífico*, *ESAN*). Within PERC, only one of the five member institutions (*Pacífico*) has been able to provide adequate base salaries.

governmental agencies, NGOs) are not noted for their careful perusal of past research studies. What seems more important in the allocation of research funding is what might be termed public reputation, as determined largely by conference presentations and journalistic endeavors.²⁰

Regarding the second factor, time constraints, it needs to be reemphasized that nearly all researchers in Peru earn the major part of their incomes from short-term contracts. In some cases, their employing institutions provide a modest base salary. In other cases they offer an insurance fund that provides a salary for short periods when the researcher is between contracts. But for such researchers, the principal source of income comes from a never-ending sequence of short-term contracts, the longest imaginable being perhaps for one year. In such an environment, seeking quality beyond what is demanded by the sponsoring agency is a luxury that few can afford. Inevitably, the researcher's focus has to be on delivering on time so as to be ready to start the next project (or perhaps to start looking for the next project).

What seems regrettably missing in this environment is effective editorial feedback on ostensible final products, financial incentives that would oblige the researcher to pay attention to such feedback, and also time (and extra income), through which the researcher could respond effectively to such editorial demands.

The third factor affecting research quality, described above as "weaknesses in the intellectual support system," refers to the limited availability of means by which the opinions of colleagues can be solicited and incorporated into research design. The *prima facie* evidence for the lack of sufficient collegial support is simply that so many studies in the sample contained weaknesses of research design that could have been caught by an effective process of informal peer review.

It is one thing for a colleague to review a research proposal or research draft and communicate effective criticism to the author. It is another for the author to accept the criticism and as a result to change the research for the better. For these last steps to be accomplished, the peer review has to be informal and unthreatening, and it should happen early in the research cycle. Criticism is never easy to receive, but it has the best chance of being accepted if the researcher can be made to feel more assisted than aggrieved. He can be open to new ideas if there is no felt need to defend himself. The instinct toward self-defense becomes greater the more time the researcher has invested in the project. Psychologically, it is easier to change direction the less the time that has been spent pursuing the direction that is in need of change.

How the criticism of colleagues can best be used to improve research quality is an issue of research organization that has not been satisfactorily solved in any country. It is not obvious that the problem is more severe in Peru than elsewhere. Everywhere, people are busy, and it is hard to get colleagues to stop their own work and spend time thinking about the work of others.

Most collegial criticism comes from within a given institution, where there is a collective commitment both to give and receive such criticism as part of a common effort to promote the reputation and economic health of the institution. Such collegial support is widespread and

²⁰ When this author was associated with the PAPI Project of USAID, his efforts to have researcher selection based on past published research were a dismal failure. Nobody had the time to do the reading.

often very effective in Peruvian research institutions, including all member centres of PERC. What has been much rarer, however, is collegial criticism that reaches from one institution to another. Yet this more distant support is often very necessary, sometimes because the most-qualified experts in the researcher's field are to be found in other institutions, sometimes because frank and honest criticism may be difficult to make of someone with whom one has social contact on a daily basis.

If quality improvement is to be pursued as an objective of a funding agency, therefore, this objective should imply measures to improve the incentive structure, relieve time constraints, and encourage strengthening of the intellectual support system. In the next section we will examine the implications of these issues for the design of research funding in the specific case of IDRC, PERC, and CIES.

7. Implications for the Design of Research Programs

Programs that fund research take on widely different management styles. At one extreme is the example of the MacArthur Foundation, which gives money to geniuses with no strings attached. The beneficiaries don't even have to apply. They just take the money and do their thing.

Close to the other extreme are many examples of research consultancies granted by government, international agencies, or private sector firms, in which the grantor defines the project, writes the terms of reference, and sets a rigid production schedule marked by dates for delivery of progress reports and partial drafts. In truly extreme cases the grantor also establishes the conclusions to be reached.

These styles of management may be characterized as "loose rein" and "tight rein," but the terms should not suggest dichotomy. In fact, there is a continuum of measures of management control between the extremes illustrated above.

It is easy to make the case for loose rein and against tight rein. Research is, after all, a voyage of discovery. A detailed specification of what is to be found and when it is to be found often becomes a straightjacket whose effect is to lower the quality of the final product. Most Peruvian researchers have some experience with this tendency, having dealt with public sector funders steeped in a tradition of micromanagement. In many such cases researchers have had to grapple with terms of reference that didn't make sense but had to be followed in letter if not in spirit, as well as with requests for revisions that gave excessive attention to cosmetics and trivialities.

At the beginning of PERC, IDRC opted for a "loose rein" management style characterized by four salient features: Researchers chose the topics and designed their own projects, project approval and funding allocations were made internal to each research centre, disbursements were routinized, and the final approval process was perfunctory. Such a style held several advantages. It encouraged researcher innovation and preserved harmonious relations among centres and between centres and IDRC. In addition, it was easy to do, and carried a low administrative cost.

The disadvantage of such a system is of course the absence of any quality control, and it was probably out of concern for research quality that IDRC moved in the direction of a tighter rein during PERC 2. The key elements of this move toward greater control were:

1. Final approval of projects was vested in IDRC.
2. An International Advisory Committee was formed, to comment on proposals, comment on research in progress, and consult with researchers.
3. Workshops on research in progress were initiated (ca. 1996) to encourage cross-fertilization.
4. Ex-post research evaluations were solicited on most studies, as described above.

These were all good ideas, but it seems reasonably certain that in the end they did not have great effect on research quality. IDRC's project approval process was pro forma. De facto selection remained within the respective centres. As for the International Advisors, their influence on the course of the studies to which they were assigned was very limited. The projects had already been launched before advisors became involved. Feasible mid-course correction was not very great.²¹ The same fate befell the workshops, despite valiant efforts of the Executive Secretary. They came too late in the research cycle to change researcher ideas greatly, and their formal structure inevitably engendered a defensive reaction to any suggested changes. They did serve to push the researchers to get on with their projects, but it is doubtful that they changed the nature of the research undertaken.

Further changes have been undertaken in the structure of CIES, which is PERC's successor. The key measures, all presumably introduced with the objective of improving research quality, were:

1. Choice of projects through research competitions (concursos) rather than through allocations internal to particular centres.
2. Withholding of final disbursements pending approval of the projects' final reports or research papers.
3. Insistence on policy applicability in consideration of the project proposals.

Thanks to these measures, and in particular to the first, the quality of CIES research output will almost certainly be substantially higher than that produced under PERC. The direction of change will certainly be positive, but the level that will be reached is still an unknown. It must be recognized that a number of characteristics of the research environment, all militating

²¹ This pessimistic view of the functioning of the International Advisory Committee comes largely from the author's experience of having been a member of the committee, and also from having checked his impressions with two other committee members. It should be noted, however, that of 46 proposals submitted for IAC consideration during PERC 2, 22 were returned to researchers for reworking, and 2 were ultimately rejected.

against quality, have not yet been changed. Among these continuing obstacles the following may be cited.

1. The support network that might help researchers avoid flaws in research design is still weak.²² Efforts to strengthen the support network are obstructed by long-standing ideological differences and also by cultural factors.²³
2. The publication system provides little incentive for quality improvement. Most publication is in-house, mostly in discussion paper series. Additional publication in journals is not encouraged.
3. For those researchers who are on a fixed salary, promotion and salary decisions are generally not tied to quality evaluation of research studies.
4. Research contracts are short-term, even under CIES. Time pressures to produce quickly must inevitably dominate concerns about quality of output.

The proof of the pudding will come with the completion of the first group of CIES studies in mid-2000. There is little doubt that on average they will be better than the PERC studies of the past. Whether they will be as good as what their authors are capable of, or as good as what the country needs, remains to be seen.

²² Within some research centres, informal and productive research criticism is available and taken advantage of. Within such an environment, a researcher can grow and thrive. Poor ideas can be cast aside and better ones pursued. However, such support mechanisms do not usually extend beyond the walls of the research centre. The interinstitutional support network remains weak, despite some progress under PERC.

²³ One cultural attribute in mind here involves an instinct toward competition rather than cooperation in social relationships that has been labeled "arribismo" by the noted Peruvian sociologist Carlos Delgado. However, the relevant social context is probably too complicated to be captured by a single concept.

8. Summary and Conclusion

Six questions were posed in the introduction to this paper. It's time to come up with answers.

- (1) How can these studies be characterized in terms of topic, length, methodology, and policy applicability?

The fifteen studies in the sample are all works of economic research that bear on policy issues. Topics dealt with were macroeconomics (Including money and financial institutions), agriculture, labor and human resources, and several areas of applied microeconomics. Only two were issued in published form. The other 13 were "processed" and ranged in length from 20 to 80 pages. All were final reports of their respective PERC research projects.

Methodological approaches varied. There was some use of the modern techniques of mathematical modeling and econometrics, but such studies were in the minority. Only one study contained what might be considered a formal mathematical model, while perhaps four others used single-equation models that formed the basis for econometric estimates. Perhaps two thirds of the studies relied primarily on the simpler approaches of verbal argument supplemented by statistical tables.

Although all studies may be said to bear on policy issues, in several cases the connection was very indirect. Fewer than half the studies led to policy recommendations. In general, those studies with a more formal and mathematical methodology were less directly related to policy issues.

2. What are the strengths and shortcomings of the studies by the various evaluative criteria applied?

This review of the sample of research studies, based on the evaluative criteria set forth above, found merit in a series of expository and organizational techniques that constituted the strengths of those studies that employed them. These techniques have already been summarized above.²⁴ The strengths of some studies is that they followed these expository guidelines. The weaknesses of others is that they didn't.

3. How do the overall evaluations of this report compare with previous evaluations?

The evaluations of this report correlated fairly closely ($r=0.71$) with earlier evaluations solicited by the Executive Secretary. There was greater divergence, however, regarding recommendations for publication. Previous evaluators recommended that 9 studies in this sample be published with only minor revisions and 2 be published after major revisions. The remaining 4 studies received a split vote, with some evaluators satisfied with minor revisions and others asking for major revisions. By contrast, this review found only 4 studies that might be recommended for publication with minor revisions, and 6 with major revisions. As for the remaining 5 studies, it seemed to this reviewer that even major revisions were unlikely to convert them to publishable quality.

²⁴ See pp. 29-30.

4. What useful generalizations can be made regarding the shortcomings of studies whose quality level was considered questionable?

Two principal difficulties were noted. On the one hand, some studies were not carried through to an adequate level of completion. They seemed more like drafts than finished products. On the other hand, some studies seemed flawed in their original research design. In some, this was because a variable was overlooked; in others, because a concept seemed inapplicable.

5. What general evaluation can one make of research quality under PERC, and how does one justify the evaluation?

The general evaluation is given by the publications recommendations summarized above. In rough terms, a third of the work was good and useful, another third rough but recoverable, and a final third flawed and probably not recoverable. This is an evaluation based on a demanding standard that was expressed as follows: Would I recommend to my busy professional friends (assuming that the study was in their area of interest) that they set aside time to read a given study rather than read something else? The high standard applied was justified by two factors. First, There are many excellent economists in Peru. It is not unreasonable to expect high research standards. Second, the country's economic problems remain daunting. Peru needs good research, and has a professional audience that will appreciate it.

6. Is it reasonable to expect a higher quality of research studies produced under PERC (or CIES), and if it is, what are the implications for the organization of research funding?

Research quality has been hampered by a number of institutional constraints, some of which have been modified in the switch from PERC to CIES. The most important change involves the means of selecting projects for funding. The open competitive process introduced by CIES, substituting for the former process of allocating funds to specific centres (which then selected projects by internal competitions), will undoubtedly result in a significantly higher average research quality.

Nevertheless other institutional constraints remain unchanged, and can be expected to have a continuing depressive effect on research quality. Three such constraints were noted:

- a. Limited availability of informal peer review, particularly at the beginning of the research process when the researcher would be most open to new ideas and suggested changes of direction. Such peer review often exists within a given research institution, but often does not exist between researchers affiliated with different institutions.
- b. Limited incentive to publish in refereed journals outside the institution with which the researcher is affiliated. This tradition limits the incentive to produce more polished final versions of studies. It also means that particularly good work is not recognized by the prestige of acceptance in a publishing source whose quality standards are recognized and admired.
- c. Limited incentive to publish deriving from the procedures for promotion and salary increases in those institutions offering reasonably good salaries.

d. Very limited economic stability for those researchers highly dependent on short-term research contracts. For such researchers, who were clearly in the majority in PERC and are now in CIES, time pressures to produce quickly must inevitably dominate concerns about quality of output.

9. Final Comments

The conclusion of this report is that PERC 2 sponsored some research that was good and some that was less than good. This suggests the need for measures should be taken to increase the portion of research that is good and socially useful.

With this message, the author is probably preaching to the already-converted, because the changes effected over time by IDRC (and CIDA) have been intended to do just that.

When the project began with PERC 1 in 1989, it was seen by most observers as a rescue mission, intended to arrest the brain drain at a time of alarming political and economic deterioration in Peru. Research quality was of course not an unimportant issue, but the principal focus lay elsewhere. In that principal focus the project was largely successful. Nearly all researchers in the member institutions stayed in Peru through the hard times.

Eventually, however, attention did turn to research quality and how to upgrade it. Various adjustments made to PERC 2, based on the experience of PERC 1, pointed in that direction. The major change in CIES after the experience of PERC 2, involving allocation of research funds based on open competition among all member institutions, can also be interpreted as a measure intended to improve the quality of research output.

Some structural difficulties remain, and may present obstacles to future quality improvement. They are important factors, and eventually should be addressed, but in all probability no measure will be as important as the measure already taken, viz., the introduction of open competition. As a result of this measure, it is a near-certainty that average research quality under CIES will be significantly higher than what it was under PERC 2.

Much of the discussion of this report has dealt with the problematic studies, but in conclusion it is worth remembering that the best studies, i.e., that third judged publishable without major revision, are of high quality by anybody's standard. As a group, that research is probably as good as anything that has been done before in Peru, and is on a level approximately equal to the best work in Latin America, be it from Argentina, Brazil, Mexico, Colombia, or Chile. In that upper third, PERC 2 produced very good work.

Appendix 1: Evaluations
(February 25, 2000)
(CONFIDENTIAL: DO NOT CIRCULATE)

Paper: Gloria Canales and Alan Fairlie, "*Dinámica de precios relativos y régimen liberal*," (n.d.)

1. Clarity of Problem

The introduction could use some tightening, but it does state the two issues that are key to the paper, and does so precisely enough to make precise conclusions possible at the end of the paper. 8/10

2. Contextualization

Very little context is provided. Regarding methodology, a few footnotes refer to previous work of the authors, but the work of other researchers is not discussed, neither researchers who might have used similar methods in other countries nor researchers in Peru who might have approached the same problem with different methods. Very little historical context is provided, but this is not a serious omission. 4/10

3. Clarity and Flow

The introduction ends with a paragraph summarizing the content of the paper's subsequent sections. The graphs and tables are well integrated with the text. There is an adequate bibliography. On the negative side, however, the bibliography is very heavy on the authors' previous work and rather sketchy on the work of others. Also, the text is sprinkled with policy assertions that are politically charged and largely outside the scope of the paper. 6/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The general topic area is of great interest to both policy makers and researchers. The topic, more narrowly defined as the approach developed in this paper, is somewhat more problematic. It's a bit too abstract for policy makers and may be a bit idiosyncratic for the tastes of many researchers. 7/10

5. Methodology

The methodology is well developed and may be quite innovative. (My ignorance of the field makes possible only a tentative assessment.) 8/10

6. Coherence and Rigour

The paper follows a line of reasoning quite clearly. The various sections fit together in coherent fashion. The only problem - and it is a serious one - is that very little discussion or explanation accompanies the tables that present the key econometric results. These tables supposedly provide answers to the questions that are what the paper is all about. 4/10

7. Preemption of Questions

There were some questions of unexamined data quality, but the main unturned stone is really the same point as in the previous paragraph. Even if the econometric results are explained more fully, it seems to me that the connection between those results and the questions of the paper are suggestive but not necessarily definitive. Supplementary approaches to the questions might also have been considered. 6/10

8. Conclusions

The conclusion states that the two problems posed in the introduction have been answered. My principal difficulty is that I missed the answers in the body of the paper. Most of the concluding section is a forcefully put policy agenda that goes far beyond the scope of the paper. 4/10

9. Overall Assessment

A very promising paper that develops an interesting model and applies it to an important policy problem. Somehow the paper didn't follow through, addressing the econometric results carefully enough to convince the reader of the significance of those results. This seems to me unfortunate in part because I think the policy assertions of the authors are essentially correct. 5/10

Paper: Javier Escobal and Jorge Aguero, "*Integración espacial de mercados agrícolas: Un análisis de cointegración multivariada*," (March 1997)

1. Clarity of Problem

The problem is clearly stated, in the context of the international literature. It is stated with adequate precision, given that the method of the paper promotes precision. Thus precise conclusions are possible. 9/10

2. Contextualization

The paper's relationship to the international literature is fully explained. In addition, there is, in one instance, thoughtful reference to relevant past literature in Peru, suggesting (though not showing with exactitude) how a previous result relates to the results of this paper. The paper is however less successful in showing that there is a context of policy debate in Peru to which this paper might contribute. 7/10

3. Clarity and Flow

The introduction contains a good paragraph explaining the paper's structure. The bibliography is extensive, although some references in the text are not included in the bibliography. The tables are intelligently selected and are important to the text. They are however not terribly well explained. The paper is also somewhat lacking in intuitive explanations that might have given greater understanding to the statistical results. 7/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

As an application of econometric methodology, this paper could be of great interest to fellow researchers. The policy implications are however not clear, so its interest to policy makers is very limited. 8/10

5. Methodology

This is an exercise in high-powered econometrics. The methodology is very respectable indeed within the pantheon of modern economics. It is however not all that clear that the methodology is directly useful for the problem being addressed. To put the same point differently, it is not clear that the problem addressed by the methodology is the right problem. 8/10

6. Coherence and Rigour

If executed correctly, the methodology imposes coherence and rigour on the paper. And indeed it is executed correctly. 9/10

7. Preemption of Questions

Here's the rub: The main question that was not preempted was, Is the paper addressing questions that are interesting and important? Some alternative questions seemed to cry out for consideration, but were not considered. In the end, I had the feeling that the sophisticated methodology led the authors to a dead end. As for the international literature that developed the methodology, presumably in a context that was highly empirical and therefore presumably concerned with policy issues, I am left without an explanation. 6/10

8. Conclusions

The conclusions are correct and well stated in the context of the paper. But they are very modest in scope. 7/10

9. Overall Assessment

Methodologically the study is very sophisticated. It is high-powered, well written, well executed. It follows a line of research that has been sanctified by a number of similar studies in the international literature. Nevertheless I cannot escape the idea that the results don't seem to have much policy applicability. If there is applicability that I didn't see, I can only say that the authors weren't very helpful in pointing it out. 7/10

Paper: Jorge Fernández-Baca and José Luis Sardón, “*Regulación de las empresas de servicios públicos*” (n.d.)

1. Clarity of Problem

The introduction leads up to a final sentence that states what the paper is about, viz., a descriptive overview of recent policy developments in the topic area. The problem is however stated in very general terms (“What’s been going on”, or more precisely, “Es justamente sobre estos cambios institucionales que trata el presente documento.”) The paper probably would have been better, however, if a purpose had been stated in a more focused way (e.g., “What are the major policy developments in the field and their economic consequences”) 7/10

2. Contextualization

The introduction gives a brief review of relevant policy history in Peru. There is however no reference to previous literature (nor indication that there is no previous literature on which the paper might build). 7/10

3. Clarity and Flow

The introduction does not contain a summary of the sections that follow. In several cases the tables are not well coordinated with the text. Some sections seem poorly explained. There is no bibliography, although there are a few references in footnotes. 4/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The paper covers a topic area that is important and virtually untouched by previous researchers. 9/10

5. Methodology

Being purely descriptive, there is nothing of sophisticated methodology, just reference to the occasional statistical table. Other papers also lacking technical sophistication do however make use of an alternative methodology, consisting of a review of relevant literature in order to pinpoint a series of issues to be examined, or questions to be asked. No such effort is made in this paper, resulting, as will be seen below, in the lack of a concluding section. 4/10

6. Coherence and Rigour

These qualities are weakened by the absence of a guiding framework. Perhaps as a consequence of this, there are some sections that seem excessively detailed given the overview nature of the paper, other sections where data are introduced without a clear connection between the data and the thread of the paper. 3/10

7. Preemption of Questions

This is the area of greatest deficiency. Despite the lack of a clear overall structure, the paper nevertheless has interesting sections, but in those sections, time and again, there arise interesting issues that aren’t pursued. Thus the authors do not seem to have dug deeply, and have not exploited the opportunities of the topic. This perhaps could be excused if the paper were one of several to be written in the same area, and this one is the introductory overview. But if that is not the case, the paper would seem to be a case of lost opportunity. 2/10

8. Conclusions

There is no concluding section. It was omitted probably because it was difficult to think of points of conclusion, because no issues to be examined had been raised in the beginning. This is what comes of a paper that is so purely descriptive, without a guiding framework or set of questions. 1/10

9. Overall Assessment

The topic is important and the author knowledgeable. The paper is however executed superficially. It gives the appearance of being rushed and not thought out. 4/10

1. Clarity of Problem

The problem is taken from two separate areas of the international theoretical literature. Concepts from these two areas are tied together and applied to the case of Peru. This procedure has I think created two problems. First, the two theoretical areas don't fit together very well. Second, at least one of these theoretical areas doesn't fit recent Peruvian experience very well. From this beginning it is not surprising to note that the author does not seem to have stated the problem very clearly. 5/10

2. Contextualization

The author has done an unusually good job in reviewing relevant literature in other Latin American countries, especially Chile. This literature has evidently inspired both his choice of topic and manner of framing the problem to be studied. There are however two difficulties. First, he doesn't sum up this literature to gain some assessment of what is known and not known. Second, he makes no reference to Peruvian literature that has covered very much the same ground that this study covers. 5/10

3. Clarity and Flow

The tables are reasonably clear. The regression equations are not well explained. The bibliography lacks a number of references, but those that it has are well chosen. 5/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

This is one of the few studies where I have difficulty in seeing who the interested reader would be. Its review of statistical developments is fairly well known. Its references to, and apparent inspiration from, a rather technical international literature reduces its potential interest to policy makers. Yet at the same time it is rather tenuously connected to the international literature and therefore perhaps not too interesting to economists, either. 5/10

5. Methodology

The paper includes a few regressions that are not terribly well explained. The principal method is however simply verbal argument supplemented by statistical tables. To be effective, this approach needs a review of relevant literature or of recent policy history in order to pinpoint a series of issues to be examined, or questions to be asked. In fact, the author does review a very interesting literature, but he doesn't make much use of that review. Thus the paper tends to lack structure. 5/10

6. Coherence and Rigour

The paper seems to have serious difficulties in this area. As I see it, the problem is that the major empirical section of the paper bears little relationship either to the paper's stated purpose or to the theoretical concepts that were mobilized to establish that purpose. The scope of the empirical section is very great. As a result, some major topics are covered in just 3 or 4 pages, the inevitable result being a superficial treatment. 3/10

7. Preemption of Questions

Aside from the nagging questions regarding overall structure, the principal unanswered questions have to do with data sources and data reliability. The author never expresses any doubts about the quality of the data he is using. He does not consider the possibility that the methods by which data were compiled might make them unsuitable for his purposes. 5/10

8. Conclusions

A brief concluding section summarizes the main points of the empirical section, but doesn't return very effectively to the introductory section because the issues posed in that section really weren't developed in the paper. 4/10

9. Overall Assessment

A lot of work went into this paper, but in the end I fear that the author was not able to assemble his material in a coherent fashion. The reader is not given a framework that shows why the empirical material is interesting and important. 3/10

Paper: Cecilia Garavito, "*Reforma del mercado de trabajo y cambios en el modo de inserción en la fuerza laboral*," (n.d.)

1. Clarity of Problem

The objective of the paper is stated with reasonable clarity in a single key sentence. However, showing that this objective is also a "problem," i.e., an issue worthy of consideration, also requires context (see next section). 7/10

2. Contextualization

Very little context is given at the beginning of the paper. However some is provided during the course of the paper, in the form of footnote references and also in a section that summarizes the legislative changes that are subjected to analysis. 5/10

3. Clarity and Flow

The introduction contains a paragraph laying out the structure of the paper, section by section. The paper does not make use of tables or graphs. It has a reasonably extensive bibliography. 7/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The general topic area is certainly of interest, since it comprises an evaluation of major changes in economic policy specific to a particular sector. 8/10

5. Methodology

The method has nothing of formal modeling, but rather relies on a simpler approach of posing a question, extracting some relationships from a theoretical literature, and applying those relationships to recent policy legislation as a means of forecasting the consequences of that legislation. The difficulty with the method is that it involves only a priori analysis of legislation. There is no empirical section, which might have looked at what actually happened. 5/10

6. Coherence and Rigour

The conclusions extracted from the theoretical section seem questionable. The same is true of a brief section on Chilean experience. 3/10

7. Preemption of Questions

The main question not preempted was, What actually happened? This was a serious omission. 4/10

8. Conclusions

The concluding section is a good summary of the results of the paper, as the paper was developed. Unfortunately this means that the section repeats the weaknesses observed previously. That is, it seems to me that the points concluded were not demonstrated convincingly in the paper. In fact, most of them seem to me incorrect. 5/10

9. Overall Assessment

An intelligently chosen topic, reasonably well organized and well written. It made some interesting points, but in a number of different dimensions it didn't really dig deeply enough. The lack of an empirical section was a serious omission. Also, the conclusions extracted from the theoretical section were debatable. 4/10

Paper: Efraín Gonzáles de Olarte and Cecilia Lévano, "*El ajuste estructural en las regiones del Perú: Producción, empleo, distribución, y papel del estado*," (Oct 1998)

1. Clarity of Problem

The objective is clearly stated in the introduction, along with reference to a number of economic variables whose evolution is proposed as a means of examining the problem. Thus, although no questions or issues are explicitly set forth, there are there implicitly, in the form, "What happened to these variables?" Evidently they were a little too implicit, however, because in subsequent sections of the paper the evolution of the relevant variables was not given great emphasis. 7/10

2. Contextualization

It is difficult to establish the appropriate context for this paper. I believe that the author would consider its topic to be one that has been chronically ignored by both researchers and policy makers. Therefore there isn't much of a Peruvian literature to which reference might be made. (Most of what there is was written by the author of this paper.) And there's not much of a policy history, either. Nevertheless there are elements of context that could have been referred to but weren't. One is the literature in other countries. Another is the public expressions of concern and past policy initiatives, however feeble, that have occurred in Peru. 6/10

3. Clarity and Flow

The introduction does contain a section outlining the structure of the paper, but the rationale for the structure is not clear. Some sections seem to have little purpose in the overall scheme. Many tables are not well explained, and some seem without clear purpose. They also lack precise source references. Regression equations are also hard to understand. The bibliography is fairly complete on Peru and also contains some references from an international literature, but little from other countries. 4/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The general topic area is of considerable historic and popular interest, even though it has not been at the forefront of recent policy agendas. The approach of the paper does not encompass a consideration of policy alternatives, thus reducing its potential interest. 6/10

5. Methodology

The paper has a formal model, it has econometrics, and it has a good deal of data. It also has a substantial historical section. However, no part seems to fit with the other parts. The paper's purpose seems overthrown by an absence of logical reasoning. 4/10

6. Coherence and Rigour

Both the theoretical and empirical parts of the paper contain a number of statements that seem unsubstantiated. A number of tables do not appear well explained. It is difficult to see the logic in back of the ordering of the various sections of the paper. 3/10

7. Preemption of Questions

There were a number of lines that seemed to me promising ways to approach the problem posed in the paper's introduction. Unfortunately the paper didn't tend to follow those lines. 4/10

8. Conclusions

The concluding section briefly summarizes the main arguments of the paper. In structure the section is quite acceptable, but the specific conclusions tend to serve as a reminder of how ineffectively the points are sustained in the paper. 5/10

9. Overall Assessment

An ambitious paper whose basic premise is extremely doubtful, and whose execution leaves much to be desired. 4/10

Paper: Félix Jiménez, Giovanna Aguilar, and Javier Kapsoli, “*El desempeño de la industria peruana 1950-1995: Del proteccionismo a la restauración liberal*” (Jan 1998)

1. Clarity of Problem

The objective of the study is said to be to “describir y caracterizar el desempeño” of certain sectors of the economy. Later on, the objective is given somewhat greater precision: “Se examinan los cambios en...” (There follows a list of macroeconomic and sectoral variables.) These sentences give a fairly clear introduction to the paper, but they do not define a problem, nor do they constitute a series of questions to which answers might be attempted. 7/10

2. Contextualization

The paper reviews policy history and performance over a 50-year period. The context presented for this is a brief review of cepalino thinking, combined with a rather rapid reference to the Washington Consensus. There is however much more than this to the literature, since the topic has dominated the development economics literature for several decades. No attempt is made to describe the antecedent studies in Peru, nor to show how this study builds on, or differs from, any earlier studies. 5/10

3. Clarity and Flow

The introduction lacks a section outlining the structure of the paper. The tables are integral to the paper, and well used in the text. However, some are hard to understand, and some also lack adequate source references. There is a substantial bibliography, but some references in the text are not included. 6/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

This study is motivated by, and contributes to, the venerable debate on economic ideology that has roiled Latin America for 60 years or more: inward-looking versus outward-looking development, monetarism versus structuralism, cepalismo versus neoliberalism, it goes by many names. The debate is largely stilled now at the moment of neoliberalism’s triumph. At the present time, therefore, I see rather little interest in the topic, either by policy makers or by other researchers. But times can change. 5/10

5. Methodology

The paper works with a substantial data set and mostly involves the measurement of trends and ratios of various groupings within the data. Some of this data work uses decomposition techniques that are both innovative and interesting. However, the paper lacks a review of any sort of literature (theoretical, historical, or policy) that might have been used to develop questions or issues to be addressed by the data. A policy agenda does provide a framework for the paper, but the agenda is largely implicit. Thus the narrative tends to drift. 5/10

6. Coherence and Rigour

Some sections, taken by themselves, are interesting and impressive. The overall paper, however, suffers from the lack of a guiding framework, and also contains a number of sections where the measurements seem poorly explained and the conclusions not well substantiated. 3/10

7. Preemption of Questions

A number of points, both phrases and conclusions, were unexplained. 4/10

8. Conclusions

The concluding section is very brief and contains a number of assertions that I did not remember as having been demonstrated in the body of the paper. 3/10

9. Overall Assessment

The data work that went into this paper is impressive, as are some of the decomposition techniques used in specific sections. However, the paper suffers from lack of an guiding framework, which might have been provided in the form of a set of explicit questions or issues. As a result some sections seem to lack a rationale for their inclusion, and some conclusions seem unsubstantiated. 5/10

Paper: Waldo Mendoza, "*Dinero, tipo de cambio, y expectativas*" (n.d.)

1. Clarity of Problem

The paper's objective is well stated in the introduction. 9/10

2. Contextualization

The paper develops a model that is used to simulate the recent macroeconomic experience of Peru. The stylized facts of that experience are briefly but succinctly explained in the introduction. What is not so well explained is the nature of the model chosen, how it differs from other kinds of models, and why the author considers this particular kind of model to be more useful in explaining Peru's macro experience. 8/10

3. Clarity and Flow

The introduction contains a paragraph summarizing the paper's structure, and the paper follows that structure faithfully. Graphs are well integrated to the text. Bibliography is adequate. 9/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

Being entirely theoretical, this paper is not likely to interest policy makers or the general public. It should however interest other Peruvian researchers specializing in macroeconomics, and also students of macroeconomics, who don't often see models designed to replicate Peruvian reality. 8/10

5. Methodology

This is a theoretical paper, which builds a model and shows the consequences of model's working. The methodology is the model itself, which is impressively and clearly laid out. 9/10

6. Coherence and Rigour

The coherence and rigour of the paper are established by the model, which is surely coherent and rigorous. 9/10

7. Preemption of Questions

The paper is quite systematic and complete within its framework. There are however two questions that seem to me important to deal with, in subsequent research if not in this paper. One is to give the reader some sense of the strategic choices made in deciding what kind of a model to develop. The other, perhaps the more serious oversight, would be to return once more at the end of the paper to a consideration of Peru. The paper begins with stylized facts attempting to show how the stabilization program of the 1990s really affected the economy. At the end, we would like to know, what have we learned about Peru's macroeconomic experience? 7/10

8. Conclusions

The concluding section summarizes the results of the paper effectively. But the results are confined just to the theoretical considerations of the paper, without application to Peru's policy experience. 7/10

9. Overall Assessment

A well organized, intelligently written, and theoretically sophisticated paper. Its rationale lies in its capacity to shed light on Peru's recent macroeconomic experience. This connection to policy history is however not entirely clear. 7/10

Paper: Lucía Romero, “Regulación del sistema financiero peruano: Aspectos importantes,” (n.d.)

1. Clarity of Problem

The introduction gives the paper’s purpose as “analizar los principales aspectos de la regulación” in a specific sector of the Peruvian economy, “destacando los cambios ocurridos en el marco institucional desde 1990.” This objective is further divided into “tres grandes temas.” This is a good beginning, but there are two difficulties. First, no indication is given as to why the three themes or issue areas are in fact the right ones to examine. In fact, two of them seem to duplicate each other. Second, the paper doesn’t stick to the purpose indicated in this statement of the problem. There is hardly any analysis, nor is there a systematic documentation of the changes introduced since 1990. 4/10

2. Contextualization

Very little effort has been made to place the paper in a context, either theoretical or historical. There is some effort to extract guidelines, i.e., an issues agenda, from one paper taken from the international literature, but, once having been mentioned, the paper doesn’t seem to exert any influence on the subsequent development of the paper. 3/10

3. Clarity and Flow

The paper appears to be an incomplete first draft. It comes in three sections, each with separate pagination and bibliography. (One bibliography consists of only one entry.) Within the most developed of the sections, the paper bears much evidence of having been assembled hastily. The result is quite disorganized. 2/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The topic area is in fact of great interest both to practitioners and researchers. 8/10

5. Methodology

The disorganization of the paper suggests that no effective methodology is providing guidance. 3/10

6. Coherence and Rigour

The previous paragraph is also relevant here. The paper appears to consist largely of unprocessed raw material. Major portions seem more appropriate to a memo or operating manual summarizing regulatory procedures. 2/10

7. Preemption of Questions

As the previous paragraph indicates, most of the paper is a detailed catalog of regulatory procedures. The reader is however given no perspective on how these procedures differ from those of other countries, and not much perspective on how they differ from past regimes in Peruvian history. Nor is there any evaluation of what works, what is important, what causes problems, etc. 2/10

8. Conclusions

There are no conclusions. 1/10

9. Overall Assessment

I regret that this paper was delivered ostensibly as a final product, and that it was drawn in the sample. The researcher is a capable person, certainly capable of better than this, and this is simply an unfinished work. 2/10

Paper: Jaime Saavedra, "Changes in Educational Earnings Differentials: Urban Peru 1985-1991. The Facts and Alternative Explanations" (1995)

1. Clarity of Problem

A clear, concise statement of the problem is given in the first sentence of the paper. Excellent. 9/10

2. Contextualization

A good section relates the topic to the international literature, including that of other Latin American countries. Hardly anything related to Peru is considered, however. Two references on Peru are mentioned but no discussion of their content is given, nor how the results of this paper agreed or disagreed with those papers. This may not be a significant oversight, however, since the paper was written in English and was therefore presumably intended for a foreign audience. 9/10.

3. Clarity and Flow

The introductory section includes two nice paragraphs, one summarizing the subsequent sections of the paper, the other summarizing the results. Thus the reader has a nice preview to provide guidance. The paper includes a series of informative tables and an extensive bibliography. However, a bit of carelessness is in evidence: The text related to Table 1 doesn't fully explain what the table shows. And some bibliographic items referred to in the text are not listed in the bibliography. A more general criticism is simply that the proliferation of statistical results is a bit bewildering, and is compounded by the inclusion of some graphs and tables that aren't used in the text. The text is very compact and at times hard to follow. 6/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The paper should be of considerable interest to researchers as a good example of simple but effective use of modelling and econometrics to sort out supply and demand effects in data taken from household surveys such as the ENNIV. It should be of less interest to research users, since its policy implications are very indirect and not at all certain. Being written in English, I presume that the intended audience is largely that of researchers rather than research users, so this last liability may not be serious. 8/10

5. Methodology

In the Peruvian context, the methodology is innovative and useful for others. Some of the methodological references seem particularly useful and not generally well known in Peru. 9/10

6. Coherence and Rigour

Very high marks on this important criterion. The paper proceeds deliberately through a series of determinants, just as advertised in the introduction and summarized in the conclusion.. 9/10

7. Preemption of Questions

I did note a couple of issues that were not dealt with and might significantly compromise the results of the study. In general, the issues had to do with institutional constraints that might knock people off their supply and/or demand curves, undermining any methodology that departs from the assumption that people are in fact on their curves. Nevertheless the study is very intelligently executed within its established context. 7/10

8. Conclusions

It has a good concluding section that effectively summarizes the results of the study. There is a slight tendency toward overkill from the proliferation of statistical results. 9/10

9. Overall Assessment

The study is intelligent, creative, methodologically sophisticated. It is a bit ragged in presentation. It overlooks some important institutional issues that need to be addressed in future work. It has very limited policy relevance, being more in the nature of basic research. 8/10

Comment on:

Evert Visser and José Távara, "*El significado de la concentración territorial: Información y aprendizaje en el complejo de Gamarra*," (n.d.)

This paper is thoughtfully developed and carefully researched. It is truly a professional job. It deals with a topic that is important and not easily handled by economists. It is worth publishing, but it is also worth revising before publication, I think, because, at least in my opinion, there are changes that could make it a good deal better.

The first 33 pages of the paper, nearly half its total length, are taken up with a methodological introduction, before the reader gets to anything empirical. I found this section difficult to read, for a couple of reasons. First, after having finished I could not help but ask myself, Was it necessary to spend 33 single-spaced pages developing what was, in the end, a set of not-very-difficult concepts?

Yet if the overall result seemed not very difficult, the text was hard to follow at a detailed level. I felt the need for examples, even hypothetical examples, of the concepts being presented. And at the end, I very much felt the need for a summing up, which would say, "On the basis of the theoretical discussion, these are the dimensions of cost reduction possible through agglomeration, and these are the cost savings we are going to measure." Alternatively, "These are the questions we are going to ask in the empirical section."

In fact, the empirical section seemed rather divorced from this long theoretical introduction. The questionnaire that provides the data didn't seem to fit the theory very well. There were three difficulties that I saw in the empirical section.

First, the reader isn't shown a copy of the questionnaire, and is given only an incomplete idea of its content. There is no analysis of the representativeness or the response sample, and there is no indication (I think) of how the questionnaire was administered. (By mail? By interview? Left to be filled out at the respondent's convenience?)

Second, some of the analysis is confounded by the problem of simultaneity. Various characteristics of Gamarra firms are compared to those of firms located elsewhere, with a view to seeing how being in Gamarra might have influenced the profitability (or other characteristics) of the firm. The idea is that there are economies of agglomeration in Gamarra, which should show up in certain kinds of productivity advantages accruing to firms there. But the causation could go the other way: Rental costs make it expensive to be in Gamarra. Perhaps only profitable firms can afford to locate there.

Third, and most seriously, I have the feeling that the empirical section is made harder to follow because the authors did not specify precisely enough in the theoretical section what it was that they wanted to find out. What are the issues to be examined empirically? What are the three, or six, or ten most important ways that external economies and economies of agglomeration can lower costs and raise profitability? The idea of comparing a set of Gamarra firms to a set of non-Gamarra firms seems great, but how about doing it in terms of cost structure? Input costs? Transport of inputs? Visiting input suppliers to decide where to buy? Credit? Marketing effort? And so forth. They might have concluded that there are no economies in production and that all the economies are in marketing the final product.

One consequence of this apparent divorce between theoretical and empirical sections is what seems to me an overemphasis in the empirical section given to the phenomenon of subcontracting. To be sure, there is a connection between subcontracting and the economies of agglomeration, but the connection does seem elusive.

Unfortunately, subcontracting does have one important role, that of possibly invalidating the measures of output value per worker that are used in much of the empirical section as a measure of efficiency. The comment in the final section (pp. 73-74) regarding the greater prevalence of retail sales in Gamarra is an additional reminder of the dangers that hide within the efficiency or productivity measures used in much of the paper.

My principal concern, however, is not that subcontracting is dealt with at length, but that cost analysis is dealt with hardly at all. It's costly to locate in Gamarra, in terms of rent. There must exist compensating cost reductions elsewhere, or compensating revenue increases. What are they? This seems to me the key to the economies of agglomeration. The authors recognize this (on p. 37, for example) and lament that they were unable to obtain cost data. Why not? The final paragraph on p. 72 is a surprising summary paragraph to a long section that seems to say to me that they haven't found the key. What are the economies of agglomeration in Gamarra?

The concluding section, which focuses on marketing rather than production as the key to Gamarra's success, seems to me probably right. Unfortunately, examining this question requires another research project. I do hope that the authors get to do it, however.

Some other comments:

In many instances, particularly in the theoretical section, I wished that the authors had been able to give concrete examples, either hypothetical or actual, or the points they were making. Such examples would have made the paper easier reading, I think.

I hope that they are able to examine some other clusters in future work. Two examples: the shoe industry in Trujillo and the clothing industry in Ambato, Ecuador. (The latter is a sort of rural Gamarra.)

Also perhaps the shoe industry in southern Brazil.

Another thing to examine: The development of a pool of skilled labor. That may not be so important for Gamarra, but may be quite important for more isolated clusters.

Another point to differentiate between Gamarra and Trujillo: The quality of the input. Is Gamarra all cotton textiles? 'Nuf said.

Re the various theoretical factors discussed: Many seemed to be forms of scale economies or scope economies. Aren't pecuniary external economies internal economies elsewhere? (i.e., economies of scale)

In the end, are there not policy implications? What are they?

Paper: Carolina Trivelli, "*Intermediación financiera para la agricultura*" (Oct 1997)

1. Clarity of Problem

The research problem is stated in the form of three general issues to be examined (p. 5 and again on p. 10). This way of defining the research problem is good, but it might have been better if each issue led to one or more precise questions to which answers could be given at the end of the paper. 7/10

2. Contextualization

The introduction makes appropriate reference to a theoretical literature, and to the political economy context giving rise to the problem. Although there are ample footnote and bibliographic references to previous Peruvian literature, there is no critical review of that literature. There is however a good review of relevant international literature. 8/10

3. Clarity and Flow

The paper seems reasonably well written and edited. The bibliography is extensive. Effective use is made of summary paragraphs at the end of each section. The introductory section lacks a summary of the sections to follow. This might have helped the paper maintain a tighter focus. Tables are by and large understandable, but some seem only loosely related to the relevant section of text. 6/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The topic is of great policy importance in Peru. The empirical approach that characterizes the author's research style is very suitable for providing useful answers to the policy issues dealt with. 9/10

5. Methodology

The methodology is simple but adequate. There is neither formal model nor econometric estimation. Rather there is a review of relevant international literature in order to establish a series of issues to be examined. The methodology would however have been improved by more precise articulation of questions to be addressed. It should also be noted that the author did not just rely on available data but supplemented what was available with data from a series of interviews. The interviews were a useful additional element of the overall methodology. 7/10

6. Coherence and Rigour

Some sections of this extensive paper seem well organized and tightly reasoned. That is, they are coherent and rigorous. The overall paper is less so, although it should get good marks on this criterion as well. There are some sections whose inclusion seems to weaken the focus of the paper. My impression is that the author set up a good framework at the beginning of the paper and then failed to follow it as carefully as might have been done. 6/10

7. Preemption of Questions

Many questions are answered. That is, the paper has an empirical richness. Nevertheless a number of unanswered questions also occurred to this reader. 6/10

8. Conclusions

The problem isn't that conclusions are inconsistent. Rather, it's that there aren't many conclusions, because the research problem wasn't posed in a precise way that would generate "an answer" to the problem. The conclusions section is really an executive summary of the whole paper. 4/10

9. Overall Assessment

The paper asks useful questions, demonstrates good understanding of relevant international literature and also wide reading of antecedent Peruvian literature. It establishes an effective framework for defining the questions to be addressed, and assembles a great deal of information relative to those questions. It is long and detailed, more of a book draft than an academic paper. While the ambition and the effort are very impressive, the execution is a little less impressive. Some questions are left unanswered, some sections include data than seem more noteworthy for their ready availability than their analytical relevance, and some themes are included that make it appear that the author has had difficulty in following his own analytical framework. 7/10

Paper: Martin Valdivia, *"Del Banco Agrario a las Cajas Rurales: Pautas para la construcción de un nuevo sistema financiero rural"* (ca. 1995)

1. Clarity of Problem

The nature of the problem is well enough laid out in the abstract, in the last paragraph of the introduction, which gives a summary of the sections to follow, and in the sentence preceding that paragraph, which states quite succinctly what the paper will do. 8/10

2. Contextualization

The policy context, i.e., recent relevant developments in Peru, is well presented in the introduction. References are to an international literature used for defining issues that the paper examines in the case of Peru. However, the paper is almost totally lacking in references to previous work in Peru. There are some Peruvian references in the bibliography, but no citations to those references in the introductory portions of the text. Perhaps little previous work had been done in Peru, but that is also worth saying. 6/10

3. Clarity and Flow

A paragraph in the introductory section describes the sections to follow and gives order to the paper. Bibliography is adequate although perhaps too limited in its coverage of previous Peruvian studies. The real problem is with the graphs and tables, which are in some cases not well explained, in other cases apparently mislabeled. The appendix tables are neither very well explained nor well used. Only one of the three tables is actually referred to in the text. 6/10.

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The paper is a review of recent Peruvian experience in an important policy area and a critique of recent policy innovations in the same area, the critique being based on accepted ideas taken from the international policy literature.. 9/10.

5. Methodology

The methodology is simple but adequate. There is no formal model, nor are there econometric estimates. The methodological section catalogs a series of important factors to be considered in assessing the institutions to be examined, based on a review of relevant international literature. The only methodological issue is this: Was the right theory chosen to call attention to the right factors? My answer would be: Not entirely. 6/10.

6. Coherence and Rigour

Pretty good but not perfect on this issue. The analysis of past institutions is weakened by some assertions that seem unsubstantiated. 7/10.

7. Preemption of Questions

There are some unanswered questions in the sections on both past and present institutions. Regarding the past institution, the reader is given only the most general idea as to how it operated and why it failed. Regarding present institutions, very little organizational detail is given, so the reader is unable to judge if the factors focused on by the author are really the most important ones affecting future viability. In analysis of both past and present, political factors are mentioned but not seriously dealt with. The past institution appears to have been penetrated and corrupted by political manipulation. This apparent reality makes some of the economic issues seem comparatively unimportant. 5/10

8. Conclusions

The conclusions are adequate given the paper's focus. To the extent that the paper is limited by having failed to touch of the issues raised in the previous paragraph, the conclusions are also limited. 7/10

9. Overall Assessment

The paper makes a couple of useful points in regard to a new economic institution that had just come on the scene. It does this by drawing on lessons of a relevant international literature, supplemented by a very quick review of relevant institutional developments in Peru. It does not pretend to methodological sophistication, but it is quite policy-relevant. It does not examine institutional detail carefully, nor does it incorporate an important political dimension, although indirect reference is made to that dimension. 6/10

1. Clarity of Problem

The problem is succinctly stated in the first sentence, in form of an objective: “*El presente estudio busca realizar una evaluación de los resultados de la reforma...*” This is a very good start, but what is less good is that the criteria or components of such an evaluation are not set forth. Thus the statement of the problem is more general than it might have been. This leads to some problems of focus later on. 8/10

2. Contextualization

The historical context is excellently set forth, as is the base line situation at the beginning of the reform period. These two sections establishing the context take up fully one third of the paper. However, there is essentially no integration with any body of previous research, either national or international. The historical section is largely lacking the basic documentation of footnote references, despite the attachment of an extensive bibliography. 7/10

3. Clarity and Flow

An introductory paragraph summarizes the structure of the paper very well. The various sections are lacking wrap-up summary paragraphs, but the sections read easily and clearly. The tables are well integrated into the paper. However, many tables have too many numbers. The points for which they were desired could have been made with far more succinct tables. In fact, the tables appear to have been copied directly from the *Nota Semanal* without any editing. The bibliography is extensive, but not referred to as much as it might have been. 7/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The paper deals with a key policy area, one of great importance to both policy makers and researchers. 9/10

5. Methodology

The paper is not high-tech: It is not about formal models and econometrics. It is a low-tech paper that documents the historical evolution of certain economic institutions. Its method is therefore simply verbal description supplemented by recourse to statistical tables. This type of methodology requires its own structure, however, consisting of a set of issues, questions, or hypotheses to be assessed by the analysis of the paper. This paper lacks such a set, and therefore falls into the practice of documenting economic trends that are not clearly caused by the institutional reforms that are the ostensible subject of the paper. 5/10

6. Coherence and Rigour

The methodological difficulty just described resulted in problems of coherence and/or rigour. A series of changes in economic variables is described, but there is no means of sorting out the relative effect of various sources of causation. In fact, there is little recognition of the existence of multiple sources. Nevertheless the bulk of the paper is a coherent, readable account of the economic changes that occurred. The problem lies not in the account itself but in the presumption that it is an account of the consequences of given reforms. 6/10

7. Preemption of Questions

The principal question that was not preempted was the influence of sources of causation other than the reform process i.e., *cambio de coyuntura*. This point was however treated in the preceding paragraph. Aside from this point, the paper seemed to cover the ground adequately. 7/10

8. Conclusions

The concluding section summarizes the main points of the study. It does not provide an answer to a question posed, because no question was posed. 7/10

9. Overall Assessment

The paper flows easily and contains much that is original, even wise, thanks to the extensive knowledge of the authors on the issues examined. The paper does however suffer from a lack of focus in some sections. 7/10

Paper: Gustavo Yamada and José Luis Ruiz, "*Estabilización económica en el Perú, 1990-1994, y sus efectos en los gastos, ingresos, y pobreza familiar*" (April 1996)

1. Clarity of Problem

In the introduction, the problem is stated in adequate but rather general terms. Greater precision would be helpful, and that precision is in fact provided in the form of two specific questions to which specific answers could be provided and serve as conclusion to the study. Curiously, these questions are not set forth in the introduction but rather in the first paragraph of the paper's second section, which presents a review of relevant previous literature. 8/10

2. Contextualization

The paper provides an effective summary of relevant international literature, and also of previous studies undertaken in Peru. The review not only makes reference to past studies, but also explains their key results. There is however a small disconnect between the review of studies, nearly all of which have a long-run perspective, and the present study, which is essentially short-run. The paper has rather little on the history of the topic as a policy issue in Peru, but maybe that's well enough understood anyway. 9/10

3. Clarity and Flow

The introductory section of the paper lacks a summary of the paper's structure. The subsequent sections also lack summing up paragraphs at each section's end. This is a common oversight, but the omission seems more serious in this paper, because several sections pack in so much detail. Thus the reader is particularly in need of guidance. Most tables are however well designed and well integrated, and the bibliography is ample. 8/10

4. Estimated Interest of Research Topic to Other Researchers and Research Users

The topic is of great interest, to policy makers, to the public, even to researchers. 9/10

5. Methodology

The methodology is basically non-formal, but some formal components are added. The non-formal part consists of questions posed, and then data assembled, tables introduced, and a text presented that leads the reader through the data and tables to a series of answers to the original questions. The formal part consists of statistical and econometric tests to some of the relationships examined en route. The formal tests seem well chosen. The informal framework is well executed. This is perhaps the best example of non-formal methodology encountered by this reader in PERC-sponsored studies. 9/10

6. Coherence and Rigour

The paper does follow a logical sequence of topics, and in many of the empirical sections the approach is impressively systematic and sensible. Three shortcomings were noticed, however. First, the paper's direction was hard to follow in a few instances, in part because the reader was not given a one or two paragraph summary of the paper's structure at the beginning. Second, there was something of a disconnect between the paper's stated objective, which was long-run, and its real focus, which was short-run. Third, toward the end of the paper the tables were less well explained and the conclusions extracted from the tables were less convincing. 7/10

7. Preemption of Questions

There were several unanswered questions that occurred to this reader, but they were generally of second order and appropriate to set aside as topics for future research. The one question that can not thus be set aside is, What can short run results really tell us, when our concerns are more long-run in this particular policy area? That issue aside, the study leaves very few stones unturned. 8/10

8. Conclusions

The two questions posed at the beginning of the paper were well answered in the concluding section. There were also some ancillary conclusions that were less convincing. 7/10

9. Overall Assessment

This is an impressive study, a near-model of effective empirical work in its best sections. It did however get a little ragged toward the end. 8/10

Appendix 2: Comments on Research Studies (CONFIDENTIAL: DO NOT CIRCULATE)

Comment on:

Gloria Canales and Alan Fairlie, "*Dinámica de precios relativos y régimen liberal*," (n.d.)

This paper seemed to me both clever and provocative, in the best sense: It provoked me to thought, and also to admiration for the authors. I think they're on to something, in the approach that they are following in this research.

What seemed particularly clever is simply their manner of specifying a price equation as a function of lagged variables such that they are able to extract the price formation process from the macro model and examine price formation alone. Maybe this is an old trick, but I haven't been reading macro in a long time so it was new to me, and impressive.

I also found the paper a bit frustrating. It's very compact, not very reader-friendly, and this reader at least wishes that certain points had been explained more fully. I will elaborate.

Regarding the relative price measure presented on p. 3 and used in subsequent tables, it wasn't clear to me if numerator and denominator are both keyed to a given base year, or if the base year was always the previous year. That is, are the measures trends or first differences? I think they are trends, keyed to a fixed base year, in which case I would also ask, is it not worth seeing what difference it would make to use the Escobal price series as an alternative to INEI?

There are some surprises in the graphs that trace out relative prices, and shifting to the Escobal deflator would I think just make the results more counterintuitive in some cases. Look, for example, at *Gráfico* no 1. which shows that the industrial sector faced a more favorable price structure since 1992 than it had before 1988. Really? Can that be right?

Then look at *Gráfico* No 3, on public prices. I was under the impression that after 1991 people were paying more for telephone, etc., than they ever had before. And same for gasoline, but not according to *Gráfico* No 4.

More discussion of these graphs would be helpful.

On p. 11, the authors sum up the results of the paper up to that point as follows: "*Desde nuestro punto de vista, el comportamiento de precios relativos que se da con la actual desinflación no ha llevado todav'a a una estabilización definitiva.*"

I think they were probably right, at least for when the paper was written, but this conclusion does not seem adequately sustained by what had preceded it in the paper. The problem, I think, is that the reader was not given a means of seeing that the relative price variation was still "excessive" in some way. Two questions were I think insufficiently answered. One is, What is "normal" price dispersion? The second is, What is the relation between price dispersion and overall price instability? Maybe the second question should have been ducked here, because a better answer comes in the following section of the paper. But it seems to me that the first question needed answering.

The key equation of the paper is on p. 13. There is also a key footnote, referring to an earlier paper of the authors as the source for a fuller treatment of the model. That's OK; the model is fully enough explained in the present paper, I think. What I do wish, however, is that the authors had given some indication of the extent to which similar models have been developed and used in other countries. In developing any model, there are always choices to be made, and there is nearly always a literature in which different authors made different choices and got different results. The authors give us no idea of these other options, and other results, in the case of this paper.

The key results of the paper are in the two tables on p. 14. Here is the paper's most difficult section, in the sense that the reader isn't given much help. The authors presume that the reader is better prepared than this reader was.

For example, the results of these tables are described as “*satisfactorios*” and “*buenos*”, but I wish I were told precisely what results they were referring to: Which coefficients? Which t-statistics? Also, were the variables in logs? Are the coefficients therefore percentage changes?

At the top of p. 15, they say that the results confirm the findings of previous papers, but they don’t say which papers. They say, “*...respecto al tipo de cambio paralelo, este tiene mayor relevancia en los noventa.*” But the coefficient is lower in *Cuadro 1* than in *Cuadro 2*. In general, I wish that the comments on p. 15 had been expanded greatly.

And finally, and perhaps most embarrassingly, I just don’t understand the *Gráficos 19, 20, 21, and 22*. I don’t understand how they were created, nor how they show such extraordinary stability after ca 1991.

When one arrives at the conclusion, it is stated, that “*El trabajo muestra...*” the results that were set up in the paper’s introduction. But I missed the demonstration. The two key issues are the greater importance of the exchange rate in price determination, and the continued dispersion of relative prices that suggests the stabilization not yet to have been completed. Where were those results? Which coefficients?

I’d be curious to know if the authors have had opportunity to extend this work to more recent years. The continuing vulnerability of the economy to exchange rate change is perhaps now better understood. This paper was pretty surely correct in its policy arguments.

Comment on:

Javier Escobal and Jorge Aguero, "*Integración espacial de mercados agr'colas: Un análisis de cointegración multivariada*," (March 1997)

This paper is so impressive, and also frustrating. It is both impressive and frustrating in the sophistication of its econometric technique, which ground me into the dust. There were sections that I simply could not follow, and had to accept on faith. That didn't bother me, though, because I do have a lot of faith in the senior author of the paper. I'm prepared to take his word for a lot.

The paper is however frustrating for two other reasons as well. First, I'm not sure that it focuses on what most concerns policy makers, and the public, regarding the workings of agricultural markets. No doubt there is some concern about spatial integration, i.e., whether prices in one area move parallel with prices in another area, but surely the concern is with margins as well as parallelism of movements. The paper gives no help regarding what issues have really captured public interest during Peru's recent history.

Second, the authors make little effort to give intuitive explanation to their results. Indeed, the some results are quite counterintuitive, and therefore bewildering.

I will expand on these two points in the course of page by page commentary. I'll cut directly to the section on results beginning on p. 16, although some of these issues arise in the theoretical section as well.

On p. 18, some Granger tests of causality are reported. These are the results that seemed to me most counterintuitive. As I understand it, they purport to show whether prices are "formed" from the demand or supply sides. I'm not sure where the authors got this terminology. I don't think it was from modern game theoretic constructs of market behavior, but rather how people in Peru's public sector talk about price formation. So I guess I've got to ask, What happened to Marshall's scissors? Isn't what one is really asking is whether price changes are mostly caused by demand shocks or supply shocks? And if so, wouldn't the answer change from period to period?

Maybe the previous paragraph expresses a concern that is overcome simply by terminological change. There still remains the question, to take the case of papas on p. 18, of whether Ica, Lima, and Arequipa have something special about them that would make them always the initiators of price changes? Would the authors' conclusions stand up if they divided their sample in two?

Going one step further, suppose the result proved stable. What would such a result mean? What could possibly be so special about Ica?

Re the conclusion at the top of p. 19 that price changes don't pass through Lima, I wonder what the result would be with daily instead of monthly prices? In fact, what intuitive sense is there to the result (See Cuadro 6) that the restoration of a price structure after a shock takes about 4 months? Why so long? If that lag is right, what are the implications for policy? Does it mean that markets are or are not working well?

Finally, what is one to make of Cuadro 7? That nothing matters, except the intrinsic quality of different products and immutable conditions of geography? There's no policy handle?

Going on to some small points, I've got to say that on p. 16 there's the first reference I've seen in any PERC-sponsored paper to a previous study, where the authors not only note the existence of the study but actually summarize what the study said. Even here, however, in the end they didn't say how their results differed from those of Cannock and Geng.

In Gráfico 1, what is the measure on the vertical axes?

Comment on:

Jorge Fernández-Baca and José Luis Sardón (n.d.), "*Regulación de las empresas de servicios públicos*,"

The paper is an overview of recent policy and institutional developments that has many interesting points and insights. It is a brief paper that summarizes a very broad field of economic activity and policy. Perhaps inevitably, therefore, it touches on many points that are not developed as fully as they might have been. Among these points are the following:

1. In setting the stage for privatization of the electric companies, how did the government develop and emit the decretos and reglamentos mentioned on p. 4? How did they set the base prices mentioned on p. 5? The technical challenge of the privatization process seems enormous. Was it well done? Poorly done? Who did it?
2. Re real electricity prices in table on p. 6 and text on p. 7. The only standard of comparison for recent prices is the price trend since 1986. What about other countries? Earlier periods in Peru?
3. Re the makeup of the Comision de Tarifas Eléctricas, as described on p. 7, is it customary for the companies being regulated to nominate members of a regulatory commission? If it is, this point can be ignored. If it isn't, what are the implications of such a cozy arrangement?
4. Re p. 8, was there any commitment to postores regarding future trends in real prices?
5. Re statistics on consumption of public services as between Peru and other Latin American countries (e.g., on p. 10 and again p. 18) these data are presumed indicators of comparative efficiency in past provision of public services. But other factors intervene as well, e.g., different levels of poverty and different policies regarding cross subsidization, especially of rural service. I wish that some effort had been made to identify these various determinants, and also to assess their relative importance.
6. On pp. 25-27, it is interesting to see how quality improvements were negotiated into contracts, but: 1) How do these measures compare to other countries? 2) How do they compare to Peru's past? 3) What has actually happened?

The six points just set forth are perhaps not so much a criticism of this paper as a request for more work in the field, i.e., future papers that will build on the present paper.

I do however have some other questions of clarification:

In the section on electricity, I felt that a good account could have been improved by giving a numerical example of regulation (a real case, preferably) and also by comparing the system to those of other countries (or past periods in Peruvian history) with respect to: 1) approach, and 2) tariffs resulting. On p. 9, there is a description of price-setting policy, but it's very complicated and in need of a clarifying numerical example.

Another general comment: There are instances in which material is introduced without contributing much to the thread of an argument. The diagram on p. 13, which is very hard to understand, is one such instance. Another is the two tables on pp. 30-31, which seem to lack adequate explanation. Another is the section on pp. 32-35, concerning the call-back problem. This is quite interesting, but is it really worth 3 pages in a brief overview paper?

Also, in various places (e.g., p. 14) it is presumed that privatization is a good thing, but the case really hasn't been made.

Also, the paper seems deficient in reference to the experience of other countries. There is no bibliography at all.

On p. 37, there is a good table, but it doesn't match the data in Table 1 on p. 18.

In reflecting on the paper, it seems to me that it would have been improved by having had an introductory section laying out a series of issues, and then pursuing those issues throughout the paper. The issues could have been a series of performance characteristics of public services that were deficient and needed improvement. Such a list perhaps could have been extracted from the international literature. Once chosen in the introductory section, the pursuit of these issues would have given greater coherence to the paper. They would also have provided basis for a concluding section, which could summarize what the impact of privatization had been on the issues chosen.

Comment on:

Julio Gamero, "*Ajuste estructural y segmentación en el mercado de trabajo: Análisis para Lima Metropolitana*," (n.d.)

The two bodies of theoretical literature used to introduce this paper are those of macroeconomic adjustment in a two-sector model, and of segmented labor markets. The author seeks to examine labor market flexibility in the adjustment process. The presumed mechanism is that, with trade liberalization, real devaluation will occur and real wages will fall in both sectors, but more so in the nontraded goods sector, thus causing labor to move from nontraded goods to traded goods production. Barriers or rigidities in the labor market will presumably arrest this process of labor transfer.

In Peru, trade liberalization has been associated with capital inflows and exchange rate appreciation, but at the same time the elimination of protection to labor has reduced employment and also perhaps wages in the traded goods sectors. It's a very different story, as the author notes toward the end of the introductory section. But is it so different as to render the approach inapplicable?

The labor market segmentation literature, as originally developed, was concerned not just with rigidities but with differential access to training and career development. The concern was distribution, an argument that a segment of workers in the U.S. has been marginalized. It's not a big deal to find a sector of marginados in Latin America. That's the informal sector. If there is labor market segmentation that means that some workers have secured some form of protection that enables them to be better off than the marginados. In this context it's hard to imagine that "flexibility" should be viewed as an unmixed blessing, as the author apparently does.

The author is building on a literature developed by capable economists in other Latin American countries, particularly Chile. Through statistical analysis they have shown that there is a wage premium in some sectors, other things equal (e.g., personal characteristics). The author does a very good job of summarizing this literature, thus grounding his own work in an already-developed literature. This is one of the few PERC studies to do this. It would have been better still if he had finished the section with a summary paragraph saying what it all means (i.e., "Given all these studies, this is what we know.").

The study then enters a statistical review (pp.17 ff) of the labor force and unemployment situation, decomposed by sector. I have trouble understanding this. I'm not sure what it means to speak of unemployment by sector. (Sector where last employed?) Even more disquieting is that I can't understand what all these figures have to do with labor market segmentation. If the segmentation divides the marginados, i.e., the informales, from the formales, the distinction would be approximated by size of firm, not sector. I have the impression that the author has gone grinding through a lot of data without giving too much thought as to how it fits in with the focus of the paper, as he laid it out in the introduction.

It's worth making this point strongly: The introductory and motivating sections of the paper (esp. pp. 11-16) focus on labor market segmentation. That's what the paper is supposed to be about. The rest of the paper (pp. 17-74) is the empirical section, but only pp. 61-65 deals with labor market segmentation, and not very satisfactorily. The empirical work of the paper is not well connected to the paper's framework.

I am also concerned about what seems to me a lack of skepticism regarding the data that the author is using. I would at least like to have seen some discussion of the definitions and method of data collection used by INEI. Is there considerable confidence in the assumption that the employment data and the PBI data are coming from the same universe? How is PBI calculated for the informal segment of a given sector? Is it perhaps by using labor force estimates and assuming a given rate of productivity change? That's not an unacceptable way to estimate PBI, but it is fatal to combine such PBI estimates with labor force data in order to measure productivity change. What you would be measuring would be just the original assumption.

Finally, with regard to the institutional section (pp. 51 ff), this is a good review of recent developments, but a number of other studies have covered the same ground. There are no references to those studies, however. An opportunity to build on the work of others has perhaps been missed.

Comment on:

Cecilia Garavito, "*Reforma del mercado de trabajo y cambios en el modo de inserción en a fuerza laboral*," (n.d.)

In my judgment, this paper does a lot of things right. It poses a problem in the introduction, reviews a relevant theoretical literature, summarizes developments in Peru's labor legislation that were recent at the time of writing, and uses certain principles from the theoretical literature to evaluate the legislative measures. This sequence is standard practice in social science research, but it is well done here. The writing is smooth, the sequence of paragraphs reasonable, and all is backed up with a respectable bibliography.

Those are the pluses. There are also minuses, in my view, and I see them as the following.

The most serious, I think, is simply that the paper didn't dig very deeply. It really needed an empirical component that is not present. The summary of legislative developments is quite effective, and from it the author gets a series of possible effects that are highlighted by the theoretical literature. But they are all possibilities, not actual outcomes. An empirical section examining actual outcomes would have been much more effective. It would also have established a rather different story.

The author is aware of this difficulty and tries to get around the problem by examining what happened in Chile after a series of similar legislative changes was had been introduced in earlier years. This is a good idea, but the execution is quite inadequate, because the section on Chile is really too brief and superficial for it to serve as a useful substitute for an empirical Peruvian section.

And yet, if this paper had been written around 1995 (This is a guess; it contains no date.) it would have been quite possible to generate that empirical section. The major legislative changes were begun in 1991. Lots had happened by 1995. I suspect that another research difficulty kicks in at this point: Consortium funding was spread about at Catolica, such that each researcher received just a small amount of funding for writing a short paper in a brief period of time. I suspect that for reasons of inadequate funding the author simply didn't have the time to go deeper.

As I see it, the author extracted two principal points from her review of the literature. First, that a worker, if fired, would have little opportunity to get another alternative job while searching for a more permanent new position. In other words, efficient labor allocation requires time for an effective search between jobs, and that is not possible given the structure and wage levels of the Peruvian labor market. Second, that labor market flexibility implies more frequent labor turnover, and in such a situation there will be an unwillingness to invest in the training that is needed for higher labor productivity.

I don't think these points are well enough sustained in the paper. Also, I'm not sure that they're right. In the case of the first of these points, it's quite certain that search time for new employment is hard to come by, and that the unemployed come mostly from relatively well off segments of society that can finance search time. But what's not clear to me is whether the recent moves toward labor market "flexibility" worsen this situation.

Regarding the second of these points, presented by using the distinction between general and specific training developed by Becker, the relevant text isn't clear to me at the bottom of p. 5 and top of p. 6. The worker is always disposed to receive specific training, because he or she wouldn't pay for it. It's the employer who would presumably be less inclined to provide such training in an environment of labor turnover.

This is precisely the point where the empirical reality may be quite different. Major firms undoubtedly continue to pay above the worker's opportunity cost, paying an efficiency wage that encourages labor discipline. In this situation labor turnover should be much more frequently a question of layoffs rather than quits. Therefore the employer should have an incentive to provide both general and specific training in amounts at least equal to what had been the case under the old regime of labor stability. In fact, I would hypothesize that the incentive to provide training would be greater, because managers now exert greater control over their labor force and could expect to get more effort from workers. The significance of labor flexibility is not to promote labor turnover but to promote labor discipline through the threat of discharge.

The section on Chile seems to me not nearly long enough to extract the conclusions that the author desires. I suspect that the evolution of employment and real wages has much more to do with macroeconomic management than with labor market policies.

Finally, in the concluding section, there are various points made that I don't think were satisfactorily demonstrated in the paper. One is the assertion that "la pérdida del poder de las organizaciones sindicales ...(had the result of)... haciendo menos competitivo el mercado de trabajo."

Comment on:

Félix Jiménez, Giovanna Aguilar, and Javier Kapsoli, “*El desempeño de la industria peruana 1950-1993: Del proteccionismo a la restauración liberal*” (Jan 1998)

This is a solid empirical study whose commitment to careful quantitative economic history is impressive. It is one of a series of studies done by the same research team, and in addition the senior researcher has also produced other work in this area. Assessing one study in isolation is therefore a bit artificial, but such is the task to be undertaken here.

I find the main body of the study particularly impressive. The deeper the researchers get into the core of the paper, as for example in the decomposition exercises on pp. 29-35, the more rigorous and interesting is the analysis. On the other hand, regarding the overall framework, I do have three concerns.

The first is that, in my view, the paper would be better if it had a tighter focus. Instead of setting the paper's goal as that of “describing” and “characterizing,” the authors could have devised a set of questions, such that, in the concluding section, they could have indicated what answers had been obtained to those questions. I think this would have given a greater sense of direction to all parts of the paper.

The second concern is that the framework chosen relies, in my view, too much on a dichotomous vision of economic policy: the *cepalino Estado Desarrollista* versus the neoliberalism of the Washington Consensus. This dichotomy is so familiar to us all that it may be a useful organizing device, but only if one remembers that in fact a continuum of economic policy options are available. Moreover, neither Cepal nor the Washington Consensus occupies the extreme positions on this continuum. Cepal never rejected the market. It just wanted to change the way it worked. And the Washington Consensus never ruled out the functioning of a strong state advancing a social agenda.

The authors of course recognize this variety of possible policy combinations. On pp. 9-12, for example, they observe that the early periods of import substitution were still very market-oriented. Nevertheless it seemed to me at one time that they were implicitly defining the *Estado Desarrollista* as one that has successfully import substituted to the point of not really needing imports. (See pp. 9-11) Reading that section, I thought that the implicit objective was autarchy. Later in the paper, their emphasis on the commercial balance in manufactured goods made me conclude that their objective was that Peru be fundamentally an industrial exporter, not an exporter of primary goods, that this should be the objective of the *Estado Desarrollista*, and that anything less would perpetuate import dependence and result in policy failure. If I read things right, this view may not have represented a dichotomy of options, but it certainly seemed like a dichotomy of outcomes.

Two things bother me about this approach. One is that it implicitly rejects the successful development experience of countries like Australia, New Zealand, Canada, and even the United States, all of which have remained essentially exporters of primary products. (I include the United States remembering that Keesing's resolution of the Leontief Paradox lay in his showing the natural resource intensity of U.S. exports.) The other is that so much of the argument is, in fact, implicit. To pursue one example of this implicit reasoning, consider the view that a negative commercial balance in manufacturing is a bad thing. I can see concern about the overall commercial balance, but why a sector-specific commercial balance? Do they see a successfully developing Peru as one that has no mining sector?

The third concern relates to the data. Much of the work in this project involved the collecting and processing of data. The methodological appendix shows that the authors developed an impressive set of industrial data, mostly from MITINCI. I wish that they had told more in the appendix about data problems and limitations, and more in the text about specifically which data were being used in given tables and equations.

One aspect of my data concerns relates to various tables showing deflated time series. Evidently the deflation is always undertaken with INEI price indexes, despite the strong challenge to the reliability of those indexes that has come from the work of Javier Escobar. I've got to say that, having read Escobar, I don't find anything deflated by INEI indexes to be very convincing. Perhaps the authors disagree with this and could justify their use of the INEI indexes. Or perhaps they could show that their conclusions hold no matter which index is used. But I think they should have confronted the issue explicitly.

A final minor point: Some references aren't in the bibliography (e.g., Wils, Fitzgerald, Schydrowsky and Wicht).

Comment on:

Waldo Mendoza, "*Dinero, tipo de cambio, y expectativas*" (n.d.)

This is an impressive paper. It is systematic, well structured, and, so far as I can tell, well written. It sets up two macroeconomic models with admirable economy, shocks the models, and traces their path to a new equilibrium. The basic model seems innovative and intelligently designed.

A caveat, however: I cannot claim great expertise in evaluating models such as these. I started losing contact with macro models about 20 years ago, and there are some sections of this model (e.g., pp. 17-19) that I take on faith. Nevertheless I find it an impressive job.

I have only two comments that could be construed as reservations.

First, I wish the introduction had told more of what strategic choices the author made in choosing this kind of macro model rather than some other kind of macro model.

Second, and perhaps more significant, I wish the author had connected the model more to Peruvian experience. The author's intention is that the model replicate the Peruvian experience of disinflation in the early 1990s. He presents Peruvian stylized facts that are incorporated into the model both in choice of variables and choice of parametric values. That is all to the good. But in the end, in the conclusion, he simply states the conclusions of the modelling exercise rather than relating them once again to Peruvian experience.

Would it have been possible, for example, to say that adaptive or rational expectations better fit Peru's experience? Or that a decline in the rate of growth in the money supply is associated with exchange rate appreciation?

Perhaps not. Perhaps it takes a much more complex model, with additional fiscal and financial variables, before one can hope to run simulations that might track the actual evolution of key variables. But that might also be worth saying.

Comment on:

Lucía Romero, "*Regulación del sistema financiero peruano: Aspectos importantes*," (n.d.)

I don't think any purpose would be served by submitting this paper to criticism. It is in such rough shape that the author surely saw lots of improvements that she did not have time to make. I believe it likely that she doesn't need other people telling her what she can already see for herself.

If my presumption is incorrect and she would in fact like to receive comments, I would be pleased to supply some.

Comment on

Jaime Saavedra, "Changes in Educational Earnings Differentials: Urban Peru 1985-1991. The Facts and Alternative Explanations" (1995)

This is a very competent paper. It raises the ante regarding the quality of economic research in Peru. This is what a new generation can produce, and it is, in general, better than what has been produced by previous generations. The modelling is good, the econometrics is good, the writing is good, the paper's organization is good. I want all these positive qualities to be kept in mind, because this note will be primarily critical, because it is intended to be of assistance to the author.

The principal concern I have about the paper is that I feel that it doesn't give sufficient attention to certain institutional aspects of trends in educational premia. My most serious concern is that insufficient attention is given to government control of premia. As I remember it, wage increases were part of the *paquetazos* that characterized macro policy management, particularly during periods of inflation such as 1985-1990, and the increases that were permitted were often more generous to low-paid workers than to high-paid workers. Thus educational premia were compressed out of a (perhaps misdirected) sense of what constituted a fair distribution of sacrifice during a period of economic crisis. This is neither the Oi explanation nor the Fields explanation, both cited in the text. I suspect that a similar process produced a similar result in Chile and also in the U.S. during wartime. (See references on p. 4)

My other concern is that in periods when the premium to university education was declining (e.g., the 60s) what was really happening was that the social class variable was ceasing to covary so closely with education. In other words, lower social classes were gaining access to university but not to well paid post-university jobs. Quality of university education may have been declining, too. (But maybe not. See Vargas Llosa's description of San Marcos in the 1950s in *Conversación en la Catedral* and ask, Could San Marcos have sunk lower still?)

A similar process could have been at work during 1985-91. This was a period when a lot of people were getting out of Peru. I have even heard it described as the Peruvian diaspora. Is it possible that better trained university graduates were disproportionately represented among the emigrants, such that the skill level and social class level of university graduates in Peru was lower in 1991 than it had been in 1985?

These comments on wage controls and social class lead to the inference that the results of the paper should be thought of as suggestive rather than conclusive. This is the fate of nearly all empirical research. It's why varieties of studies are needed before conclusions can be reached with any confidence. I therefore hope the author will be able to extend this work, and I would like to suggest a couple of lines of inquiry.

1. I wonder about doing a separate analysis for the private sector only. The reasoning here is that the public sector was particularly and especially subjected to wage compression by government fiat.

2. Extending the work to more recent ENNIVs would be very interesting. My hypothesis would be that the educational premia would widen once again, being procyclical. But would this change be driven by supply-side changes? I suspect that it wouldn't.

3. I hope the author will have a chance to go back and do a more careful examination of determinants of the *empleado-obrero* ratio, as shown in his first table.

I make these recommendations for future work despite the realization that this work is not directly policy-relevant. It's more in the direction of basic research, i.e., an attempt to explain some of the workings of the Peruvian economy.

Other general comments:

I assume that this paper is written for a foreign audience with considerable familiarity with the techniques being used. If this were written for a Peruvian audience (or for me!) I would ask for a somewhat fuller explanation of the equations and tables, and also some additional references (as to "Mincerian" earnings equations on p. 8, for

example). The tables could be made more understandable simply by occasional reference to a specific number in the table, showing how it was derived by way of illustration. The author has included a few of these, but more would be better.

The paper makes reference to an appendix, which is not present. Some tables are apparently taken from an appendix, too. These elements give me the impression that the version I read was assembled rather hastily from a longer version.

The English is very good, but not perfect. The author should make sure that a good editor reviews his English materials. There were lots of mistakes in the version I read.

Some more detailed comment:

Re p. 2, Graph II.1 is very interesting but seems to suffer from two liabilities. First, no source is given. Second, the discussion in the text relates just to the decline of the wage differential, but the graph shows almost equally significant rises that are not commented on at all.

Note that a number of bibliographic references are not in the bibliography (e.g., Murphy and Welch on p. 3, Fields on p. 4) the Robbins reference has a year of 1974 on p. 4, 1994 in the bibliography.

Re p. 13 and also in a few subsequent places, the assumption of negligible technological change over a reasonably short period may seem innocent enough, but changes in labour policy should also be remembered, and considered part of technological change. Redundant workers were gotten rid of at certain moments, thus increasing labour productivity, perhaps quite significantly. Most but not all of this occurred after 1991.

Re p. 15 and associated Table V.2, it seems to me that the point made in the text could have been better demonstrated in Table V.2 if the percentage distributions had gone in the other direction, showing the distribution of different skill levels in given industries rather than the distribution of industries for a given skill level.

Comment on:

Evert Visser and José Távara, "*El significado de la concentración territorial: Información y aprendizaje en el complejo de Gamarra*," (n.d.)

This paper is thoughtfully developed and carefully researched. It is truly a professional job. It deals with a topic that is important and not easily handled by economists. It is worth publishing, but it is also worth revising before publication, I think, because, at least in my opinion, there are changes that could make it a good deal better.

The first 33 pages of the paper, nearly half its total length, are taken up with a methodological introduction, before the reader gets to anything empirical. I found this section difficult to read, for a couple of reasons. First, after having finished I could not help but ask myself, Was it necessary to spend 33 single-spaced pages developing what was, in the end, a set of not-very-difficult concepts?

Yet if the overall result seemed not very difficult, the text was hard to follow at a detailed level. I felt the need for examples, even hypothetical examples, of the concepts being presented. And at the end, I very much felt the need for a summing up, which would say, "On the basis of the theoretical discussion, these are the dimensions of cost reduction possible through agglomeration, and these are the cost savings we are going to measure." Alternatively, "These are the questions we are going to ask in the empirical section."

In fact, the empirical section seemed rather divorced from this long theoretical introduction. The questionnaire that provides the data didn't seem to fit the theory very well. There were three things that seemed to me rather odd about the empirical section.

First, the reader isn't shown a copy of the questionnaire, and is given only an incomplete idea of its content. There is no analysis of the representativeness or the response sample, and there is no indication (I think) of how the questionnaire was administered. (By mail? By interview? Left to be filled out at the respondent's convenience?)

Second, some of the analysis is confounded by the problem of simultaneity. Various characteristics of Gamarra firms are compared to those of firms located elsewhere, with a view to seeing how being in Gamarra might have influenced the profitability (or other characteristics) of the firm. The idea is that there are economies of agglomeration in Gamarra, which should show up in certain kinds of productivity advantages accruing to firms there. But the causation could go the other way: Rental costs make it expensive to be in Gamarra. Perhaps only profitable firms can afford to locate there.

Third, and most seriously, I have the feeling that the authors have lost their way in the empirical section because they did not specify precisely enough in the theoretical section what it was that they wanted to find out. What are the issues to be examined empirically? What are the three, or six, or ten most important ways that external economies and economies of agglomeration can lower costs and raise profitability? The idea of comparing a set of Gamarra firms to a set of non-Gamarra firms seems great, but how about doing it in terms of cost structure? Input costs? Transport of inputs? Visiting input suppliers to decide where to buy? Credit? Marketing effort? And so forth. They might have concluded that there are no economies in production and that all the economies are in marketing the final product.

One consequence of this apparent divorce between theoretical and empirical sections is what seems to me an overemphasis in the empirical section given to the phenomenon of subcontracting. To be sure, there is a connection between subcontracting and the economies of agglomeration, but the connection does seem elusive.

Unfortunately, subcontracting does have one important role, that of possibly invalidating the measures of output value per worker that are used in much of the empirical section as a measure of efficiency. The comment in the final section (pp. 73-74) regarding the greater prevalence of retail sales in Gamarra is an additional reminder of the dangers that hide within the efficiency or productivity measures used in much of the paper.

My principal concern, however, is not that subcontracting is dealt with at length, but that cost analysis is dealt with hardly at all. It's costly to locate in Gamarra, in terms of rent. There must exist compensating cost reductions elsewhere, or compensating revenue increases. What are they? This seems to me the key to the economies of agglomeration. The authors recognize this (on p. 37, for example) and lament that they were unable to obtain cost

data. Why not? The final paragraph on p. 72 is an odd summary paragraph to a long section that seems to say to me that they haven't found the key. What are the economies of agglomeration in Gamarra?

The concluding section, which focuses on marketing rather than production as the key to Gamarra's success, seems to me probably right. Unfortunately, examining this question requires another research project. I do hope that the authors get to do it, however.

Some other comments:

In many instances, particularly in the theoretical section, I wished that the authors had been able to give concrete examples, either hypothetical or actual, or the points they were making. Such examples would have made the paper easier reading, I think.

I hope that they are able to examine some other clusters in future work. Two examples: the shoe industry in Trujillo and the clothing industry in Ambato, Ecuador. (The latter is a sort of rural Gamarra.) Also perhaps the shoe industry in southern Brazil.

Another thing to examine: The development of a pool of skilled labour. That may not be so important for Gamarra, but may be quite important for more isolated clusters.

Another point to differentiate between Gamarra and Trujillo: The quality of the input. Is Gamarra all cotton textiles? 'Nuf said.

Re the various theoretical factors discussed: Many seemed to be forms of scale economies or scope economies. Aren't pecuniary external economies internal economies elsewhere? (i.e., economies of scale)

In the end, are there not policy implications? What are they?

Comment on:

Carolina Trevelli, "*Intermediación financiera para la agricultura*," (Oct 1997)

Clarity of the Research Problem

Perhaps the key paragraph is that of p. 5, which states in part , "...nos centraremos en el análisis del sector de oferentes formales de crédito para el sector agropecuario, con miras a identificar como este sector se ha recompuesto luego del ajuste estructural iniciado en 1990... Es decir, revisar cual ha sido la respuesta institucional del sector privado ante el cierre de la banca de fomento estatal..."

Later on the same page, a sharper image is given to the paper's focus: "*Centraremos nuestra atención en como cada oferente identifica a su cliente "ideal" dentro del sector agropecuario. Este análisis nos permite definir como cada agente busca solucionar los problemas típicos de los prestamistas, sobretudo el problema de la selección de prestatarios.*" But then there is added, "*Para complementar la figura,.....se revisa la escasa información disponible sobre los demandantes de crédito agropecuario.*"

Further, the section on pp. 10-11 gives the following "*Objetivos*": 1) to identify the lending strategy and choice of client group on the part of each new institution, 2) to see if better information about borrowers results in the offer of more attractive lending terms, 3) to recommend measures to make the new institutions more efficient and sustainable.

This is a pretty good set of research questions. It does however inspire the following comments:

1. The objective of the paper can be to provide a description or to answer a series of questions. The difference depends on the precision with which the research questions are posed. I would say that the precision here is pretty good, but could be better. The difference shows up in the conclusion, which, if the questions had been put more precisely, would consist of a series of answers to those questions. As it is, the conclusion reads like an Executive Summary, and this reader in any event had the sense that the paper therefore lacked a conclusion.

2. I think that it was a mistake to include the section on *demandantes*. It caused the paper to lose focus. It would have been better placed in an appendix. Also, note that the initial statement of the problem says that the paper will deal with "*oferentes formales*" but in fact the paper deals with the informal sector as well. Again, this may have caused the paper to lose focus.

3. Perhaps it's unfair to ask for a somewhat different paper, but I was hoping to find some assessment of whether these new institutions hold the prospect of being able to fill the gap left by the closure of the *Banco Agrario*.

It's perhaps worth expanding on this last point. These new institutions can be assessed in terms of their banking practices and viability. That's what the paper proposes to do. Or they could be assessed not only in those terms of internal organization but also in terms of size: Are they filling the gap? Size has to come into the paper a bit. The author has to assess size (e.g., the commercial banks are big, the *cajas municipales* are small) simply to identify the institutions whose internal workings are worth looking at. In fact, there is a small section on size (pp. 25-27), but its objective is not clear. Is it intended to ask whether the volume of credit is adequate by some measure? The section makes me wonder again about the real objective of the paper.

To ask about size and whether a gap is being filled, it would be necessary to define a reasonable objective, the shortfall from which would be the gap. One objective would be to restore credit to what it was at some earlier day when the *Banco Agrario* was doing its thing. Another would be to take the situation in some other country as a target. Credit for all does not seem a reasonable target because of the *minifundio* problem. Also, even the target of credit for all begs the question of how much credit. Nevertheless there are standards of financial development (financial deepening) that could be drawn from best practice in other countries.

Contextualization of Previous Research and Current Debate

The author reviews the theoretical literature very nicely, and includes a great deal of bibliographic reference on relevant developments in Peru. There are however three ways in which this effort at "contextualization" falls short.

1. She does not provide a critical review of previous literature, indicating what we know and what we don't know on the basis of that literature. Such reviews aren't very common in Peru, perhaps in part because critical reviews have to be critical, to some extent, of people who are one's colleagues.
2. She doesn't review the experience of other countries. Perhaps there is no relevant experience. Her bibliography shows that she has kept up with the relevant multicountry literature coming out of international institutions. But there is no reference to the literature of other Latin American countries.
3. She makes no attempt to show how the problem of agricultural credit has entered into the nation's political dialogue, through reference to relevant newspaper articles. It may be that she assumed that her readers would know all about this. In fact, the topic is of such obvious policy importance that it hardly needs to be emphasized greatly.

Written Clarity and Flow

So far as I can tell, the paper is well written. It is tied throughout to the work of others through appropriate bibliographic reference, and the bibliography is extensive. The tables are by and large well chosen and easily understood. Criticisms can be made:

- 1) There are some instances in which tables seem to be inserted because the data were readily at hand, rather than because they were key to the flow of the argument. (I will offer examples of this below.)
- 2) In at least one instance a reference cited in a footnote wasn't in the bibliography. (Segura (1996), cited on p. 31. I noticed just this one case. I didn't screen systematically.)
- 3) I noted that one graph (No. 6, referred to on p. 53) isn't there.
- 4) The appendices are fine, although I wonder if the Herfindahl Index merits an appendix rather than just a footnote reference.

One technique used effectively by the author to promote clarity and flow is to finish a section with an good summary paragraph. (See for example pp. 18, 24-25, 53)

Consistency of Conclusions with the Evidence Marshalled

My problem with the conclusions is not with any inconsistency but rather with the feeling that they lack sufficient specificity because of the way the research problem had been stated.

Likely Interest and Usefulness to Other Researchers and Research Users

My judgment on this is clouded by the fact that I'm unsure if other researchers have covered some of the same ground. Here is the cost of not stating clearly what others have done and how this study adds to the sum of our knowledge. Despite this problem, however, I'm very positive about the social usefulness of this study because the topic is important and the author has made herself one of the experts in the field, thanks to her research program.

Extent of Cross-Fertilization with the Work of Others

I rate the study high on this point, because of the care taken in making footnote reference to the work of others in Peru. Clearly she's read others' work carefully. She has also read, and absorbed, the leading multicountry studies emanating from the international agencies as well as academic researchers like Dale Adams. What is missing, however, is reference to, and familiarity with, developments in other Latin American countries. She should be encouraged to internationalize her knowledge, perhaps through short-term consultancies and attendance at international meetings.

Appropriateness and Soundness of the Methodology

The methodology is simple but adequate. The paper seeks to document and evaluate what's been going on, and a more formal methodology seems unnecessary. The main methodological problem is access to relevant data. Recourse to questionnaires and interviews, as supplements to published data, seems quite appropriate.

Sophistication and Originality of the Methodology

Sophisticated it isn't. But it could be argued that going out and interviewing is original for an economist. What seems to me more significant in its originality is not the methodology but the results: To what extent is new knowledge produced by the paper? My guarded conclusion is that the paper scores well on this criterion. (Guarded because I am uncertain about the specific contributions of others.)

Coherence and Rigour of the Argumentation

The paper tells a coherent story and tells it pretty clearly. Nevertheless it seems that more could have been done. Taking the key issue of the paper to be the viability of the CRAC, the sections on p. 15-18 and again pp. 37-49 become key. But there are several things that these sections don't tell, e.g.,

- 1) What a CRAC is, i.e., how it differs from, say, a rural savings bank.
- 2) The politics of the creation of CRACs and the role of Absalón Vásquez.
- 3) The standards imposed by SBS and how they might be evaluated.
- 4) The success of encouraging information flow by having the CRAC consist of local people who supposedly know each other. (See paragraph on p. 17) It seems a bit like a group lending scheme writ large. But is it so large as to be ineffective?
- 5) The levels of *cartera pesada* in CRACs, as compared to, say, the *Cajas Municipales*, or some other appropriate standard. (See bottom of p. 53). How should they be evaluated?
- 6) The financial viability of the CRACs. In the end, I didn't get a sense of how unusual a financial institution these are, and whether or not they can be considered successful. Are other countries emulating the Peruvian experience here? What do the experts of the international institutions think about them?

Having said this, I must also say that I thought the analysis of differential performance of the CRACs (pp. 41-48) was very nicely done. The tables in this section were very helpful. I would like to have seen more discussion, however, about how the CRACs handle defaults, and also on how the management problem could have been better dealt with. The author's comments on management are intriguing. Granted that good managers make good CRACs and bad managers make bad CRACs, is there any way of telling who will be good and who bad ahead of time? Or will bad managers inevitably be hired, such that the best one can hope for is frequent inspection (by SBS?) and rapid intervention?

Pre-Emption of Questions

It did seem to me that there were lines of research that were not sufficiently pursued, both within and (possibly) beyond the scope of the paper.

The issue that is (possibly) beyond the scope of the paper concerns whether current institutions are providing an adequate volume of finance to Peruvian agriculture. What constitutes "adequate" is of course difficult to say. One approximation would be to take the volume of credit that used to be made available in "the old days" when the Banco Agrario was active, appropriately adjusted for changes in price levels and in the volume of production. Another would be to take another country (Chile?) as a standard. Another would be to have recourse to the literature on financial development (e.g., Goldsmith). Any such comparisons would need to be based on stratified quantitative estimates, particularly if comparisons are made with other countries. For example, the volume of credit extended to large and medium scale agriculture, or to coastal agriculture.

Within the scope of the paper (i.e., concerning management and viability of the new financial institutions), I think it worth noting that the paper makes several references to the importance of having secure land titles as guarantees for loans, but also notes that foreclosure would be a very unattractive prospect for a financial institution, particularly considering the inefficiency and possible corruption of the Peruvian judicial system today. (See pp. 24-

25.) So where is one left? How do these various financial institutions deal with overdue loans? Despite judicial inefficiency and corruption, is the threat of suing for recovery of the guarantee (including land) still a powerful tool in the hands of the financial institution?

Also, mention is made that “*la SBS ha iniciado acciones para mejorar el sistema de información sobre los prestatarios...*” (p. 20) Improved information systems are also mentioned on p. 25, also on p. 32, and again on p. 58. But the paper doesn’t say concretely what SBS has done, nor what the situation is with respect to the compilation and distribution of such information. The briefest of descriptions is contained on p. 32, but the following additional questions seem to me relevant: 1) Is this information centre on loan defaulters something new for Peru? 2) Is it common in other countries? 3) How far back does the register go? Does it for example include everybody who never repaid the Banco Agrario? 4) Through this register is there still pressure for repayment to the Banco Agrario? 5) How do financial institutions use the register? Any defaulted loan elsewhere means no new loan? 6) Is there a register for owing back taxes that is treated the same way? 7) Can borrowers evade the impact of this register by changing the names of those taking out new loans? 8) In summary, what is the operational significance of this register?

Another issue, which can be highlighted by reference to *Cuadro 3*, p. 29. This *cuadro* suggests that more attention needs to be paid to the lending policies of commercial banks. Note also the comment on p. 30, that “*una de las limitaciones más serias que enfrenta este sistema de intermediación en el caso del sector agropecuario es su poco atractivo por sus altos niveles de riesgo y su baja rentabilidad promedio.*” This is an extraordinary statement. Does it suggest that banks are lending to agriculture simply for reasons of public relations? Surely the challenge of financial restructuring is to find institutional arrangements under which lending to agriculture is financially viable. This comment relates to a notable lack in the paper: the lack of any discussion of interest rates charged and the requirements for profitability - and viability - on the part of the financial institutions being analysed.

The passages on p. 35 describing lending practices and preferences are very enlightening, but one wishes for more. It is said that banks want “*un proyecto específico de la aplicación de los fondos.*” Is the financing of a crop included here? Is most lending to agriculture for crop financing? But then how can a delay of 6 months be tolerated? Transaction costs are mentioned but not elaborated on. Can the banks estimate (or can the author estimate) the relation between administrative costs and size of loan for lending to *agricultores medianos* as compared to *grandes* as compared to the typical non-agricultural loan? I guess my principal problem here is the paper’s lack of a discussion on bank profitability (including interest rates) in relation to different sizes and types of loans. This also applies to other institutions such as the CRAC.

Another issue: At several points, concern is expressed that the CRAC might become too dependent on COFIDE. (E.g., pp. 39-40, 44) What’s wrong with that? To be sure, they were set up to mobilize local savings, but is that an important element in judging their success, as compared to the objective of providing credit?

Also, in the discussion of NGOs as agents for assisting banks to expand their lending to the small scale agricultural sector (pp. 56-59), no estimate is offered as to the size of this effort. Isn’t some quantification possible? And also, isn’t it possible to show what kind of cost structure is involved in such small scale lending activities, and what interest rates have to be charged as a result? And how these rates compare to the rates of more traditional lenders such as *comerciantes*?

Other Notes

1. First mention of Edpymes is I believe on p. 14. The paper never says what they are nor even what the name stands for. The same point can be made with respect to the Fondeagros (first mentioned p. 15?)

2. Note Graph 1 on p. 22: The text that refers to this graph is talking about the considerable changes in input and output prices in the course of structural reform at the beginning of the 1990s. Yet the graph shows no change at all during this period, nor any change during the course of the hyperinflation of 1988-90, and instead a precipitate change in 1984-85 that is not mentioned at all in the text.

3. Note *Cuadro 2* on p. 28. This is one of the cases where it seems to me that tables were chosen rather casually, rather than being designed so as best to illustrate the point being made in the text. In this case the point concerns

regional mal-distribution of financial institutions. Surely this could be shown better by data on the total volume of loans by department rather than just number of *sucursales*, even better if the data were divided by departmental population so as to make comparisons on a per capita basis. As a minimum, noting the departments not included in the table (e.g., Amazonas) would be helpful.

4. The same comment applies to *Cuadros* 5 and 6 on p. 32. Bank concentration doesn't seem to me a significant issue in the argument of the paper.

5. I find it curious to note that one CRAC encountered difficulty in part because of the competition of other lending institutions in its area. (p. 43) I thought CRACs were set up to fill a void, because there weren't any other sources of credit after the disappearance of the *Banco Agrario*.

6. In *Cuadro* 13, p. 50: What makes for the large difference between *colocaciones* and *depósitos* for the CM? COFIDE? Could it be *patrimonio*?

7. In footnote on p. 50, concerning the enormous *cartera pesada* of the CM of Lima: Where was the SBS while the Lima CM was accumulating this disastrous portfolio?

8. When I reached the section on the Informal Sector (pp. 55-60), I had to ask myself, Why is this section in the paper, if the paper is restricted to formal institutions? That is, if the paper is focussed on an analysis of certain institutions and not on the broader question of the adequacy of credit in the sector as a whole. If this is in fact the case, then the informal sector should focus exclusively on the role of NGOs in helping banks expand their lending. That's what this section is mostly concerned with, but it seems important to specify that limitation of focus, so as to maintain the focus of the paper as a whole.

The Section on Demand

As argued previously, it seems to me that the section on demand is out of place in this paper. (Unless the paper is given a broader focus, in which case other things should be changed). Nevertheless it seems useful to make some comments on the section, in hopes of being able to assist the author in future work.

On p. 63, it occurred to me that a better framework for examining demand was needed. I don't know the literature, but surely there are demand functions for credit, based on interest rates and expected future profitability. There are probably risk factors built into such functions, too. In the absence of data (or inclination) for constructing such functions, it might be worth examining credit volumes in other times and places, always remembering that any such data represents an interaction of both supply and demand.

Re p. 63, it's a start to look at the ENNIV of 1985/86 to get a sense of demand during the age of the Banco Agrario. But it is worth remembering:

1) Was 1985/86 a normal period for the Banco Agrario?

2) If 34% of the *agricultores grandes* obtained credit during that period, what did the other 66% do? Did they have *fondos propios*, or did they use less modern methods of production to compensate for a lack of working capital? In other words, did a lack of credit cause a reduction in real agricultural output?

Farther down on the same p. 63, reference is made to the data in *Cuadro* 19. But there is no *Cuadro* 19. Should this be 15? I guess so, but the numbers don't quite fit. And where did the figure of 1,316,944 come from?

On p. 67, Graph 7 leaves much to be desired. On the right hand side, 7 categories are listed. But in the columns there are only 6 separate areas. Furthermore, the graph was evidently copied from another source that was perhaps in colour. In present form, the shading categories described on the right hand side cannot be seen. And there's no source listed. This graph is really a *la criolla*.

Cuadro 16 on p. 68 is quite interesting, but again it strikes me as largely undigested material. To my mind, the really interesting lines are those under "*Ambito Rural*," showing loans received from *bancos*, *cooperativas* and

financieras. The conclusion I get is that credit is largely unavailable to Peruvian agriculture. This raises two further questions:

1) Would this conclusion be modified if the data could be stratified? And what types of stratification could be effected with ENNIV data?

2) What are the economic consequences of the current state of lack of credit? To be sure one used to hear a good deal of the negative consequences caused by the loss of credit associated with the closure of the *Banco Agrario*. But one could characterize that unhappy situation as a transitional problem. What I have in mind is the negative consequence of a chronic long-term lack of credit. That's what the data seem to show, and surely they show it because the figures in ENNIV are dominated by the small scale *campesino* sector.

Evidently the ENNIV was a bit of an aside, because starting on p. 69 there's a long section that draws on CENAGRO, the 1994 agricultural census, and indeed this seems the more relevant source, "*aún a pesar de los problemas metodológicos que pueda presentar.*" (p. 69). What problems?

My only comment on this section (pp. 66-76) is that I wish the author had been able to go more deeply, through presenting tables as well as pie charts, through making comparisons with previous agricultural censuses, and through presenting more data cross-classified by size of farm (i.e., *tipo de productor*). The section seems driven too much by the accidents of data availability, rather than by a guiding framework or set of issues.

Re the following section (pp. 76-80), it's not clear how it's a proposal, as the title to the section indicates. The final summary paragraph (p. 80) is however very good.

Final Comment

It may seem paradoxical, but I have written so long and so critical a comment because I think very highly of the author's work and am convinced that she will produce outstanding research through a long career. If I were less optimistic about her future research, I would have been more perfunctory in my comments. Her work deserves to be taken seriously, and that is what I have done here.

Comment on

Martin Valdivia, "*Del Banco Agrario a las Cajas Rurales: pautas para la construcción de un nuevo sistema financiero rural*" (ca. 1995)

This paper is five years old and already published, so comments may not be too useful. But here goes anyway, in hopes of a new edition or of further research in the same area.

The paper is well organized and well presented. It is methodologically very simple, but it deals with a very important policy issue. I find it difficult to judge its importance, because I am unsure if this was the first paper to present a critique of the *Cajas Rurales*. It was pretty obvious from the start that they would suffer the structural defects set forth in this paper, but is this the first paper that said so? I don't know and the paper doesn't say. In fact, it doesn't say nearly enough about a previous Peruvian literature, or lack of same. This is the main deficiency that I find in the introduction. There are even two references to previous comment or literature ("*...han comenzado a oírse voces...*", p. 8; "*Un aspecto que la literature...suele relacionar...*", p. 13) without any references actually being cited.

The theoretical section is very competent. My only comment is that the summary of asymmetric information issues on p. 9 is not very well carried on. The following page deals with uncertainty (and scale) issues that would exist even without asymmetric information.

As I read this section, two thoughts occurred to me. First, are there any estimates of the impact of credit availability on rural incomes? Second, why not greater emphasis on providing credit through input suppliers? Are fertilizer and seed companies unwilling to provide financing terms with their input sales?

Graphs 1 and 2, pp. 17-18, seem problematical. On Graph 1 (and accompanying text) it's not clear if figures are stocks or flows. Also, the different categories are not explained (What is *O y R /Colocaciones*?) and it's hard to distinguish between the various lines. In Graph 2 there seems to be inverted labelling as between *Banco Agrario* and *Banca Comercial*.

On pp. 17-18, it seems to me mysterious why la *Banca Comercial* withdrew from agricultural lending. On p. 17, the withdrawal is attributed to the agrarian reform. But the withdrawal may have been before that, if the Banco Agrario was offering subsidized rates that the *Banca Comercial* couldn't match. Also note that much of the expansion of government lending, in the case of cotton at least, was spurred by the hostility of cotton growers to the lending practices of cotton buyers, especially La Fabril and Anderson-Clayton.

On p. 18, is there any explanation for the unreliability of data on informal credit figures in one source but not in others? Are the 7.5% and 88% figures cited in the text compromised by these data availability problems?

On p. 19, can some perspective be given to the 23% figures cited in the text? (This is *Banco Agrario colocaciones* as a percent of agricultural value added.) What is an analogous figure in Chile? USA? In *Cuadro 1*, is the 1988 PBI Ag figure for real? What happened?

In much of the section on the *Banco Agrario*, the author makes occasional mention of political factors in the bank's management, and, more specifically, in its choice of borrowers. Yet I feel that political factors are underemphasized. There is discussion, for example, of the bank's choice of crops to be partly explained by risk aversion (pp. 21-22). Yet there is no evidence that the bank ever thought that way, and a pretty fair guess, I think, that political factors completely explain the choice of crops. To the extent that economic factors played a role, I suspect that they were related to perceived differences in repayment probability, not because of differences in price or income variability but because of tighter control on crop distribution that would give credibility to the threat of future crop seizures. This is all hypothesis formulation, however, and really a request for future investigation.

On the same topic area (p. 22), I felt that the appendix data were not very well explained or utilized. The text makes reference to only one of the three appendix tables.

The conclusions on p. 23 wind up rather weakly because of lack of data. The inability to analyse the "*cartera morosa*" is lamentable, as is the lack of data on repayment rates. The assertions at the top of the page regarding the

transfer of resources between regions or crops are really unproven. The only transfers one hears of are those from the BCR (i.e., from the public via an inflation tax) to the borrowers who received subsidized credit, evidently provided with a wink and a nod to the effect that repayment wasn't really necessary.

Gráfico 3 on p. 26 is good except that there is no indication showing which vertical scale applies to which curve.

Re the section on pp. 25-29, concerning the new financial institution, the CRACs, the section has a number of wise and intelligent comments, but seems undermined by the fact that no basic description of the organization of CRACs is provided. Also, a number of points seem unresolved. For example:

1) What is meant by "*mecanismos tradicionales*" in bank lending? (p. 27 and elsewhere) What are non-traditional mechanisms? Solidarity groups? Is that an important potential innovation in agriculture?

2) Is *titulación* an important issue for establishing a flow of credit in agriculture? (pp. 27-28) Is foreclosure a credible threat?

3) Is inability to spread risk through un *instrumento de segundo piso* an important explanation for the poor performance of so many CRACs?

4) The comment is made on p. 29 (and again on p. 31) that CRACs have the advantage over the Banco Agrario in that the loan officers are local people who "know the territory" and therefore could be expected to overcome much of the problem of asymmetric information. But weren't the *Banco Agrario* loan officers also local people, working in the local *sucursal*? If they allocated funds less efficiently, is it because they knew less or just didn't give a damn?

Regarding the concluding section, on p. 32 the author deplores the possible reviving of "*un banco de fomento agropecuario*," associating it with "*viejas prácticas de subsidio*." He then goes on to advocate a stronger institution "*de segundo piso*." But in structural terms these two arrangements could be the same, viz., a national, government-promoted institution dedicated to agriculture. To my mind, the problem is not one of organization but of politics. The *Banco Agrario* failed not because of its organization but because it was captured and looted. Its behavior was politically rather than financially inspired. The same might be said of the CRACs. This is what seems to me most lamentable about the developments covered in this paper, and it is the reason why I wish the author had had something more of a political angle to his paper, in addition to the very capable economic angle that he did present.

Comment on:

Julio Velarde and Martha Rodríguez, "*La reforma financiera en el Peru: 1990-1993*," (May 1995)

1. There is much that is impressive in this paper. I will only focus on what I see as shortcomings, because it seems to me that, good as the paper is, it could have been better.

2. What is most lacking, I think, is an introductory section outlining what the reforms were trying to accomplish. What was the problem, the objectives? Let me guess:

- a. Strengthen banks, making them less vulnerable
- b. Make them more efficient, i.e., offer services at lower cost.
- c. Allocate resources more efficiently in the economy.
- d. Permit more effective exercise of monetary policy

These objectives, or others chosen by authors, would lead directly to a consideration of criteria for judging performance on these grounds, and give structure to the paper. In fact, the authors cover the measures that are probably most appropriate (e.g., spread, *cartera pesada*) but they spend a lot of time with measures like financial deepening whose changes are probably much more related to macro balance, and inflation control, than to financial sector reforms.

3. Another example of this confusion of causation concerns the reduction in employment, presumably caused by labor market "reforms" rather than those of the financial sector.

4. Finally, in various instances we are left to ponder statistical series with limited perspective on what an acceptable range is for the variable in question. Usually the only standard for judgment that we have is provided by the evolution of Peruvian values over time. Frequently it seemed important to have an international perspective on the values (e.g., spreads, *cartera pesada*). There is a bibliography, and it does contain a number of references to the experience of other Latin American countries. Nevertheless I feel that more would have been better.

Comment on:

Gustavo Yamada and José Luis Ruiz, "*Estabilización económica en el Perú, 1990-1994, y sus efectos en los gastos, ingresos, y pobreza familiar*"

This study is - almost - a model of how to do empirical research. It poses a question that has important policy consequences, it gives effective context to the question by thoroughly reviewing relevant literature, both international and Peruvian, it approaches the question with a technically sophisticated methodology, it uses a complex but appropriate data set, it approaches the data with caution and shows good judgment in the conclusions that are extracted. In many of these respects it is just about the best work that I've seen produced in PERC, or in Peru for that matter, and thus I am tempted to *echar flores* and leave it at that. But I'm also supposed to try to be helpful to the authors by suggesting lines of improvement, so I will focus on the "almost" and ask that the *flores* be implicit but remembered.

The "almost" has to do with some elements of execution. While basically well organized, the paper is also long and contains a lot of detail. Thus there is danger that the reader can get a little lost. I believe that the reader would be better oriented with the following editorial changes.

Editorial Suggestions

1. In the introduction, the paper's purpose is set forth in rather general terms, but one would like to see more precise objectives, posed perhaps in the form of questions to be answered. There are such questions, but they are in the first paragraph of the second section, rather than in the introduction. This seems a curious placement.
2. The introduction lacks a paragraph summarizing the content of the various sections to follow and thus outlining the structure of the paper. Nor are there summing up paragraphs ending the various sections. Both devices would have helped orient the reader.
3. The review of the literature is very good, much more thorough than what is seen in most papers. However, the part concerned with trends in income distribution tended to mix together long-run and short-run issues. Kuznets is clearly long-run, Berry is short-run, concerned with a short period of policy transition. What is the proper focus for the 1991-94 period? It surely isn't long run. Is it a period of policy transition? That's not clear.

Also, despite the thoroughness of the literature review, how about reference to others (besides Berry) who have looked at income distribution over recent policy transition? Sam Morley for example?

4. As I read through the macroeconomic review (pp. 12-16) I started to feel lost, not understanding where the paper was going. This was caused in part by the lack of a road map at the beginning of the paper, perhaps also in part because this macro section may touch on more topics than are really needed.
5. In the later sections of the paper, I have the impression that the authors have included sections that, while methodologically interesting, perhaps don't contribute much to the flow and ultimate goal of the paper. One such section whose inclusion might be reconsidered is that relating to the FGT index (pp. 27-28).
6. With this FGT index, as with many other results generated in this paper, the results would be enriched by international comparisons. I realize that poverty measurement is very much *sui generis*, with culture-specific considerations that tend to undermine international comparisons. Nevertheless I think such comparisons would be useful. All such numbers are only indicative and not conclusive, under any circumstances.
7. I wonder if the authors might rethink the relevance of the sections on decomposition (pp. 28-30) and determinants (pp. 31-36). Both sections are of some interest, but I have the feeling that a more low-tech approach of cross tabulations might yield greater insights. Failing that, one might ask for greater clarification of the results of these sections.
8. Concerning the decomposition section, this seems to me a section particularly in need of a wrap-up, summarizing final paragraph.

9. Concerning the determinants section, I have the feeling that the authors may have run out of time here, because they really don't devote enough effort to considering their results. *Cuadros* 20 to 27 are really unexplained. Even the variables are unidentified (except in the appendix, which is too much trouble to refer to for most readers). And whereas they extracted conclusions from the data with the utmost care in earlier sections, it seems to me that many of the points summarized on pp. 34-36 are perplexing and don't lead quickly to conclusions.

Some examples of these difficulties: the "*positivos y crecientes*" "*retornos a la educacion*" and the negative coefficient on agricultural activity, both reported on p. 34. As I consider both those results, I wonder if they aren't confounded by missing social class variables and mismeasurement of education variables through failure to consider quality differences.

10. In general concerning these econometric conclusions, I feel that they need to be related more precisely to the coefficients (and tables) from which the results come, and that they need to consider problems of missing or misspecified variables.

Some other points

1. The section reviewing previous Peruvian studies (pp. 8 ff.) begins by mentioning Webb, Figueroa, and Amat y Leon, and goes on to summarize some of the results of Webb and Figueroa, but Amat y Leon never gets another mention. Are the data of 1971-72 referred to at the bottom of p. 9 from his work?

2. A distinction is made between "*pobreza critica*" and "*pobreza extrema*" at the bottom of p. 10 and elsewhere (e.g., p. 18). Isn't "*pobreza critica*" the same as what's called "*pobreza no extrema*" in *Cuadro* 12? I'm having terminological problems here.

3. P. 11 contains poverty estimates from a number of sources. It would have been helpful to see all the numbers in a single table. Despite the different methods or sources used, do the authors think that they're roughly comparable, such that the trends seen in numbers taken from different studies make sense?

4. On p. 15, two rather important figures are given for growth in real wages and real salaries, 10.6% and 45.1% respectively, and reference is made to *Cuadro* 2. But I can't seem to derive these figures from that table. Perhaps I'm having problems with relevant dates for the increase. 1990-94? It's not clear.

5. This macro review section is probably already too long. The authors should probably consider leaving out some things. But if one is to include a discussion of underemployment, as on pp. 15-16, it should be mentioned that this concept doesn't really relate to employment, but rather to income. It's a proxy for a poverty level, but related to individual earnings rather than family consumption.

6. Re *Cuadro* 3, it's worth reflecting a minute on the meaning of the term "global." It could also be considered the average increase, but note how the average is dominated by the experience of the top decile, where most of the income is and therefore most of the income growth as well. An average of the deciles would produce quite a different figure.

7. The section showing results of analysis of the ENNIV (pp. 17-24) prompted the following thoughts:

a. The results are examined carefully by looking at alternative measures to see if results are robust. (e.g., use of different price deflators, examination of results with and without imputed income, etc.) Here's another way to test for robustness: To what extent is it possible to replicate results using the *Encuesta de Hogares* of MTPS? This question presumes that one might get hold of the original data tapes. Can that be done?

b. In *Cuadro* 5, note that the pattern of income increase by decile is regressive in the *Resto Costa Urbano*, progressive in the *Sierra Urbana*, and proportional in the *Sierra Rural*. Any idea why? Here's a hypothesis for the *Sierra Urbana* result: The bottom tail of the income distribution contained the *desplazados*, who were recently arrived and in bad shape in 1991. Also note that the smallest income gains are for the seventh, eighth, and ninth deciles in *Lima Metropolitana*. Any idea why there? I suggest a disproportionate share of public employees and maybe also people laid off from private firms. Test this with cross tabulations?

c. See *Cuadro* no. 7. This is the first one that seems to me rather confusing and in need of better explanation. Why all the zeroes?

d. Re the better income growth of people speaking indigenous languages (e.g., bottom of p. 21): Could you disaggregate by regions to see if the greater growth was in say Ayacucho rather than Cajamarca, indicating that recovery from terrorism explains the result?

e. Re *Cuadro* 10, the text commented on income growth for *empleados publicos* versus *empleados privados*, but how about consideration also of the extreme regional variation in the experience of *empleados públicos*? Negative income growth in Lima, over 100% in the Sierra rural. Is the Sierra rural experience a reflection of recovery of teachers' salaries from their very low levels? Or is it *focalización* policy, which I believe was especially important in the health sector? How does one explain the negative income growth in Lima?

f. At the top of p. 22 I got to wondering: How is it possible that the income growth of people with university education was particularly strong, yet when incomes are ranked by deciles it was the lower deciles that had the highest income growth?

8. The panel results are a very useful addition to the text. Regarding the panel, I would like to appeal for some extra work, along the following lines:

a. On p. 23 there is some discussion of trends in poverty levels as shown by the panel and how that compares to the entire ENNIV sample. It is seen that the poverty levels are less severe in the panel. Perhaps that's because the panel may be unrepresentative in terms of stability. They represent more stable families because they were still there, and located by the encuestadores for inclusion in the panel, no? But more generally, how about a more systematic effort to show dimensions of representativeness of the panel?

b. Higher on the same page 23, there is some speculation as to who the winners and losers were in the changes between 1991 and 1994. Thus it is suggested that public employees were losers and Sierra farmers winners, thanks to the defeat of terrorism. But it seems to me that all sorts of cross-tabulations were possible that would have established more systematically who these winners and losers really were.

9. The equations on p. 25 are pretty simple, but I nevertheless think that the text could be changed to make them more readily understood, perhaps simply by saying that g is an absolute value, G is a percentage value, and I is therefore an average of percentage figures. It's the average percent shortfall of those in poverty, right? It's also worth reflecting more on the implications of these numbers. See *Cuadro* 14, for example, which shows that the average shortfall for those in extreme poverty is 33-37%. Is this really credible? What are the implications for malnutrition? For famine? Or should these numbers instead be treated as a signal that the methodology of poverty measurement should be reexamined?

10. On p. 29, what's this? Employment in Lima *Metropolitana* declined? Yet *Cuadro* 1 (from MTPS) shows that it increased. Is there a major discrepancy between these sources?

11. In the data on decomposition in *Cuadro* 17, why don't the sectoral components add up to the total?

Final Comment

I do want to finish this comment *echando* a few more *flores*. This study is truly a model of impressively careful and relevant empirical work. Section V (pp. 17-24), which presents the key empirical results and is really the heart of the paper, is particularly impressive. In fact, the paper is too good to leave and walk away from. I hope very much that the principal author, who is now in Washington after having done a stint as Vice-Minister of Labour, will have a chance to continue the research line begun with this paper, perhaps dealing with the following topics:

1. Extending the work forward in time to incorporate more recent ENNIV surveys.

2. Extending the work backward to incorporate the period from 1985/86 to 1991. (The work of Escobal and Aguero is noted on p. 10, but the approach of this paper is more exhaustive.)

3. Accounting for the differences in Gini coefficients and other measures of inequality as between estimates based on ENNIV and other expenditure surveys, compared to the national accounts-based approaches of Webb and perhaps also Figueroa.

After work along the lines suggested, long-run trends could be seen more clearly.

**ISSUES FOR CIES: THE CHALLENGES FOR THE
PERUVIAN ECONOMIC AND SOCIAL RESEARCH CONSORTIUM**

(Final Version)

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September 9, 1999

*This document has been prepared with the valuable support and advice of Shane Hunt.

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I. DEVELOPMENT OF THE CIES FRAMEWORK

1. Background Information.

In 1997 IDRC and CIDA began considering the viability of continuing support for economic research in Peru. Both organizations initiated an internal review of their support for PERC including the Roger Young evaluation, and set-out their basic policy and guidelines for further action. The main criteria defined were:

- . A more sustainable long-term framework for the support of economic research would have to be established in Peru. Sustainability of the research program would have to include access to multiple financial sources.
- . A new institutional framework would have to consider the incorporation of additional research organizations.
- . Social issues would be given increased emphasis (considering Peru's major economic problems were related to poverty alleviation and the delivery of social services).
- . New modalities of research would be fostered (especially knowledge networks which were favored by IDRC).
- . Competitive modalities of allocating research funding would be adopted.

Parallel to this process the PERC consortium began to discuss their own prospects for continued support from the Canadian agencies. In their view the success of PERC in strengthening the member institutions and fostering research in Peru was sufficient condition for a continuation of the program within its basic tenants. These were:

- . Maintaining the number of participating member organizations.
- . Assigning resources to each member organization to foster research according to its own agenda.¹
- . Maintaining the joint activities component.

The Steering Committee discussed the issue of continued funding in several of its meetings starting in March 1996.² In June 1997 the first guidelines for a request for funding of a possible phase three

¹ At least one member organization expressed preference for increased competition for the allocation of resources. This was based on their perception that they were the stronger research organization.

² In March 1996, according to the Steering Committee minutes, the representative of IDRC, Gary McMahon suggested that the process for lobbying CIDA for a third phase should be started

were discussed and adopted.³ This led to a first proposal to IDRC mainly on the lines of the continuity of the existing program.

After consultations between IDRC and CIDA this was countered with a clear response that this was not a viable option and that it was necessary to incorporate in the Peruvian proposal significant modifications on the line of those described previously. This, in turn, met with significant resistance in an initial stage.

A first step in defining the content of the new research agenda was taken when Javier Escobal and Javier Iguinez were commissioned by the PERC consortium to review the state of the art in economic research and propose a set of topical areas which would serve as guidelines for the new program. Both researchers conducted extensive interviews and prepared a document which covered a wide ranging group of research areas, including the state of research in each one and a proposal for areas of concentration within each subject area.⁴ The document did not define priorities between the various areas.

Continued discussion of the content of a third phase took place among the member organizations, with little success in advancing on the basic concepts which IDRC had highlighted. To foster dialogue on options for the Consortium, IDRC contracted Patricia Arregui, Executive Director of GRADE and a long-standing member of the Steering Committee to prepare a proposal for a new initiative for the Consortium. After a major round of consultation and fact-finding missions to other countries, the proposal was finalized in August 1998 and submitted to discussion in Peru as well as review by both IDRC and CIDA.⁵

On the basis of this report the members of the PERC Consortium reviewed their position and decided to adopt its principal propositions. A major factor in this determination was the fact that unless its

with emphasis on two arguments, impact on policy makers and the benefits of interaction among the centers.

³ These are set out in the minutes of the Steering Committee of June of 1997 and consider such aspects as retaining the basic organizational framework of PERC, increased openness and competition, new partners half-way through phase III, increased linkages to Canada and improved dissemination and training efforts in provinces.

⁴ The document was: "La economía peruana en el umbral del siglo XXI: tópicos para el debate nacional. Materiales para una agenda de investigación." The subject matters covered were: (i) poverty and income distribution, (ii) education, (iii) health, (iv) employment, (v) centralization and decentralization, (vi) environment and natural resources, (vii) regulation, (viii) macroeconomic policy and growth, (ix) international economy, and (x) economic indicators, methodological aspects.

⁵ The proposal presented by Patricia Arregui was titled: "Peru Consortium for Economic and Social Research, Proposed new initiative 1998-200."

guidelines were adopted it would not be feasible to count on financing from IDRC/CIDA for another period.⁶

As a result of the adoption of the proposal a Launch Committee was formed to begin the process of defining the new CIES consortium.⁷ This Committee first reviewed the Arregui Proposal and presented some observations which were included in the final version. A list of prospective CIES members was drawn up and invitations were sent to over forty organizations. A second step was to define the members of an initial Board of CIES, which according to the Arregui Proposal was to include four delegates from the research organizations, two who would represent the interest of the public sector,⁸ two representing the interests of civil society, and two from the donor community. The later two initially were to be from IDRC and CIDA.

The Forum of Members, whose status was not clearly defined initially, was formed on the basis of those organizations who asked to form part of the new Consortium. At the present time 25 member organizations have requested their participation and have paid an initial annual fee of US\$1000 to joint.⁹

The Board began its meeting in November of 1998 and is in the process of defining its main operational methods. One of its first steps was to name a Selection Committee formed by three Board members for the selection of an Executive Director. The Committee proposed to the Board the selection of Carlos Eduardo Aramburu from a reduced short-list of candidate; the Board approved this designation in its session of January 26, 1999.

At the present time CIES is in the process of finalizing its legal status and adopting the corresponding internal norms and procedures for its operations. This is a key element of the final

⁶ The member organizations of PERC who considered that they were in a position to compete for resources were more favorable to the new framework than those who both depended on IDRC/CIDA funding for their main financial resources and who had other organizational concentrations (promotional development projects or general research agendas) and felt that their economic research funding was at a greater risk.

⁷ The Launch Committee was formed by representatives from the five PERC member organizations, three persons linked to the public sector, two from the private sector and two from other NGOs.

⁸ They were named for their involvement in public sector activities. They were not designated by public sector organizations and have no official public sector representation.

⁹ According to the Arregui proposal the annual payment or fee will be set for each year by the Board (i.e. Steering Committee) on the basis of the justifications and recommendations presented by the Executive Director.

organizational structure of the Consortium. It has also called to tender for the presentation of proposals for the first research program and allocated the first research resources.¹⁰

2. The CIES Consortium and the Project.

One aspect that needs to be clearly set out is that the new CIES Consortium hopes to become an independent Peruvian legal entity, created according to Peruvian legislation and subject to the norms and regulations of the country in such aspects as legal status, responsibilities and obligations of its member organizations, accounting regulations and reporting and approval systems (including audit requirements, if any), and tax obligations. (Further detail can be added reviewing the statutes once a draft is available).

IDRC and CIDA have fostered the creation of this organization and have decided to support it with funding from both sources.¹¹ The project they have approved provides for seed money for the Consortiums' operation and for initial research funds. In the case of the CIDA project, IDRC is the Executing Agency and the CIES Consortium is the recipient and first beneficiary of the funding, with the research organizations which are members of the Consortium being the executors of the research projects to be funded and the users of research the final beneficiaries. This structure defines the relationships between CIES-IDRC-CIDA and each participant organization must be clear of what its role and relationship to each other is to be. Since it is expected that CIES will have access to project funding from other sources, the CIDA project must be seen as providing for resources for just part of the Consortiums' work plan in future years.

The mechanisms for implementing research which have initially been included in the CIES design are:

Integrated research proposals (networks). These projects, as described in the Arregui Proposal, will cover problem areas that merit simultaneous examination from multi disciplinary and multi institutional perspectives. They are of relatively large scale and will typically require the participation of a group of principal researchers and assistants over a period of at least two years, with contributions from consultants as required for shorter-term

¹⁰ Some member organizations, especially those who were beneficiaries of PERC funding, had been pressing for the definition of the initial allocation of resources so that they could maintain a certain continuity in their research work (and finance their staff). This sense of urgency led to the definition of the norms for the first open bidding process before the full framework of CIES was clearly defined. The allocations of resources ran into some difficulties when the proposals of one center qualified for more resources than was deemed appropriate for the long-term sustainability of CIES.

¹¹ From the viewpoint of CIES it is one project; from the viewpoint of the funding organizations they are two separate and independent contracts. The explanation of this situation is that the IDRC funding became available before CIDA had concluded its internal processing of the necessary documentation.

studies. These projects will usually require the participation and cooperation of people from different institutions and support from an advisory group consisting of local and foreign experts.¹² According to the initial open-bidding process for assigning research funds, the objectives of the first two networks are:

- 1) Produce useful knowledge for the design, execution and evaluation of public policies;
- 2) Strengthen and decentralize the analytical capacities of the member organizations;
- 3) Foster dialogue and collaboration amongst the member research organizations; as well as with the public sector and civil society through dissemination of research results; and
- 4) Elevate the level of debate on social and economic decisions in both the academic community and in public opinion and in the public sector.

The two initial networks will have an average funding budget of US\$140,000; the research networks favored in the tender are expected to be designated in the near future. An evaluation grid has been defined and a Committee has been named by the CIES Board to select the most adequate proposals.¹³ The Committee retains a high level of leeway in determining how the evaluation grid is to be applied. This will set an important precedent for future CIES programs.¹⁴

Medium sized grants: which will be given to one or more researchers from one or more member centers on the basis of the merits of a specific research proposal. The initial grants contemplate a maximum funding of US\$22,000 over a time period of up to twelve months.

Small grants: to be used in support of relatively more junior researcher with an US\$5,000 budget over nine months. Originally this type of grant was to be linked to thesis support, but this condition is not obligatory according to the research tender.¹⁵

¹² A basic document used in the definition of these networks is: "Formal Knowledge Networks, a Study of Canadian Experiences," by Howard Clark of the International Institute for Sustainable Development, December 1997. This document was commissioned by IDRC among other organizations.

¹³ Other Selection Committees have been named for defining the recipients of medium and small grants.

¹⁴ Only one network proposal received funding in the initial open-bidding process. A new process was initiated to allocate the resources to a second network.

¹⁵ In part the Board took this option due to the fact that many universities do not require the presentation of formal papers and that many of the member organizations were NGOs who did not have a teaching function.

It is important to stress that knowledge networks are not a common way of doing research in Peru (and in many developing countries) and that it will take time to adapt to the type of research organizational system. *IDRC should provide with as much technical expertise and support as possible to assure that the member organizations of CIES understand both the complexities and the benefits of the networking system.*

The three types of research funding are designed to support both integrated wide-ranging research and the more traditional individualized research (including from those just beginning to become involved in this type of activity). It will also allow the member organizations to present proposals for the different types of funding according to their specific research funding needs and their abilities (in terms of their human resource capabilities).

It can be expected that the bigger member organizations, especially those that were members of PERC, will have an initial advantage in accessing network funding. Their leadership could involve non-PERC organizations and initiate a process which could have some of the benefits of joint research activities which were a positive element of PERC. The results of the first open-bidding for network funding should be closely examined by the Board and the Executive Director so as to obtain lessons learned for the funding exercise of the other networks under the IDRC/CIDA project, and from other funding sources. *The Executive Director should also closely follow the experience of the integrated work by the network teams so as to be able to both facilitate their interaction and to determine what problems were encountered and how they can be overcome.* This could lead to a training exercise to assist member organization in future participation in research networks.

II. ISSUES ON CIES IMPLEMENTATION STRATEGY

1. Institutional Building and Sustainability of CIES

One of the main objectives of the Canadian donor agencies is the long-term sustainability of CIES. To this end the initial core funding is mainly directed. However, the sustainability of CIES in the short and long-term will depend on various critical factors:

Short Term:

Access to additional funding. The attraction for the member organizations of the Consortium mechanism is access to research funding at a time of decreasing presence of traditional funding sources, especially from bilateral donor country agencies. *If the Executive Director and the Board are successful in obtaining funding it will signal to the members that there is a benefit in continued membership.*

Integration of most member organizations (“socios”) into the research activities. Research fund will be assigned to the winners of the open-bidding system of allocating resources. This will tend to favor those member organizations who have more experience in dealing with preparing research proposals and attaining the quality research required by international and/or bilateral agencies. It will also favor those that manage to integrate

networks. If some member organizations consider that they do not have the characteristics to be successful under the open-bidding system, they have two paths to choose: leave the Consortium or acquire the needed skills, usually by associating themselves with those organizations which have the required experience and expertise. *In this area the Executive Director can have a prominent role to reduce the risk of some members leaving the Consortium by fostering linkages between research organizations so as to assure an equitable participation in the benefits of the membership* (at least in the eyes of the participants)

It is clear from the initial membership list that there are several levels of experience in research activities amongst the member organizations. *The Board and the Executive Director may also wish to consider specific activities destined to strengthen the organizational and research capabilities of the weaker organizations* so as to facilitate their competitiveness and thereby access to research funding.¹⁶ This can be attained by providing for ancillary services which make membership attractive, such as availability of data based and specific training programs.¹⁷ The medium and small grant mechanisms, if successfully distributed among a wide-ranging group of entities will facilitate permanence given the perceived benefits.

Long-Term.

Promoting consensus amongst member organizations on the vision and mission of the Consortium. As can be expected given how CIES was created, at the present time each member organization has its own vision of what CIES is to be. From the interviews held with representatives from member organizations, the vision can be quite different coming from competing organizations. *The formation of a common identification within the Consortium will be a complex and gradual process which, with the correct interactive mechanism, can be attained with the least possible loss of membership.* Some organizations may decide to discontinue their membership if they can not identify with the shared vision of the majority. *To promote a gradual consensus on the vision and mission of the Consortium the Board and the Executive Director could:*

- . Visit each of the member organizations to discuss their vision of the Consortium and what they expect to gain by their membership.
- . Use the annual meeting of the Assembly to generate a debate on the issue on the basis of a paper presented by the Executive Director's Office.

¹⁶ While it is not the purpose to distinguish which could be the less experienced members, the study on the state of economic teaching and research prepared by Efraim Gonzalez de Olarte and Manuel Glave provides for a reference point on this issue. See "Investigación Exploratoria sobre Oferta Educativa de Estudios de Economía en Provincias" prepared in October 1998.

¹⁷ The experience of PERC in executing the SPEAL program in Peru can be very useful in this respect.

- Prepare dissemination material which presents the vision for distribution in member organizations so as to generate increased interest amongst the members.

- Create products which are by themselves useful to the members and which work towards a shared vision (i.e. common data base, discussion of methodological issues, mentoring, access to international relations with other organizations, etc.). Some of these could be either self-funded or with targeted support programs adopted by CIES (for more options see following paragraphs).

Gaining credibility in the eyes of the research users. For CIES to have an impact on the public and private sector decision makers it not only has to produce quality inputs but a provide them in the adequate form so that the decision-makers can make use of them. This requires both relevance in the research agenda and an appropriate dissemination effort. Both subjects will be covered to a greater extent in the following pages. Credibility not only gives stature to CIES and to its member organizations but also will facilitate future funding efforts.

Credibility for the Consortium should be distinguished from credibility for its member organizations and that of its researchers, but they will be invariably inter- twinned . One of the possible goals of the Consortium is to develop and promote independent research specialists who become recognized as impartial authorities in their field and whose public commentary is widely respected. This already has been the case of some of the researches funded by PERC. Whoever, care must be taken that they, and the especially the Consortium as a whole, are not seen exclusively as the “opposition” to a given government or its policy, which could affect the vision which the research users have of the consortium and its viability of accessing public sector or donor funding.

Institutional building is a long-term task, more so when the framework for the organization was built without the explicit participation from a significant number of its members and there is widespread scepticism on its potential benefits (aside from the initial access to funding). *The Executive Director, and the Board, have a significant challenge in defining the framework of the new CIES Consortium, the role of the interactive fora built into it, the creation of a positive image amongst its members and in the general public, and creating credibility amongst financing agents.* Success in access to new funding and the creation of additional products of use to member organizations can gradually overcome existing scepticism.

This issue must be kept present permanently during the IDRC and CIDA supported project and monitored regularly. However, it is predominantly a Peruvian member organization issue and at best the influence that can be exerted is that of fostering a favorable long-term view of the Consortium amongst the members. Within this context is important to note that creating an image among the general public that the Consortium is an important contributor to policy dialogue could favor its long-term perspectives. This might imply, however, playing a more important forum for policy discussion (especially since the Colegio de Economistas is not seen as a strong policy debating organization). However, this carries the danger that the Consortium be identified with a certain “type” of position, i.e. the voice of the opposition, which could both affect its relations with the potential users of research in the public sector and alienate certain funding centers.

2. Membership.

The proposal stressed that the Consortium would be open to all research centers that wanted to join and can meet certain selection criteria. The suggested ones were: have the capacity or the potential to conduct applied research, they established contacts with public institutions or segments of civil society that could, in time, become user of research results, that they identify with the mission and general objectives of CIES, and that they are committed to participate in its activities in ways that are not limited to competing for research funds. The criteria are to be established more precisely by the Board. According to the proposal, new members are to be proposed to the Board by the Executive Director and by two institutions that have been active participants within the Consortium during two years preceding the candidacy.

The initial strategy of the Launch Committee was to invite a large number of organizations to participate in the Consortium (over 40). As a result, 25 organizations have initially concluded that it is in their interest to join so as to have a chance to access financial resources, at least under the IDRC/CIDA funded open bidding mechanism.

As the framework of the Consortium is defined and evolves over time, it might attract other organizations which may wish to join, or lose some members who do not find continuous membership to be of their interest. The key is that there be a sufficiently large core group of members so that the Consortium retains the interest of prospective donor groups. As has been stated previously, much depends on the financial benefits and the attractiveness of being a member, which includes the level of associated prestige and the ancillary benefits an organization and its research staff can obtain.

The Assembly of Partners (or whatever designation is given to it in the Statutes) will be the one time when representatives from all member centers will be together to consider those subjects that the Board (and the Executive Director) will bring to it. This in addition to those responsibilities which this type of assembly will have with respect to the annual reports and the legal financial reporting requirements). This provides for a valuable opportunity to not only strengthen CIES as an institution, but also define in what areas the Consortium can provide knowledge related services to its member centers (especially concerning improvements in research capabilities)..

*The Board and the "Foro de Socios" or Asamblea will have to define the conditions under which new members are accepted and what the obligations which existing members have to comply with, including financial contributions. The Executive Director will have a key role in promoting continued membership in the Consortium and in attracting new prospective members.*¹⁸

¹⁸ The Assembly and the Board may decide, at a certain moment, to limit or even reduce membership. If this were the case then specific criteria will have to be adopted at the pertinent level.

3. Funding Strategy.

One of the most relevant aspects for fostering sustainability is access to funding from diverse sources. CIES needs to design a long-term funding strategy and develop specific activities to foster access to multiple donors.¹⁹ Alternative funding sources include:

Bilateral Donors. Can be from governmental organizations or from non-governmental sources, including the NGO community. This is an area where Canadian support can be significant in fostering funding.²⁰

Multilateral Organizations. They do much less funding of research, but often require specific studies which can be significantly research oriented. Care must be taken to distinguish direct consultancies to support a given desired output (which may not be of interest to the Consortium given its research objective), from open research which is to serve as a background for decision making. An interesting example is the IDB research network managed by the Chief Economist.

Public Sector. There are many areas in which the public sector requires information on specific issues. The Consortium can play an interesting role in preparing studies on demand as long as they are research result oriented and within an acceptable time-frame, as well as subject to a bidding process amongst member organizations.²¹ One option is to circulate an annual questionnaire to various offices of government, done possibly before defining the content of research resource assignation, in which government agencies are requested to list any research issues that they would like independent researchers to investigate. Initially no commitment would be required, but availability of data and/or access to interviews might be requested.

Private Sector. In Peru there is increasing interest by private sector organizations and some of the larger firms, especially some with significant foreign investment, to foster research into key areas of policy which may affect their working environment.²² As in the previous case, there would have to be conditions established on what work is to be undertaken and

¹⁹ It is understood that for the purpose of obtaining resources from Peruvian sources CIES should have at least the same legal status as competing NGOs.

²⁰ The Lima Office of CIDA could be especially useful in presenting the Consortium to the Peruvian based donor community.

²¹ Often the public sector needs immediate support for policy definition; this can only marginally can be considered "research."

²² Two sectors which might be considered are the mining sector which has one of the more stable and open to research oriented mind sets in Peru, and the enterprises which face regulatory environments such as telecommunications and energy.

how the results disseminated, as well as maintaining the condition of resource allocation by bidding process.

The Board and the Executive Director could establish specific Committees to promote access to funding from the various sources, designating Board members or Consortium organization members with proven credibility in their area to procure and negotiate with the different funding sources mentioned above.

A specific issue which must be kept in mind is the difference between research and consultancy. One way to separate the two is the degree of liberty allowed in defining the methodology to be employed and the results which follow, may they be in the interest of the funding partner or not. Liberty in the dissemination of the results is also a key issue. *Given the difficulty in fund raising, the Board will need to define the limits under which it is willing to accept resources which are designated as research oriented so that there is clarity both by the member organizations and prospective funding entities.*

Another complex issue is the fact that the Consortium, if it is successful in attracting funding, may "crowd-out" certain research centers. This could lead to attempts to place limits on where the Executive Director may attempt to access new resources.

Finally, there is the issue of cost-sharing or co-funding of research. IDRC/CIDA funding can be leveraged if it is used as a means to attract additional funding. This can come from:

Member Funding. This would require member organizations (or groups of member organizations in the case of networks) to participate in the cost of production of research with their own funding. While there is a tradition of applying certain infrastructure costs (offices, accounting, documentation centers and library support, etc.) as part of the contribution to research, it would be interesting to foster the effort of member organizations to obtain complementary resources from other contributors. One way of fostering member organization co-funding efforts is to include this point in the evaluation criteria for the open-bidding process.

Complementary CIES Funding Sources. In this case the Consortium itself would intent to leverage its IDRC/CIDA resources by obtaining funding for some of the activities of the project. If networks would be built up as a more permanent type of arrangement than the sole IDRC/CIDA initial funding, then CIES could have a very positive role in obtaining additional funding for the continuation of the network's research activities. In the case of some potential network areas such as environmental aspects, regulatory environment or taxation policy it could be possible to obtain complementary resources from private sector enterprises, regulatory agencies or public sector agencies respectively.

Funding is one of the main areas of responsibility of the Executive Director and the efforts which should be undertaken should figure prominently in the work plan of CIES.

4. Defining a Long Term Research Agenda.

The PERC Steering Committee commissioned the overview of state of the research agenda in Peru. While this effort is recognizably incomplete and of uneven depth, it could be a starting point in defining a research agenda for the future.

There are various elements which could enter into the definition of the long-term research agenda for the Consortium:

Researcher interest. Most researchers would rather set their own agenda and have funds available which would allow them to progress in their own fields.

Research member organization agenda. Some of the member organizations may consider that they have a comparative advantage in certain subject areas and therefore prefer that the Consortium direct its efforts in funding procurement to those areas.

Donor or Contractor agenda. Most bilateral donors and multilateral contracting agencies have their own priorities or needs. They tend to concentrate resource provision in those areas. There is less and less “free” money available to fund independent research.

Public sector needs. In the case of Peru the “urgent” may be of more relevance than the “important.” Well timed contribution to help overcome short-term problems may be more welcome than research on long-standing problems which are not high on the priority of public sector policy definers.

Private sector needs. May be more inclined to business-solving resolution (i.e. micro issues) than national level issues (more macro). There may be a higher relevancy to sectoral issues.

Needs of the Non Profit organizations. This covers the agenda of other non-research NGOs, trade unions, political parties, etc. and can be very diverse in nature.

There is always the sometimes contradictory view that what needs to be fostered is “pure” research (i.e. “supply driven”) vs. those that consider that relevance to current national and economic actors is the most important aspect (i.e. “demand driven”). This is a difficult issue on which to form consensus, but the Consortium should establish at least some guidelines for its work program.

Another point is the concentration vs. dispersion view on the Consortium’s work program. Given the large number of member organizations and their widespread interest, it may be difficult to focus the research program. If the focus is too narrow, then the Consortium may lose some members. If it is too wide then it will reduce its impact. The usage of the network research methodology will favor concentrating effort in some specific areas.

It would best serve the Consortium to have a long-term view of what it wants to attain with its research agenda. However, given that this may prove to be a difficult task, *it should at least*

incorporate into its annual work plans a definition on what current priorities are and what activities it should foster so that an increasingly common vision is shared amongst its member organizations.

To start the process going the Board might want to consider starting from the study by Javier Escobal and Javier Iguinez and use working groups to review the agenda of each sector and then have a member-wide symposium to discuss the results and define a list of issues which might serve as a base for the initial agenda of the Consortium. A simpler and complementary step, but probably less effective way, would be to post a proposal prepared by a small group of researchers designated by the Board or the Executive Director, on the CIES web site and request feedback from members and from research users.

A complementary option which might be considered is to introduce a two-stage type of approach where there is an initial definition of a research concept or “idea” which sets out the main parameters of what the research is to attain and what the basic methodology to be employed is to be. Once this is accepted by the Consortium, then CIES can have a more active role in seeking funding for the research area. The specifics of the proposal would be established as part of the funding negotiation process.²³

5. Quality Control of Research Results.

PERC fostered (and in some organizations introduced) the concept of increased quality control of the research by providing for national and international refereeing and presentations of on-going research for comment by Consortium or outside professionals. This has had an important impact on the younger researchers who had not had international experience in terms of submitting their work to criticism from external sources.

The Consortium, now significantly expanded, should continue to foster international levels of quality on research results at the network, medium grants and small grants levels. For this to occur several aspects have to be taken into consideration:

Project selection has to consider as one of its most important criteria mechanisms to assure the correct usage of analytical instruments and tools as well as quality of data to be utilized. The use of independent selection committees which has been introduced in the first open-bidding system works in this direction.

Much will depend on the referees used and the criteria to be utilized in ranking research proposals. Among the issues which will have to be considered are policy applicability, the participation of the potential user organizations (public and/or private), quality of the proposal, etc. Experience should lead to continuous improvement in the selection process.

²³ In this case it may not be possible to have an open bidding process of the executors of the research have to be defined as part of the funding negotiation.

Ongoing work should be subject to presentation for critical review by an open or select group of researchers. When warranted (i.e. networks or the specialized nature of the research), this could be from non-Peruvian sources.

Final drafts should be submitted to some type of refereeing process with adequate external review before final acceptance of the research's being designated of "Consortium Level," or some alternative sign of approval.

Any **publication**, by the CIES Consortium or a member organization which desires to use the Consortium sign of approval should be submitted to a prescribed review process.

Presentation of ongoing or final work in a Consortium organized or sponsored **conference or seminar** should be subject to a minimum review process (which could be internal to the member organization).

As beneficiaries of funding, the research organizations may be required to submit to a minimum of standard of research to maintain their access to CIES resources. This can be a complex and conflictive issue if it is not managed carefully. One approach which could be used is that if the Executive Director or any other affected group (may it be a member organization, a donor agency, or a user of research) considers that the results are not up to standards (however these are defined), then a special committee of "notables" be named by the Board to look into the research produced and determine if is of acceptable standards.

Another topic is that of retaining part of the funding against an acceptance from a review or referee panel. If this were to be the policy adopted by the Board, then the conditions for the final payment would have to be specified previous to the tender, and a group of people selected previously as a potential pool of referees.

There may be cases of member organizations where there is a lack of tradition on review and criticism, or there may be a deficiency on research methodology. *The Consortium should sponsor, if not conduct directly, training events to improve the capability of those members who may not have the same standards as the leading research organizations of the group. A type of "mentoring" process might be considered for this purpose.*

The relevance of quality of research should be continuously stressed by both the Board and the Executive Director.

6. Dissemination of Research Results.

The experience of PERC clearly indicates that there was a problem in the identification of the research user and the dissemination of research in a form which could be utilized productively. From the experience gained several target groups of users can be identified:

- (i) **The research community.** This was the most clearly identified group and covered the researchers in key universities and NGOs, as well as some public sector entities

such as the Central Bank. Most of the products were finalized and presented so as to reach this target audience including the Consortium Bulletin presenting research results, the various forms of individualized publications (i.e. Notas para el Debate from GRADE, CISEPA series from PUC and Cuadernos de Investigación from CIUP, journals such as Economía from PUC and Apuntes and Punto de Equilibrio from CIUP, among others periodical publications), and several books and readers.²⁴ Specific research may be of more interest to some groups than to others, which may define the need for more targeted dissemination mechanisms. One option which has been suggested in the past is that of creating or fostering the existence of a Journal which publishes (or reprints) only the most relevant and high quality results of the Consortium members's work

- (ii) **Public sector decision makers.** Part of the dissemination effort reached certain targeted public sector decision makers. However the form of the publications did not facilitate usage of the research results as most decision makers do not have the time (or sometimes capability) to digest these results and make them applicable to their particular needs. A specific example is that of members of Congress who would need specialized products adjusted to their capability and needs.²⁵
- (iii) **Private sector decision makers and lobby groups.** Their interest varies with the subject of the research effort and its applicability to their entrepreneurial decision making process and the need to defend their interest vis-a-vie the government. Again, requires targeted dissemination products. The presence of research organizations from the private sector in CIES (i.e. the Sociedad Nacional de Industria's Instituto de Investigación Económica and IPAE's research center) could be a starting point for fostering dissemination of Consortium results. Both have periodical publications targeted to their members.
- (iv) **General public opinion.** Best reached by the media. Needs a special effort to "translate" the research results to make it usable by the written media and provide for the opportunity for use by the spoken media (including presentations on radio and TV). There are "specialized" newspapers such as Gestión and Síntesis with which it could be possible to negotiate periodic presentation of research results and there are also specialized TV and radio stations which could host researchers presenting their "products" to the general public.²⁶

²⁴ Some organizations, such as DESCO, publish periodicals (i.e. Que Hacer from Desco, Debate from Apoyo) which are directed to the general public and which can be an outlet for research results.

²⁵ A specific agreement with Congress to put relevant material on-line could easily be negotiated.

²⁶ Presentation in the spoken media requires a capacity to present research results in terms which the viewer can understand, a no small feat for some researchers.

- (v) **Internet users.** Newest medium for dissemination. Requires a web-page and posting of research results. Could include links to member organizations who post their research products.

This simple review of possible research results users defines the need for a dissemination strategy for the CIES Consortium. The definition of this strategy should be one of the priorities of the first year of operation so that when the first research results become available, there is a process in place to allow them to reach the target population which can be defined in each case. The strategy needs to keep in mind that researchers may not have interest or the ability to produce results which are easily managed by non-research oriented users. To turn research results into “usable” products given the variety of users may require specialized support systems.²⁷ One option which could be considered is the production of a series of “briefing papers” which would be widely disseminated.

The PERC Consortium has sponsored the publication of a bulletin which fosters presentation of both a review of the current state of the economic situation in Peru and the publication of research reviews. This modality of dissemination should be re-examined as part of the definition of the dissemination strategy. For some it is a key economic document (provincial university researchers), for other it has reduced impact because of the timing of the publication (private sectors enterprises who have alternative information sources).

To foster interest in publication of research results a periodic journal (possibly annual) could be established. Only the best research results would be published. A special editorial board could determine which articles are selected. This would foster the production of quality research.

Another interesting concept which might be employed is that of funding the preparation of a series of popular articles to be published in the press. This requires that a process for “translating” research into articles which are of wider acceptability among the general public. The same person could be the contact point with the press and the media. An option is to have an annual “concurso” for the best papers for presentation to the public with specific targeted funding (i.e. monetary reward for selected papers).

The CIDA project includes funding for a communications specialist who is to assist in designing the strategy and to implement it once it is approved at the appropriate level. It may be necessary to reconsider budget support to the dissemination component once a strategy is defined. The dissemination program should be a key component of the work plan of the Executive Director’s Office.

While CIES efforts should concentrate on its own dissemination strategy, the communications specialist could also provide technical assistance to each center so that it has an effective means of advertising, selling and billing for its publications.

²⁷ Dissemination is also done by the individual research centers. If they are to use Consortium funded resources then at least some quality control oversight process should be employed to avoid poor products being made public under the Consortium banner.

7. Interaction with International Researchers.

One of the interesting results of PERC was the increased contact with international researchers through the Conferences, Advisory Board and SPEAL project counterpart mechanisms.

While many of the CIES member organizations have many interactive mechanisms with the research community (i.e. partner educational organizations, IDB research network, linkages with former university post-graduate studies centers, specialized networks such as the mining and econometrics networks, etc.), the Consortium can continue to serve as a contact point between Peruvian researchers and their international counterparts in any part of the world. Specific activities related to this objective could be built into the annual work plans. As funding for CIES becomes more widespread, special arrangements could be made for fostering this type of activity (i.e. with associations of universities or research centers).

Of particular interest to CIDA is the increased linkages and contacts with Canadian researchers and research institutions. The Executive Director should be encouraged and supported in those efforts directed to improve linkages with Canada. However, it must be recognized that Canada lags behind other countries in fostering academic and specialized organizations interest in the Latin American region. This makes this task especially difficult and time consuming. *IDRC should provide leadership in this area and support in planning a long-term program to foster such linkages.* Among the activities which could be initiated are:

- . Series of Visiting Lectures by Canadian specialists in the frontier of knowledge. The fact that most Peruvian researchers can follow presentations in English can make this activity easier to carry out. Areas such as information technology, natural resource economics, and international trade issues are just examples of areas in which this type of activity can be undertaken.
- . Recruitment of Peruvian students for Graduate Studies Programs in Canada. This could be fostered with the Provincial or national association of universities.
- . Fostering the presence of Canadian graduate students who undertake research projects in Peru towards Masters or Ph.D. thesis.
- . Presentation of Peruvian research papers in Canadian journals (which might require translation support).
- . Presentation of research results in Canadian fora such as the periodic CALACS meetings or through FOCAL. This could be linked to presentations in Canadian universities.
- . Linkages with specialized Canadian public sector entities which could provide support on defining methodologies (i.e. statistics, environmental assessments, natural resource management, trade negotiation and flows, etc.).

8. Data Improvement Program.

One of the problems which researchers face in Peru is the lack of adequate data or access to it. *One of the roles which the Consortium could undertake for the benefit of its member organizations is to organize a data system which would facilitate both access and improvements in data preparation.* An example of the first case would be to sign a collaboration agreement with the National Statistics and Census Bureau (INEI) to simplify access and payment for information as long as it is dedicated to research and there is a feedback to INE on any improvements in data which are the result of the research undertaken. The second could be based on an agreement to interchange data and methodology problems relating to its usage.

Another possibility is to create a data web site at CIES with cross-references on the statistical work done in the member organizations which facilitates access to basic statistical information in Peru, or on Peru in international organizations.

III. ORGANIZATIONAL ISSUES FOR IDRC AND CIDA

1. Relations between the Consortium, IDRC and CIDA.

As the Consortium becomes an institution with its own legal framework and organizational structure, it will consolidate its position as a Peruvian entity formed by a set of member organizations. IDRC and CIDA are providing the initial core funding through a project which initially is financed with IDRC resources and then by CIDA's development budget. As such it is important to distinguish between the different "entities": a Peruvian organization and a project it executes and the organizations that provide the funding.

The Consortium is the recipient of the funding through the project and develops a set of pre-established activities so as to favor the primary beneficiaries (the member research organizations) and the secondary beneficiaries (the users of the research results). It is responsible for the appropriate use of the inputs and the execution of certain activities which produce expected outputs.

IDRC funds the initial stage of the Consortium and contract directly the Executive Director and the Deputy Director. It is the primary contractor for CIDA for the project and acts as the supervisor of the Consortium in its compliance with the mandate it receives from CIDA.

CIDA funds the main stage of the project which CIES executes through a contract with IDRC. Unless specified specifically, it does not have a direct relationship with the Consortium (a separate issue is the presence of a CIDA member on the Board of CIES).

For CIDA to have an established procedure for interacting with CIES it must define a process for this to take place. One system which CIDA uses frequently is the creation of a Steering Committee which encompasses CIES, IDRC and CIDA representation and which meets under a specified time frame (i.e. once a year) to review project execution and performance according to project

documentation (including the application of results based management). This is a key decision on how the project is going to be monitored and how the different entities are going to interact.

Under this system an annual Work Program related to the project's execution would be prepared and a set of indicators on the advances of the project and its impact be examined jointly (see the Management Based Results framework adopted by CIDA).²⁸

2. The Consortium as an Independent Organization.

One of the main long-term objectives is that the Consortium becomes a sustainable institutional system. This will require time and leadership which has to be provided from within its ranks: Assembly members, Board members and the Executive and Deputy Directors. Since at this time there is no shared vision, it can be expected that there will be discrepancies and alternative viewpoints on what the Consortium is, what its functions are, and how it will insert itself in the Peruvian organizational system. Discrepancies between the "parts" (member organization interests) and the 'whole' the CIES Consortium can also be expected. These will have to worked out progressively. The discussion of the statutes should be an important step forward in this process.

Within this context it is important to discuss the role(s) of IDRC (and CIDA). On the one hand there may be the desire to provide "leadership" to the Consortium members, especially considering the role that IDRC has played in the ten year time frame of PERC and the position of seed funding agencies. On the other hand there has to be the recognition that for CIES to be self-sustaining it will have to define its own reality and to be "credible" to its member organizations.

Both IDRC and CIDA, but especially the former, will have to establish how to best provide support to CIES without appearing to interfere or attempt to induce in a visible manner certain behavior patterns which would create the impression that this is a short-term Canadian funded project rather than a long-term Peruvian organization. At the same time there is much Canadian and international expertise and experience which could prove to be valuable to CIES. The adoption of a balanced approach will not be an easy matter to define for the Canadian entities. Of special interest is the clear definition of the reporting relationship between the Executive Director's Office, the CIES Board, and IDRC, which may vary over time.²⁹

²⁸ A special mission on installing a management based results system for CIES is programed as part of CIDA support within the project framework.

²⁹ The fact that the Executive Director and Deputy Director are under direct contract to IDRC and not to the Board of CIES can complicate matters.

3. Implications of Board Membership.

The design of the CIES Board includes the presence of two representatives from the donor community. In the initial stage one member of each of CIDA and IDRC have been requested by the Launch Committee to join the Board. This is clearly a transitory arrangement until a more representative system which involves all present and potential donors is defined.

In the meantime both CIDA and IDRC have to examine the implications of having staff members from their organizations participate on the Board. This has both legal and definition of responsibility connotations which have to be carefully examined.³⁰

³⁰ It is understood that the CIDA representative has declined to continue participating on the Board of CIES due to agency-wide limitations.

ANNEX I: TERMS OF REFERENCE

Peru Economic Research Consortium
End of Project Review
-- Proposed objectives and content --

I. Introduction

After nine years of support of approximately \$1M a year, the Peru Economic Research Consortium (PERC) is winding up its second phase of activity. It is being replaced by the Peru Consortium for Economic and Social Research (CIES).

Given the strong shift in the design of the Peru Consortium at the end of Phase II, and end-of-project review is planned to cover the whole nine years of PERC's existence. The aim is to establish more rigorously what was achieved or not achieved under PERC, while drawing lessons for CIES.

PERC has been the subject of three evaluations in the past. These included interim and final evaluations of Phase I and a mid-term evaluation of Phase II, conducted in 1997. The end-of-project review will build on those results. Therefore, most of the reviewers' effort will bear on Phase II. For example, only Phase II outputs will be assessed in terms of scientific quality. Comments bearing on the whole of Phases I and II will be made on the basis of interview work and of the results of the final evaluation from Phase I. Distinctions between Phase I and Phase II will be made in order to gauge the effects of new procedures adopted in Phase II, and to assess changes in performance from one Phase to the other.

Although the main features of CIES have already been established, the review is expected to deepen our understanding of what needs to be done under the new project, while strengthening the notion of accountability for the effective use of funds by everyone involved. Wide dissemination of the results will help ensure that lessons derived from the exercise are applied in CIES. Noteworthy is that those who will be implementing CIES were not all involved in designing the new model. The end-of-project review is expected to provide an opportunity for the new model to be digested, criticised, and thought through to its logical conclusions.

II. Specific objectives

The review will pursue four specific objectives:

- i) to provide a summary and assessment of what was achieved under PERC (in general and vis-à-vis the objectives of the project) (ACHIEVEMENTS);
- ii) to synthesize, assess and diagnose performance relating to the implementation structure, processes, approaches and strategies essential to the overall success of such an initiative (PROCESS);
- iii) to identify lessons for CIES (LESSONS);
- iv) to improve our understanding of the current conditions of the economics research profession and its role in policy making to guide the work of CIES (IMPROVED UNDERSTANDING OF THE ENVIRONMENT).

III. Deliverables

Deliverables will include an assessment of achievements to date, a diagnosis of performance in key areas of activity, and strategic recommendations for CIES.

In terms of documentation, the Review will include:

1. *Final Reports* prepared by each of the five Research Centres and a general one prepared by the Coordinator (including reference to joint activities). These reports will include self-assessments by each of the contributing parties. These reports are for limited distribution and will be considered as inputs for other documents.
2. A compilation of results from *Opinion surveys* filled-out by the International Advisors and a sample of researchers and research users.
3. An *End-of-project Review* available in two versions: one limited distribution to the donors and one for public distribution.
4. A *Study on the Economic Research Environment* in Peru.

Claudio Herzka and Shane Hunt have been retained jointly to conduct the End-of-project Review, with Claudio Herzka taking the lead. Shane Hunt will independently conduct the part of the review dealing with academic quality and the study on the Economic Research Environment. A research assistant and a secretary will be temporarily hired in Lima to assist the Consultants with their work in the field.

IDRC and CIDA will finalize the terms of reference for each consultant and make the necessary contractual arrangements.

IV. Terms of Reference

In what follows, we review what will need to be done to satisfy each of the objectives of the Review. We have included details of the questions which concern us to guide the work of the Consultants toward the information needed. The individual criteria of the Consultants will determine what is possible to achieve using the different tools of this End of Project Review.

ACHIEVEMENTS

Objective i): to provide a summary and assessment of what was achieved under PERC (in general and vis-à-vis objectives of the project).

The work of the external reviewers will be to assemble and to corroborate existing information on the achievements and limitations of the PERC project, while adding to it. The proposal prepared by

Patricia Arregui, for approval of the CIES project, lists a series of achievements of different kinds (pages 3-5 of the version in Spanish and pages 2-4 of the version in English) . The reports to be prepared by the Centres and the Coordinator, as well as the surveys to be filled-out by stakeholders, will provide additional input and statistics on the outputs of the project. This section is expected to include substantial reference to the different sources of material.

The reviewers will be expected to deepen the existing analysis in categories of achievement such as:

1. Scientific output and quality

Looking at the overall production record of the Consortium, the consultants will comment on:

- the contribution of the Consortium to knowledge about economic realities and policy in Peru
- the general impact of the Consortium on quality standards for research in Peru
- the national and international presence of PERC (citations in articles/journals/publications, presentations by PERC's researchers at Conferences, etc.)

Shane Hunt will review a stratified sample of the studies produced during Phase II of PERC and assess their scientific quality. Assessment criteria to be used are the following:

- clarity of the research problem(s)
- appropriate contextualization of the problem with reference to previous research and current debate; demonstration of its importance
- written clarity and flow of the argumentation
- consistency of conclusions with the evidence marshalled
- estimated interest and usefulness to other researchers and research users
- extent of cross-fertilization with the work of others
- appropriateness and soundness of the methodology
- sophistication and originality of the methodology
- coherence and rigour of the argumentation
- Preemption of questions (no stones unturned)
- Overall assessment.

2. Capacity Building

The reviewers will analyse the capacity-building achievements of the Consortium at several levels, including: the individual researcher, teaching practices and curricula, the research environment in the five research centres, and the institutionalization of PERC as a collective undertaking.

The reviewers will consider the following elements in their analysis:

- the role played by the Consortium in the careers of junior and senior researchers
- the impact of capacity building in environmental economics
- success in promoting research by female scholars and consideration of the gender

- dimension of research when appropriate
- the effect of the Consortium on the research environment in the five member research centres
- the use of Consortium publications and research results as training material in university courses
- the different dimensions of working together as a research community, including:
 - the emergence of new ways of thinking and working together at the collective level
 - the extent of coordination of research agendas among the five centres
 - the extent of cross-fertilization among researchers in identifying research topics
 - the level of dialogue among scholars, notably scholars of different intellectual traditions, and the extent of openness to alternative approaches
- the success of the Consortium in reducing the ideological content of research, in favour of a more empirical, rigorous and cautious approach, and in increasing awareness of the limitations and strengths of particular paradigms
- the emergence on new and productive linkages with Canadian and other applied research centres in Peru or Latin America
- the extent to which the Consortium has been consolidated as a setting for multi-institutional cooperation

3. Promotion of outreach, dialogue and policy relevance

- The reviewers will describe and comment upon the dissemination efforts by the Consortium. and the extent to which the Consortium contributed to analytical debate of policy issues and increased dialogue within and among academia, government and civil society.
- They will try to determine the reach of dissemination efforts (including other researchers and students, and policy analysts of different categories) and what uses are being made of Consortium research findings.
- Recognizing that academic research may influence policy in indirect ways, the reviewers will enquire whether involvement of researchers in the Consortium led to increased opportunities for influencing policy through consultations and consultancies.
- They should also enquire into aspects of the research likely to increase uptake by research users:
 - the policy relevance and social usefulness of the research undertaken
 - policy recommendations emerging from the research

Objective ii): to assess and diagnose performance in different areas of activity essential to the overall success of such an initiative.

While work under objective i) is intended to assess results and achievements, the intention under objective ii) is to diagnose performance as a key to understanding the relative success or lack of success of different processes and approaches in promoting PERC's objectives. Sources of information and analysis will include the results of previous evaluations, self-assessment by PERC stakeholders (including IDRC), the final reports from Phase II, the CIES proposal, results of the proposed survey and additional work by the external consultants. Interview work in the field will be an important source of information.

The functions to be covered include:

- PERC management and organization (organizational analysis including attention to the roles of CIDA and IDRC, the Coordinator, the research centres and the Steering Committee)
- choice of processes and implementation of same for project identification, selection and design
- processes used for quality control of research output
- use of financial incentives/payments (payment of salaries as a modality, temporal structure of incentives, link of incentives to quality control mechanisms, duration and amounts)¹
- publication and dissemination activities (comments on the appropriateness of different vehicles, including publications, seminars and conferences, and the way these were used; link to issues to quality control; note limitations of what PERC could or could not achieve with given resources and institutional constraints)
- mechanisms to promote teamwork and joint activities among researchers and institutions
 - in research
 - for special activities
- mechanisms to promote debate and discussion
- training and capacity building activities and instruments (link to issue of criteria for project selection, consider work done on environmental economics and gender, role of small grants mechanism)
- links with the public sector or with other research users (describe links and enquire whether these are adequate; consider some of the possibilities, costs and benefits of increased linkages)
- links with Canada and researchers in other countries (describe efforts made and adequacy or inadequacy of same)

Objective iii): to identify lessons for CIES

In depth reflexion on the lessons of PERC are meant to nourish ongoing strategic thinking in CIES, as that project becomes operational. The new Executive Director of CIES, CIES' Steering Committee and the Foro de Socios are intended as the major beneficiaries of this exercise.

Some of the questions to be addressed include the following:

- Comments on the balance to be established among the different support modalities proposed for CIES (small grants, medium grants, integrated projects)
- How to balance the short-term needs of research users with the long-term needs of scientific advancement
- How to balance support for the best researchers with support for capacity building
- The best use of financial incentives and controls
- Procedures for ensuring debate, mutual criticism and peer review
- How to promote, design and finance the integrated projects which are the major innovative feature of CIES. How to involve research users and ensure inter-institutional collaboration.
- Conditions for financial sustainability, and how to achieve these.

Objective iv): to improve our understanding of the current conditions of the economics research profession and its role in policy making to guide the work of CIES

The ambitious aim of CIES to change the way that social and economic research is conducted in an entire country requires that we be armed with the best possible understanding of the current situation. Such an understanding will also define the "baseline" against which the results of CIES can be evaluated several years from now.

This sort of study is an ambitious undertaking, which would be difficult to afford, were it not for the interest expressed by Shane Hunt to do it, for modest remuneration. The elements indicated below are taken from the guidelines proposed by Shane Hunt after the March 25-26 meeting. They are divided in two parts: one that focuses on the supply of academic research and the other that focuses on the user side.

Although CIES covers social as well as economic policy research, the terms of reference for this study are limited to the economics profession, for the sake of manageability. However, the study will include questions about the interface between economists and other disciplines, and about the extent to which disciplinary barriers are an impediment to the conduct of effective, problem-oriented research.

Objective of the Study

Prepare a research study in two parts. The first part, on the current state of the economics profession in Peru, will address the following questions:

1. How can the economics profession, as it relates to the production of economic research, be defined so that its size can be measured?
2. By a reasonable definition, what is its current size and composition (e.g., by source of employment, source of funding, work activity)?
3. What is the nature of work conditions and how do those conditions affect the quality of research produced? (e.g., research versus consultancy contracts, freedom to choose research topics, teaching loads and other ancillary work responsibilities, length of contracts, imposition of deadlines by employers and/or funding sources)
4. Regarding the financial condition of employing institutions, what is their current financial condition and how does this condition affect the quality of research effort?
5. Regarding the intellectual environment in which research is conducted:,
 - a. Do researcher receive adequate intellectual support in the form of library and computer services? Constructive comment on their work?
 - b. Do they have incentive to pursue research excellence through the personnel policies of their employers and/or the review process of publications outlets?
 - c. Do they have opportunity for professional development through conferences and seminars, (and time to read)?
6. Regarding all of the above points, how have they changed in recent years, and what prospects for further change seem likely for the foreseeable future?

The second part of the study will relate to an important set of users of economic research: the administrators of economic policy in the Peruvian government. it will address the following questions:

1. How can the centers of economic policy administration be defined so that its size and scope can be delimited?
2. Within the entity so delimited, how can the usage of economic research be characterized? More generally, what is the nature and origin of technical inputs to the policy-making process? Distinction should be made between technical inputs to a particular policy decision and technical studies that are more in the nature of background papers (diagnosticos).
3. What is the relative importance of technical studies that are: a) in-house? b) obtained from national consultants? c) obtained from international consultants? Approximately what share of national consultants came from member institutions of the Consorcio de Investigacion?
4. Regarding recruitment of individuals to important positions of economic policy

administration:

- a. Who were they in recent years and how many were trained as economists?
- b. From where were they recruited?
- c. What lessons can be drawn regarding the availability of Peruvian economists who have left Peru in recent decades and settled in other countries?

Methodology

Most of the above questions relate to personal and institutional financial and career issues and are therefore sensitive. The principal way to collect relevant data, therefore, will be through a series of interviews that offer assurances of confidentiality and discretion. Some supplementary data may be collected by other means, but the principal method employed will be interviews and the resulting study must necessarily be a bit vague or journalistic with respect to specific details. Regarding quantification, the study will be numerical, but the numbers will be rounded.

V. Tentative Program of Work

Stratified sample of PERC reports selected, and evaluation work initiated	Jan-Feb 99
Sharing of information with external evaluators (IDRC/JP) and further discussion of reviews plans	March-April
Planning meeting with external evaluators in Ottawa	March 25-26
Finalize terms of reference and contracts with evaluators	April 19
Shane and Claudio to review documents and prepare interview agenda	March 28-April 16
Deadline for final reports from research centres	April 19
Finalisation of survey instruments	April 23
Recruitment of half-time research assistant and full time secretary	April 23
Shane Hunt in Lima	April 14-June 15
Claudio Herzka in Lima	April 24-May 8
Claudio Herzka in Lima on other business but can meet with Shane	May 18-30
Drafting of reports	June 4-30
Target for deliverables	July 5-9

V. Indicators

Numerous suggestions of possible indicators can be found in pages 5-14 of Réal Lavergne's "Notes for the March 25-26 Meeting, Evaluation of PERC," March 24, 1999. These suggestions provide a menu from which the consultants may choose or to which they may add, according to their own judgement.

The indicators in the "Notes" are shown in the second row in each of nine matrices corresponding

to as many “outcome areas”. The nine outcome areas match the three areas of achievement identified above as follows:

Scientific output and quality: outcome areas 1a, 1b

Capacity Building: outcome areas 2a, 2b, 3, 4, 7

Promotion of outreach, dialogue and policy relevance: outcome areas 5, 6.

The vertical columns of each matrix in the “Notes” correspond to the six types of intervention strategies identified in Barry Kibel’s Outcome Engineering approach. However, this feature need not distract us here.

ANNEX II: LIST OF PERSONS INTERVIEWED

LIST OF PEOPLE INTERVIEWED

I PERC CONSORTIUM MEMBERS:

(Notes, one person may fit more than one category, names are repeated)

Steering Committee Members:

Patrica Arreguri (GRADE)
Alberto Pasco Font (GRADE)
Oscar Dancourt (PUC)
Javier Iguinez (PUC)
Cecilia Blondet (IEP)
Juan Julio Wicht (CIUP)
Humberto Campodonico (DESCO)

Managers:

Ignacio Franco (Currently manager at GRADE)

Javier Portocarrero (Currently with CIES)

DESCO:

Group Meeting with Researcher:

Humberto Campodonico
Julio Gamero

Additional:

Eduardo Ballon, Director

CIUP

Group Meeting:

Julio Velarde
Marta Rodriguez
Alberto Urrunaga
Mercedes Araoz
Rosario Gomez

Additional:

Fernando Gonzales Vigil

Juan Julio Wicht (former CIUP Coordinator and Steering Committee Member)

Carlos Amat y Leon (Also former advisor Ministry of Agriculture)

Mercedes Araoz

GRADE:

Group Meeting:

Jaime Saavedra (also current member CIES Board)

Albert Pasco-Font (current Executive Director of Grade)

Javier Escobal

Martin Valdivia

Additional:

Ignacio Franco, former Manager of PERC Consortium

Patricia Arregui, former Executive Director and President of Steering Committee of PERC

Alberto Pasco-Font, Environment Committee

IEP

Group Meeting:

Cecilia Blondet (Executive Director)

Francisco Verdera

Carolina Trivelli

PUC

Group Meeting:

Oscar Dancourt

Adolfo Figueroa

Leopoldo Vilcapoma

Cecilia Garavito

Jose Gallardo

Giovanna Aguilar

Additional:

Adolfo Figueroa (Senior Researcher)

Leopolod Vilcapoma (Junior Researcher)

CIES

Executive Directors Office:

Carlos Eduardo Aramburú, Executive Director

Javier Portocarrero (also former Manager of PERC)

Board Members

Jaime Saavedra (Also GRADE)

Martin Naranjo (Also Superintendency of Banking and Insurance)

Oscar Dancourt (Also PUC)

Ivan Roberts (Canadian Embassy)

New Member Institutions:

Baltazar Carevedo, Executive Director SACE

Juan José Marthans, Head, Economics Department, Universidad de Lima

Raul Salazar (Instituto Macro)

Gonzalo Tamayo (Instituto Macro)

Elmer Cubas (Instituto Macro)

Francisco Guerra, Executive Director CEDEP

Juan Rheineck, Director CEPES

Fernando Eguren CEPES

Javier Alvarado CEPES

II. RESEARCH USERS:

Public Sector Central Government:

Javier de la Rocha, General Manager and Renzo Rossini, Head, Economic Studies Department, Central Bank of Peru.

Gianfranco Castañola, member, Board Central Bank (also Grupo Apoyo)

Fritz Du Bois, currently Instituto Peruano de Economia, former Head of Economic Advisors, Ministry of Economy and Finance

Edgar Zamalloa, currently Instituto Peruano de Economia, former member of Advisory Group of the Ministry of Economy and Finance

Carlos Paredes, current Head of Economic Advisors, Ministry of Economy and Finance

Carlos Bologña, former Minister of Economy and Finance (currently Universidad San Ignacio de Loyola)

Carlos Amat, former advisor to the Ministry of Agriculture (also CIUP)

Public Sector Agencies:

Martin Naranjo, Superintendent of Banking and Insurance (also Board CIES)

Congress:

Carlos Ferrero Costa

Lourdes Flores Nano

Private Sector Organizations:

Carlos Bologna, Universidad San Igancio de Loyola (also former Minister of Economy and Finance)

Gianfranco Castañola, Grupo Apoyo (also member Board Banco Central)

Carlos Diez Canseco, General Manager, Sociedad Nacional de Minería y Petróleo

Alvaro Quijandria, agricultural sector specialist and lobby leader

Maria Cristina Rizo Patron, advisor to the above, former Minister of the Presidency, designated president of next CADE by IPAE

Raul Salazar and Alonso Polar, Grupo Macro

Guillermo Van O'ordt, past president IPAE

International Organizations:

Rosa Olivia Lawson, IDB Representative (only Shane Hunt)

Media Organizations:

Jorge Morelli, Diario Expreso

Manuel Romero Caro, Editor of Gestión, former Minister of Industry and Trade

ANNEX III: INDICATORS OF OUTPUTS AND IMPACT

Table A1: Annual Conferences 1994 - 1998

Date	Title	Subject	N° Participants
22-23 November 1994	Challenges and Perspectives regarding the Peruvian Economy	Questions addressed included the following: Is the Peruvian currency significantly overvalued? Are the real exchange rate and the current account deficit, financed with huge capital inflows, sustainable? Why does the cost of credit decrease so slowly? Why doesn't the economic reactivation generate more employment? Will Peru continue on a high growth path?	182
24-26 October 1995	Challenges facing the Peruvian Economy	The conference covered various perspectives on the balance of payments, employment and social policies in Peru, in comparison with experiences elsewhere in Latin America: 1) Peru's Macroeconomic Policy and Current Account Deficit; 2) External and Social gaps in Latin America; 3) Employment and Social Policy in Peru.	234
20-22 August 1996	Development Challenges in Peru	The conference addressed fundamental challenges facing the Peruvian economy in the medium run, especially with regard to the sustainability of growth and equity, the role of markets, and the new regulatory framework. Topic areas included: 1) Trends in the Current Account 2) Private Investment and Development; 3) Distribution, Poverty and Social Policies; 4) Agriculture and National Development: The Role of Rural Markets; 5) The New Regulatory Framework	199
8-10 September 1997	Perspectives on the Peruvian Economy	The main issues covered were the following: How has the Peruvian economy evolved over the last hundred years? Which are the challenges resulting from Peru's integration in world markets at the end of the 20th century? What are the emerging trends in terms of international capital inflows, the internal saving rate and the fiscal balance? What are the principal gaps in sectoral policy? What can be done to ensure that the benefits of growth reach the poorer segments of society? What contribution can research make to policy making in the following thematic areas: 1) The Global Context; 2) Macroeconomic Conditions; 3) Key Sectors; 4) Human Capital and Development; 5) Research and Economic Policy?	180
23-25 September 1998	Challenges and Perspectives regarding the Peruvian Economy	The conference began with an inaugural address by Roberto Frenkel, titled, Latin America and the Challenges of a Turbulent World Economy. This was followed by discussions on various Peruvian issues: a) macroeconomic challenges: foreign trade, capital flows, sustainability of current account deficits, fiscal and monetary policy, and financial regulations; b) forthcoming reforms including those in the agricultural sector and privatization measures; c) challenges in the social sphere: poverty and social policy, employment and labour reforms; and d) an agenda for economic research (Escobar-Iguíñiz report).	302

Source: Informe Anual de Actividades Conjuntas from the Consortium, October 1993 - September 1998

Table A2: Publications of the Research Centres

PHASE I

Member Research Center	Books		Working Papers	Articles	Total
	in-house books	other books			
CIUP	0	0	11	0	11
DESCO	0	0	2	0	2
GRADE	0	0	6	5	11
IEP	0	0	9	2	11
PUCP	2	0	22	5	29
TOTAL	2	0	50	12	64

PHASE II

Member Research Center	Books		Working Papers	Articles	Total
	in-house books	other books			
CIUP	0	0	4	1	5
DESCO	0	0	2	1	3
GRADE	0	0	2	5	7
IEP	1	0	5	3	9
PUCP	2	0	19	11	32
TOTAL	3	0	32	21	56

BOTH PHASES

Member Research Center	Books		Working Papers	Articles	Total
	in-house books	other books			
CIUP	0	0	15	1	16
DESCO	0	0	4	1	5
GRADE	0	0	8	10	18
IEP	1	0	14	5	20
PUCP	4	0	41	16	61
TOTAL	5	0	82	33	120

Source: Produced by IDRC and CIES from the Publications List of the Consortium as of May 8, 2000

Table A3: Levels of Publication Achieved

Number of projects attaining each level*								
Publication level	PERC I		PERC II - 1&2		PERC II - 3***		Total	
	Number	%	Number	%	Number	%	Number	%
Book	2	6	2	5	1	5	5	5
Articles (external)	8	24	5	13	2	11	15	16
Articles (internal)			8	21	1	5	9	10
Working Papers	15	44	9	24	5	26	29	32
Mimeos	1	3	14	37	10	53	25	27
No recorded output**	8	24	0	0	0	0	8	9
Total No. of Projects	34	100	38	100	19	100	91	100

* Projects are counted only once, at the highest level of publication achieved.

** Data on mimeos appears to be incomplete for Phase I projects.

***Results are weaker for Round 3 of PERC II due to the lag between completion of research and publication of research results.

Source: Publications list of the Consortium provided by CIES Executive Office as of May 8, 2000

Table A4: Impact Indicators, 1994 - July 1998
TOTALS

Member Research Centre	Publications*	Participation in Courses, Seminars and Other Events**		Media Presentations ***	Consultancies	
		organized by the centre	organized by other institutions		Institutional	Personal
CIUP	115	60	167	61	97	56
DESCO	67	22	93	71	10	34
GRADE	50	52	114	62	43	28
IEP	88	44	156	77	14	34
PUCP	133	47	156	100	3	24
TOTALS	453	225	686	371	167	176

* Jointly published articles are counted only once.

** Participation in conferences or other events is counted once for each participant.

***Includes articles and interviews in radio, television, magazines, newspapers, etc.

Source: Impact Reports for each researcher supported by PERC

Table A5: RESULTS OF EVALUATIONS BY INTERNATIONAL ADVISORY COMMITTEE

	Approved without change or with minor changes	Approval conditioned on submission of a revised proposal	Rejected	Total
Round 1				
PUCP	3	1	0	4
CIUP	1	3	1	5
DESCO	0	2	0	2
Grade	2	1	0	3
IEP	1	0	0	1
TOTAL	7	7	1	15
Round 2				
PUCP	2	0	0	2
CIUP	4	0	0	4
DESCO	0	1	0	1
Grade	2	1	0	3
IEP	2	1	0	3
TOTAL	10	3	0	13
Round 3				
PUCP	2	2	0	4
CIUP	0	5	1	6
DESCO	0	2	0	2
Grade	3	0	0	3
IEP	2	1	0	3
TOTAL	7	10	1	18
GRAND TOTAL	24	20	2	46

Source: Developed by IDRC from project files for each research centre funded under the PERC project.

Table A6: Distribution of Bulletin, January 1998*

	Peru				International		Total			
	Lima		Provinces			%		%		
		%		%					Total	%
Academic	219	43.7%	77	68.8%	296	48.3%	28	59.6%	324	50.15%
Members PERC	101	20.2%	0	0.0%	101	16.5%	0	0.0%	101	15.63%
Other Research Centers	19	3.8%	3	2.7%	22	3.6%	6	12.8%	28	4.33%
NGO's	24	4.8%	1	0.9%	25	4.1%	1	2.1%	26	4.02%
Universities	50	10.0%	56	50.0%	106	17.3%	11	23.4%	117	18.11%
Other Academics	25	5.0%	17	15.2%	42	6.9%	10	21.3%	52	8.05%
Public Sector	119	23.8%	35	31.3%	154	25.1%	1	2.1%	155	23.99%
Central Government	50	10.0%	1	0.9%	51	8.3%	1	2.1%	52	8.05%
Regulatory Agencies	13	2.6%	0	0.0%	13	2.1%	0	0.0%	13	2.01%
Municipalities	2	0.4%	33	29.5%	35	5.7%	0	0.0%	35	5.42%
Congress	34	6.8%	0	0.0%	34	5.5%	0	0.0%	34	5.26%
Politicians	14	2.8%	0	0.0%	14	2.3%	0	0.0%	14	2.17%
Others	6	1.2%	1	0.9%	7	1.1%	0	0.0%	7	1.08%
Civil Society	49	9.8%	0	0.0%	49	8.0%	7	14.9%	56	8.67%
Business Organizations	13	2.6%	0	0.0%	13	2.1%	0	0.0%	13	2.01%
Entrepreneurs	6	1.2%	0	0.0%	6	1.0%	0	0.0%	6	0.93%
Church	3	0.6%	0	0.0%	3	0.5%	0	0.0%	3	0.46%
Labor Organizations	10	2.0%	0	0.0%	10	1.6%	0	0.0%	10	1.55%
Financial Entities	17	3.4%	0	0.0%	17	2.8%	7	14.9%	24	3.72%
Media	35	7.0%	0	0.0%	35	5.7%	0	0.0%	35	5.42%
Newspapers	12	2.4%	0	0.0%	12	2.0%	0	0.0%	12	1.86%
Radio / TV	4	0.8%	0	0.0%	4	0.7%	0	0.0%	4	0.62%
Magazines	19	3.8%	0	0.0%	19	3.1%	0	0.0%	19	2.94%
Donors	58	11.6%	0	0.0%	58	9.5%	11	23.4%	69	10.68%
Multilateral	21	4.2%	0	0.0%	21	3.4%	11	23.4%	32	4.95%
Bilateral	4	0.8%	0	0.0%	4	0.7%	0	0.0%	4	0.62%
Embassies	33	6.6%	0	0.0%	33	5.4%	0	0.0%	33	5.11%
Others	7	1.4%	0	0.0%	7	1.1%	0	0.0%	7	1.08%
Not Identified	14	2.8%	2	1.8%	16	2.6%	2	4.3%	18	2.79%
TOTAL	501	100.0%	112	100.0%	613	100.0%	47	100.0%	646	100.00%

*Data applies to Research Bulletin No 33, distributed in January 1998.

ANNEX IV: PUBLICATIONS LISTS

RESEARCH CENTRE PUBLICATIONS

SMALL GRANTS AND SPECIAL STUDIES

OTHER PUBLICATIONS

**Informes finales de Proyectos de Investigación
(II Fase - I ronda)
Octubre 1993 - Marzo 1995**

CIUP

LIBERALIZACIÓN Y DESARROLLO DEL SECTOR FINANCIERO EN EL PERÚ - Martha Rodríguez y Julio Velarde.

- El programa de estabilización y el atraso cambiario: Perú 1990 - 1994. Martha Rodríguez y Julio Velarde. Junio 1995. 66 pp. (mimeo)
- La reforma financiera en el Perú: 1990 - 1993. Martha Rodríguez y Julio Velarde. Mayo 1995. 81 pp. (mimeo) (4-4-4-3-3/18)

MUNICIPALIZACIÓN DE LAS FINANZAS PÚBLICAS EN UN CONTEXTO DE REFORMA TRIBUTARIA - Mercedes Araoz y Roberto Urrunaga

- Descentralización y finanzas públicas municipales en el Perú. Ineficiencias y excesiva dependencia del gobierno central. Mercedes Araoz y Roberto Urrunaga. Mayo 1995. 141 pp. (mimeo) (4-3-3-4-3/17)
- Finanzas municipales: ineficiencias y excesiva dependencia del gobierno central. Mercedes Araoz y Roberto Urrunaga. Documento de trabajo Nro. 25. CIUP. Abril 1996. 218 pp. (4-3-3-3-3/16)

REGULACIÓN DE LAS EMPRESAS PÚBLICAS - Jorge Fernández-Baca, José Luis Sardón y Janice Seinfeld.

- Regulación de las empresas de servicios públicos. Jorge Fernández-Baca y José Luis Sardón. Mayo 1995. 41 pp. (mimeo) (4-1-2-2-3/12)

DESCO

SISTEMAS DE COOPERACIÓN INTERFIMA EN EL PERÚ. LECCIONES PARA EL DISEÑO DE INSTITUCIONES Y POLITICAS INDUSTRIALES - José Távara

- El significado de la concentración territorial: información y aprendizaje en el complejo de Gamarra. José Távara (coautoría: Evert J. Visser). Mayo 1995 - 86 pp. (mimeo) (3-3-4-3-3/16) (3-3-3-3-3/15)
- Gamarra al Garete: concentración local y aislamiento global. José Távara (coautoría: Evert J. Visser). Cuaderno DESCO Nro. 20. DESCO. Diciembre 1995. 105 pp.

GRUPOS DE INTERES EMPRESARIALES Y AJUSTE ESTRUCTURAL: TRANSICIÓN, ADAPTACIÓN, Y CONFLICTO ECONÓMICO (1990-1993) - Manuel Castillo y Andrés Quispe

- Grupos de interés empresariales y ajuste estructural: transición, adaptación y conflicto económico, 1990- 1993. Manuel Castillo y Andrés Quispe. Agosto 1995. (mimeo) (4-2-2-2-2/12)
- Grupos de interés empresariales y ajuste estructural: transición, adaptación y conflicto económico, 1990- 1993. Manuel Castillo y Andrés Quispe. Diciembre 1995. 126 pp. (mimeo) (4-3-3-3-3/16) (3-2-2-3-2/12)

- Reforma estructural y reconversión empresarial: conflictos y desafíos. Manuel Castillo y Andrés Quispe, Cuaderno DESCO Nro. 21. Mayo 1996. 155 pp.

ORGANISMOS MULTILATERALES, PAISES DESARROLLADOS Y POLÍTICAS SOCIALES EN EL PERÚ: 1990-1994 - Humberto Campodónico

- Organismos multilaterales y políticas sociales en el Perú 1990-1994. Humberto Campodónico (mimeo). Octubre 1995. 72 pp. (4-3-3-3-3/16)
- Organismos multilaterales y políticas sociales en el Perú 1990-1994. Humberto Campodónico. (artículo en Revista Pretextos Nro. 8., Febrero 1996. pp. 133-158. Excluye parte del texto mimeo)

GRADE

MODELOS PARA LA EVALUACIÓN DE LA POLÍTICA MACROECONÓMICA Y LA PREDICCIÓN DE CORTO PLAZO - Javier Escobal

- Ciclos y tendencias comunes en la producción peruana. Marco Castillo y Javier Escobal. Marzo 1995. 43 pp. (mimeo) (2-2-2-4-3/13)
- Caracterización temporal de las principales variables macroeconómicas. Javier Escobal y Alonso Segura. Noviembre 1994. 11 pp. (mimeo)
- Sistema de indicadores adelantados, coincidentes y rezagados del nivel de actividad de la economía peruana. Javier Escobal y Alonso Segura. Marzo 1995. 27 pp. (mimeo) (4-3-3-4-3/17)
- Sesgos en la medición de la inflación en contextos inflacionarios: el caso peruano. Marco Castillo y Javier Escobal. Documento de trabajo Nro. 21. GRADE. Octubre 1994. 37 pp.

LOS MERCADOS RURALES DE FACTORES Y DESARROLLO AGRARIO EN ECONOMÍAS DE LIBRE MERCADO - Martín Valdivia

- Asimetrías de información en los mercados rurales de crédito en el Perú. Martín Valdivia. Octubre 1994. 30 pp. (mimeo) (2.5-2.5-4-3-3.5/16)
- Del Banco agrario a las cajas rurales: Hacia un sistema financiero rural eficiente. Martín Valdivia. Noviembre 1994. 24 pp. (mimeo)
- Risk management strategies in environments with incipient capital markets: the case of peruvian rural andean economies. Martín Valdivia. Noviembre 1994. 31 pp. (mimeo)
- Diversificación en un modelo dinámico de hogares rurales con incertidumbre. Martín Valdivia. (mimeo)
- Market failure and optimizing behavior in rural household models. Martín Valdivia. Marzo 1994, 28 pp, (mimeo)
- Del Banco agrario a las cajas rurales: pautas para la construcción de un nuevo sistema financiero rural. Martín Valdivia (mimeo). Setiembre 1995. 31 pp. (4-3-3-3-2/15)
- Del Banco agrario a las cajas rurales, pautas para la construcción de un nuevo sistema financiero rural. Martín Valdivia (artículo en Notas para el debate Nro. 13, GRADE. Octubre 1995. pp. 7-38)

EDUCACIÓN Y DISTRIBUCIÓN DEL INGRESO - Jaime Saavedra

- Changes in educational earnings differentials: Perú 1985-1991. The facts and alternative explanations. Jaime Saavedra. Abril 1995. 58 pp. (mimeo) (4-3-4-4-3/18)

IEP

REFORMAS ESTRUCTURALES, INVERSIÓN PRIVADA Y CRECIMIENTO - Efraín Gonzales de Olarte y Teobaldo Pinzás.

- Inversión privada, crecimiento y ajuste estructural en el Perú 1950-1994. Efraín Gonzales de Olarte. Enero 1996. 61 pp. (mimeo) (4-3-3-4-2/16)
- Inversión privada, crecimiento y ajuste estructural en el Perú 1950-1995. Efraín Gonzales de Olarte. Documento de trabajo Nro. 81. IEP. Diciembre 1996. 63 pp. (4-3-2-3-3/15)
- Respuestas empresariales al proceso de reforma en el Perú. Teobaldo Pinzás. Noviembre 1995. 23 pp. (mimeo) (4-4-3-1-3/15)
- Respuestas empresariales al proceso de reforma en el Perú. Teobaldo Pinzás. Documento de trabajo Nro. 82. IEP. Diciembre 1996. 28 pp

AJUSTE ESTRUCTURAL, MERCADOS DE TRABAJO Y ALTERNATIVAS DE POLITICA DE EMPLEO EN EL PERU (1989-1993) - Francisco Verdera

- Evaluación de la reforma laboral peruana: 1990-1995. Francisco Verdera, Mayo 1996. 56 pp. (mimeo) (4-3-2-3-3/15)

LIBERALIZACIÓN, INTERMEDIACIÓN Y CONCENTRACIÓN FINANCIERA - Lucía Romero

- Regulación del sistema financiero peruano: aspectos importantes. Lucía Romero. Mayo 1995. 42 pp (mimeo). (3-2-2-2-3/12)
- El sistema financiero peruano después de la reforma. Lucía Romero. Mayo 1995. 24 pp. (mimeo) (4-2-2-2-3/13)

PUCP

LA LIBERALIZACIÓN CAMBIARIA Y FINANCIERA EN EL PERÚ DESDE 1990- Jorge Rojas y Leopoldo Vilcapoma.

- Algunas características importantes de la nueva banca peruana. Un estudio preliminar. Jorge Rojas, Leopoldo Vilcapoma. Julio 1995. 45 pp. (mimeo) (2-1-1-1-1-/6)
- La reforma del sistema financiero peruano: 1990~1995. Jorge Rojas (mimeo). Julio 1995. 47 pp.
- La reforma del sistema financiero peruano: 1990-1995. Jorge Rojas (En revista de Economía - PUCP, Julio-Diciembre 1994, pp. 149-198).
- Políticas comerciales y cambiarias en el Perú 1960-1995. Jorge Rojas. Libro. PUCP. Diciembre 1996. 290 pp. (una parte del libro fue desarrollado en el marco del Consorcio)

DOLARIZACIÓN EN EL PERÚ: CAUSAS Y CONSECUENCIAS - Oscar Dancourt y Waldo Mendoza.

- Estabilización y deuda externa. Experiencia y perspectivas. Oscar Dancourt (En Libro: El Perú frente al siglo XXI, editado por PUCP, abril 1995. 77-109 pp.)
- Notas sobre el programa de estabilización. Oscar Dancourt. Mayo 1995. 25 pp. (mimeo)
- Sobre el retraso cambiario y la repatriación de capitales en una economía dolarizada. Oscar Dancourt (en Libro: Afluencia de Capitales y estabilización en América Latina, FEDESARROLLO, abril 1994. 223-239 pp.)

- Dinero, tipo de cambio y expectativas. Waldo Mendoza (mimeo). Mayo 1995. 37 pp. (3-2-2-2-2/11)
- Dinero, tipo de cambio y expectativas. Waldo Mendoza. Documento de trabajo Nro. 122. PUCP. Agosto 1995. 32 pp.
- IS-LM en una economía dolarizada. Waldo Mendoza, coautoría: Lucía Romero (mimeo). Febrero 1995. 28 pp.
- IS-LM en una economía dolarizada. Waldo Mendoza, coautoría: Lucía Romero (en Revista Economía - PUCP, Julio-Diciembre 1994, pp. 75-94).

LIBERALIZACIÓN, PRECIOS RELATIVOS E INFLACIÓN. UN ANÁLISIS COMPARATIVO - Gloria Canales y Alan Fairlie.

- Los factores estructurales y la dinámica macroeconómica: un enfoque de brechas. Gloria Canales y Alan Fairlie (mimeo). Marzo 1996. 72 pp. (3-2-1-2-2/10)
- Los factores estructurales y la dinámica macroeconómica: un enfoque de brechas. Gloria Canales y Alan Fairlie. Documento de trabajo Nro. 132. PUCP. Diciembre 1996. 105 pp.
- Dinámica de precios relativos. Gloria Canales y Alan Fairlie (mimeo). Octubre 1995. 41 pp.
- Dinámica de precios relativos en regímenes alternativos. Gloria Canales y Alan Fairlie (en Revista Economía, editada por PUCP, Julio-Diciembre 1994, 95-120 pp).

REFORMA DEL MERCADO DE TRABAJO Y CAMBIOS EN EL MODELO DE INSERCIÓN EN LA FUERZA DE TRABAJO - Cecilia Garavito

- Intervención del estado en el mercado de trabajo: un análisis preliminar. Cecilia Garavito (mimeo). Mayo 1996. 19 pp. (3-2-1-2-2/10)
- Intervención del estado en el mercado de trabajo: un análisis preliminar. La ley de empleo. Cecilia Garavito. Documento de trabajo Nro. 125. PUCP. Marzo 1996. 34 pp.
- Distribución del excedente laboral entre autoempleo y desempleo. Cecilia Garavito (mimeo). Febrero 1996. 21 pp.
- Distribución del excedente laboral entre autoempleo y desempleo. Cecilia Garavito (Artículo en revista Economía, Volumen 35-36, PUCP. Julio-Diciembre 1995, pp. 195-212)

DETERMINANTES ECONOMICOS DE LA ASISTENCIA ESCOLAR - José Rodríguez

- Los determinantes económicos de la asistencia escolar. José Rodríguez. Mayo 1995. 36 pp. (mimeo) (3-2.5-2-2-3/13)
- La distribución del ingreso en el Perú entre 1970 y 1990. José Rodríguez. Noviembre 1994. 32 pp. (mimeo)
- Eficacia y equidad en la educación pública. José Rodríguez. En Libro: El Perú frente al siglo XXI, editado por PUCP, abril 1995. 528-541 pp.

**Proyectos de Investigación
(II Fase - II Ronda)
Mayo 1995 - Marzo 1997**

CIUP (mayo 1995- marzo 1996)

AJUSTE ESTRUCTURAL Y SUS EFECTOS EN LOS INGRESOS, POBREZA Y SALUD FAMILIAR: EL CASO PERUANO 1991-1994. Rafael Cortez y Gustavo Yamada.

- Estabilización, reformas y recuperación económica en el Perú, 1991-1994, y sus efectos en los gastos, ingresos y pobreza familiar. Gustavo Yamada y José Ruiz. (mimeo). Abril 1996. 50 pp.
- Ajuste estructural, necesidades y estado de la salud familiar en el Perú: el caso peruano 1991-1994. Rafael Cortez. Abril 1996. 80 pp. (mimeo)
- Pobreza y reformas estructurales Perú 1991-1994. Gustavo Yamada y José Ruiz. Documento de trabajo Nro. 26. CIUP. Diciembre 1996. 111 pp.

LA CONTABILIDAD SOCIAL EN EL PERÚ. HISTORIA, MÉTODO Y PROBLEMA.- Bruno Seminario y Arlette Beltrán

- La contabilidad social en el Perú: historia, método y problema. Bruno Seminario y Arlette Beltrán. Abril 1996. 116 pp. (mimeo)
- Anexo Estadístico. Abril 1996. 9 pp. (mimeo)

OBSTÁCULOS PARA LA COMPETITIVIDAD INTERNACIONAL DE LOS SECTORES PRODUCTIVOS EN EL PERÚ. LOS CASOS DE LA INDUSTRIA FORESTAL Y LA MARICULTURA - Martha Rodríguez y Julio Velarde.

- Los recursos naturales y el crecimiento económico. Martha Rodríguez y Julio Velarde. Mayo 1996. 97 pp. (mimeo)

ANÁLISIS DEL SISTEMA TRIBUTARIO PERUANO 1990-1994. ESTUDIO DE CASOS Y PROPUESTA DE REFORMAS - Rosario Gómez y Roberto Urrunaga.

- Incidencia de la estructura tributaria. Los casos mineros y agroindustrial. Rosario Gómez y Roberto Urrunaga. Abril 1996. 30 pp. (mimeo)
- Evaluación de la estructura tributaria nacional 1990-1994. Rosario Gómez y Roberto Urrunaga. Marzo 1996. 59 pp. (mimeo)
- Impacto de la estructura tributaria sobre la actividad productiva: análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga. Agosto 1996. 56 pp. (mimeo)
- Evaluación de la estructura tributaria nacional 1990-1994. Rosario Gómez y Roberto Urrunaga. Documento de Trabajo Nro. 27. CIUP. Marzo 1997. 140 pp.
- Incidencia de la estructura tributaria sobre la actividad productiva. Rosario Gómez y Roberto Urrunaga. Abril 1997. 78 pp. (mimeo) (3-2-2-3-2/12)

ESTIMACIÓN DE LOS DETERMINANTES DEL COMERCIO INTERNACIONAL PERUANO: APLICACIÓN A LOS ACUERDOS DE INTEGRACIÓN - Mercedes Araoz y Carlos Casas

- Estimación de los determinantes del Comercio Internacional Peruano: aplicación a los acuerdos de integración, Mercedes Araoz y Carlos Casas. Agosto 1996, 50 pp, (mimeo)
- Análisis de los determinantes del Comercio Internacional Peruano: aplicación a los acuerdos de integración. Mercedes Araoz y Carlos Casas. Resumen Ejecutivo. Marzo 1997. 6 pp. (mimeo)
- Determinantes del comercio internacional peruano: aplicación a los acuerdos de integración. Mercedes Araoz, Carlos Casas y Carlos Carrillo, Agosto 1998. 106 pp. (mimeo)

IMPACTO DE LA ESTRUCTURA TRIBUTARIA SOBRE LA ACTIVIDAD PRODUCTIVA 1990-1995. ANÁLISIS DE LOS SECTORES IMPORTABLE Y NO TRANSABLE - Rosario Gómez y Roberto Urrunaga.

- Impacto de la estructura tributaria sobre la actividad productiva. Análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga. Agosto 1996. 56 pp. (mimeo)
- Impacto de la estructura tributaria sobre la actividad productiva. Análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga, Resumen Ejecutivo. Marzo 1997. 3 pp. (mimeo)
- Incidencia de la estructura tributaria sobre la actividad productiva. Rosario Gómez y Roberto Urrunaga. Abril 1997, 78 pp (documento final). (mimeo) (3-2-2-3-2/12)
- Mercado Común y Unión Monetaria demandan nivelación de impuestos sobre empresas y rentas de capital. Roberto Urrunaga. Fundación Friedrich Ebert. Mayo 1997. 25 pp.

EL AHORRO INTERNO EN EL PERÚ: DETERMINANTES E IMPLICANCIAS DE POLÍTICA ECONÓMICA - Martha Rodríguez y Julio Velarde.

- El ahorro interno en el Perú: determinantes e implicancias de política económica. Martha Rodríguez y Julio Velarde. Agosto 1996. 6 pp. (mimeo)
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ANNEX V: PROJECT MATRICES BY ROUND AND THEME

PERUVIAN ECONOMIC RESEARCH CONSORTIUM

Round 1 1994-95

THEME INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, STRUCTURAL ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP		Liberalization and Development of Peru's Financial System (Martha Rodríguez and Julio Velarde)		Municipal Public Finances in the Context of Global Tax Reform (Mercedes Araoz and Roberto Urrunaga)			Regulation of Public Enterprises (Jorge Fernández-Baca, José Luis Sardón and Janice Seinfeld)
DESCO		Business Interest Groups and Structural Adjustment: Transition, Adaptation and Economic Conflict (Manuel Castillo and Andrés Quispe)				Multilateral Organizations, Developed Countries and Social Policies in Peru: 1990-1994 (Humberto Campodónico)	Means of Inter-Firm cooperation in Peru: Lessons for the Design of Institutional and Industrial Policies (José Távara)
GRADE	Models for the Evaluation of Macroeconomic Policy and Short-term Forecasting (Javier Escobar)					Education and Income Distribution (Jaime Saavedra)	Factor Markets in Rural Areas and Agricultural Development in a Free Market Economy (martín Valdivia)
IEP		Structural Reforms, Private Investment and Economic Growth (Efraín Gonzales de Olate and Teobaldo Pinzás)	Liberalization, Intermediation and Financial Concentration in Peru (Lucía Romero)		Structural Adjustment, Labour Markets, and Alternative Employment Policies in Peru (Francisco Verdara)		
PUCP	Dollarization in Peru: Causes and Consequences (Oscar Dancourt and Waldo Mendoza)	Liberalization, Relative Prices and Inflation: A Comparative Analysis (Gloria Canales and Alan Fairlie)	Exchange Rate and Financial Liberalization in Peru Since 1990 (Jorge Rojas and Leopoldo Vilcapoma)		Labour Market Reform and Changes in Labour Market Behaviour (Cecilia Garavito)	Economic Determinants of School Attendance (José Rodríguez)	

Round 2 1995-97

THEME	INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, STRUCTURAL ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP*		Social Accounting in Peru: History, Methods and Problems (Arlette Beltran and Bruno Seminario) Peru's Economic Growth in the Xth Century: An Analysis of Newly Available Data (Bruno Seminario and Arlette Beltran) Domestic Savings in Peru: Determinants and Implications for Economic Policy (Martha Rodriguez and Julio Velarde)			Analysis of the Peruvian Tax System, 1990-94: Case Studies and Proposals for Reform (Rosario Gomez and Roberto Urrunaga) Impact of the Tax Structure on Productive Activity, 1990-1995: Analysis of the Import and Non-Tradables Sectors (Rosario Gómez and Roberto Urrunaga)		Structural Adjustment and its Effects on Salaries, Poverty and Family Health: Peru 1991-94 (Rafael Cortez and Gustavo Yamada)	Obstacles to the International Competitiveness of Peru's Productive Sectors: the Cases of Forestry and Aquaculture (Martha Rodriguez and Julio Velarde) Determinants of Peru's International Trade in the Context of Regional Integration (Mercedes Araoz and Carlos Casas)
DESCO						Labour Markets in Metropolitan Lima: Segmentation and Salary Structure, 1985-95 (Julio Gamero)		Post-Stabilization, Institutional, and Business Interest Groups, 1993-95 (Manuel Castillo and Andres Quispe)
GRADE						Rural Labour Markets in Peru (Martin Valdivia)	Education, Structural Adjustment and Income (Jaime Saavedra)	An Analysis of Agricultural Marketing in Peru (Javier Escobar and Victor Agreda)
IEP			Structural Adjustment and the Peruvian Growth Model, 1990-95 (Efrain Gonzales de Olarte)	Regulation of Dollarized Banking (Lucia Romero) (closed after one year when researcher left Peru) Financial Intermediation in the Agricultural Sector: A Study on the Availability of Credit (Carolina Trivelli) (one-year project)		Adjustment, Growth and Productive Employment in Peru: 1990-95 (Francisco Verdara)		
PUCP		Capital Flows and Macroeconomic Stability (Oscar Dancourt and Waldo Mendoza)	Structural Adjustment and the Balance of Payments in Peru in the 1990s: Possible Scenarios (Gloria Canales and Alan Espartero)	The New Peruvian Financial System: An Interpretation (Jorge Rojas and Leopoldo Vilcapoma)				Articulated Credit in Small-Scale Production (Jose Tavarra and Jose Rodriguez)

*All Ciup project were of one year duration only. The second round of Phase 2 covered a 24 month period (as against 18 months for the other two rounds) and was divided into two parts since CIUP decided to two fund two sub-rounds of 12 month projects. IEP also funded two 12 month projects, following the departure of a researcher at the end of one year.

PERUVIAN ECONOMIC RESEARCH CONSORTIUM

Round 3 1997-98

THEME INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, STRUCTURAL ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP*	Stabilization and Growth Under the Fujimori Administration (Martha Rodriguez and Julio Velarde)				Socio-Demographic Change at the Household Level in Metropolitan Lima (Carlos Amat y Leon)	Social Programs and Household Employment (Rafael Cortez)	Macro-Economic Impacts of Foreign Direct Investment in Peru (Mercedes Araoz and Carlos Casas) The incidence of the Tax Structure on Service Sectors (Roberto Urrunaga and Rosario Gómez)
DESCO						Income Distribution and Poverty in Metropolitan Lima (Julio Gamero)	Political Economy and Business Sector Interest Groups, 1995-97 (Manuel Castillo and Andrés Quispe)
GRADE					Reform of Labour Legislation (Jaime Saavedra) Health, Nutrition, Productivity and Income in Peru (Martin Valdivia)		Market Integration and Transactions Costs in Peruvian Agriculture (Javier Escobar and Victor Agreda)
IEP		Regional Impact of Structural Adjustment in Peru (Efraín Gonzales and Cecilia Lévano)	Rural Credit Markets in Peru (Carolina Trivelli)			Crisis and Reform in Peru's Pension System (Francisco Verdara)	
PUCP	External Shocks, Macro-economic Policy and Dollarization (Oscar Dancourt and Waldo Mendoza)		The Financial System and Growth of the Peruvian Economy (Leopoldo Vilcapoma)		Determinants of Urban Unemployment and Gender and Age Differences in Peru (Cecilia Garaveto)		Employment, Productivity and competitiveness in the Manufacturing Industry (Félix Jiménez) The Political Economy of Regulation in Peru (José Távora)

ANNEX VI: SURVEY QUESTIONNAIRES AND RESULTS

ANNEX IV: SURVEY AND RESULTS

AGENCIA CANADIENSE PARA EL DESARROLLO INTERNACIONAL – CENTRO
INTERNACIONAL DE INVESTIGACIONES PARA EL DESARROLLO

REVISIÓN DE FIN DE PROYECTO
CONSORCIO DE INVESTIGACIÓN ECONÓMICA

ENCUESTA GENERAL

PARTE I

Para ser llenada por los miembros del Comité Asesor Internacional del Consorcio de Investigación Económica, los directivos de los Centros participantes, los investigadores titulares y asociados, y los usuarios de la investigación (representantes de los sectores público, empresarial, universitario, sociedad civil, cooperación internacional, prensa).

El Consorcio de Investigación Económica (CIE) ha funcionado en el Perú desde 1989 asociando a cinco instituciones: DESCO, el Grupo de Análisis para el Desarrollo (GRADE), el Instituto de Estudios Peruanos (IEP), el Departamento de Economía de la Pontificia Universidad Católica y el Centro de Investigación de la Universidad del Pacífico, con el apoyo de la cooperación canadiense. El Consorcio tenía por objetivo fortalecer la capacidad de investigación en los centros miembros, así como promover el dialogo y la interacción entre ellos. Se proyectaba que dicho fortalecimiento conduciría a elevar el nivel del debate sobre las decisiones económicas en la comunidad académica y, por intermedio de un adecuado proceso de difusión de los resultados del trabajo de los investigadores, en la opinión publica y las autoridades políticas.

Una década después, a partir de abril de 1999, un nuevo proyecto reemplaza a aquella iniciativa. Se trata del nuevo Consorcio de Investigación Económica y Social (CIES) que se configura tomando en cuenta las valiosas experiencias del Consorcio original. El nuevo proyecto busca enfatizar el impacto sobre políticas, la sostenibilidad y diversificación del financiamiento, la relación entre productores y usuarios de conocimiento, la apertura a nuevos miembros (25 se han registrado a la fecha), la competencia en la adjudicación de recursos (concursos), la multidisciplinariedad e investigación en redes, los vínculos con Canadá y otros países, la formación y capacitación, y la difusión dirigida a diversos grupos objetivo.

En este contexto, los donantes están promoviendo un estudio de fin de proyecto del CIE, para precisar sus logros y limitaciones durante 1989 - 1998, e identificar lecciones de la experiencia que puedan ser útiles para la nueva iniciativa. La presente encuesta es parte de dicha revisión. Mucho le agradeceremos llenarla; y solicitar su recojo al teléfono 264 1557, o transmitirla al fax 264 0128, o enviarla a León de la Fuente 110, Magdalena (Atención: Srta. Mónica Nerio).

Identificación del que responde

Sector público		Sector empresarial		Cooperación Internac.	
Prensa		ONG		Universitario	

Otro (especifique) _____

Edad: menos de 30 años _____ 30-39 _____ 40-49 _____ 50 – más _____

I. Cuáles han sido sus formas de contacto con el Consorcio y sus actividades:

1.1. Leer el Boletín de Opinión	
1.2. Asistir al seminario anual	
1.3. Asistir a otros seminarios y/o reuniones	
1.4. Leer algunas de las investigaciones ejecutadas por los centros miembros	
1.5. Otra (especifique) _____	

II. Sobre la base de su experiencia con la investigación económica en el Perú y con la labor del Consorcio: entre 1989 y 1998

2.1 ¿Cuáles considera que son los principales logros del Consorcio de Investigación Económica desde 1989?

2.2 Por favor describa las fortalezas y/o los aspectos positivos del Consorcio.

2.3 ¿Cuáles son los aspectos del Consorcio que a su juicio se podrían mejorar o corregir?

2.4 ¿Tiene alguna(s) recomendación(es) para el proyecto que empieza este año, el nuevo Consorcio de Investigación Económica y Social (CIES). ¿Cuál(es)?

III. Evaluar sobre la base de sus experiencias con el Consorcio los siguientes aspectos del proyecto:

	Muy Alta	Alta	Regu-Lar	Baja	Muy Baja	No opina
La participación de los usuarios de la investigación						
La relevancia de los estudios llevados a cabo por el Consorcio						
La promoción de la discusión de alternativas de política económica						
La presencia de los investigadores miembros del Consorcio en el debate en medios de comunicación.						
La calidad y pertinencia de los Boletines y otras publicaciones en general						
La utilidad de los talleres de coyuntura económica						
La utilidad de los seminarios anuales						

ENCUESTA, PARTE II

EVALUACIÓN DE ASPECTOS ESPECÍFICOS DEL PROYECTO

Para ser llenada sólo por los investigadores de los cinco centros participantes:

IV. Con base en su experiencia, considera que el proyecto:

	Muy Alta	Alta	Regu-Lar	Baja	Muy Baja	No opina
Incentivó mantenerse en el campo de la investigación						
Mejóro el ambiente de investigación en el Centro miembro del Consorcio						
Apoyó la gestión de investigación mediante la provisión de medios adecuados en los Centros participantes						
Facilitó la discusión de nuevos conceptos y/o metodología en los campos de investigación						
Permitió la confrontación de visiones ideológicas diferentes en un ambiente académico						
Mejóro la capacidad de realizar investigaciones en el futuro						
Contribuyó a la difusión de los resultados de las investigaciones realizadas.						
Tuvo influencia en la toma de decisiones en el sector público						
Tuvo influencia en las decisiones de empresarios privados						
Tuvo impacto sobre investigadores no miembros del Consorcio						
Tuvo impacto sobre la investigación académica en provincias						
Facilitó vínculos con otros investigadores en el Perú						
Facilitó vínculos con otros investigadores en América Latina						
Facilitó vínculos con investigadores de Canadá						
Apoyo labores propias de docencia						
Considera que apoyó labores de docencia de otras personas no directamente vinculados al Consorcio (principalmente mediante el aporte a los materiales de enseñanza)						

V. Evaluar la contribución de los siguientes aspectos/agentes al logro de los objetivos del proyecto Consorcio de Investigación Económica:

	Muy Favo- rable	Favo- rable	Nula	Desfa- vorable	Muy Desfa- vorable	No opina
Las revisiones por pares académicos						
Los debates en los grupos de trabajo sobre temas específicos de investigación						
Los resultados de los Seminarios de Investigación						
Los resultados de las Conferencias Internacionales						
Los sistemas de difusión de resultados dentro del Consorcio						
Los sistemas de difusión de resultados al exterior del Consorcio						
Los aportes del Comité de Coordinación						
La gestión administrativa por parte de la Coordinación de Actividades Conjuntas						
La labor del Comité de Asesores Internacionales						
Apoyo técnico y de otro tipo del Centro Internacional de Investigaciones para el Desarrollo (CIID) del Canadá como entidad contraparte del Consorcio						
El mecanismo de apoyo a los pequeños proyectos						
La interacción, intercambio y debate entre distintas tradiciones de pensamiento e ideologías dentro del Consorcio (los cinco centros miembros).						
La calidad y seriedad de la evaluación de resultados del proyecto						

VI. Evaluación general

	Muy Alta	Alta	Regu- lar	Baja	Muy Baja	No opina
Valor del proyecto con relación a la inversión de tiempo, esfuerzo y financiamiento que se hizo en el mismo.						

Explique brevemente su razonamiento para este calificativo:

[illegible]

Petit Thouars 447	Lima
Manir Olaya 36 Ch...	Miraflores
Raymundo Morales de la Torre	San Isidro
Av. La Paz 1631	Miraflores
Av. Javier Prado Este 2875	San Borja
Jr. Puno 450 - 456	Lima
Jr. Francisco Graña 671	Magdalena
Parque Osore 161	Pueblo Libre
Av. Javier Prado Este s/n	Monterrico
Av. La Universidad s/n.- Apa	La Molina
Nicolas de Pierola 262	Lima
Ciudad Universitaria	Lima
Av. Prolongación Primavera 2	Monterrico
Camino Real 1252	San Isidro
Residencial San Felipe 1-C D	Jesús María
Edif. Las Casuarinas 150	San Felipe,
Henry Revett 468	Urb. Las No
República de Chile 549, Ofic	Jesús María
Calle 19, Mz T, Lote No.3	Urb. Santa
Pumacahua 1369	Jesús María
Comandante Donovan 105	Miraflores
Ugarte y Moscoso 470-802	Magdalena
Proceres Edificio U, Dpto. 2	Sector 2, S
Germán Schreiber 175, piso	San Isidro

RES DE ENCUESTAS - CENTROS (39)

iorita	Mercedes Araoz	CIUP	Jr. Sánchez Cerro 2141	Jesús María
iorita	Arlette Beltrán	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	Carlos Carrillo	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	Carlos Casas	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	Rafael Cortez	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	*Jorge Fernández-Baca	CIUP	Jr. Sánchez Cerro 2141	Jesús María
iora	Elsa Galarza	CIUP	Jr. Sánchez Cerro 2141	Jesús María
iorita	Rosario Gómez	CIUP	Jr. Sánchez Cerro 2141	Jesús María
iorita	*Martha Rodríguez	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	José Luis Sardón	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	*Bruno Seminario	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	Roberto Urrunaga	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	*Julio Velarde	CIUP	Jr. Sánchez Cerro 2141	Jesús María
ior	José Távara	Defensoría del Pueblo		Lima
ior	*Humberto Campodónico	DESCO	Jr. León de la Fuente 110	Magdalena
ior	*Julio Gamero	DESCO	Jr. Leon de la fuente 110	Magdalena
ior	Víctor Agreda	GRADE	Av. del Ejercito 1870	San Isidro
ior	Jorge Agüero	GRADE	Av. del Ejercito 1870	San Isidro
ior	Juan José Díaz	GRADE	Av. del Ejercito 1870	San Isidro
ior	*Javier Escobar	GRADE	Av. del Ejercito 1870	San Isidro
ior	Manuel Glave	GRADE	Av. del Ejercito 1870	San Isidro
ior	Eduardo Maruyama	GRADE	Av. del Ejercito 1870	San Isidro
ior	Alberto Pascó-Font	GRADE	Av. del Ejercito 1870	San Isidro
ior	*Jaime Saavedra	GRADE	Av. del Ejército 1870/Ap.Post.	San Isidro
ior	*Martín Valdivia	GRADE	Av. del Ejercito 1870	San Isidro
iora	Carolina Trivelli	IEP	Jr. Horacio Urteaga 694	Jesús María
ior	Hildegardi Venero	IEP	Av. Horacio de Urtega 694	Jesús María
ior	*Francisco Verdera	IEP	Horacio Urteaga 694	Jesús María
iora	Maria Elena Vattuone	Ministerio de Educación	Van de Velde 160	San Borja
iorita	Giovanna Aguilar	PUCP	Av. Universitaria Cdra. 18 s/n.	San Miguel
ior	*Oscar Dancourt	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	*Alan Fairlie	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	Jose Gallardo	PUCP	Av. Universitaria Cdra. 18	Pueblo Libre
iorita	Cecilia Garavito	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	*Félix Jiménez	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	Erick Lahura	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	*Waldo Mendoza	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	Jorge Rojas	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel
ior	Leopoldo Vilcapoma	PUCP	Av. Universitaria Cdra. 18	Urb. Pando - San Miguel

ENCUESTAS - ESTADISTICA
Centros

I. ASPECTOS GENERALES																	
Identificación del que responde		G1	GRADE						CIUP			PUCP		IEP		TOTAL	
			G2	G3	G4	G5	G6	C1	C2	C3	C4	P1	P2	I1	I2	1	2
Sector público																	
Prensa																	
Sector empresarial																	
ONG																	
Cooperac. Internacional																	
Universitario																	
Edad																	
menos 30																	
de 30 - 39																	
de 40 - 49																	
de 50 a más																	
Contacto con el Consorcio																	
Leer Boletín																	
Asistir al seminario anual																	
Asistir a otros seminarios/reuniones																	
Leer investigaciones de miembros del CIES																	
Otra																	
Evaluar sobre la base de sus experiencias con el CIES																	
Participación de los usuarios de la investigación		2	3	3	2	3	3	4	2	3	3	3	4	4	3	3	3
Relevancia de estudios		3	3	2	1	1	3	2	3	2	2	2	2	2	2	2	2
Promoción de discusión de alternativas política económica		3	3	3	3	1	3	3	2	2	2	2	3	4	3	2	2
Presencia de investig. del CIES en debate en medios de comunica		3	2	2	5	3	4	2	2	3	2	2	1	2	3	2	2
Calidad y pertinencia de los boletines y otras publicaciones		3	2	3	2	2	4	3	3	2	2	2	2	2	3	2	2
Utilidad de talleres de coyuntura económica		4	3	3	1	1	4	3	2	2	2	1	1	4	3	2	2
Utilidad de seminarios anuales		2	2	3	1	1	4	3	2	2	3	2	2	3	3	2	3
II. ASPECTOS ESPECIFICOS																	
Con base a su experiencia, considera que el proyector:																	
Incentivó mantenerse en el campo de la investigación		2	2	1	1	1	1	1	2	2	2	1	1	1	2	2	2
Mejoró ambiente de investigación en el centro miembro del CIES		3	2	2	1	1	3	2	2	3	2	1	1	1	2	2	1
Apoyó gestión de investigación mediante provisión de medios		1	1	2	3	1	2	3	2	6	3	2	1	2	2	3	3
Facilitó discusión de nuevos conceptos/metodología de investigación		3	2	2	2	1	3	1	2	3	3	2	2	2	3	3	2
Permitió confrontación de visiones ideológicas diferentes		2	1	1	2	2	1	3	2	3	2	2	1	3	3	2	3
Mejoró la capacidad de realizar investigaciones en el futuro		2	1	2	1	1	3	1	2	2	2	2	2	2	2	3	2
Contribuyó a la difusión de los resultados de las investigaciones		3	2	3	3	3	3	2	2	3	3	3	3	3	3	3	2
Tuvo influencia en la toma de decisiones en el sector público		4	3	3	3	3	3	3	2	3	3	3	3	4	3	3	2
Tuvo influencia en las decisiones de empresarios privados		4	3	3	5	3	3	3	3	4	3	3	4	4	4	3	3
Tuvo impacto sobre investigadores no miembros del CIES		4	3	4	2	4	4	4	6	6	3	2	2	3	5	2	3
Tuvo impacto sobre la investigación académica en provincias		5	4	3	5	6	4	4	6	6	4	3	4	3	5	2	4
Facilitó vínculos con otros investigadores en el Perú		4	1	3	3	1	2	2	3	3	4	1	3	3	3	2	4
Facilitó vínculos con otros investigadores en A Latina		4	2	6	1	6	2	4	3	5	2	2	2	3	3	2	2
Facilitó vínculos con investigadores de Canadá		4	2	3	6	1	4	4	6	2	4	5	4	4	4	3	2
Apoyó labores propias de docencia		3	3	2	5	2	6	1	2	2	2	2	1	2	1	3	2
Apoyó labores de docencia de personas no vinculadas al CIES		4	3	3	6	2	4	2	6	6	2	3	1	2	1	3	2

GRADE													
G1	G2	G3	G4	G5	G6	C1	C2	C3	C4	P1	P2	IEP	TOTAL
												11	12
													??

Evaluar la contribución de los sgtes. aspectos al logro de objetivos del CIES

Revisión por pares académicos	1	2	2	2	1	1	2	2	2	2	2	2	2	2	1.75
Debates en grupos de trabajo sobre temas específicos de investigación	2	2	2	2	3	2	6	2	2	1	2	2	2	3	2.07
Resultados de los seminarios de investigación	2	2	2	2	2	2	2	2	6	2	2	2	2	3	2.00
Resultados de las conferencias internacionales	2	2	2	2	3	2	2	2	1	2	2	2	2	1	1.88
Sistemas de difusión de resultados dentro del CIES	2	2	2	2	3	1	2	2	2	2	2	3	2	2	2.06
Sistemas de difusión de resultados al exterior del CIES	3	3	2	2	2	2	2	6	6	2	2	3	2	3	2.57
Los aportes del Comité de Coordinación	6	3	3	2	1	2	2	6	2	2	2	3	2	2	2.21
La gestión administrativa por parte de la Coord. de Actividades Qo	6	2	2	2	2	2	2	2	2	2	2	3	2	2	2.00
La labor del Comité de asesores internacionales	6	1	2	1	1	1	1	2	2	2	2	2	2	3	2.194
Apoyo técnico y de otro tipo del CID como contraparte del CIES	2	3	6	1	2	2	2	6	6	2	3	3	3	6	2.27
El mecanismo de apoyo a los pequeños proyectos	2	1	3	1	1	6	2	2	6	2	2	1	1	2	1.67
La interacción, intercambio y debate entre distintas tradiciones de	2	2	2	2	1	2	2	2	6	1	1	2	2	3	1.86
Calidad y seriedad de la evaluación de resultados del proyecto	2	2	3	1	3	1	2	2	2	2	2	3	2	3	2.06

Evaluación general

Valor del proyecto con relación a la inversión de tiempo, esfuerzo	2	2	3	1	1	3	2	2	2	2	2	2	2	2	2.00
--	---	---	---	---	---	---	---	---	---	---	---	---	---	---	------

*Evaluación:

muy alta = 1

alta = 2

regular = 3

baja = 4

muy baja = 5

no opina = 6

ENCUESTAS - ESTADISTICA
Diversos sectores

I. ASPECTOS GENERALES

Identificación del que responde	1	2	3	4	5	6	7	8	9	Total
Sector público		x			x	x				3
Prensa										
Sector empresarial							x			1
ONG			x	x				x	x	4
Cooperac. Internacional										
Universitario	x						x	x		3

Edad										
menos 30										
de 30 - 39				x		x	x	x	x	5
de 40 -49	x		x		x					3
de 50 a más		x								1

Contacto con el Consorcio										
Leer Boletín	x			x	x	x	x	x		6
Asistir al seminario anual					x	x	x	x		4
Asistir a otros seminarios/reuniones	x		x	x	x	x	x			6
Leer investigaciones de miembros del CIES	x		x	x	x		x	x	x	7
Otra										

Evaluar sobre la base de sus experiencias con el CIES

Participación de los usuarios de la investigación	3	2	4	4	4	4	1	4	5	3.44
Relevancia de estudios	2	2	3	2	2	3	2	1	3	2.22
Promoción de discusión de alternativas política económica	4	3	3	3	3	4	3	4	3	3.33
Presencia de investig. del CIES en debate en medios de comunicación	3	3	4	3	3	3	3	4	4	3.33
Calidad y pertinencia de los boletines y otras publicaciones	2	2	2	3	2	3	2	2	2	2.22
Utilidad de talleres de coyuntura económica	2	3	2	2	6	4	1	6	3	2.43
Utilidad de seminarios anuales	2	2	6	3	2	2	1	1	2	1.88

*Evaluación:

muy alta = 1

alta = 2

regular = 3

baja = 4

muy baja = 5

no opina = 6

**ANNEX VII: END OF PROJECT REPORTS OF CENTRES AND
OF THE EXECUTIVE SECRETARY (JOINT ACTIVITIES)**

CIUP

DESCO

GRADE

IEP

PUCP

JOINT ACTIVITIES

INFORME FINAL
CONSORCIO DE INVESTIGACIÓN ECONÓMICA

CENTRO DE INVESTIGACIÓN
UNIVERSIDAD DEL PACÍFICO

Junio 1999

Informe Final

- 1.- El Centro de Investigación de la Universidad del Pacífico (CIUP) fue una de las cinco instituciones que, en 1989, unieron esfuerzos para formar el Consorcio de Investigación Económica (CIE). Para el CIUP, como para los restantes centros, el propósito central de esta iniciativa partía de la necesidad de mejorar el nivel del debate económico que se venía desarrollando en el país, así como también de la urgencia de construir una comunidad académica, cuya solidez analítica y rigor metodológico pudieran producir estudios que tuvieran repercusión sobre el diseño e implementación de las políticas públicas.
 - 2.- En el cuadro que se adjunta en el anexo, se puede encontrar una lista que recoge las 23 investigaciones que han sido realizadas, entre 1989 y 1998, con el apoyo del CIE. Los temas abordados han sido los siguientes: políticas macroeconómicas de corto plazo, análisis de la estructura y funcionamiento de los grupos económicos, impacto de las reformas estructurales sobre los programas de estabilización, el sistema tributario y la actividad productiva, determinantes del ahorro interno, cambios sociodemográficos y económicos en las familias de Lima, historia económica, finanzas municipales, casos para la gestión económica, impacto de la inversión extranjera directa sobre la actividad económica sectorial, impacto de los determinantes del comercio internacional sobre los acuerdos de integración regional, política fiscal, liberalización de los servicios financieros, regulación de las empresas de servicios públicos, políticas sociales y construcción de estimados del crecimiento del largo plazo en el Perú.
 - 3.- El aporte del CIE ha sido importante en varios sentidos.
 - i) Ha permitido investigar temas de especial relevancia para el desarrollo económico y social del país, y, en ese sentido, los estudios realizados han aportado nuevas evidencias al debate de diferentes alternativas en el campo de las políticas públicas. Las discusiones se han llevado a cabo entre funcionarios del gobierno y académicos en reuniones cerradas y en seminarios públicos que han facilitado el intercambio de experiencias y perspectivas de análisis.
 - ii) Ha logrado no sólo fomentar el diálogo interdisciplinario con colegas de otros centros de estudio, sino también una mayor aproximación personal e institucional con algunos de los núcleos estatales encargados de la toma de decisiones en el país. Varios profesores e investigadores, como los profesores Martha Rodríguez, Carlos Amat y León, Enrique Vásquez, Julio Velarde, Gustavo Yamada, Fernando González-Vigil, Jorge Fernández-Baca y Jorge González Izquierdo, han desempeñado importantes cargos públicos e incorporado en su gestión temas investigados en el CIUP. Asimismo, los estudios realizados en el campo de las políticas sociales están adquiriendo una creciente relevancia y reconocimiento en el sector público.
 - iii) Ha contribuido a promover una mayor difusión de los resultados de las investigaciones realizadas, las que, a su vez, han servido como materiales para la docencia, generando un efecto multiplicador de vasto alcance en la educación superior del país. En efecto, se ha
-

podido constatar que muchos de los trabajos producidos con el auspicio del CIE han sido utilizados por profesores de Economía no sólo de las universidades privadas de Lima, sino también de las universidades nacionales de provincias. Asimismo, algunos de esos trabajos han sido presentados en diversos foros y seminarios internacionales, de manera que la diseminación de los resultados ha logrado su adecuada internacionalización.

- iv) Ha ayudado a complementar el ingreso de los profesores de la Universidad del Pacífico, quienes, de esta manera, han podido concentrar sus esfuerzos en el desarrollo de investigaciones de largo plazo, evitando así la dispersión de sus esfuerzos. En efecto, el financiamiento que han recibido 14 profesores durante estos últimos nueve años ha facilitado la profundización de áreas temáticas que, de otra forma, habrían representado un interés académico puntual y de corto plazo. De igual modo, dicho apoyo ha facilitado el reclutamiento de jóvenes profesores que regresaban al país con estudios de doctorado y cuyas expectativas de ingreso usualmente superaban los sueldos proporcionados por la Universidad.
- v) Teniendo en cuenta que el CIUP forma parte de una institución de educación superior, el CIE ha contribuido a la formación y entrenamiento de jóvenes universitarios, algunos de los cuales han logrado desarrollar un interés sostenido por la investigación académica gracias a su labor como asistentes y practicantes. Muchos de ellos, después de esa experiencia, decidieron seguir cursos de post-gradó en las más prestigiosas universidades del extranjero. Algo más de 40 estudiantes han sido entrenados y capacitados en el marco de los proyectos apoyados por el CIE.
- vi) Finalmente, el aporte del CIE ha ayudado a definir las principales áreas de interés del CIUP, cuyo resumen se presenta a continuación:
 - ♦ **Política económica.**- Dirigida a identificar los efectos de las políticas económicas sobre el crecimiento, el sector financiero y el equilibrio del sector externo. Sus integrantes han realizado estudios sobre la política de estabilización, los determinantes del ahorro, los ciclos económicos, los efectos de los fondos de pensiones del ahorro interno y el acceso a la información sobre créditos de consumo, entre otros para entidades como el IDRC, el BID, CONASEV, la Superintendencia de Banca y Seguros, la Superintendencia de AFP's y la AFP Profuturo.
 - ♦ **Política social y desarrollo humano.**- Orientada a identificar y promover las políticas y los programas, tanto públicos como privados, más eficientes y equitativos para mejorar las condiciones de vida de los sectores de más bajos ingresos. En el mismo sentido, busca formular propuestas para fortalecer las capacidades institucionales existentes en la sociedad civil. Sus integrantes han desarrollado estudios sobre economía de la salud, apoyo alimentario, programas de lucha contra la pobreza, indicadores de exclusión social, seguridad social, así como un diagnóstico sobre el tercer sector y la filantropía y la responsabilidad social, entre otros, por encargo del Ministerio de Salud-AID, BID, CIDE-ILADES, Defensoría del Pueblo, IDRC, la Fundación Ford y la Fundación W.K. Kellogg, entre las entidades más importantes.

- ♦ ***Comercio internacional.***- Dirigida a identificar las mejores estrategias de inserción de la economía peruana en el mercado internacional, tanto en lo que se refiere a bienes y servicios, como a los movimientos de capitales, tomando en cuenta las actuales tendencias de integración y sus efectos sobre las políticas macroeconómicas y de competencia. Sus integrantes han realizado estudios sobre los efectos de la inversión extranjera en el país, los determinantes del comercio y las mediciones de la competitividad de la economía peruana para entidades como UNCTAD, IDRC y World Economic Forum.
- ♦ ***Recursos naturales y medio ambiente.***- Dirigida a promover una estrategia de desarrollo para el país basada en el uso eficiente y sostenido de los recursos renovables y no renovables, tomando en cuenta los probables impactos sobre medio ambiente. Sus integrantes han desarrollado estudios sobre sistemas de cuotas para la pesca, problemática de aguas residuales, valoración del bosque amazónico (región Ucayali) e inventario del estado de recursos naturales y del ambiente, entre otros, por encargo del BID, PROMAR-BANCO MUNDIAL, Ministerio de Pesquería, CODESU, IPAE, WWF y PERUPEC-Turismo. También se ha realizado una propuesta de generación de empleo basada en el aprovechamiento de recursos naturales, para el Ministerio de Trabajo y Promoción Social, y una evaluación de demanda potencial de energía eléctrica de las empresas que explotan recursos naturales en la región del sur medio, para la empresa Emerid.
- ♦ ***Economía de la regulación.***- Dirigida a identificar las mejores políticas para el manejo de los servicios públicos y la construcción de la operación de obras de infraestructura, así como el análisis de las políticas relacionadas con la defensa de la competencia. Sus integrantes han desarrollado estudios vinculados con la resolución de conflictos ante INDECOPI, la Comisión de Tarifas Eléctricas y la Superintendencia de AFP's. Asimismo, se han realizado consultorías para la COPRI, PRONAP y OSIPTEL.
- ♦ ***Gestión empresarial.***- Dirigida a formular estrategias para el manejo de los negocios y la preparación y análisis de estados financieros. Sus integrantes vienen desarrollando estudios sobre mecatécnica y negocios internacionales, gestión de recursos humanos, operaciones y sistemas, tributación y sistemas de información de contabilidad financiera y administrativa.

CONSORCIO DE INVESTIGACIÓN ECONÓMICA

DE PROYECTO CIID: 93-0404

INFORME NARRATIVO FINAL

DESCO¹

Síntesis

Los objetivos del Consorcio de Investigación Económica fueron el fortalecimiento de la capacidad de investigación de las instituciones del Consorcio, la mejora de la capacidad de la investigación, el desarrollo de relaciones entre los diferentes investigadores del Consorcio y la mejora en la difusión de los resultados de la investigación, orientándola a la atención de los funcionarios gubernamentales tomadores de decisiones de política económica.

El número total de investigaciones financiadas por el CIE para DESCO fue de 9 investigaciones, divididas en dos grandes áreas temáticas: la racionalidad y el comportamiento empresarial frente las políticas económicas, desarrollados por Humberto Campodónico (en una primera etapa), Manuel Castillo y Andrés Quispe, abordada con el enfoque teórico de los grupos de interés y los estudios sobre funcionamiento del mercado laboral urbano, pobreza, políticas sociales y distribución del ingreso que fueron desarrollados por Julio Gamero y Humberto Campodónico, abordados desde el ángulo de los mercados imperfectos y la racionalidad y lógica de la nueva política social. También se apoyó una investigación específica, referente a las modalidades de cooperación interfirma y su importancia para el diseño de instituciones y políticas industriales, basándose en los nuevos aportes que propone la economía institucional.

El número total de investigadores participantes en las investigaciones de DESCO para el CIE fue de ocho, habiendo participado también cuatro asistentes de investigación.

En el periodo analizado se realizaron numerosas actividades que tuvieron como objetivo, fundamentalmente, la difusión de los resultados de las investigaciones realizadas. Entre ellos tenemos la publicación de artículos en revistas especializadas locales y extranjeras y diarios de circulación nacional; la realización de asesorías y consultorías a solicitud de diversos gremios empresariales, servicios de cooperación internacional de diversos países de la Unión Europea; instituciones gubernamentales, centros de investigación y ONGs; asistencia a seminarios nacionales e internacionales y presentaciones en medios de comunicación radial y televisiva.

La participación de DESCO en el CIE impulsó la actividad de investigación de la institución, permitiendo mantener complementariamente la plana de investigadores

¹ Representante: Humberto Campodónico Sánchez

arriba señalada. A su vez, esto permitió el intercambio de ideas y experiencias con otros proyectos de DESCO, ligados a las actividades de promoción del desarrollo, tanto desde el punto de vista de los enfoques globales como de aquellos en los cuales se daban coincidencias temáticas específicas (programa de educación y empleo, programa de desarrollo urbano del Cono Sur de Lima, impulso al desarrollo de la microempresa en Lima, entre otros).

Logro de los Objetivos

El objetivo del CIE de fortalecer la habilidad de formulación de políticas económicas y sociales a través del apoyo a la investigación en dichas áreas es un objetivo, que para el caso de DESCO, se encuentra en proceso. Si bien las investigaciones realizadas han permitido el desarrollo y acumulación de una capacidad crítica en los temas trabajados, la capacidad de influencia de DESCO ha sido muy débil respecto de los diversos organismos del Estado. En nuestro criterio esto se debe, fundamentalmente, a que el gobierno, en la década del 90, ha privilegiado un determinado enfoque económico, excluyendo a otros. Más bien, para DESCO, los intercambios y relacionamientos más fluidos se han realizado con diversas instituciones de la sociedad civil, la Iglesia y la cooperación internacional.

Diseño y Puesta en Práctica del Proyecto

Los enfoques metodológicos de las investigaciones de DESCO no han sido uniformes en todos los proyectos, debido a las distintas características de los mismos. Ello no obstante, los enfoques pueden caracterizarse como pluridisciplinarios, en la medida que el enfoque económico ha venido complementado con aportes de otras disciplinas sociales con el objetivo de mostrar la interacción de los aspectos económicos con el entorno social y político. Ese ha sido el caso, por ejemplo, en buena parte de los proyectos sobre racionalidad y comportamiento empresarial², Así como en las investigaciones sobre pobreza, empleo y salarios. Adicionalmente, se ha empleado también el enfoque de la economía institucional en las investigaciones sobre empresarios (desde 1993) y en los sistemas de cooperación intrafirma.

Productos y Difusión del Proyecto

La mayoría de los proyectos de investigación han sido publicados como libros. Algunos avances de investigación han sido publicados en la revista PRETEXTOS, de la División de Investigaciones de DESCO, en el Boletín del CIE y en otras publicaciones especializadas tanto locales como extranjeras.

La interacción con otras disciplinas se ha dado fundamentalmente en dos proyectos de investigación: a) en aquellos sobre grupos de interés empresarial y reacciones frente a las políticas macroeconómicas, la interacción con otras disciplinas ha tomado en cuenta los planteamientos de la sociología sobre los grupos de interés, así como los aportes del

² Los que, además, significan una continuidad con las investigaciones desarrolladas anteriormente por DESCO en el campo del análisis del sector empresarial peruano (Durand, por ejemplo).

“public choice” y de la economía institucional; b) en el proyecto sobre relaciones intrafirma, existe una interacción con la economía institucional

Otras investigaciones han dado lugar a la participación en nuevos proyectos de investigación a nivel regional³. En el caso de las investigaciones relacionadas con la temática del mercado laboral urbano, la pobreza y las políticas sociales, sus diversos productos: avances, artículos e informes finales, han permitido aportar elementos de debate que han sido recogidos por gremios laborales e instituciones de promoción laboral, por un lado, e influido en diversas acciones realizadas por la sociedad civil en el tema del desarrollo social y lucha contra la pobreza: Conferencia Nacional de Desarrollo Social, Acción ciudadana de lucha contra la pobreza y la Mesa Deuda y Desarrollo del Perú, de otro lado. Estos aportes de han reflejado en la incorporación de los investigadores en la elaboración del Primer Informe de Desarrollo Humano del Perú realizado desde la sociedad civil⁴ y en el soporte técnico a diversos aspectos de la campaña internacional y nacional de Jubileo 2,000⁵.

Formación de capacidades

El CIE ha permitido complementar los recursos económicos necesarios para el mantenimiento de un grupo de investigadores en un contexto en el cual los recursos provenientes de la cooperación internacional a proyectos de desarrollo⁶ otorgan menos grados de libertad para la inclusión presupuestaria de actividades relacionadas con la investigación.

De otro lado, la dificultad en el acceso a fondos de investigación ha conllevado a que los investigadores de la institución tengan que involucrarse en algunas actividades de los proyectos de promoción, por ejemplo las sistematizaciones de las experiencias, con el objeto de poder completar sus presupuestos.

En el caso de los asistentes de investigación, varios de ellos después continuaron con su desarrollo académico realizando estudios de maestría y doctorado en universidades norteamericanas.

Gestión del Proyecto

Desde 1994, DESCO es el centro sede de la Secretaría Ejecutiva del CIE, sucediendo en dicha responsabilidad a GRADE. Esta responsabilidad implica llevar a cabo la administración de los fondos del mismo.

La labor de la Secretaría Ejecutiva, a cargo de Javier Portocarrero, ha sido muy fructífera para la actuación del CIE en estos años. Ha cumplido con incentivar a los investigadores a que concluyan sus investigaciones en los plazos establecidos, organizó eficientemente las diferentes reuniones de análisis de coyuntura y de avance de las investigaciones. Igualmente organizó de manera eficiente los procesos de arbitraje

³ En ese sentido, cabe mencionar la participación de DESCO en el proyecto regional, coordinado por FLACSO/Argentina y auspiciado por la Fundación Ford, sobre los nuevos mandatos del Banco Mundial y del BID en la década del 90.

⁴ Nos correspondió asumir íntegramente los aspectos relacionados con el empleo.

⁵ Investigadores de la institución han elaborado documentos, ponencias, participado en seminarios y asesorado a diversas organizaciones eclesiales y a la Mesa Deuda y Desarrollo la cual realiza un conjunto de actividades en el marco de la campaña mundial del Jubileo 2,000.

⁶ Se recuerda que la actividad principal de DESCO es la promoción del desarrollo.

tendientes a mejorar la capacidad y los resultados de las investigaciones. De otro lado facilitó y promovió las diversas actividades de difusión y publicación de los resultados de las investigaciones.

Comentarios finales

A partir del apoyo recibido del CIE en la fase que ha culminado, DESCO ha realizado investigaciones que han permitido continuar temáticas trabajadas desde antes y con otros apoyos como ha sido el caso del análisis de los gremios empresariales, mientras que en el caso de las investigaciones relacionadas con el empleo, la pobreza y las políticas sociales su ejecución ha permitido reforzar la línea de promoción al desarrollo incorporando elementos de reflexión y de análisis que han brindado un mejor soporte para las sistematizaciones de dichas experiencias. De otro lado, investigaciones relacionadas con el análisis de las multilaterales y el seguimiento de los programas de ajuste estructural, han permitido complementar la discusión que se realiza desde el área de cooperación al desarrollo de DESCO dada la participación de la institución en instancias de relacionamiento con el Banco Mundial y en plataformas continentales de acción de instituciones de la sociedad civil, como es el caso de ALOP y Civicus, por señalar algunas.

En ese sentido, las investigaciones realizadas han guardado correspondencia con intereses, ámbitos de actuación y políticas institucionales lo que ha permitido un potenciamiento de estos y, a su vez, han sido un canal de diseminación de los diversos resultados de las investigaciones realizadas.

La capacidad de influencia en los hacedores de política económica y social de parte de una institución como DESCO reviste serias dificultades, teniendo en cuenta la muy escasa permeabilidad de la presente administración gubernamental ante planteamientos distintos a los que ha hecho suyos desde comienzos de los noventa. Es por ello que el énfasis que le hemos dado a los resultados de nuestras investigaciones es su difusión a través de artículos y ensayos en publicaciones locales, extranjeras y en nuestras participaciones en los escenarios diversos de actuación de la sociedad civil y de la cooperación internacional. En esta medida, el apoyo recibido del CIE ha contribuido a que los resultados de las investigaciones realizadas por DESCO permitan reforzar la capacidad de análisis y de propuesta de parte importante de la sociedad civil que no se siente representada ni compartiendo el discurso oficial en materia de política económica y social.

Investigaciones realizadas por DESCO

Ciclo Económico y Racionalidad Empresarial

Javier Iguñiz, Noemí Montes, L. Vilcapoma

Políticas Macroeconómicas y Grupos Intermedios de Interés

Humberto Campodónico, Manuel Castillo, Andrés Quispe

Sistemas de cooperación interfirma en el Perú: Lecciones para el diseño de instituciones y políticas industriales

José Távara

Organismos Multilaterales, Países Desarrollados y Políticas Sociales en Perú: 1990-1994

Humberto Campodónico

Grupos de Interés empresariales y Ajuste Estructural: Transición, adaptación y conflicto económico 1990-1993

Manuel Castillo y Andrés Quispe

Mercado de trabajo en Lima Metropolitana, segmentación y estructura de salarios 1985-1995.

Julio Gamero

Post-estabilización, institucionalidad y grupos de interés empresariales en el Perú: 1993-1995

Manuel Castillo, Andrés Quispe

Distribución de Ingreso y Pobreza: Análisis para el caso de Lima Metropolitana

Julio Gamero

Impases económicos e institucionalidades del Post-Ajuste: Políticas Económicas y Grupos de Interés empresariales

Manuel Castillo, Andrés Quispe

Investigadores:

Humberto Campodónico

Manuel Castillo

Julio Gamero

Javier Iguñiz

Noemí Montes

Andrés Quispe

José Távara

INFORME NARRATIVO
CONSORCIO DE INVESTIGACIÓN ECONÓMICA ,PROYECTO NO 930404

GRUPO DE ANÁLISIS PARA EL DESARROLLO

Abril 20, 1999

I. Síntesis del Proyecto

La participación del Grupo de Análisis para el Desarrollo en el Consorcio de Investigación Económica (CIE) ha tenido como objetivo fortalecer las capacidades de investigación de la institución y de la comunidad académica en general y producir investigación de elevado rigor académico que a su vez sea pertinente para la formulación de políticas económicas y sociales. El CIE ha permitido a GRADE mantener líneas de trabajo de investigación en diversas áreas. En la primera fase del proyecto (1989-1994), esta se realizó en temas de educación superior, política monetaria e inflación, desarrollo del sistema financiero, liberalización financiera y mercados de crédito, política agraria y tecnología agrícola. En la segunda fase del proyecto (1994 - 1998), las áreas de trabajo apoyadas por el CIE han sido predicción macroeconómica de corto plazo; mercados rurales de crédito; educación, estructuras de ingresos y distribución del ingreso; comercialización y costos de transacción agrícolas; mercado rural de trabajo; mercados de trabajo y legislación laboral; y salud, productividad e ingresos.

Muchas de estas áreas continúan siendo de interés de los investigadores de GRADE. En particular, GRADE cuenta con equipos de investigación interdisciplinarios en las áreas de educación; economía rural; salud; y empleo, equidad y pobreza. El trabajo de estos equipos ha sido posible en gran parte debido al financiamiento del Consorcio, que ha permitido sostener a varios investigadores durante lapsos largos en el mismo tema, lo cual es necesario para madurar, confrontar y afinar ideas. El apoyo de ACIDI-CIDA a través del CIE ha permitido a GRADE realizar investigaciones con plazos adecuados, que permiten asegurar un sustento teórico sólido para un trabajo empírico lo más riguroso posible. En muchos casos este proceso requiere de un análisis riguroso de los datos primarios para luego poder hacer un análisis estadístico y econométrico que permita validar hipótesis de investigación.

El CIE ha sostenido parcialmente por varios años las labores académicas de al menos 7 investigadores principales, y ha hecho posible la contratación de al menos 15 investigadores asistentes a tiempo completo. Esto ha permitido, en primer lugar el desarrollo de un expertise importante en áreas como educación, agricultura, macroeconomía, economía laboral y economía de la salud. Eso ha permitido a varios investigadores ejercer labores de consultoría y asesoría a diversos organismos públicos y así estar en contacto permanente con el proceso de toma de decisiones. En el caso de GRADE este ha sido un mecanismo efectivo para lograr que el conocimiento generado durante el proceso de investigación influya en las decisiones de política y en el debate a nivel del gobierno de distintas opciones. A esto se suman otros mecanismos de difusión de los resultados de investigación como son publicaciones, seminarios y conferencias, así como presencia activa en los medios de comunicación. Asimismo, la posibilidad de mantener líneas temáticas de investigación por períodos mayores a uno o dos años ha permitido generar capacidades metodológicas y el manejo de fuentes de información y bases de datos que facilitan el trabajo de investigación.

De otro lado, la posibilidad de sostener el trabajo de investigadores asistentes durante períodos largos ha permitido identificar a varios investigadores jóvenes que con el apoyo de GRADE han salido fuera del país a realizar doctorados y maestrías en economía y otras Ciencias Sociales. Varios de estos permanecen en contacto con la institución y es posible que se incorporen a la misma luego de culminar sus estudios. Del mismo modo, el aporte del Consorcio, ha permitido que varios ex asistentes de GRADE hayan podido regresar al país a realizar labores de investigación en economía y Ciencias Sociales e incorporarse como investigadores a tiempo completo en la institución.

El CIE ha permitido también una interacción mucho más fluida con investigadores de otras instituciones, lo cual ha permitido contrastar resultados e ideas con académicos de tendencias de pensamiento y enfoques de analíticos distintos así como con académicos de otras disciplinas.

II. Logros de los Objetivos del CIE

Desde la experiencia de GRADE, el objetivo del CIE de fortalecer la habilidad de formular políticas económicas y sociales efectivas a través de apoyar investigación en política económica es un objetivo en proceso, pero en el que se ha avanzado mucho. GRADE se ha convertido en un interlocutor válido en las discusiones de política económica y sus investigadores colaboran activamente en la discusión de política ya sea a través de la asesoría directa al sector público, a través de la introducción de ideas nuevas al debate o a través de la crítica abierta de alternativas de política en las que está en desacuerdo.

Calidad de la investigación y mecanismos de control de calidad

De otro lado, se ha avanzado en el objetivo de mejorar la calidad de la investigación. Los investigadores de GRADE intentan realizar análisis empírico con metodologías estadísticas y econométricas de frontera, basadas en los últimos avances teóricos pertinentes a nuestra realidad, y en temas prioritarios en la agenda económica y social del país. Varias de las evaluaciones externas hechas por el CIE han notado que las investigaciones de GRADE utilizan bibliografía de frontera. Adicionalmente, Internet se ha convertido en un mecanismo muy agil a partir del cual los investigadores acceden continuamente a documentos de trabajo que sobre sus temas de interés se han publican en Estados Unidos, Canadá e Inglaterra. La calidad de la investigación ha permitido que documentos elaborados en el marco de proyectos del Consorcio hayan sido aprobados para su presentación en Seminarios Internacionales en donde existió un estricto procedimiento de revisión por pares. Así, por ejemplo, durante los últimos años, muchos documentos, artículos y reportes de investigación elaborados por personal de GRADE han sido aprobados para ser presentados en conferencias internacionales, tales como la Reunión de la American Agricultural Association, la Asociación Latinoamericana de Economía Agrícola, el Encuentro Latinoamericano de la Sociedad Econométrica, la Conferencia de la Asociación Latinoamericana y del Caribe de Economía, la Sociedad Brasileña de Economía, el

Human Development Week del Banco Mundial, entre otros. Asimismo, resultado de investigación de las áreas de trabajo apoyadas por el CIE han sido presentados en la Universidad de Toronto y Universidad de Guelph en Canada. La mayor parte de publicaciones de GRADE han pasado y pasan previamente por procesos de arbitraje internos a las institución, proceso de arbitraje organizados por el CIE y han sido expuestos diversos foros y seminarios.

Las evaluaciones realizadas por árbitros nacionales y externos han sido siempre muy favorables a las investigaciones de GRADE, en el sentido que se utilizan marcos teóricos que toman en cuenta la posible relevancia de la literatura más actualizada, se utilizan técnicas econométricas de frontera, se intenta en la medida de lo posible comparar la experiencia peruana con la de otros países, se realiza un análisis crítico de la calidad de la información básica y se busca siempre la pertinencia de la investigación en términos de aplicaciones de política.

Difusión de resultados e impacto en la formulación de políticas

Se ha avanzado en el objetivo de promover la discusión de alternativas de políticas. Los investigadores de GRADE han estado muy activos en la difusión de sus propuestas de política. Tanto en seminarios públicos como en reuniones cerradas con "policy makers" los investigadores de GRADE han presentado sus opiniones y alternativas de política en los temas de su competencia. En este sentido sin embargo, se encuentra que existe todavía la necesidad de validar la investigación en general como un proceso necesario para poder formular alternativa de políticas sustentadas.

El CIE, a través de permitir el sostenimiento de actividades de investigación en áreas temáticas prioritarias ha fortalecido la capacidad de los investigadores de GRADE para formular alternativas de política, opinar sobre iniciativas legislativas y de política y participar de manera activa en el debate público. Se ha podido desarrollar un *expertise* importante en áreas tales como educación, agricultura, macroeconomía, economía laboral y economía de la salud. Eso ha permitido a varios investigadores ejercer labores de consultoría y asesoría a diversos organismos públicos y así estar en contacto permanente con el proceso de toma de decisiones. En el caso de GRADE, éste ha sido un mecanismo efectivo para lograr que el conocimiento generado durante el proceso de investigación influya en las decisiones de política y en el debate a nivel del gobierno de distintas opciones.

Así, investigadores cuyas actividades han estado financiadas por el CIE durante distintos períodos han tenido un rol directo y activo en la formulación de políticas. Por ejemplo, Patricia Arregui y Jaime Saavedra han trabajado en varios proyectos como consultores en el Ministerio de Educación. Javier Escobal, cuyo trabajo de investigación en políticas agrarias, tecnologías agrícolas y comercialización agrícola ha sido asesor del Ministerio de Agricultura, y formo parte de la Comisión de Reforma del Estado que elaboró el Plan de Desarrollo Institucional de dicho portafolio así como una propuesta legislativa para su nueva Ley Orgánica. Asimismo, fue director de la Empresa de

Mercados Mayoristas. Durante varios años, Javier Escobal y otros investigadores de GRADE asesoraron de manera continua al Ministerio de Economía y Finanzas. Martin Valdivia, cuyo trabajo en mercados rurales de crédito y de trabajo fue auspiciado por el CIE ha sido asesor de FONCODES, donde fue convocado para desarrollar un plan de mediano plazo para la lucha contra la pobreza rural; asimismo, su investigación en economía de la salud, le valió ser convocado por el Ministerio de Salud para diseñar un sistema de tarifas en el sector. Jaime Saavedra, cuyo trabajo en empleo y legislación laboral fue financiado por el CIE, fue durante un año asesor principal del Ministro de Trabajo y luego miembro de la Comisión Consultiva de dicho portafolio. En otros casos, el trabajo de investigadores de GRADE ha suscitado debates en los que su posición y recomendaciones ha sido criticada por organismos públicos. Así por ejemplo, el trabajo de Javier Escobal y Marco Castillo sobre sesgos en la medición de la inflación en contexto de hiperinflación, auspiciado y publicado por el CIE suscitó duras críticas por parte del Instituto de Estadística e Informática, cuyas metodologías fueron cuestionadas.

Los resultados de las investigaciones también han sido difundidos a otras audiencias como gremios empresariales o organizaciones de cooperación técnica internacional: Por ejemplo, una investigación hecha en el consorcio sobre la cadena de comercialización de arroz permitió a uno de los investigadores apoyar al Fondo Contravalor Perú-Unión Europea en la evaluación final de un programa de crédito a productores arroceros. Otro Investigador de GRADE, evaluó por encargo del Comité de Molinos de la Sociedad Nacional de Industrias algunos de los elementos claves de la política comercial agraria. Dicha evaluación se alimentó, sin duda de varios años de investigación en política agropecuaria desarrollado en el marco del CIE. Los investigadores de GRADE mantienen reuniones periódicas con funcionarios del Banco Mundial, Banco Interamericano de Desarrollo, FAO, OIT, así como con otras agencias de cooperación (GTZ, AID, COSUDE, JICA), bancos de inversión y consultoras internacionales, para transmitirles información especializada sobre la marcha de la economía y sobre problemas críticos que pueden ser materia de cooperación técnica internacional. Investigadores de GRADE ha mantenido una relación muy fluida con diversas instancias del sector Público.

En los últimos dos años diversos investigadores han participado como asesores, directores de empresas públicas, o miembros de comisiones de organismos del Estado. Entre las instituciones a las que se ha apoyado destacan las Comisiones de Presupuesto y de Amazonía y Medio Ambiente del Congreso de la República; Ministerios de Educación, Ministerio de Trabajo y Promoción Social, de Agricultura, de Economía y Energía y Minas, de Salud; INDECOPI, Empresa Municipal de Mercados Mayoristas, OSIPTEL, FONCODES, PROMPYME y COFIDE.

Formación de Capacidades y Retención de Investigadores en el País

Los recursos canalizados a través del CIE han permitido por otro lado mantener y ampliar un staff de investigadores altamente calificados. GRADE cuenta actualmente con 15 investigadores, 11 de ellos con doctorados o candidaturas a doctorados en universidades americanas o europeas. GRADE es la institución académica que cuenta con el

mayor número de doctores en economía en el país. Seis de sus actuales investigadores han recibido financiamiento a través del CIE, aparte de otros investigadores que ya no están en GRADE y que se encuentran trabajando en organismos reguladores o en otras instituciones del Estado. Martin Valdivia y Jaime Saavedra vieron posibilitada su reinserción laboral en el Perú luego de culminar sus estudios de doctorado en 1993 y 1995, debido a que el CIE permitió a GRADE hacer ofertas de trabajo por periodos razonables y que le permitían a la institución competir con otras alternativas.

La retención de investigadores principales es cada vez más difícil debido a que el perfil académico del staff de GRADE hace que sus servicios sean requeridos por organismos internacionales, instituciones académicas extranjeras, instituciones públicas -en particular organismos reguladores, que suelen tener salarios muy competitivos- así como el sector privado. Las estrategias de financiamiento están llevando a que la mayor parte de investigadores logren salarios competitivos a través de la combinación de investigaciones en una área específico y consultoría a organismos públicos o multinacionales en temas relacionados. Si bien el nivel salarial que se obtiene con este esquema, o simplemente con el esquema de hacer varios proyectos a la vez, está en muchos casos por debajo de lo que se obtendría en ocupaciones alternativas, la diferencia es pequeña y el deseo de hacer investigación y las condiciones favorables que se encuentran en GRADE permiten que los investigadores sean retenidos en la institución. Sin embargo, lo que no se logra evitar es la incertidumbre en el flujo de ingresos. De alguna manera, los investigadores de GRADE revelan tener un perfil poco común, ya que aparte de su actividad puramente académica, se convierten en *entrepreneurs* de la investigación, al tener que buscar formas imaginativas de financiar esta actividad. Para reducir el tiempo que los investigadores deben dedicar al fund raising, GRADE está enfatizando el trabajo institucional en este ámbito, ya que es la única manera de poder mantenerse como un *think tank* que realiza investigación rigurosa a partir de la cual genera el conocimiento necesario para constituirse en un interlocutor válido en la determinación de política económica.

De otro lado, las investigaciones realizadas en el marco del CIE han permitido a GRADE llevar a cabo una labor pedagógica con investigadores jóvenes recién egresados de universidades prestigiosas de país y atraerlos a la actividad de investigación. Esto ha sido posible a pesar del creciente atractivo que son el sector privado y el sector financiero. A lo largo de los últimos 9 años, al menos diez asistentes de investigación del GRADE han dejado la institución para ir a realizar doctorados en los Estados Unidos.

Gestión del Proyecto

Entre 1989 y 1994, GRADE fue la sede del CIE y como tal, la institución se involucró mucho en el diseño del proyecto y en la conformación del mismo. GRADE colaboró a través de la participación de sus investigadores en permitir que el CIE se convirtiera en un ámbito de discusión y de interacción fructífera entre pares de distintas instituciones. La secretaria misma del proyecto, en ese entonces a cargo de Ignacio Franco, y luego, ya con sede en

DESCO, a cargo de Javier Portocarrero, cumplió una excelente labor en términos de manejo administrativo del proyecto. Cumplió con su labor de incentivar a los investigadores a que culminen sus trabajos en los plazos establecidos, organizó de manera eficiente procesos de arbitraje que apuntaban a mejorar la calidad de la investigación, organizó diversas actividades de difusión y facilitó la publicación de resultados. La administración de GRADE tuvo una relación fluida con la Secretaría del CIE y nunca surgieron problemas administrativos, financieros o de cumplimiento de plazos. En general, GRADE fue muy cuidadoso en respetar los cronogramas establecidos para la presentación de avances de investigación, las presentaciones en talleres y de informes finales.

III. Comentarios Finales

El apoyo de ACDI y CIDA a través del CIE entre 1989 y 1998, ha permitido a GRADE realizar investigaciones con plazos adecuados, que permiten asegurar un sustento teórico sólido para un trabajo empírico lo más riguroso posible. En muchos casos este proceso requiere de trabajo de consistenciación, validación y análisis riguroso de datos primarios para luego poder hacer un análisis estadístico y econométrico que permita validar hipótesis de investigación. Este proceso requiere de plazos que la consultoría no permite y los nueve años del CIE han permitido que se este proceso se concrete en diversas áreas. Por otro lado, dado que los temas de investigación desarrollados en GRADE han sido definidos teniendo en cuenta su importancia en términos de diseño de políticas, estos procesos permitieron generara conocimientos básicos que han facilitado que GRADE haya participado e influencia en el diseño de políticas a través de distintos mecanismos.

Un problema con este proceso es que para lograr un continuo incremento de la calidad académica , se requiere de núcleos centrales mínimos (*core*) de investigadores alrededor de un mismo tema que puedan interactuar de manera fluida y servir de lectores y árbitros de sus propios trabajos. La comunidad académica en el Perú es todavía pequeña y los recursos que permiten llevar a cabo labores de investigación de manera continuada y que permitan que una persona pueda lograr un expertise importante en un área son muy escasos. De otro lado, el mantenimiento de flujos permanentes de recursos que no premien la calidad y castiguen la mediocridad no constituyen una asignación eficiente de recursos ya que no generan los incentivos adecuados para mejorar la calidad e la investigación. En ese sentido , la comunidad académica , como productora de conocimientos y la sociedad civil como usuaria y beneficiaria final , debe propender al mantenimiento de flujos suficientes de recursos para la actividad de investigación, que sean asignados de manera competitiva, de modo que se asegure así la pertinencia y calidad de la investigación. Al mismo tiempo, la comunidad académica debe de hacer esfuerzos por mostrar la utilidad de su investigación como elemento central para el diseño de políticas, para lo cual debe de dar un paso adicional a los resultados de su trabajo académico y asegurar que este sea también transmitido por los canales adecuados al resto de la sociedad.

**Consorcio de Investigación Económica
Area de Economía del Instituto de Estudios Peruanos**

Informe Narrativo Final¹

IEP, Agosto de 1999

Resumen

El resultado global del CIE para el IEP ha sido positivo. En estos nueve años se logró aumentar el número y calidad de las investigaciones del Area incorporando nuevos investigadores, la mayoría de los cuales regresaban al país luego de completar estudios en el exterior. Las dependencias públicas en las que se desempeñan actualmente se benefician de la mayor formación que como analistas obtuvieron en su estadía en el Area. Durante los 9 años de apoyo del CIE al Area de Economía del IEP se han realizado 17 proyectos de investigación. Como resultado de esos proyectos los investigadores han publicado - o han participado en- 47 publicaciones. Descontando las coautorías, el número de publicaciones ha sido de 37.

Contenido

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- III Objetivos del CIE y del IEP
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- VII Balance y perspectivas

Anexos

- I Relación de investigadores
- II Relación de publicaciones

¹ Informe preparado por Francisco Verdera.

El área de economía del IEP

Como se sabe, el Área de economía del IEP es comparativamente pequeña en relación a los centros de investigación de las dos universidades que participaron en el CIE. No obstante, el Área cuenta con un grado importante de reconocimiento en el medio académico por su relativa antigüedad respecto a los otros dos centros no universitarios,² los temas que se estudian de manera continúa, su total independencia y amplio espíritu crítico, la proyección académica y pública de sus investigadores y publicaciones y el ser parte del IEP. Todo ello le confiere un gran potencial.

Las particularidades y ventajas del Área de economía radican en: (i) su dedicación a problemas estructurales centrales de la economía peruana, entre ellos, la evaluación del ajuste estructural, la relación ahorro-inversión, la descentralización, el empleo y problemas sociales, el problema agrario y el crédito rural; (ii) su independencia académica y su compromiso por afirmar la democracia; (iii) la interacción con otras disciplinas en el marco del trabajo del IEP; (iv) la continua participación de sus investigadores en la enseñanza universitaria.

Estas particularidades hacen que el Área tenga una proyección importante, tanto porque los investigadores tienen interés en proyectarse hacia la comunidad como porque existe un reconocimiento a su trabajo en los temas y campos en que se especializan, en los que son referencias casi obligatorias. El interés en proyectarse y opinar lleva a que, por ejemplo, varios investigadores del IEP publicaran artículos en los primeros números del Boletín de Opinión cuando su presentación era voluntaria y *ad honorem*.

Pero, la relativamente reducida escala del Área de Economía y el menor número de asociados stables del IEP en la última década, hizo que buena parte de la carga administrativa del IEP recaiga en sus miembros estables. A ello se sumó la carga administrativa del CIE. En los nueve años de duración del CIE, los dos investigadores más antiguos del Área llevaron el peso de la coordinación del CIE a la vez que tenían carga administrativa en el IEP. Por ello, uno de los objetivos del Área fue aumentar el número de sus investigadores utilizando el financiamiento canalizado por el CIE a tres o cuatro proyectos de investigación en los que participarán investigadores principales y auxiliares, en lugar de dos como hubiera sido aconsejable dado el monto de presupuesto asignado.

La formación del CIE

La propuesta de formación del CIE para sorpresa del Área de economía del IEP, pues no habíamos solicitado apoyo al IDRC en ese momento, provino del IDRC. También lo fue para los centros que sí lo habían solicitado. Dada la magnitud de la crisis que se inicia a fines de 1988 y en el contexto pre-electoral de 1989-1990, primó en el IDRC la idea de ampliar su apoyo a las cinco instituciones en las que habían economistas destacados, respetando el pluralismo de ideas y de agendas de investigación. No obstante, nunca se señalaron cuáles fueron los criterios para la asignación desigual de fondos que ha existido. El aspecto más positivo fue la apertura y respeto que mostró el IDRC en materia de agenda de investigación. En cambio, hubo aspectos de la constitución inicial del IEP que no se aclararon. De esta manera, cada centro miembro tuvo una suerte de veto obligando a

² El área de economía del IEP se creó en 1978 y contó con un destacado grupo de economistas y de publicaciones, especialmente en economía agraria. La investigación académica en economía en el caso de DESCO, fundado en 1964 igual que el IEP, tiene una proyección más reciente.

que todas las decisiones se tomaran por consenso. Obviamente, los centros universitarios más grandes buscaron mantener las posiciones que detentan en el medio académico, por ejemplo, oponiéndose a que se publicará un Informe de coyuntura del CIE, con ese nombre, o a publicar una revista del CIE o una revista andina del economía, como propusiera uno de los evaluadores del CIE.

Dos características adicionales llaman la atención del inicio: i. No hubo participación de funcionarios públicos, ni de oficinas públicas o de centros vinculados al gobierno, lo que se puede entender en la medida el manejo de la política económica entre 1988 y 1989 era deplorable y se estaba en busca de alternativas. Esto no se modificó con el cambio de gobierno y atentó contra el interés del IDRC y del CIE de tener interlocutores para discutir propuestas de política económica; ii. La primera presidenta del Comité Coordinador del CIE no era economista.

III Objetivos del CIE y el IEP

Dadas las condiciones en que se convocó a los centros que lo formaron y del contexto macroeconómico del momento, lo que incluía la imposibilidad de vincularse a los formuladores política económica, los objetivos y características del CIE fueron establecidos en términos generales y puramente académicos. Claro está, la toma de posición de buena parte de los investigadores, la vinculación en los hechos de algunos de ellos a la función pública —o la falta de ella— y a consultorías contratadas por la administración pública a partir de 1990, hizo que los objetivos de la investigación no fueran sólo académicos. Los objetivos y resultados de varias de las investigaciones servían —y sirven— para defender o criticar la política macroeconómica seguida y algunas de las reformas y medidas tomadas.

El CIE se propuso: fortalecer la investigación en economía, aumentando el número de investigaciones y mejorando su calidad, elevar el nivel de la discusión de política económica, vinculando los resultados de las investigaciones a la formulación y evaluación de la política económica y social. En la medida que tanto la agenda como la constitución del CIE no incluían al sector público ni a la llamada sociedad civil, era difícil que este último objetivo pudiera cumplirse.

Los objetivos del Area de Economía del IEP, si bien comparten los del CIE, se centran en la investigación de los problemas estructurales del país: la falta de acumulación de capital, la necesidad de descentralización, la cuestión agraria y campesina, los problemas del empleo y la distribución del ingreso. En relación a la política económica que se lleva a cabo desde 1990, la posición de los miembros del Area ha sido crítica. Dada la orientación de la agenda al debate de la política macroeconómica, resultante de la crisis económica y de las reformas, el Area de Economía del IEP buscó vincular sus temas de estudio a los efectos del ajuste estructural y de las reformas.

Específicamente, las actividades la investigación del Area de Economía del IEP se llevan a cabo desde una perspectiva mayormente estructural y tienen como objetivo central analizar y proponer soluciones a los que consideramos los problemas fundamentales de la economía peruana. En segundo lugar se pone especial énfasis en publicar y difundir —a través de cursos, seminarios y talleres— los resultados de las investigaciones realizadas. En tercer término, se contribuye a la formación de investigadores jóvenes.

IV Logros generales

Se logró aumentar el número y calidad de las investigaciones del Area incorporando nuevos investigadores, la mayoría de los cuales regresaban al país luego de completar estudios en el exterior.

Durante los 9 años de apoyo del CIE al Area de Economía del IEP **se han realizado 17 proyectos de investigación**. El financiamiento promedio anual fue de 100 mil dólares. El Area decidió "estirar" el financiamiento para realizar de 3 a 4 proyectos a la vez, lo que significó que el financiamiento anual por proyecto fuese entre 33,300 y 25 mil dólares por proyecto al año, cifra que era aun menor por los gastos administrativos o indirectos (entre 15 y 20% de overhead). La opción fue ampliar el número de investigadores principales o responsables de proyectos a costa de una menor y relativamente baja remuneración a los investigadores y asistentes.

En el Cuadro 1, a continuación, se presenta la relación de proyectos por períodos y de los investigadores principales, auxiliares y asistentes. En distintos períodos, **en total han participado 5 investigadores responsables de proyectos y 12 investigadores auxiliares y asistentes**.

Cuadro 1
Relación de proyectos del Area de Economía financiados por el CIE

Años	Investigadores (entre paréntesis figuran los asistentes)	Proyectos
1989-1991: 3 proyectos	*Efraín Gonzáles (L. Samamé) *Francisco Verdera (E. Paredes, S. Rendón) *Teobaldo Pinzás y Lucía Romero (J. Chiney)	*Restricciones institucionales y políticas al desarrollo económico. *Población, estructura productiva y empleo. *Sector externo y economía peruana: opciones de política.
1991-1993: 4 proyectos	*Efraín Gonzáles (L. Samamé, K. Vizcarra y F. Ugaz) *Francisco Verdera (E. Paredes, E. Flores). *Teobaldo Pinzás (C. Trivelli) *Lucía Romero (J. Chiney)	*Papel de la inversión pública en el ajuste estructural. *Mercados de trabajo segmentados en Lima *Gasto público 1970-1990 *Indexación salarial y estabilización
1993-1995: 3 proyectos	*Efraín Gonzáles y Teobaldo Pinzás *Francisco Verdera (E. Flores). *Lucía Romero (P. Collazos)	*Reformas estructurales, inversión privada y crecimiento. *Ajuste estructural y mercados de trabajo *Liberalización, intermediación y concentración financiera
1995-1997: 4 proyectos	*Efraín Gonzáles *Francisco Verdera (E. Flores). *Lucía Romero (P. Collazos) *Carolina Trivelli (H. Vénero).	*Ajuste estructural y crecimiento 1990-1995 *Ajuste estructural y generación de empleo *Regulación de sistemas bancarios dolarizados *Intermediación financiera para la agricultura. La oferta de crédito.
1997-1998: 3	*Efraín Gonzáles y Cécilia Lévano	*Ajuste estructural en la regiones.

proyectos	*Francisco Verdera (Williám Sánchez) *Carolina Trivelli (H. Vénero).	*Crisis y reforma del sistema de pensiones. *Mercados de crédito en el ámbito rural.
Total de proyectos: 17	Total de investigadores: *Principales: 5 *Auxiliares y asistentes: 12	

Además de los proyectos bianuales, varios investigadores jóvenes del Area concursaron y obtuvieron apoyo para las investigaciones denominadas proyectos cortos. Estos son los casos de Roxana Barrantes, Carolina Trivelli, Cecilia Lévano y Pedro Llontop.

Como resultado de esos proyectos los investigadores han publicado - o han participado en- 47 publicaciones. Descontando las coautorías, el número de publicaciones es de 37 (Ver Cuadro II-1 en el Anexo II y la relación de publicaciones).

Un aspecto que distingue a las publicaciones del Area de Economía y del IEP, es que buena parte de sus publicaciones son resultado de las investigaciones, se distribuyen a nivel internacional y se venden en librerías. En particular los libros de Efraín Gonzáles tienen una repercusión importante, especialmente en el caso de "El péndulo peruano: políticas económicas, gobernabilidad y subdesarrollo" de 1991 (con la coautoría de Lilian Sárame) que ha sido reeditado.

La difusión de los resultados de las investigaciones también se ha llevado a cabo en los boletines del CIE y mediante la participación en los seminarios, talleres y eventos, tanto del CIE como del IEP. Puede verse la relación de actividades en las que han participado los investigadores del Area en las fichas de evaluación de impacto a partir de 1994. Ciertamente y como es lógico, las actividades se concentran mayormente en los investigadores más antiguos.

V Logros específicos

1. Investigadores

a. Formación. La continuidad del financiamiento del IDRC ha permitido que el Area de Economía contribuya a la formación de varias generaciones de economistas. En las fases de expansión de las actividades del CIE el número de investigadores auxiliares y asistentes se duplicó respecto a la situación al inicio del CIE, pasando de 4 a 8 (Cuadro I-1).

Varios de los asistentes que se han desempeñado en el Area en su expansión inicial, gracias al CIE, han realizado estudios de maestría y doctorado en el exterior. (Véase el Cuadro I-2 del Anexo). Bajo el marco de los proyectos bianuales o de los proyectos cortos del CIE se ha apoyado parte de la realización de tesis de maestría y doctorado de varios investigadores (R. Barrantes, C. Trivelli, E. Paredes).

Puede señalarse además el rol del Consorcio en la formación de investigadores. El Area ha apoyado a cuatro investigadores auxiliares (Lilian Samamé, Kathleen Vizcarra, Carolina Trivelli y Edmundo Paredes) para seguir estudios en USA.

Nótese el mayor peso de economistas mujeres en el apoyo a la formación de investigadores.

b. Recuperación de economistas. Merece destacarse que el CIE sirvió para que economistas que regresaron al país luego de culminar sus estudios se incorporaran al Area de Economía. Son los casos de Lucía Romero, Cecilia Lévano, Roxana Barrantes, Carolina Trivelli y Edmundo Paredes. Los tres últimos casos tienen la particularidad de tratarse de investigadores que empezaron como asistentes en el Area y luego han regresado a la misma como investigadores. Nótese nuevamente el mayor peso de economistas mujeres en la recuperación de economistas para la investigación.

Sin embargo, dado los relativamente bajos niveles de remuneraciones y el bache creado con el cambio en la modalidad de operación del CIE, tres de los cinco investigadores nombrados se desempeñan actualmente como funcionarios de la Superintendencia de Banca y Seguros.

c. Ampliación de la agenda de investigación. La consolidación del Area de economía permitió la ampliación de especialidades temáticas. Lucía Romero que se incorporó a principios de 1991 es macroeconomista y Roxana Barrantes que se reincorporó al Area en Setiembre de 1992, se especializó en economía de los recursos naturales. En éste último caso, cabe destacar que el Consorcio la apoyó con dos proyectos cortos sobre la actividad forestal en la Amazonía y sobre Petróleo. Los resultados de su trabajo junto con el de Carolina Trivelli se ha materializado en libros y documentos de trabajo en economía del medio ambiente y los recursos naturales. Un documento de trabajo de Roxana Barrantes sobre economía del medio ambiente se utiliza en los cursos respectivos en la UP y en la PUCP.

d. Contactos. Si bien el Area ha contado con la participación de tres destacados economistas como investigadores visitantes afiliados por períodos diversos, la falta de contacto con académicos del exterior ha sido una debilidad, tanto del Area como del CIE.

Este es un aspecto que requiere más atención pues hemos recibido visitas de antiguos miembros del Area con los que mantenemos un nivel de contacto y no hemos sabido aprovecharlos lo suficiente. Se trata de los casos de Raúl Hopkins de la U. de Londres, César Herrera en Madison, Javier Herrera del Orstom en París y de Carmen Li (de la PUCP) de la U. de Essex.

2. Impacto

Se puede clasificar el impacto de las investigaciones, publicaciones y actividades del Area en cuatro destinatarios: las organizaciones sociales, las agencias del estado y políticas públicas, en la enseñanza y finalmente, en la opinión pública.

Varios de los miembros del Area se encuentran muy vinculados a las ONG de promoción, a medios sindicales, a la Iglesia Católica y a partidos políticos democráticos. Por ello, han sido invitados a efectuar exposiciones en numerosos eventos, a ser profesores en cursillos, a brindar asesorías o ser consultados sobre aspectos de la economía y la política económica del país.

En relación al sector público, varios investigadores del Area han sido regularmente consultados por funcionarios del Ministerio de Trabajo y del INEI. Empero la mayor vinculación se produce cuando una parte importante de miembros del Area pasan a trabajar en dependencias públicas destacadas, como es el caso de la Superintendencia de Banca y Seguros, ya mencionado.

Gracias a los pequeños proyectos del Consorcio se ha podido realizar un Seminario sobre Privatización en 1992, el mismo que conllevó la publicación de cuatro documentos de trabajo con propuestas de políticas. En el seminario participaron funcionarios públicos y empresarios.

La casi totalidad de miembros del Area han sido profesores universitarios, lo que se ha acentuado al cambiarse la modalidad de operación del CIE. En los cursos que dictan utilizan las publicaciones del CIE. La mayoría de asistentes de investigación también son asistentes de docencia en la U. Católica.

Por último, dos de los economistas del Area son frecuentemente consultados en programas de radio o en la prensa escrita sobre temas de actualidad en política económica o sobre temas de su especialidad. Puede verse la relación de artículos en las fichas de evaluación de impacto desde 1994.

3. Rol del Area e impacto en el IEP

Los investigadores principales del Area de economía, junto con los del Area de Sociología y Política, tienen una importante responsabilidad en la conducción y administración del IEP. Dos investigadores principales del Area son regularmente miembros del Comité Directivo del IEP y cuatro economistas del Area han sido incorporados a la Asamblea de Asociados de la institución (Teobaldo Pinzás, Roxana Barrantes, Lucía Romero y Carolina Trivelli).

En el plano académico, los miembros del área de economía participamos en las actividades conjuntas del IEP, como son los seminarios internos y públicos y en las actividades de difusión. Todos los miembros del Area han presentado sus proyectos, avances y resultados en los seminarios internos del IEP.

El fortalecimiento del Area de economía permitió una mayor y mejor interrelación con las otras Areas del Instituto, esto es, con las Areas de Sociología y Ciencia Política, Historia y Antropología. Concretamente, se han efectuado seminarios de economía y política, se ha participado en Talleres con ONGs de Cuzco, Piura y Cajamarca y en Seminarios del Area de Historia. Se publicó durante dos años y medio un boletín mensual de coyuntura política y económica (Argumentos). También se han pedido consultorías en análisis político y en historia en dos proyectos del área a investigadores del IEP.

En síntesis, el Area juega un papel importante en el IEP, dado su carácter de centro de investigación multidisciplinario. La interrelación entre áreas resulta fundamental en la medida que el IEP como institución tiene como objetivo producir y difundir resultados de investigaciones que ayuden a la construcción democrática y al desarrollo del Perú.

4. Relación con el CIE

En el marco del Consorcio, los miembros del área han promovido y participado en las actividades conjuntas como han sido los seminarios públicos, sea como ponentes o como comentaristas, y en los seminarios y talleres internos para la discusión de resultados de investigaciones y de la coyuntura económica.

La participación en el Comité de Coordinación del CIE merece una nota aparte. En la medida que en la constitución del CIE no se explicitaron cómo se iba a operar, por ejemplo, cuál era la ubicación de los centros al CIE, las decisiones del Comité se tomaban por consenso. Un solo centro podía poner un veto. En verdad, los centros estuvieron desarrollando sus actividades en función de su desarrollo propio y no en función del CIE, el mismo que perdía identidad y proyección pública.

VI Evaluación y limitaciones

Un aspecto central es que el Área de Economía del IEP optó por crecer, al proponerse hacer tres o cuatro proyectos en lugar de dos, como hubiera sido aconsejable para tener un financiamiento que permitiese una mayor dedicación. Uno de los problemas para el conjunto de centros, con alguna excepción, fue que la dedicación de los investigadores a la investigación no fue a tiempo completo, en parte por las bajas remuneraciones de los investigadores principales. En el caso del IEP en donde son dos investigadores principales los que escriben los informes, las bajas remuneraciones y menor dedicación afectaron la producción escrita de algunos de ellos. Una investigadora era profesora a medio tiempo y otro, consultor en desarrollo rural con numerosos viajes.

Las bajas remuneraciones también llevaron a la imposibilidad de retener a los investigadores que se incorporaron a su regreso al país o que mostraron interés por la investigación. Al poco tiempo pasaban a tiempo completo al sector público, a la consultoría o se fueron al extranjero. Por ello se necesitaba una expansión del número de investigadores al inicio del CIE y después de acabado el financiamiento, un regreso a la situación inicial. Los centros que mejor se han defendido de este receso son los universitarios, que tienen una plantilla relativamente estable y uno de los no universitarios, vinculado al gobierno y a la consultoría nacional e internacional. En otras palabras ha habido una alta rotación de investigadores. En el caso del IEP las prolongadas estancias de su investigador más antiguo en el exterior también dificultaron un mejor desarrollo de las actividades pues se recargaban las tareas administrativas del resto de investigadores principales del Área.

No obstante, los resultados en términos de publicaciones, difusión y, sobretudo la contribución a la formación y recuperación de economistas que acabaron sus estudios en el exterior son positivos.

Pese a que participaron dos centros universitarios en el CIE no se realizaron cursos de actualización ni de debate teórico ni tampoco de desarrollo de nuevos métodos o técnicas, lo que tal vez hubiera sido útil, tanto para los investigadores mayores como para los jóvenes. Es notorio que en el país no existe una maestría en economía que tenga un nivel que pueda competir con las de Chile o Brasil, y sin embargo en nueve años no se ha avanzado en este campo.

Debería aprovecharse el potencial que significan el importante número y la calidad de los economistas peruanos que residen en el exterior, estableciéndose una red de economistas-investigadores peruanos o que estudian la economía peruana.

VII Balance y perspectivas

El resultado global del CIE para el IEP ha sido positivo y lo ha sido más para los investigadores que pasaron por el Área en estos nueve años. Las dependencias públicas en las que se desempeñan se benefician de la mayor o mejor formación que como analistas obtuvieron por su pase por el Área.

En cuanto al futuro del Area de Economía del IEP, en la medida que no se cuente con consultorías “grandes” y continuas del sector público o de organismos internacionales, los investigadores se dedicarán a la docencia, a consultorías eventuales y a proyectos de investigación de menor alcance o con menos estabilidad.

En relación a la estrategia que el IDRC ha adoptado para el nuevo CIES queremos insistir en nuestras observaciones iniciales a su propuesta. Decretar la libre competencia es decretar el proteccionismo de los más fuertes y privilegiar a aquellos a los que se ha apoyado para aumentar sus ventajas durante 9 años. Es necesaria una política de “affirmative action”, un sistema de categorías o pesos -como en el boxeo!-, si se quiere aumentar la cobertura y calidad promedio de la investigación. El CIES encontrará un panorama en que los centros de investigación que no participaron en los nueve años del CIE se encuentran en una situación de gran desventaja, salvo algún caso aislado. Nos parece asombroso que no se haya reparado en que con los 9 años de CIE se agrandaron las diferencias entre centros y que en una competencia sin regulaciones o sin restricciones se beneficia a los centros que se ha contribuido a fortalecer. Esto nos parece una forma desleal de hacer competir que puede llevar a aumentar la concentración de la investigación en unos pocos centros.

Pueden señalarse dos puntos más sobre cómo funcionará el nuevo CIES: (i) Por los presupuestos que se observan continuará el problema de las bajas remuneraciones y la dedicación a medio tiempo de los investigadores principales; (ii) La presencia de representantes del sector público y del propio IDRC en el comité directivo y en los jurados para dictaminar sobre los proyectos sesgará la agenda, o la relevancia de los temas, y los concursos hacia los intereses y la agenda cambiante del sector público o del IDRC. Si hay un cambio de gobierno en el año 2 mil esto se hará más evidente. En otras palabras, se ha terminado el período en el que el IDRC respetaba escrupulosamente las opciones, relevancia y temas de investigación que los investigadores elegían. Esto no significa que no pueda existir cierto pluralismo, lo que se ha eliminado es la fijación de la agenda por los académicos.

También ocurrirá que -como vino sucediendo con varios centros e investigaciones- no exista una línea que separa la investigación de las consultorías contratadas ni tampoco que se evite la superposición de financiamientos, esto es, que se presenten como proyectos o resultados de investigaciones los informes o parte de los informes de consultorías. Sería necesario, también para que exista una competencia leal, que los proyectos que se presentan al CIES sean originales o que no tengan sustanciales financiamientos adicionales.

Finalmente, hubiera sido necesario que se ponga la atención en la formación de investigadores, más aún cuando se quiere ampliar la cobertura del CIES y que exista competencia con un mínimo de igualdad de condiciones. Sería necesario apoyar los postgrados o que se realicen cursos, talleres y seminarios de actualización, nuevas teorías, métodos y técnicas de investigación.

Relación de investigadores

Cuadro I-1

Evolución de los investigadores del área de economía del IEP, 1989-1999

	Antes del CIE		Expansión inicial con CIE		Momento final con CIE		Actual	
Investigadores responsables de proyectos	2	EGO FV	4	EGO FV LR TPG	3	EGO FV CTA	3	EGO FV CTA
Investigadores auxiliares	1	CH	1	WS	3	CL WS EP *	1	WS *
Asistentes	3	EP JCh ME	7	EP SR CTA LS KV * HF JCh	5	JPE PLI HV CG FG*	2	HV CG
Total	5		12		11		6	

* MT = Medio tiempo.

Cuadro I-2

Relación de los investigadores que han participado en el Área de economía del IEP

Responsables de proyectos	Participación en CIE	Actualmente
Efraín Gonzales de Olarte (EGO)	Permanente	Continúa Profesor PUCP (tiempo completo)
Francisco Verdera (FV)	Permanente Candidato a Ph.D. New School (1990)	Continúa Profesor PUCP (medio tiempo) y en UP
Geobaldo Pinzás (TP)	Ingresó en reemplazo de C. Herrera que viajó por estudios. De 1990 a 1995	Consultor independiente
Lucía Romero (LR)	De 1991 a 1998	Superinten. de Banca y Seguros Profesora PUCP (por horas)
Carolina Trivelli (CT)	Permanente Asistente desde oct. 1991 a 1993, Invest. auxiliar a julio 1994. Obtuvo M..A. Penn. State U. Investigadora desde Mayo 1996 Proyecto corto	Continúa Profesora UP (por horas)
Roxana Barrantes (RB)	Dos proyecto cortos Obtuvo Ph.D. U. Illinois (Urbana) Invest. contratada en 1992-II-1993-I (medio tiempo)	Superinten. de Banca y Seguros Profesora PUCP (por horas)

Investigadores auxiliares	Participación en CIE	Actualmente
Cecilia Lévano de Rossi (CL) (con EGO)	Contratada (medio tiempo) Proyecto corto. Publicó resultados.	Reside en Londres
Edmundo Paredes (EP) (con FV)	De 1989 a 1992 Candidato a Ph.D. (1998) Invest. contratado en 1998 (medio tiempo)	Superinten. de Banca y Seguros Profesor PUCP (por horas)
Jorge Chiney (JCh) (con LR)	1990-1991	Consultor
Lilian Samamé (LS) (con EGO)	Hasta agosto 1992 Post-grado en New School	Reside en Alemania
Williám Sánchez (WS)	Desde abril de 1994	Continúa a medio tiempo. Consultor

Asistentes de investigación	Participación en CIE	Actualmente
Maria Elena Esparza (ME) (con EGO)	1991-1992	Estudios de postgrado
Hillman Farfán (HF) (con FV)	1992 (medio tiempo)	SAFP
Eduardo Flores (EF) (con FV)	De octubre de 1992 a 1995	Superinten. de Banca y Seguros
Juan José Díaz (JJD) (con EGO)	1994	GRADE
Paul Collazos (PC) (con LR)	1994-1995 Bachiller PUCP	Superinten. de Banca y Seguros
Hildegardi Venero (HV) (con CT)	Desde 1996-II	Continúa
Lucía Tamayo (LT) (con RB)	1993-II (medio tiempo)	Ministerio de Trabajo
Pedro Llontop (PLI) (con CT y EGO)	Enero 1996 a Nov. 1998	Instituto Cuanto
Silvio Rendón (SR) (con FV)	De 1990 a marzo 1992 MA y Ph.D. en NY University	Reside en Madrid, trabaja en un Banco.
Kathleen Vizcarra (KV) (con EGO)	Durante 1992 a medio tiempo Ph. D. U. de Illinois (Urbana)	Profesora de Historia Económica, U. de Calgary, Canadá
Juanpedro Espino (JPE) (con FV)	De enero de 1997 a 1998-I	Asistente de enseñanza PUCP
Francisco Galarza (FG) (con CT)	Marzo a octubre 1998 (medio tiempo)	CEPES
Cecilia Gianella (CG) (con CT)	Desde 1996-II	Continúa
Natalia Janchke (NJ) (con FV)	1993-I	Apoyo

Investigadores afiliados	Permanencia	U. de procedencia
Andrew Morrison	Un mes en 1995.	Tulane U.
Shane Hunt	Cuatro meses en 1996	Boston U.
Steve Smith	Un año: 1998-II a 1999-I	Penn State University

Anexo II

Relación de publicaciones del IEP-CIE por investigadores*

Cuadro II-1

Número de publicaciones según investigadores

Investigador	Total	Libros	DT	Artículos en libros	Artículos en el Boletín de Opinión CIE	Reimpresiones **
Efraín Gonzales	14	3	6	-	5	-
Francisco Verdera	11	-	3	2	6	(6)
Carolina Trivelli	5	2	1	-	2	-
Roxana Barrantes	4	1	1	-	2	-
Teobaldo Pinzás	3	-	2	-	1	-
Lucía Romero	2	-	1	-	1	-
Cecilia Lévano	2	1	1	-	-	-
Carlos Contreras	1	-	1	-	-	-
Raúl Hopkins	1	-	1	-	-	-
Del área	4	-	-	-	4 Informes de coyuntura	-
Total	47	7	17	2	21	(6)

* Incluye 10 co-autorías.

** Documentos de trabajo y artículos reimpresos en otras publicaciones.

Relación publicaciones IEP-CIE

Efraín Gonzales de Olarte (14)

Libros (3)

- 1998 *El neoliberalismo a la peruana*. Economía política del ajuste estructural, 1990-1997. 146 pp.
1992 La economía regional de Lima. Crecimiento, urbanización y clases populares. 148 pp.
1991 y Lilian Sámate. El péndulo peruano: políticas económicas, gobernabilidad y subdesarrollo, 1963-1990. 129 pp.

DT y artículos en el Boletín de Opinión (11)

- 1998 El ajuste estructural peruano de los años noventa. *Boletín de Opinión* Nro. 33.
1997 Determinantes del ahorro interno en el Perú y ajuste estructural. Con Cecilia Lévano y Pedro Llontop. DT Nro. 84. 53 pp.
1996 Inversión privada, crecimiento y ajuste estructural en el Perú, 1950-1995. DT Nro. 81. 63 pp.
1996 Inversión privada, crecimiento y ajuste estructural en el Perú. *Boletín de Opinión* Nro. 26.
1995 Reforma del Estado y descentralización fiscal en el Perú. *Boletín de Opinión* Nro. 16.
1994 Ajuste estructural y reforma de la economía fiscal en el Perú. DT Nro. 64. 23 pp.
1993 Ajuste estructural y reforma de la economía fiscal en el Perú. *Boletín de Opinión* Nro. 11.
1993 Restricciones institucionales a las políticas económicas en el Perú. DT Nro. 47. 57 pp.
1992 Ética y política económica. *Boletín de Opinión* Nro. 5.
1992 Reforma del Estado y políticas de estabilización económica 1979-1992: el Perú, un caso especial. DT Nro. 41. 45 pp.
1991 Una economía bajo violencia: Perú, 1980-1990. DT Nro. 40. 29 pp.

Francisco Verderra (11)

- 1999 "La población en edad avanzada: situación socioeconómica actual y perspectivas". En Red para el desarrollo de las Ciencias Sociales. En prensa. Salió una versión resumida en *Páginas* Nro. 157, Junio, y saldrá en *Cadernos de Estudos Sociais*, Recife.
1997 "Los límites del ajuste estructural: la falta de absorción de empleo asalariado en el caso peruano." En Gonzales, Efraín (ed.). *Ajuste estructural en el Perú: modelo económico, empleo y descentralización*, pp. 189-221.
1997 Mercado de trabajo, reforma laboral y creación de empleo: Perú, 1990-1995. DT N° 87, pp. 47.
1996 Evaluación de la reforma laboral peruana. *Boletín de Opinión* N° 27. Publicado en *Ecuador Debate* 39, diciembre. Págs. 119-131.
1996 Ajuste estructural y generación de empleo. Perú, 1989-1994. *Boletín de Opinión* N° 22.
1994 El mercado de trabajo de Lima Metropolitana: estructura y evolución, 1970-90. DT 59. 36 pp.
Versión en inglés: Metropolitan Lima Labor Market Structure and Trends, 1970-1990. *Journal of Behavioral and Social Sciences*. (Universidad de Tokai, Japón). Vol. 1994, N° 4, pp. 90-118, También en Figuereido, José B. (comp.), *Las instituciones laborales frente a los cambios en América Latina*. Ginebra: IIEL. 1996, pp. 255-74.
1994 La investigación en economía en los últimos 25 años. Un esbozo preliminar. DT N° 60. 24 pp.
También en Rodríguez, H. (ed.) *Investigaciones en Ciencias Sociales, un balance necesario: 1993*. Lima: CONCYTEC, pp. 249-278.
1993 Efectos del ajuste y la reforma laboral sobre el empleo: 1990-93. *Boletín de Opinión* N° 11.
1992 Del shock al golpe: evolución de la economía peruana entre agosto de 1990 y junio de 1992. *Boletín de Opinión* N° 6.
1991 DLeg. 728: ¿Fomento al empleo eventual por decreto? *Boletín de Opinión* N° 3.

1991 Panorama del empleo en Lima entre 1987 y 1990. *Boletín de Opinión* N° 2.

Carolina Trivelli (5)

1998 Intermediación Financiera en la agricultura en el Perú, 1994-1997. DT N° 90. 79 pp.

1998 Financiamiento formal para el sector agropecuario. *Boletín de Opinión* Nro. 33.

1997 *El Crédito en los hogares rurales del Perú*. Colección de Investigaciones Breves No. 4. 73 pp.

1997 y Roxana Barrantes. Oferta educativa superior: economía del medio ambiente. *Boletín de Opinión* Nro. 32.

1996 y Roxana Barrantes. Bosques y madera. Análisis económico del caso peruano. 122 pp.

Roxana Barrantes (4)

1997 y Carolina Trivelli. Oferta educativa superior: economía del medio ambiente. *Boletín de Opinión* Nro. 32.

1996 y Carolina Trivelli. Bosques y madera. Análisis económico del caso peruano. 122 pp.

1993 Economía del medio ambiente: consideraciones teóricas. DT Nro. 48. 42 pp.

1991 Ronald Coase y la importancia de los costos de transacción en el funcionamiento de un sistema económico. *Boletín de Opinión* Nro. 3.

Geobaldo Pinzás (3)

1996 Respuestas empresariales al proceso de reformas en el Perú. DT Nro. 82. 28 pp.

1996 Respuestas empresariales al proceso de reformas del Perú. *Boletín de Opinión* Nro. 26.

1993 Interpretaciones de la relación entre el sector externo y la economía global. DT Nro. 46. 45 pp.

Lucía Romero (2)

1996 y Waldo Mendoza. El modelo IS-LM en una economía dolarizada. *Boletín de Opinión* Nro. 24.

1994 y Paul Collazos. ¿Restricción externa o decisión de portafolio? Perú 1980-1990. DT Nro. 65. 34 pp.

Decilia Lévano de Rossi (2)

1998 y Pedro Llontop. Reformas estructurales, distribución del ingreso y ahorro familiar en el Perú.

Colección de Investigaciones Breves No. 8. Lima: CIE. 78 pp.

1997 y Efraín Gonzales y Pedro Llontop. Determinantes del ahorro interno en el Perú y ajuste estructural. DT Nro. 84.

Raúl Hopkins (1)

1994 Agricultura, tasa de cambio y política macroeconómica en una economía en desarrollo: el caso peruano. DT Nro. 62. 35 pp.

Carlos Contreras (1)

1994 Sobre los orígenes de la explosión demográfica en el Perú: 1876-1940. DT Nro. 61. 31 pp.

Del área (4)

1998 Informe sobre la coyuntura económica peruana 1998-I. En *Boletín de Opinión*. N° 35. CIE.

1996 Informe sobre la coyuntura económica peruana 1995-I. *Boletín de Opinión* N° 25. CIE.

1995 Informe sobre la coyuntura económica peruana, 1994-III. *Boletín de Opinión* N° 17. CIE.

1993 Informe sobre la coyuntura económica peruana, 1993-II. *Boletín de Opinión* N° 10. CIE.

**CONSORCIO DE INVESTIGACION ECONOMICA
PROYECTO CIID 93-0404**

**DEPARTAMENTO DE ECONOMIA
PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU**

INFORME NARRATIVO FINAL

1. SINTESIS DEL PROYECTO

Los objetivos básicos del proyecto se relacionan con la producción de conocimiento útil sobre la economía peruana dirigida a los responsables de la política económica en las instituciones públicas y académicas, y a fortalecer la capacidad de investigación del Departamento de Economía del la PUCP. En este sentido, el apoyo del CIID nos ha permitido acumular una gran experiencia en investigación, que no hubiera sido posible de otra forma. Los resultados están plasmados en la extensa lista de materiales que se han elaborado y publicado de acuerdo al desarrollo de las líneas de investigación seguidas de manera sostenida a lo largo de esta década; y también en el desarrollo de capacidades en un grupo estable de investigadores, con impactos en la docencia y el sector público.

Las principales áreas temáticas han girado en torno a las políticas macroeconómicas y las peculiaridades de la economía peruana, el sistema financiero, las políticas comerciales y las opciones de integración para el Perú, la industrialización y sus efectos en el empleo, y las políticas (e instituciones) reguladoras de las empresas de servicios privatizadas.

La metodología seguida ha partido por identificar ciertas regularidades empíricas que se requiere comprender, usando, de un lado, herramientas econométricas y estadísticas, y de otro, la evaluación crítica de las teorías existentes en la literatura sobre los puntos en cuestión. Luego se comparan las explicaciones teóricas alternativas o complementarias, y finalmente se discute los resultados y lo que implican en términos de política.

En el contexto del Consorcio ha resultado muy fructífera la dinámica de discusión entre investigadores de diversas escuelas, generándose una interacción comprensiva y muy rica, lo que a su vez ha permitido una visión más amplia para cada uno de los participantes. Asimismo ha sido valiosa la interacción institucional con los demás integrantes del Consorcio, lo cual ha redundado en contactos, bibliografías, acceso a temas, entre otras ventajas. Particularmente enriquecedora ha sido la red de macroeconomía latinoamericana impulsada hasta hace un par de años por el IDRC.

2. EVOLUCION TEMATICA

Como se ha dicho, la investigación se ha centrado en temas de macroeconomía desde el control de la inflación hasta las peculiaridades de la economía peruana, específicamente la dolarización, las políticas monetarias, y temas nuevos, como el paso de una economía cerrada financieramente al de una con un fuerte movimiento de capitales, y sus implicancias en el marco de su conexión con la economía mundial.

Paralelamente surgió otro tema relacionado con las políticas macroeconómicas, a saber, el nuevo sistema financiero y su relación con el ajuste estructural, la balanza de pagos, las políticas comerciales y la integración, entre otros puntos.

Un tercer eje es el desempeño de la industria peruana, su productividad y competitividad, y los efectos que estos factores han tenido sobre el empleo, y los determinantes del desempleo urbano, con énfasis en género y edad. Un cuarto tema es el de la regulación, que se inserta dentro de los nuevos aspectos surgidos en la economía peruana durante la década que termina.

Como se aprecia, estos temas están interrelacionados y han permitido un desarrollo homogéneo de las líneas de investigación planificadas. Esta temática ha marcado las actividades correlacionadas como participación (y organización) de seminarios y talleres, (nuevos) cursos y, obviamente, publicaciones. De otro lado ha sido provechoso para el desarrollo de estas líneas de investigación la interacción con otras instituciones tanto dentro como fuera del Consorcio.

3. HALLAZGOS

La complementación entre estas áreas temáticas nos han permitido concluir que las fluctuaciones de la economía peruana -sus auges y depresiones- son originadas por la economía mundial. Las etapas de crecimiento han coincidido con buenos precios internacionales de las materias primas y gran facilidad para conseguir capitales extranjeros, mientras que las etapas de recesión han coincidido con bajos precios de materias primas y escasez de capitales foráneos. De allí que la función de la política económica gubernamental sea mitigar esas fluctuaciones a través de la política monetaria y la política fiscal, lo que en buena cuenta es estabilizar la economía. Por tanto, los temas de la dolarización, el flujo de capitales y el sistema financiero ayudaron a establecer los modelos sobre cómo opera la política monetaria. Esto llevó a propuestas de política que tuvieron repercusión en el ámbito público. Así por ejemplo, la aplicación de un nivel de encaje a los capitales externos que captan los bancos ha sido una medida sugerida por nosotros y tomada recientemente por la SBS. Y en el periodo recesivo en curso se han discutido opciones de política monetaria y fiscal que tiene relación con nuestro análisis sobre la mitigación de las fluctuaciones de la economía producidas por shocks externos.

Otras líneas de investigación que se mantienen y donde se observan desarrollos importantes e impactos a nivel local e internacional son integración regional y comercio internacional, distribución del ingreso y políticas sociales.

4. LOGRO DE OBJETIVOS

Como se ha indicado al comienzo, los objetivos del proyecto -relacionados con el desarrollo de investigaciones específicas en las áreas reseñadas más arriba, y la capacitación de un equipo estable de investigadores- se han cumplido plenamente, lo que se puede evaluar por el proceso que ha llegado hasta publicación de los materiales y las

repercusiones logradas por la difusión de los resultados (aspectos que desarrollamos más adelante).

Hubieron dos áreas temáticas que no se desarrollaron completamente: 1) transacciones articuladas de crédito en la producción a pequeña escala, y 2) determinantes económicos de la asistencia escolar. En el primer caso -que conoció, sin embargo, un grado de investigación relevante y hasta cierto punto sostenido- fue porque el investigador cambió su línea de interés hacia el tema de la regulación; en realidad, hubo que escoger entre ambos temas ya que no había la posibilidad de cubrirlos. En el segundo caso, porque el investigador salió del país para realizar su postgrado en esos temas de educación.

5. DISEÑO Y PUESTA EN PRACTICA DEL PROYECTO

El procedimiento seguido para escoger los temas e investigadores ha sido mediante concursos internos, en el que cada profesor presenta su propuesta de investigación. En algunos casos se ha recurrido a evaluación externa (incluyendo al mismo IDRC) para determinar los resultados de estos concursos.

El control de calidad implementado tiene tres fases: 1) arbitraje interno de la institución, 2) lectura al interior del Consorcio por otros colegas que, según nuestra experiencia, han producido excelentes observaciones y comentarios, y 3) comentarios de otros colegas de instituciones foráneas, que ocasionalmente no fueron de utilidad en los casos de colegas que pertenecían a escuelas de pensamiento diferentes y tuviesen una visión poco amplia. Luego de estos filtros, se procede a la publicación.

6. PRODUCTOS Y DIFUSION DEL PROYECTO

Los trabajos de investigación realizados se difunden en las siguientes series de publicaciones: 1) "Documentos de Trabajo" (que ha llegado al número 162), 2) "Informes de Coyuntura" (trimestrales -muchos de ellos presentados en el taller de coyuntura del Consorcio- y que han llegado al número 13), 3) a través de artículos de la revista "Economía", 4) cuatro libros: "La mujer en el mercado de trabajo" por Cecilia Garavito, "La políticas comerciales y cambiarias del Perú 1960-1995" de Jorge Rojas, "Ventajas comparativas y rendimientos a escala en las teorías de comercio internacional" de Félix Jiménez y Erick Lahura, y "Economía peruana de fin de siglo" de Félix Jiménez (editor, obra publicada por la Universidad Ricardo Palma).

Fuera de ello tenemos la página web, donde se pueden bajar gratuitamente las dos primeras series de documentos (a partir de 1994 en adelante), y se pueden hallar también los índices de la revista "Economía", de los libros publicados, y de las reimpresiones de materiales publicados generalmente en el extranjero.

Estos desarrollos temáticos discernibles en una vasta línea de publicaciones ha producido modificaciones y adecuaciones en los programas de los cursos, en la selección de los libros de texto y las bibliografías correspondientes, y en la determinación de las materias obligatorias.

Por otro lado, la inclusión de temas nuevos y poco conocidos -como el de las políticas regulatorias y su marco institucional asociado a la privatización de los servicios públicos- ha apoyado la introducción de nuevos cursos en la carrera de economía de la PUC, como "Organización industrial" y "Teoría de la regulación". Estas materias son dictadas por los mismos economistas que tienen una relación profesional con el tema, como el profesor José Távara, que trabaja en la Defensoría del Pueblo en el área de defensa del consumidor.

Cabe destacar también en este rubro los trabajos de Cecilia Garavito, quien introduce el tema de género en la investigación sobre los determinantes del desempleo urbano.

Otros resultados tienen que ver con los dos cursos de seminarios de tesis que incorporan y muchas veces aportan a los avances logrados en la investigación, y los intercambios logrados a través de redes, específicamente de la red macroeconómica latinoamericana, de invalorable importancia para los logros obtenidos en el proyecto.

7. FORMACION DE CAPACIDADES

Este es otro aspecto donde se ha dado un salto cualitativo. Gracias al proyecto se ha logrado financiar a 25 investigadores que en promedio han producido entre 5 y 10 proyectos de investigación anuales. Esto ha resultado fundamental para el cambio en la docencia. Los profesores no han dictado cursos limitándose a los libros de texto, sino que también han ilustrado los conceptos teóricos con los resultados prácticos de la investigación en el país, logrando una valiosa conexión con el mundo real.

Por otra parte es relevante también la conformación de un equipo de investigadores que (se) han desarrollado (en) líneas de trabajo homogéneas y correlacionadas, lo cual repercute decididamente en la docencia y, como lo hemos señalado anteriormente, genera impactos positivos en el gobierno con respecto a los aportes resultantes del esfuerzo realizado en estos años.

8. PUBLICACIONES FINANCIADAS POR EL CONSORCIO

1. "Precios relativos y cambio de régimen en el Perú: del fracaso de la heterodoxia a la hiperinflación" por Alan Fairlie, DT 1993.
 2. "Dolarización y fragilidad financiera en el Perú" por Gloria Canales, DT 1993.
 3. "El Perú desde 1990: ¿el fin de la restricción externa?" por Oscar Dancourt, DT 1993.
 4. "Sobre el retraso cambiario y la repatriación de capitales en una economía dolarizada" por Oscar Dancourt, DT 1993.
 5. "Una lectura peruana del plan de convertibilidad argentino" por Alan Fairlie, DT 1994.
- Artículo "Reformas estructurales y política macroeconómica en el Perú" de Lance Taylor, traducido por Oscar Dancourt.
6. "De la industrialización proteccionista a la desindustrialización neoliberal" por Félix Jiménez, Giovanna Aguilar y Javier Kapsoli, libro 1999.

CONSORCIO DE INVESTIGACIÓN ECONÓMICA

PROGRAMA DE ACTIVIDADES CONJUNTAS

Informe Narrativo Final de la Segunda Fase (octubre 1993 – septiembre de 1998)

El presente documento reseña brevemente la estructura institucional, los logros obtenidos y las limitaciones que enfrentó el programa de actividades conjuntas (AC) durante la segunda fase del Consorcio de Investigación Económica (CIE), que se desarrolló de octubre de 1993 a septiembre de 1998. También se hace algunas referencias al subsiguiente período de transición, octubre de 1998 a marzo de 1999, hacia el nuevo Consorcio de Investigación Económica y Social (CIES), que empezó a operar en abril de 1999.

Cabe destacar que el proyecto del CIE en Perú tuvo dos fases que transcurrieron entre octubre de 1989 y septiembre de 1998. La segunda, que empezó en octubre de 1993, recogió una serie de aportes resultantes de dos evaluaciones realizadas en la primera etapa. Una de ellos fue el incremento de las actividades conjuntas entre los centros miembros del Consorcio, en especial en materia de crear un programa de entrenamiento en medio ambiente, conformar un comité de asesores internacionales e introducir un sistema de lectores externos para evaluar los productos de las investigaciones.

Esta ampliación de las actividades conjuntas se revela en el hecho que mientras los gastos de la primera fase sumaron US \$ 2'503,110 (US \$ 625 mil por año), con una participación de AC del 14.3%; en la segunda fase el promedio anual se mantuvo, pero la participación de AC creció a 20.4%.

I. Breve descripción del proyecto

El CIE fue creado en 1989 bajo liderazgo de GRADE e IDRC, como agencia ejecutora de CIDA y también aportante de recursos, con cinco instituciones asociadas y con el objetivo de promover un programa cuatrienal de investigaciones, publicaciones y diseminación sobre aspectos clave de política económica que enfrentaba el Perú. Los cinco centros seleccionados fueron el Centro de Investigación de la Universidad del Pacífico (CIUP), el Centro de Estudios y Promoción del Desarrollo (DESCO), el Grupo de Análisis para el Desarrollo (GRADE), el Instituto de Estudios Peruanos (IEP) y el Departamento de Economía de la Pontificia Universidad Católica del Perú (PUCP)¹.

Durante la I fase, quizás el principal logro fue retener una masa crítica de investigadores en el Perú, permitiendo proyectos de largo plazo en los cinco

¹ Posteriormente en el nuevo CIES se han integrado hasta 25 instituciones peruanas, alentadas por los resultados obtenidos por el Consorcio en una década, identificando proyectos y desarrollando líneas de investigación cada vez más integradas.

centros en un contexto en que el país se debatía entre la hiperinflación, la insurgencia terrorista y la fuga de cerebros. En el período hubo un informe a medio proyecto (Berry y Hunt) y otro a fin del mismo (Morales) y como resultado de estas evaluaciones de los logros obtenidos, se extendió el financiamiento para una segunda fase.

El presupuesto contemplaba una partida para cada uno de los cinco centros y otra para Actividades Conjuntas, como se especifica en el siguiente cuadro.

Presupuesto II Fase: octubre 1993 – septiembre 1998*

	CAD \$	US \$	%	Promedio Anual (US \$)
AC	895330	640161	20.4	128032
CIUP	772000	551980	17.6	110396
DESCO	386000	275990	8.8	55198
GRADE	1023000	731445	23.3	146289
IEP	721999	516229	16.5	103246
PUCP	588000	420420	13.4	84084
TOTAL	4386329	3136225	100.0	627245

Tipo de cambio: 0.715 US/CAD

En realidad, cada centro firmaba un convenio bilateral con el IDRC; y administraba su partida independientemente para conducir proyectos de investigación que debían ser aprobados en Ottawa. En el convenio de uno de los centros se incluyó el presupuesto de AC, estableciéndose que actuaría como sede administrativa de las mismas, asumiendo la responsabilidad de tesorería y proveyendo soporte de infraestructura y gestión. Inicialmente esta posición estuvo a cargo de GRADE, y en la segunda fase pasó a manos de DESCO.

En la práctica, la partida de AC era administrada por un Secretario Ejecutivo (SE) que reportaba a un Comité de Coordinación (CC), integrado por representantes de los cinco centros asociados. La presidencia del CC era rotativa cada seis meses. Es importante subrayar que la asignación para AC representaba sólo un quinto del total; y por tanto el SE y el CC sólo tenían injerencia en dicha fracción del presupuesto – actividades.

En suma, el Consorcio estaba compuesto por el CC, un Secretario Ejecutivo, los centros socios y cada uno de los investigadores encargados de desarrollar su propio proyecto de investigación.

En la segunda fase, las funciones del SE eran desarrollar y proponer el programa de actividades conjuntas, incluyendo el subprograma de medio ambiente²; la revisión por pares; los talleres de discusión de avances de

² Para este caso se conformó un comité de medio ambiente con un representante ad hoc por cada centro socio.

investigación; el subprograma de pequeños proyectos; la preparación del Boletín de Opinión y otras publicaciones; la organización de conversatorios, talleres de coyuntura económica y el seminario anual; la actuación como secretaríodel CC y la preparación de las minutas del mismo; y la coordinación con IDRC y elaboración de reportes periódicos para dicha fuente.

II. Principales logros del Programa de Actividades Conjuntas en la II Fase

a) Conferencias y seminarios

El Consorcio ha realizado cinco conferencias anuales entre 1994 y 1998, que han tratado temas fundamentales de la economía peruana. Las conferencias se han convertido en un punto de referencia para los investigadores de los centros y la academia, ya que presentan el resumen de los esfuerzos de investigación realizados durante el año y establecen las perspectivas de trabajo para los siguientes doce meses. La temática desarrollada en estos eventos ha seguido los temas principales de la vida económica y del país y, gradualmente, han ido centrando las líneas de interés de los integrantes del Consorcio. La última conferencia anual se ha beneficiado, además, de la expectativa creada por el nuevo proyecto CIES, tal como se puede apreciar por el incremento de la asistencia, con relación a las de los dos años anteriores:

1994	182
1995	234
1996	199
1997	180
1998	308

Además se han organizado doce "Talleres de coyuntura", en los que cada uno de los centros miembros, en forma rotativa, presentan análisis y avances de investigación, los cuales son comentados por investigadores de las demás instituciones. Estas reuniones han permitido una mayor interacción entre los investigadores de los centros y de alguna forma han creado un espacio para dar también elementos de continuidad a las investigaciones financiadas por el proyecto. Los resúmenes de las ponencias y los comentarios producidos se publicaron en el Boletín del Consorcio.

Adicionalmente a estos eventos se pueden mencionar seminarios sobre investigaciones en curso realizadas por miembros del Consorcio. Se trata de reuniones informales donde se discuten avances de investigación. Asimismo se han hecho esfuerzos por establecer grandes áreas temáticas. Estos agrupamientos por áreas de interés están en el camino de integrar los esfuerzos de investigación, para que sus resultados sean, sino comparables, al menos complementarios. Sus sesiones buscan mejorar el control de calidad de los materiales presentados. Un grupo particularmente activo ha sido el dedicado a temas macroeconómicos.

El conjunto de estas actividades ha coadyuvado al acercamiento entre los investigadores de los centros integrantes del Consorcio, pero también han impulsado su proyección en el entorno académico y profesional, tanto del sector público como del privado.

b) Capacitación

En este período el Consorcio también ha organizado cinco cursos SPEAL, un proyecto para fortalecer la capacidad de análisis en los países menos desarrollados de Sudamérica, del cual el Consorcio es la contraparte local. Los cursos de SPEAL han logrado capacitar a más de 300 participantes; con un especial impacto en mejorar el nivel de la enseñanza en las universidades de provincias. Un dato alentador en cuanto a la asistencia a los cursos es el creciente número de participantes del interior del país.

Un año después de iniciada la segunda fase del Consorcio se creó el subprograma de medio ambiente y recursos naturales, destinado a capacitar personal del medio académico y profesional en temas medioambientales. Entre las principales actividades estuvo la realización de una serie de nueve cursos cortos, ocho de ellos realizados en provincias, que fueron seguidos por 387 personas del medio académico, pero también de organismos del sector público, ONGs y profesionales independientes. Asimismo se realizó una conferencia internacional sobre agenda ambiental con participación de expositores del Banco Mundial, BID, GTZ, AID, entre otros. También una conferencia sobre bosques tropicales en América Latina, un seminario sobre residuos sólidos y transporte urbano, el seminario internacional "Recursos naturales y desarrollo: un diálogo canadiense – latinoamericano" con apoyo de CIEPLAN y la participación de un conjunto de destacados expertos de Canadá y otros países de la Región. Sin ser exhaustivo, también vale la pena mencionar el apoyo a investigadores para participar en eventos de capacitación y/o debate en el extranjero.

c) Pequeños proyectos

Durante la segunda fase se introdujo un nuevo sistema para ejecutar esta actividad, mediante concursos competitivos y jurados evaluadores. En 1995 se escogieron cuatro aplicaciones entre un total de 17 propuestas. Al año siguiente el número de aplicaciones subió a 47, seleccionándose nuevamente cuatro proyectos de investigación. En 1997 se escogieron tres propuestas; y en 1998 se encomendó dos estudios con aprobación del CC para efectuar un diagnóstico de la enseñanza en economía; y de otro lado un balance de la investigación económica e identificación de agenda de investigación a futuro. Ambos estudios se proyectaron en función a preparar el camino a una tercera fase del Consorcio.

Las publicaciones de estos materiales representan un buen incentivo para jóvenes investigadores que desean publicar o completar trabajos iniciados bajo otros auspicios. Éstos son seleccionados de acuerdo a su mayor nivel de calidad y por su interés para la comunidad. Entre las publicaciones basadas en

investigaciones breves destaca el trabajo de Cecilia Garavito, Elena Vattuone y Fortunata Solorio sobre la investigación del género en el Perú.

d) Publicaciones

El Boletín es la principal publicación del Consorcio y sus contenidos varían de acuerdo a las circunstancias, aunque éstos pueden clasificarse en tres tipos:

1. Los análisis de coyuntura, que reproducen o resumen los trabajos presentados en los talleres de coyuntura, así como las intervenciones de los analistas e invitados. Este producto es de utilidad para los investigadores, así como para aquellos que no pueden acceder a otras fuentes para seguir con detalle la marcha de la situación económica del país, por ejemplo, miembros de universidades de provincia.
2. Resúmenes de investigaciones producidas por miembros del Consorcio y seleccionadas tanto por su importancia como por su metodología.
3. Ponencias y documentos presentados en las conferencias anuales, incluyendo los comentarios de los especialistas invitados.

Un segundo grupo está compuesto por materiales del programa de investigaciones breves, escogidas de acuerdo a su calidad y luego del proceso de revisión por pares. Este programa generó 10 publicaciones y otros tres informes fueron publicados como parte de los esfuerzos de difusión del Consorcio. Otros estudios, presentados como avances y/o resultados de investigación aparecieron en los journals y otras publicaciones periódicas de las dos universidades miembros del Consorcio.

En esta fase se han publicado 26 documentos financiados por el Consorcio y 60 por parte de los centros miembros (financiados por otros donantes); asimismo se han publicado 30 boletines (dos de ellos durante el período de transición), cuatro libros, los resultados de las investigaciones breves, y otras publicaciones relacionadas con las actividades del proyecto.

e) Revisión por pares

Este mecanismo fue introducido, no sin dificultades, en la segunda fase, y se utilizó para trabajos en curso y productos finales. La revisión por pares es una practica común en los medios académicos de países desarrollados, pero no era el caso del Perú. En total se han realizado 151 lectorías a documentos en diferente estado de desarrollo, sin incluir los comentarios hechos por el Comité de Asesores Internacionales, ni aquellos efectuados en el marco de las evaluaciones a mitad de proyecto (misión Young) y a fin de proyecto (misión Herzka y Hunt). Los lectores externos han mostrado las ventajas del mecanismo para advertir deficiencias metodológicas y de contenido que antes pasaban inadvertidas en el medio.

f) Otros indicadores de logros

Entre 1994 y julio de 1998 los miembros del Consorcio han producido en total 453 publicaciones, 911 personas han participado en cursos y seminarios (225 de ellos organizados por el Consorcio), se han efectuado 371 presentaciones en medios (incluyendo artículos y entrevistas en diarios y revistas, y participación en programas de radio y televisión), y 343 consultorías (167 institucionales y el resto personales).

III. Principales limitaciones del Programa de Actividades Conjuntas

Como se ha visto, el balance del programa de actividades conjuntas arroja resultados positivos; pero ahora corresponde señalar sus principales limitaciones. El cuello de botella más importante fue el esquema institucional del proyecto; y en particular el sistema de convenios bilaterales de la fuente financiera con los cinco centros. Bajo este esquema, el 80% del presupuesto total era controlado por cada centro según sus propios intereses, lo que no favorece una vocación de actividades conjuntas entre los centros. Por ejemplo, en las reuniones del CC, la parte del presupuesto interno de cada centro nunca fue tema de agenda. Dicho presupuesto estaba asignado ex ante, sin mecanismos competitivos. Tampoco hubo mecanismos punitivos para casos de incumplimiento. Así, el sistema de incentivos y castigos para el objetivo de promover la productividad, la excelencia y el impacto de la investigación sobre las políticas, aspectos que el programa de actividades conjuntas debía fortalecer, era en realidad débil. Tampoco habían elementos suficientes en la estructura institucional para reforzar la orientación de la investigación hacia la política pública, lo que dependía totalmente de la orientación de cada centro.

El sistema de lectores externos fue útil para los investigadores, pero el principal problema que se presentó fue la escasa capacidad de enforcement para hacer valer las recomendaciones o juicios de los lectores. Un incentivo para cumplir con las recomendaciones era la publicación vía AC, pero tampoco era del todo efectivo, pues los centros podían publicar con cargo a su propio presupuesto, como en efecto lo hicieron. Otro problema era que a veces la revisión se realizaba con la investigación ya definida en cuanto al tópico, la orientación y la metodología escogidas por el investigador. Es decir, cuando ya se hacía muy difícil para el autor aceptar cambios globales en el trabajo, o simplemente porque estaba predispuesto a ignorar las sugerencias de otros colegas. Acá el problema de partida era el proceso de selección no competitivo.

En el caso de las publicaciones, cada centro tenía sus propios criterios y público. No había un esfuerzo conjunto para diseñar estrategias que amplifiquen de manera sistemática la difusión de los resultados de las investigaciones y actividades realizadas por el Consorcio.

(12/02/2000)

IDRC File: 93-0404-01
CIDA File: 730/18661

END OF PROJECT REPORT

ECONOMIC RESEARCH CONSORTIUM, PERU (Phase II)

prepared by Réal Lavergne

June 30, 2000

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Introduction

Project Description

This was the second phase of a project initiated in 1989. The formal objective of the project was “to strengthen the ability of Peru to formulate effective economic and social policy as the country moves from stabilization to adjustment and to sustainable long-term growth.”¹ The project sought to do this by strengthening the country’s domestic research base, considered to be a key element of a strong civil society. Emphasis was on autonomous, empirically-based research, in areas of policy relevance.

The Peru Economic Research Consortium (PERC, or “Consortio de Investigación Económica” in Spanish) was an association of five of the most important independent economic research centres in Peru:

- the Centro de Investigaciones de la Universidad del Pacífico (CIUP)
- the Centro de Estudios y Promoción del Desarrollo (DESCO)
- the Grupo de Análisis para el Desarrollo (GRADE)
- the Instituto de Estudios Peruanos (IEP)
- the Pontificia Universidad Católica del Perú (PUCP).

Funds were provided to each of these research centres to undertake research projects in the thematic areas of macroeconomic policy, structural adjustment and reform, social policy and labour market reform, public finance, and sectoral analysis. A number of joint activities, including seminars, publications, training, small grants and annual conferences (Joint Activities) were also promoted. Peruvian researchers and policy makers, as well as international researchers, were invited to present and debate policy alternatives at the annual conferences, which received extensive press coverage.

Budget and calendar

PERC was created in 1989 with joint funding from IDRC and CIDA of \$3,250,000 over four years. Phase I of CIDA and IDRC support for the Peru Economic Research Consortium (PERC) ended in 1993. Phase II began on Oct. 1, 1993 and ended March 31, 1999. It was followed by a third round of support, for the creation of a new consortium, the Peru Consortium for Economic and Social Research (CIES).

IDRC’s grant for Phase II amounted to \$750,000 beginning on Oct. 1, 1993. CIDA’s grant was for \$4,530,163 beginning on July 29, 1994, later supplemented by \$30,000 to help cover the cost of an End of Project Review. The total budget for Phase II came to \$5,310,163. The principal budget components of the project were as follows:

- | | |
|-----------------------|---------|
| • Joint Activities | 895,330 |
| • CIUP project funds | 772,000 |
| • DESCO project funds | 386,000 |

¹ CIDA Project Approval Document, p. 2.

•	GRADE project funds	1,023,000
•	IEP project funds	722,000
•	PUCP project funds	588,000
•	International Advisory Committee	156,000
•	IDRC project management	893,833
	TOTAL	5,280,163

Project management

IDRC jointly managed the IDRC and CIDA contributions to this project, establishing Memoranda of Grant Conditions with each of the five research centres mentioned above. The amount of funding available to each research centre was determined in advance, and research centres established their own mechanisms for selecting research projects that were then submitted for approval by IDRC.

Research proposals from each centre were reviewed by an International Advisory Committee composed of well-known economists, including: Dr. Albert Berry and Dr. Sue Horton of the University of Toronto; Dr. Shane Hunt of Boston University; Dr. Felipe Morandé of the Central Bank of Chile; Dr. Alain de Janvry of the University of California, Berkeley; and Dr. José María Fanelli of CEDES, Argentina. The international advisors also met with researchers during the annual workshop to review and discuss work in progress.

Funding for joint activities was initially managed by GRADE, and later by DESCO. The administration of these joint funds, accounting for about one fifth of the budget, was the responsibility of the Executive Secretary of the Consortium, Mr. Javier Portocarrero. Mr. Portocarrero reported to a Coordination Committee consisting of representatives from each of the five research centres.

Project recipients

The following provides some basic information on each of the five centres represented in the Consortium:

CIUP

CIUP is the research arm of the *Universidad Pacífico*, a relatively small, social-science oriented university with approximately 1000 students. CIUP's 15 economists work in the areas of municipal finance, health policies, trade and regional integration, and environmental economics.

DESCO

DESCO is a Peruvian NGO whose main line of activity is the promotion and execution of development projects at the community level. Much of its work involves agricultural and micro-credit extension work in rural areas. Its research team of economists has varied in size depending on funding from PERC, but at one time there were four economists working on micro-credit finance, employment policies and the formation of economic interest groups.

GRADE

GRADE is a private research centre strongly focussed on issues of public policy. GRADE economists carry out research on labour market policies, agricultural policy and finance, and educational reform.

IEP

IEP is also a private research centre, with a tradition of multi-disciplinary social science research. It has worked on labour market reform, structural reforms and decentralization and agricultural credit.

PUCP

The Catholic University, PUCP, has approximately 11,000 students and is one of the oldest universities in Peru. Its economic's department of 20 professors is well-known for research on structural adjustment, small- and medium-sized enterprises, the impact of gender on employment, and fiscal reform.

Reports and evaluations

IDRC has received final reports in Spanish from each of the research centres mentioned above. An additional report covering the project's joint activities was provided by Javier Portocarrero. All of these documents are included as annexes to this report (Annexes 1-6). Citations from these reports in the text which follows are translations from the Spanish.

Phases I and II of the PERC project were both the object of mid-term and end-of-project evaluations. The mid-term evaluation of Phase I was done by Al Berry and Shane Hunt, in 1991. The final evaluation, which was quite extensive, was done by Juan Antonio Morales, in 1993. A mid-term evaluation of Phase II was performed by Roger Young in early 1997. As the project neared completion, it was decided to conduct an end of project review covering the nine years of PERC activity in Phases I and II.

This review was conducted by Claudio Herzka and Shane Hunt. It included three components:

- the End of Project Review, produced jointly by both reviewers, consisting of a general report on the Consortium;
- a review of research quality, conducted by Shane Hunt; and
- recommendations for CIES, by Claudio Herzka.

Copies of all evaluations conducted under PERC are available from IDRC or from CIDA. Results from previous evaluations are all summarized in the main report of the Herzka-Hunt review.

Activities and Outputs

Research projects

As the budget makes clear, the principal activity of the Consortium consisted of research projects. A total of 56 medium-sized projects were supported by the Consortium in this phase of IDRC/CIDA support (17, 21 and 18 respectively in three rounds of funding). This was complemented by 11 small grants of \$5,000 US each and seven special studies dealing principally with the state of economic research and economic training in Peru.

The following table indicates the project budget allocated to each centre for medium sized grants, the number of projects supported, and the cost per project.

Table 1: Medium-Sized Projects Supported under Phase II

Research Centre	Project budget	Actual expenditure*	Number of projects supported	Cost per project
CIUP	772000	749881	16	46868
DESCO	386000	386000	7	55143
GRADE	1023000	1023000	9	113667
IEP	722000	714179	10	71418
PUCP	588000	589855	14	42133
TOTAL	3491000	3462915	56	61838

*Actual expenditures on research projects are not available for DESCO and GRADE, because the financial reporting structure does not distinguish clearly between project funding and joint activities managed by those centres for the Consortium. Budget figures were used here instead, to allow estimation of cost per project.

Most projects lasted 18 to 24 months, although some lasted only one year.² Although the grants tended to go to senior researchers, younger researchers were employed as research assistants. The medium-sized projects supported by the Consortium can be grouped in four broad thematic areas as follows:

- Macroeconomic Policy and Structural Adjustment (15 projects);
- Financial Sector, Public Finance, and Fiscal Policy (10 projects);
- Labour Market, Employment Policy and Social Policy (17 projects); and
- Sectoral Analyses (14 projects).

² The first and third round of projects covered periods of 18 months. The second round covered a two year period. However, CIUP decided to support two sub-rounds of one year's duration, instead. Two other cases of one year projects occurred in IEP because one researcher left after one year and a new project was approved with remaining funds.

Annex 7 lists the projects supported under Phase II by research centre and by thematic area, using a matrix format.

Small Grants and Commissioned Papers

A number of smaller projects were also funded, as part of the Consortium's joint activities. Continuing with a practice established in Phase I, PERC organized a small grants competition for projects of \$5,000. These competitions were open to all Peruvians and proposals were submitted to an independent jury of nationals to determine the winners. Eleven proposals were supported through this mechanism in Phase II, down from 15 in Phase I: 3 in 1995, 4 in 1996 and 3 in 1997. This proved to be a popular mechanism, and numerous submissions were tabled - 17 in 1995, 47 in 1996, and 38 in 1997.

Another approach used by the Consortium was the commissioning of special papers on topics of interest to the teaching and research community. These included two papers on gender research in Peru, a study on the state of environmental research in the country, a diagnosis of economics teaching in the provinces, a survey of research needs and priorities in Peru and two papers on pension reform. Seven such studies were commissioned in all as part of the Joint Activities of the Consortium.

End of Project Review

To this can be added the End of Project Review organized by IDRC. This review produced three reports, of substantial interest in drawing lessons for CIES, while documenting the record of the PERC project. These included the main report, drafted by Claudio Herzka and Shane Hunt, the Report on Research Quality, produced by Shane Hunt, and a report by Claudio Herzka titled "Issues for CIES: The Challenges for the Peruvian Economic and Social Research Consortium." Still pending is a report on the research environment in economics, to be finalized by Shane Hunt.

Peer reviews

Considerable resources and effort were invested in peer reviews during Phase II. The following table summarizes existing data on peer reviews done under both Phase I and II. The comparison of the first two rows with the others helps to appreciate the importance that this activity acquired in the latter phase as compared to the first. The peer reviews of interim and end-of-project documents that were organized by the PERC Secretariat include an average of about two pages of detailed comments. Many final reports were evaluated by more than one person. We were able to document a total of 201 reviews conducted as part of PERC's regular activities and 34 reviews conducted as part of the mid-term and final evaluation exercises.

The ratings mechanism for the reviews of final reports consisted of 5 criteria, assessed on a scale of 4 (*valor muy alto, alto, medio y baja*). Adding the ratings together produced an overall assessment on a scale of 20. Results of these evaluations are shown in the list of publications submitted in Annex 8 according to a number code expressed as follows (n1,n2,n3,n4,n5,T), where n1 to n5 refer respectively to the four criteria mentioned in the previous paragraph and T refers to

the overall assessment of the reviewer. One to three of these number codes are shown, depending on the number of reviews that were done of each final document.

The International Advisory Committee played an important role in the screening of proposals for approval by IDRC. There are a few cases of members of the International Advisory Committee providing comments on research outputs, but these occasions were relatively infrequent. Comments on outputs were made directly to researchers, often in verbal form during seminars and conferences.

Comments on proposals went from a few paragraphs to two pages or more, and every proposal was thoroughly reviewed. The following table summarizes the results of reviews identified in IDRC's files.

An interesting feature of this table is that a large number of proposals were approved conditionally on a revised proposal being submitted. The revised proposal was then reviewed by the corresponding advisor before being approved. Funding for each research centre was held back until all of the proposals from that centre were judged satisfactory.³

³ However, there is a question about how rigorously this procedure was managed. IDRC's corporate memory on this topic is weak, and Shane Hunt, who was a member of the International Advisory Committee, feels that the second round of review was quite *pro forma* (from an e-mail message to that effect).

Table 2: Peer Reviews conducted during Phase I and Phase II

Source	Number of peer-reviews done	Comments
Berry-Hunt mid term evaluation of Phase I	0	No written comments were produced as part of this evaluation (confirmation received from Carlos Yuste)
Phase I end of project evaluation.	36	Detailed qualitative comments (1-3 pages each), 15 by CEDES, 10 by PUC and 11 by J.A. Morales. Available in Annex to the Morales report, 1993.
Phase II. Review of proposals by International Advisory Committee	46*	All proposals were reviewed. See table below for details.
Phase II. Evaluations done in the context of Roger Young's mid-term evaluation	19	5 qualitative comments of 1-2 pages each by ILADES; 14 qualitative comments of 1-3 pages each by CEDES
Phase II peer reviews of interim reports	31	Detailed qualitative reviews designed to provide feedback to researchers.
Phase II peer reviews of end-of-project documents (regular grants)	88	Peer reviews by Peruvian nationals using PERC's evaluation form. Includes ratings on a scale of four, recommendations for publication, and detailed comments. A total of 60 documents were reviewed, some of them by more than one reviewer.
Phase II peer reviews of end-of-project documents (small grants)	32	Peer reviews by Peruvian nationals using PERC's evaluation form. Includes ratings on a scale of four, recommendations for publication, and detailed comments.
Phase II reviews by Shane Hunt	15	Comprehensive reviews of 15 final products including both qualitative and quantitative indicators and assessments of publishability.

*Although 56 projects were funded, IDRC was only able to find 46 reviews in the files. It may be that our files are incomplete or that we did not find all of the reviews in searching the project files, which are quite voluminous.

Table 3: Results of Evaluations by International Advisory Committee

	Approved without change or with minor changes	Approval conditioned on submission of a revised proposal	Rejected	Total
Round 1				
PUCP	3	1	0	4
CIUP	1	3	1	5
DESCO	0	2	0	2
Grade	2	1	0	3
IEP	1	0	0	1
TOTAL	7	7	1	15
Round 2				
PUCP	2	0	0	2
CIUP	4	0	0	4
DESCO	0	1	0	1
Grade	2	1	0	3
IEP	2	1	0	3
TOTAL	10	3	0	13
Round 3				
PUCP	2	2	0	4
CIUP	0	5	1	6
DESCO	0	2	0	2
Grade	3	0	0	3
IEP	2	1	0	3
TOTAL	7	10	1	18
GRAND TOTAL	24	20	2	46

Source: IDRC project files for each research centre funded under the PERC project.

Publications

Research publications are the principal output of the Consortium. These fall in various categories, including the Research Bulletin, publications of research results by the research centres themselves, and books produced as part of the Consortium's Joint Activities.

Research Bulletin

PERC's Research Bulletin (*Boletín de Opinión*), appeared several times a year. 30 issues of the Bulletin were published, and distribution was widespread. For example, the January 1998 issue was disseminated in 646 copies. The distribution included 78% in Lima, 17% in the provinces, and 7% internationally; expressed according to the type of recipient, the distribution was 50% academic, 24% public sector, 9% civil society, 5% mass media, and 11% the donor community.

The content of the Bulletin varied according to circumstances. Special issues were produced bearing on the current state of the economy, in follow-up to the *Talleres de Coyuntura* workshops on the

Peruvian economy described in the activities section. Other issues of the Bulletin synthesized the best research produced by Consortium members, or papers presented at the Annual Conference.

Publications by research centres

Most of the books, articles, and working papers produced by the Consortium appeared as publications of the five research centres. The following table indicates the number of publications produced by the five research centres as outputs of research grants awarded under PERC.

Table 4: Publications produced under PERC's regular grant mechanism (Phase II)

Research Centre	Books		Working Papers	Articles*				Total
	in-house	external		in-house journals	external journals	in-house books	external books	
CIUP	0	0	4	0	1	0	0	5
DESCO	0	0	2	1	0	0	0	3
GRADE	0	0	2	3	0	0	2	7
IEP	1	0	5	0	2	1	0	9
PUCP	2	0	19	7	1	2	1	31
TOTAL	3	0	32	11	4	3	3	56

Source: Calculated from the publications list of the Consortium.

*Does not include articles appearing in PERC's Research Bulletin. For example, IEP researchers produced 21 articles in the Bulletin.

155 mimeographed documents were also produced. Some of these were interim reports which were incorporated in the above publications. Others were of insufficient quality to be published. A third category consists of items from the third round of competition that have yet to be published.⁴ A full list of these publications and mimeographed documents is reproduced in Annex 8.

Other publications

In addition to this, were a number of publications bearing the seal of the Consortium. These included three books produced as part of the sub-program on environmental economics, 13 small books resulting from the small grants program or from contract research, one book published by PERC even though the research did not benefit from PERC funding, and one book containing results of PERC-funded research along with other work.

Principal publications by theme

The following list includes all of the books and articles resulting from Consortium-funded research under different thematic headings. The first four headings correspond to broad thematic areas in PERC's regular research program. The fifth heading serves to introduce the three books produced under PERC's sub-program on environmental economics. We then list some of the special studies

⁴ Because of the lag between the research and publication phases of work, only 8 publications have emerged from round 3 at the time of writing this report compared to 24 for the other two rounds.

published by the Consortium with regard to the research and teaching environment in Peru. English equivalents of the titles are given in parentheses.

Macroeconomic Policy and Structural Adjustment

El neoliberalismo a la peruana. Economía política del ajuste estructural: 1990-1997 (Neoliberalism in Peru. The Political Economy of Structural Adjustment: 1990-97). Efraín Gonzales de Olarte. IEP-CIES. November 1998. 146 pages.

Políticas comerciales y cambiarias en el Perú 1960-1995 (Trade and Exchange Rate Policy in Peru, 1960-95). Jorge Rojas. PUCP. December 1996. 290 pages.⁵

“Dinámica de precios relativos en regímenes alternativos” (Relative Price Dynamics in Alternative Regimes). Gloria Canales and Alan Fairlie. In *Economía*, PUCP, July-December 1994, pages 95-12.

“Sobre el retraso cambiario y la repatriación de capitales en una economía dolarizada” (Lagging Exchange Rates and the Repatriation of Capital in a Dollarized Economy). Oscar Dancourt. In *Afluencia de Capitales y estabilización en América Latina*, FEDESARROLLO, April 1994, pages 223-239.

“IS-LM en una economía dolarizada” (IS-LM in a Dollarized Economy). Waldo Mendoza and Lucía Romero. In *Economía*, PUCP, July-December 1994, pages 75-94.

“Los límites del ajuste estructural: la falta de absorción de empleo asalariado en el caso peruano” (Limits of Structural Adjustment: The Failure to Absorb Salaried Employees in the Peruvian Case). Francisco Verdera. In *Ajuste estructural en el Perú: modelo económico, empleo y descentralización*, Efraín Gonzales (ed), pages 189-221.

“Flujo de capitales de corto plazo y estabilidad macroeconómica” (Short-Term Capital Flows and Macroeconomic Stability). In *Moneda*. January 1995, pages 59-61.

“Fluctuaciones económicas y shocks externos, Perú 1950-96” (Economic Fluctuations and External Shocks, Peru, 1950-96). Oscar Dancourt, Waldo Mendoza and Leopoldo Vilcapoma. In *Economía*, XX, 39-40, 1997, pages 63-101.

“Déficit peruano, perfiles de comercio y bloques económicos regionales en los noventa” (The Peruvian Trade Deficit, Trade Patterns and Regional Economic Blocs in the Nineties). Alan Fairlie. In *Economía*, XX, 39-40, 1997, pages 351- 451.

“Quienes ganan y quienes pierden con una reforma estructural: cambios en la dispersión de ingresos según educación, experiencia y género en el Perú urbano” (Winners and Losers Under Structural Reform: Changes in Income Spreads According to Education, Experience and

⁵ In this case, only a part of the book was based on PERC-supported research.

Gender in Urban Peru). Jaime Saavedra. In *Notas para el Debate* No. 14, GRADE, August 1997, pages 9-77.

Sostenibilidad de la Cuenta Corriente en el Perú (Sustainability of the Current Account in Peru). Cesar Calderon Melendez J. Giancarlo Gasha Tamashiro, Alonso Segura Vasi. Lima: Consorcio de Investigación Económica, Investigaciones Breves 3, 1997.

Ahorro privado y política económica en el Perú (Private Savings and Economic Policy in Peru). Jorge Barreda Cruz. Lima: Consorcio de Investigación Económica, Investigaciones Breves 5, 1997.

Instituciones, regímenes y crecimiento económico en América Latina (Institutions, Regimes and Economic Growth in Latin America). Giancarlo Gasha, Enrique Schroth de la Piedra, y Alberto Chong. Lima: Consorcio de Investigación Económica, Investigaciones Breves 7, 1997.

Reformas estructurales, distribución del ingreso y ahorro familiar en el Perú (Structural Reforms, Income Distribution and Household Savings in Peru). Cecilia Lévano de Rossi and Pedro Llontop Ledesma. Lima: Consorcio de Investigación Económica, Investigaciones Breves 8, 1998.

Ajuste estructural y bienestar de los hogares rurales en Perú (Structural Adjustment and Household Welfare in Rural Areas of Peru). Jorge Agüero L. and Ursula Aldana D. Lima: Consorcio de Investigación Económica, Investigaciones Breves 10, 1999.

Estructura de ingresos en Lima Metropolitana: 1986-1995 (The Structure of Income Distribution in Metropolitan Lima: 1986-1995). Juan José Díaz. Lima: Consorcio de Investigación Económica, Investigaciones Breves 11, 1999.

Financial Sector, Public Finance, and Fiscal Policy

"La reforma del sistema financiero peruano: 1990-1995" (Financial Sector Reform in Peru: 1990-95). Jorge Rojas. In *Economía*, PUCP, July-December 1994, pages 149-198.

"Estabilización y deuda externa. Experiencia y perspectivas" (Stabilization and External Debt. Experience and Prospects). Oscar Dancourt. In *El Perú frente al siglo XXI*, PUCP, April 1995, pages 77-109.

"Mercado Común y Unión Monetaria demandan nivelación de impuestos sobre empresas y rentas de capital" (The Need for Tax Harmonization on Firms and Capital Gains Under a Common Market and Monetary Union). Roberto Urrunaga. Fundación Friedrich Ebert, May 1997. 25 pages

Labour Market, Employment Policy and Social Policy

“*Organismos multilaterales y políticas sociales en el Perú 1990-1994*” (Multilateral Agencies and Social Policy in Peru, 1990-94). Humberto Campodónico. In *Pretextos*, 8, February 1996, pages 133-158.

“*Distribución del excedente laboral entre autoempleo y desempleo*” (The Distribution of Surplus Labour Between Self-Employment and Unemployment). Cecilia Garavito. In *Economía*, Volume 35-36, PUCP. July-December 1995, pages 195-212.

“*Decisiones laborales en las economías rurales del Perú*” (Employment Decisions in Peru’s Rural Areas). Martín Valdivia y Miguel Robles. In *Notas para el Debate* No. 14, GRADE, August 1997. Pages 79-131.

“*Eficacia y equidad en la educación pública*” (Effectiveness and Equity in Public Education). José Rodríguez. In *El Perú frente al siglo XXI*, PUCP, April 1995, pages 528-541.

“*Determinantes del Desempleo de Lima Metropolitana 1970-1996*” (Determinants of Unemployment in Metropolitan Lima, 1970-96). Cecilia Garavito. In *Economía*, XXI, 41, 1998, pages 143-148.

“*La población en edad avanzada: situación socioeconómica actual y perspectivas*” (Present and Prospective Socioeconomic Situation of the Aged). In *Red para el desarrollo de las Ciencias Sociales* (in press); summarized in *Páginas*, 157; forthcoming in *Cadernos de Estudios Sociais*, Recife.

Cajas municipales: microcrédito y pobreza en el Perú (Cajas Municipales: Microcredit and Poverty in Peru). Alberto Chong and Enrique Schroth. Lima: Consorcio de Investigación Económica, Investigaciones Breves 9, 1998.

Sectoral Analyses

“*La comercialización interna de la fibra de alpaca después del ajuste*” (Domestic Trade in Alpaca Fibre in the Post-Adjustment Period). Víctor Agreda. In *Perú. El problema agrario en debate. SEPIA VI*, Consorcio de Investigación Económica, June 1997, pages 173-202.

“*Del Banco agrario a las cajas rurales, pautas para la construcción de un nuevo sistema financiero rural*” (From the *Banco Agrario* to the *Cajas Rurales*, Guidelines for Reforming the Rural Financial System). Martín Valdivia. In *Notas para el debate* No. 13, GRADE. October 1995, pages 7-38.

“*Acceso al crédito en las economías rurales, Diferencias entre el sector formal e informal en el Perú*” (Access to Credit in Rural Economies: Differences Between the Formal and Informal Sectors in Peru). Martín Valdivia y Juan Pablo Silva. In *Perú. El problema agrario en debate. SEPIA VI*. June 1997, pages 203-246.

“Demanda de crédito rural: racionamiento y autorracionamiento” (Rationing and Self-Rationing of Demand for Rural Credit). Carolina Trivelli y Hildegardi Venero. In *Debate Agrario*, 29-30, CEPES. September 1999, pages 49-79.

Crédito en los hogares rurales del Perú (Credit in Peruvian Rural Households). Carolina Trivelli. Lima: Consorcio de Investigación Económica, Investigaciones Breves 4, 1997.

Ingreso sostenible en la minería (Sustainable Income in Peruvian Mining). Alberto Pascó-Font Quevedo, Erin McCormick, and Enrique Schroth de la Piedra. Lima: Consorcio de Investigación Económica, Investigaciones Breves 1, 1996.

Liberalización comercial e industria manufacturera en el Perú (Trade Liberalization and Manufacturing in Peru). Jaime Saavedra Chanduvi. Lima: Consorcio de Investigación Económica, Investigaciones Breves 2, 1997.

Environmental economics

La investigación del medio ambiente en el Perú (Environmental Research in Peru). Manuel A. Glave Testino. Lima: Consorcio de investigación económica / DESCO, 1995. 124 pages.

Hacia un nuevo dorado: economía de los recursos naturales (Towards a New El Dorado: The Economics of Natural Resources). Roxana Barrantes, ed. Lima: Consorcio de investigación económica / DESCO, 1997. 414 pages.

Cuando contaminar no cuesta: economía del medio ambiente (When Pollution is Free: Environmental Economics). Alberto Pasco-Font, ed. Lima: Consorcio de investigación económica / DESCO, 1998. 255 pages.

Special Studies Dealing with Teaching and Research

La investigación de género en el Perú (Gender Research in Peru). Cecilia Garavito, María Elena Vattuone, y Fortunata Solorio. Lima: Consorcio de Investigación Económica, Investigaciones Breves 6, 1997.

Enseñanza de Economía en las Provincias del Perú (The Teaching of Economics in the Provinces of Peru). Efraín Gonzales de Olarte and Manuel Glave Testino. Lima: Consorcio de Investigación Económica, Investigaciones Breves 12, 1999.

Balance de la investigación económica en el Perú (Survey of Economic Research in Peru). Javier Escobal and Javier Iguiniz. Lima: Consorcio de Investigación Económica y Social, Diagnóstico y Propuesta, 2000.

Conferences, Seminars and Workshops

Annual Conferences

The Consortium organized five Annual Conferences between 1994 and 1998. These dealt with fundamental issues of economic policy and reform in Peru. These Conferences were an opportunity for researchers to present the results of their work in the preceding year. Each Conference was held on several consecutive evenings, allowing for greater participation by a range of research users.⁶

Special events on environmental themes

The Consortium organized several conferences and seminars on environmental themes. The first of these was an international conference on the environmental agenda, involving presenters from the World Bank, the IADB, GTZ and USAID, among others. Another conference was organized on the theme of tropical forests in Latin America. There was also a seminar on solid wastes and urban transport. In Sept. 1998, the Consortium organized a major international conference titled "Natural Resources and Development: a Canadian-Latin American Dialogue," in cooperation with the *Corporación de Investigaciones Económicas para Latinoamérica* (CIEPLAN).

Other special events

In addition to this, the Consortium organized a number of special events to take advantage of visits from international scholars, to prepare for participation abroad by Peruvian scholars, or to capitalize on special projects of the Consortium. A list of those events follows:

- 1994 (January 20). GRADE. Seminar on "Tax Policy and Reform." Presenter Luis Alberto Arias.
- 1994 (March 9). Universidad del Pacífico. Roundtable on "Macroeconomics and Competitiveness (Colombia, Chile and Peru)." Presenters: Eduardo Lora (Colombia), Raúl Laban (Chile), Javier Iguiniz (Peru).
- 1994 (March 23). Universidad del Pacífico. Roundtable on "NAFTA and Latin America." Presenters: Juan Antonio Morales (Bolivia), Ricardo Vicuna (Chile) and Alberto Pasco-Font (Peru).
- 1994 (April 28). Universidad del Pacífico. Seminar on "Structural Reforms and Stabilization Policy." Presenter: Bruno Seminario (Peru).
- 1996 (June 5-6). Policy Dialogue on the "Possibilities and Limitations of a Minimum Basic Pension in Peru." Presenters: Mario Marcel (Chile), Hal Hanes (Canada) and Jorge Fernández-Baca (Peru).
- 1996 (June 11-12). Ministerio de Economía y Finanzas. Policy Dialogue on the "Planning of Public Investment." Presenter: María Angélica Ropert (Chile).
- 1996 (August 14). Universidad del Pacífico. Workshop on "Rural Development: A Gender Perspective and Environmental Challenges." Presenters: Susan Paulson (USA, for Bolivia), Myriam Guiérrez (Colombia), Matha Rodriguez (Peru).
- 1996 (Nov. 21). Desco. Seminar on "Japan and Latin America: Towards a New Era of Economic Relations." Presenter: Barbara Stallings (ECLAC).
- 1997 (Sept. 9). Banco Central de Reserva del Peru. Conference on "Inflation Targets and Indexation in Chile." Presenter: Felipe Morandé (Chile).

⁶ The concept of research users includes a range of actors. These include public sector decision-makers, private sector decision-makers, other researchers and academics, university students, members of civil society, including the communications media, and members of international or aid agencies.

Workshops on the state of the Peruvian economy (*Talleres de Coyuntura*)

Two types of workshops were organized. The first type were called "*Talleres de Coyuntura*." These workshops dealt with the state of the Peruvian economy. Twelve such workshops were organized on a rotating basis in each of the member research centres. Researchers presented their analysis of current issues and reported on their research, and this work was commented upon by researchers from other research centres. The content of each presentation was defined by each research centre, and depended on the research focus of each centre at the time. Summaries of the presentations and of the discussion were published in the Consortium's Research Bulletin.

Workshops on research in progress

The Consortium also organized 18 mid-term workshops on research in progress. These were informal meetings to discuss research in progress. An attempt was made to organize these in broad thematic areas as a first step toward the integration of research efforts. A particularly active group was the group on macroeconomic analysis. Two papers were generally presented at each workshop.

Other Activities and Outputs

Training in environmental economics

The principal training activity funded by the project consisted of efforts to promote the field of environmental economics, which was barely emerging in Peru when Phase II funding was approved. The Consortium assembled an Environmental Committee composed of researchers from each of the member research centres to support and organize these activities.

Among the main activities was a series of nine short courses of two or three days each, eight of which were held in the provinces. There were 387 participants in these courses, including academics, but also people from the public sector, NGOs and independent professionals. Each course was designed in cooperation with the host institution in the provinces. Presentations were made by highly qualified researchers from the Consortium.

The Consortium also organized a special study on the state of environmental research in Peru, and the publication of two readers in environmental economics. These readers are collections of seminal articles on the subject that were translated into Spanish, for use as teaching aids in the country's universities. Copies were also sent to research and teaching institutions in other countries. Finally, one should mention the conferences and seminars on environmental themes mentioned earlier, which also contributed to capacity-building in this field.

SPEAL training

The Consortium was also involved in training for economic policy. Over 300 people from different sectors of society participated in five short courses in economic policy analysis funded by CIDA under the "SPEAL" project (*Seminario de Políticas Económicas para América Latina*), including a growing number of participants from the interior of the country.

Website

A website was developed and put on line beginning in July of 1997. It is now used to publicize the Consortium and the publications of its researchers. Some publications are available in full-text format. Other publications are available on the PUCP website, which publishes on line all PUCP working papers and analysis of the Peruvian economy (*Informes de Coyuntura*).

IDRC Monitoring and Technical Support

IDRC monitored the project through ongoing exchanges of correspondence and travel to Peru averaging three or more trips per year. Technical support included the organization of work by the International Advisory Committee, monitoring of individual projects, the preparation of reports for CIDA, and the organization and supervision of evaluations.

Beginning in 1997, IDRC provided leadership for the definition and organization of a new model for the Consortium. Although the new Consortium (CIES) began operations officially only on April 1, 1999, substantial preparatory work was done through all of 1998 and the first quarter of 1999.

Summary of outputs , in comparison to targets in the Contribution Agreement

The following table compares the outputs actually achieved with targets for items mentioned in Appendix A of the CIDA-IDRC Contribution Agreement:

Table 5: Actual Performance vs Targets for Selected Indicators of Outputs

Output	Target	Actual	Comment
Completed policy-related projects	45	56	Target exceeded by reducing the cost per project in certain centres, notably in CIUP and PUCP (Table 1)
Small grants	5	11 plus 6 special studies	Target exceeded
Peer reviews	-	All intermediate and final outputs peer reviewed	No target
Publication of quarterly bulletins	20	30	Target exceeded due to publication of special issues
Publication of manuscripts	40-50	32 Working Papers, 21 journal articles, and 13 small books, for a total of 66	Target exceeded, if one counts Working Papers
Publications of books	10-15	6 books (3 from projects and 3 on environmental economics)*	Target undershot
Annual conferences	5	5	Target met
Public seminars on short-term economic trends	15	12 <i>Talleres de Coyuntura</i>	Target undershot somewhat
Peer review seminars	60	18	Target undershot, but not as much as it appears, since two papers were presented at each seminar
Other activities and outputs	-	4 seminars and conferences on environmental issues, 9 other seminars and conferences, training in environmental economics, collaboration with SPEAL (training), creation of website	No target

*As Annex 10 on "Other Publications" shows, there were two other books published, but these are not counted here, since they did not result from PERC-funded research. Also not counted here are the 13 small books mentioned in the row on "manuscripts" since these books are close in style to what the research centres publish as working papers.

As can be seen from this table, the Phase II project generally exceeded output targets established in the memorandum of grant conditions, sometimes by a wide margin. The main exception is with regard to the number of books produced as results of PERC research, since the project yielded only three such books, compared to a target of 10-15 books. Against this, one notes a number of unanticipated outputs that testify to the dynamism of the Consortium in organizing joint activities beyond what was anticipated. With regard to the number of books, PERC's Executive Secretary,

Javier Portocarrero, estimates that four other books may be produced, by the time all publications are produced from round three.

Outcomes

CIDA's Contribution Agreement with IDRC identified a number of "results" or outcomes sought by the project. All of these results have been achieved. This section reviews the nature and extent of these achievements.

1. *Maintenance of a strong indigenous pool of human resources capable of being drawn upon to meet the policy needs of the Peruvian public sector in economic and social policy.*

The final reports from the research centres tend to emphasize the importance of the Consortium in helping them to retain senior researchers while enticing recent graduates to return to Peru from abroad. Additionally, all 16 PERC researchers who filled out the survey for the End of Project Review rated PERC's impact on their motivation to stay in research as "Very High" or "High." Only slightly less positive results were obtained concerning PERC's impact on the quality of their teaching activities.

This is confirmed by the external evaluators:

"For many, it made the difference between staying in Peruvian research or academia, and leaving the profession, or even the country. This was especially the case in the first years of project execution when the working environment was very difficult. This was especially the case in the first years of project execution when the working environment was very difficult.

"As the Peruvian economic and security situation stabilized, PERC funding allowed potential researchers who graduated from national or international universities to find a more attractive environment in which to work (with the prospect of obtaining a minimum level of research funding) and therefore to contemplate staying in research-related activities, such as those undertaken by the member centres, instead of seeking alternative non research-related employment. This fostered the incorporation of junior professionals into the research world" (p. 45).

During the period covered by the project, academic salaries were very low, and PERC was a major source of research funding that helped to stem the brain drain out of the universities and research centres. Although PERC was unable by itself to stem the brain drain, it helped to slow it down (End of Project Review, page 47). An example of the Consortium's effect is given in the final report from IEP:

"...PERC provided an outlet for economists returning from studies abroad in IEP's Economics Area of Research. This was the case of Lucía Romero, Cecilia Lévano, Roxana Barrantes, Carolina Trivelli and Edmundo Paredes. The last three researchers mentioned here began as assistants in the Economics Area and returned to the same Area as researchers. Note also the stronger weighting of female researchers among the researchers recruited in this way" (p. 5).

Among the 16 respondents to the survey conducted as part of the End of Project Review, all but two responded that PERC had a "High" or "Very High" impact on their research skills. A number of senior researchers were heavily supported during the Phase II period, winning three or four projects each. 15 researchers fell in this category. Another 14 researchers won two projects each. Only 9 researchers were limited to a single project.⁷ These statistics suggest a fairly high concentration of project funding among a limited number of senior researchers. However, the number of researchers supported under PERC remains significant, including 38 researchers and a large number of research assistants. In the case of GRADE, the Consortium supported 15 research assistants on a full time basis during some part of Phase II. In the case of CIUP, over 40 students acquired experience in the context of Consortium-funded projects. The small grants projects and special studies benefited another 16 researchers,⁸ although to a much smaller degree. By helping to keep senior economists in teaching and research, the project also helped to improve economic training in two of the country's leading universities.

2. Strengthened research and institutional capacity in Peru's five leading economic research centres.

The provision of five-year funding with few strings attached gave the research centres the resources to increase their efforts in the area of economic research, and to develop their capacities for research programming, quality control and dissemination. For IEP and DESCO, PERC funding accounted for nearly all of the economic research activity conducted by those centres. For GRADE, Phase II provided substantial salary support for four economists, each of whom was involved in two, and generally three, consecutive projects. The final reports submitted by IEP and GRADE testify to the successful use of PERC funds to attract graduate students back to the country at the end of their studies (two cases in the case of GRADE, five in the case of IEP).

Through its support of the sub-program on environmental economics and by supporting special studies on gender research and on research priorities, the Consortium influenced the research agenda, while providing methodological guidance to researchers.

The Consortium also contributed to teaching at the university level, by contributing to Peruvian content, especially in specialized fields such as environmental economics or labour economics (End of Project Review, pp. 48-50). According to the final report from PUCP, the involvement of 25 PUCP professors in PERC projects had an impact on teaching. Professors no longer limit themselves to theoretical constructs, but increasingly illustrate those constructs with practical illustrations drawn from Peruvian research (p. 4).

Finally, the Consortium achieved a level of visibility that allows it to participate at senior levels in policy debates with public sector officials. This growing institutional reality of the Consortium helped establish the foundation for the establishment of CIES, which is a much more ambitious institutional undertaking. The establishment of CIES might not have been possible without the prior

⁷ Count based on the names of projects listed in the project matrices (Annex 7).

⁸ Count based on names in the publications list corresponding to these projects. This count is somewhat incomplete, since not every small grant project was published. The true figure may be around 20.

existence of PERC. The End of Project Review contributed a number of lessons to guide the work of CIES.

3. *Improved linkages among Peru's leading economic researchers and research centres; coordination of research agendas and efforts; better coverage of the full range of researchable economic policy issues; improved inter-institutional debate, exchange and cooperation; greater professional consensus on leading policy issues.*

The principal funding mechanism used under the project was that research centres were allocated a certain share of the funding and would decide independently how those resources would be used, within certain constraints. No concerted effort was made to set a global research agenda, other than the identification of research themes that would be eligible for funding as set out in the original funding proposal submitted to IDRC and CIDA.

However there was increased interaction among researchers of the different centres, through the organization of joint seminars and conferences. This led to greater awareness of what other researchers were doing and promoted increased dialogue across ideological divides.

According to the final report received from PUCP:

"Discussions among researchers of different schools of thought were very fruitful. Such exchanges introduced researchers to a broader and richer range of ideas, thus broadening the vision of participants. Similarly, the interaction of the research centres at the institutional level was valuable, leading to new contacts, exchanges of bibliographies, access to new thematic areas, etc." (p. 1).

The workshops created a space to debate policies among centres who do not necessarily share the same political or economic perspectives. They contributed to networking and to an evolving research culture involving a greater degree of peer-review and inter-institutional collaboration. Certain groupings of researchers emerged from these workshops, including a particularly strong group in the area of macro-economic policy.

Collaboration was further enhanced through the activities of the Coordination Committee and of the Environment Committee.

4. *Greater awareness of Peruvian research by potential research users on macro-economic and social policy issues; greater exploration of alternative policy directions; use of research results for policy-making purposes.*

As the Activities and Outputs section of this report indicates, the project yielded a large number of publications and working papers. Although much of this work may not have reached research users directly, there are numerous cases of Consortium researchers acting as advisors to government or non-government policy analysts or taking on important government positions.

One of the vehicles for raising awareness of economic and social policy issues was through the organization of conferences, seminars and workshops, as described earlier. Participation in the annual conferences was particularly high, averaging 219 participants per year, with good representation from various sectors of society. In 1997, for example, there were 180 participants, including 62% from academia, 18% from the public sector, 11% from civil society, 2% from the media, and 3% donors and 4% others. Each conference was held on several consecutive evenings, allowing for greater participation by a range of research users. Participation in the 1998 conference reached an all time high of 308 participants. Media coverage of these and other events was quite good.

Participation in other events was variable, ranging from as little as 15 people for some events to about 100 for the Conference on Natural Resources and Development. Participation in workshops on the state of the economy (*Talleres de Coyuntura*) averaged 32 for nine workshops held from 1995 to 1997, for which data are available (source: Annual Reports for 94-95, 95-96 and 96-97, pp. 1, 3 and 6). Workshops to discuss ongoing research usually involved between 15 and 27 participants. Most participants in workshops tended to be members of the different research centres, but other sectors were also represented on an ad hoc basis.

Another vehicle used to reach decision-makers by the Consortium was its Research Bulletin. The Bulletin was useful for the research community, especially when it also included an in-depth analysis of a major issue. It was also useful for those who did not have access to alternative sources for following current events (e.g. provincial universities). However, as the End of Project Review points out (p. 38), it was not able to compete with more up-to-date analysis provided by private consulting companies and financial sector analysts (such as those of banks or brokerage houses).

- 5a. *Better quality economic research; improved statistical analysis and general empirical methodologies*

In general, the quality of the research in the Consortium appears to be improving. Since the peer-review and evaluation exercises focussed on the final reports of projects (a pre-publication stage of refinement), an independent assessment of published materials is not available. However, the peer review and evaluation results give us a good idea of research quality achieved under the Consortium. According to the quality review conducted by Shane Hunt, which included a review of previous reviews, the range of quality ranges widely, from material considered to be an unfinished product, to material considered among the best ever produced in Peru. Evaluation scores were highest for criteria dealing with the relevance and interest of the research topics addressed, but lowest for the identification of conclusions from the research.

However, the proportion of projects producing material of publishable quality with only minor changes by the end of the contract period corresponding to each project was disappointing. Only four papers in a sample of 15 papers reviewed by Shane Hunt satisfied this criterion.

The proportion of projects achieving different levels of publication can be appreciated in the following table:

Table 6: Level of Publication Achieved by Medium-Sized Projects
(as of May 8, 2000)

Number and % of projects attaining each level*							
Publication level	Phase I**		Phase II - 1&2		Phase II - 3***		Total
	Number	%	Number	%	Number	%	Number %
Books	2	6	2	5	1	5	5 5
Articles (external)			5	13	2	11	15 16
Articles (internal)	8	24	8	21	1	5	9 10
Working Papers	15	44	9	24	5	26	29 32
Mimeos	1	3	14	37	10	53	25 27
No recorded output	8	24	0	0	0	0	8 9
Total No. of Projects	34	100	38	100	19	100	91 100

Source: Publications list of the Consortium provided by CIES Executive Office

- * Projects are counted only once, at the highest level of publication achieved.
- ** No distinction is available regarding the internal or external character of articles in Phase I. Likewise, Phase I data on mimeos is incomplete.
- *** Results appear weaker for round 3 of Phase II due to the lag between project of research and publication of

The table includes results from the first phase of support for PERC, for the sake of comparison. For our purposes, the most significant figures are those shown for rounds 1 and 2 of Phase II. Given the lag involved, the publications record from the third round has not yet reached the same levels as those achieved from rounds 1 and 2.

Emerging from this data is that somewhat less than half of all projects (49%) have produced or are likely to produce published material beyond the working paper stage. 37% of projects have yet to produce anything other than mimeographed documents.⁹

The variability of research quality achieved under Phase II should not detract our attention from two conclusions of the external evaluators. First of all, that the quality of research can be considered at a higher level than in the past, and secondly, that the best studies are of high quality by any standards (End of Project Review, p. 69). To quote the Shane Hunt report,

⁹ Noteworthy is that one of the research centres, PUCP, has a much better publications record than the others. PUCP researchers produced 19 out of the 31 Working Papers produced under Phase II and 11 out of 21 of the articles published in journals and books. Ironically, PUCP's share of the project budget was relatively low, at 17% of the total.

“As a group, that research is probably as good as anything that has been done before in Peru, and is on a level approximately equal to the best work in Latin America, be it from Argentina, Brazil, Mexico, Colombia, or Chile” (p. 45).

5b. Improved capacity in environmental economics

Substantial results were achieved in the area of environmental economics, with the organization of a joint initiative designed to increase research and teaching capacity in this area, as described in the Activities and Outputs section. The courses in environmental economics received very positive evaluations from participants, averaging a score of 15.37 on a scale of 20 and there was significant demand for further courses and more in-depth information. According to the End of Project Review, this was “an impressive example of the way the Consortium has created linkages among specialists of the various centres, as well as linkages with other professionals not linked to the Consortium” (p. 17).

The books on environmental economics produced by the Consortium are being used as teaching aids in Peruvian universities. The first of these books is a literature review of research on the environment in Peru. It identifies research priorities in this field. The other two books are compilations of seminal articles in the area of environmental economics translated into Spanish.

6. Increased linkages between Peruvian economists and their Canadian and international counterparts.

Some linkages were established with researchers in Canada and in other Latin American countries, through the International Advisory Committee, and thanks to the Consortium's involvement in organizing conferences and training activities involving international experts. Worthy of special mention was the conference on "Natural Resources and Development: A Canadian-Latin American Dialogue" organized in 1998.

Canadian advisors were also invited to give training courses on specific topics. For example, Dr. Frank Mueller of Concordia University spent a semester at Pacífico University teaching a course on environmental economics. In late June of 1997, capacity-building courses dealing with labour market economics and financial reform were offered respectively by Dr. Susan Horton of the University of Toronto, and by Dr. Hassan Bougrine of Laurentian University.

7. Improved methodologies for gender-disaggregated research; increased attention to gender as a critical element of research into economic and social trends and their policy implications.

A review of the Consortium's research outputs has not been done to assess the extent of gender-disaggregation or the extent to which this was a critical missing element for the topics being covered. However, the Consortium produced two special studies published as a small book titled "*La Investigación de Género en el Perú*" (Gender Research in Peru), by Cecilia Garavito, María Elena Vattuone, and Fortunata Solorio, Consorcio de Investigación Económica, Investigaciones Breves 6, August 1997. This publication shows that macroeconomic research of the sort that predominated under the Consortium was not gender-disaggregated, by virtue of the research's very macroeconomic character. Areas which included some gender disaggregation by Consortium as well as non-Consortium researchers included research on the following topics: labour markets, education, household economics, economic dimensions of fertility, economic adjustment, poverty and employment. The researchers identify thematic areas for future research on gender, and provides some methodological guidance for same (pp. 38-48 and 89-96).

Approximately 25% of researchers involved in the Consortium were women (End of Project Review, p. 51).

Better Informed Policy Analysis Through Research

For research to have an impact, it must be used, whether by other researchers, as part of the process of knowledge-advancement, or by other research users, including members of the media and civil society, and members of policy-making circles in or out of government. The first requirement for this to happen is the production of quality research results and successful dissemination to research users. Rarely will this lead to direct and immediate impact on policy, except at the margin, because research typically adds to the existing stock of knowledge in piecemeal fashion. As knowledge accumulates and becomes more reliable, one expects policy to improve over time, but this is a long-term and ongoing process. Some impact channels are particularly diffuse. To take an extreme example, impact could take a path from research to improved teaching, to improved policy by students after they graduate and become active as policy advisors or decision-makers in their own right.

Relevance and Research Quality

As we have seen, the Consortium was prolific in its production of research outputs. As can be seen from a reading of publication titles, the subjects dealt with were of obvious relevance to policy-makers. This is confirmed by the peer reviews and external reviews, which rated PERC research more highly on the criterion of relevance than on any other criterion. Results from the peer-reviews organized by the Executive Office gave research outputs an average score of 3.5 out of 4 for relevance. Next came “Contribution to knowledge” with 2.6; quality of the written word, with 2.5; clarity of argumentation with 2.4; and methodology and consistency with 2.3.¹⁰

Similar results obtain from the detailed evaluation of research quality conducted by Shane Hunt. As the table below indicates, the criterion labelled “Estimated Interest of Research Topic” obtained the highest average rating, at 17 on a scale of 20.

¹⁰ Calculated from tables provided by the CIES Executive Office.

**Table 7: Ratings by Criterion from a review of 15 Projects
(on a scale of 20)**

Criteria	Average
Clarity of problem	16.5
Contextualization	14.7
Clarity and Flow	14.1
Estimated Interest of Research Topic	17.0
Methodology	14.3
Coherence and Rigour	12.8
Preemption of Questions	12.5
Conclusions	12.4
Average of component scores	14.3
Overall Assessment	13.1

However, the Consortium does less well on criteria dealing with the quality of the results in terms of their capacity to convince. “Methodology and Consistency” ranks lowest among the five criteria used in the peer reviews. In Shane Hunt’s review of final products submitted by researchers at the end of their projects, criteria such as “Coherence and Rigour,” “Preemption of Questions,” and “Conclusions” all score relatively low. These are serious failings in terms of impact.

Also of concern are Hunt’s findings in terms of publishability. Hunt found only four out of 15 final products that were publishable with only minor revisions. Six would require major revisions before they could be published, and five were unlikely ever to be publishable. The test of publishability used by Hunt was a very pertinent one for our purposes here. He asked whether there was sufficient value added in the document that he could recommend it to research users.

It is true that the final product submitted by researchers in the context of a research project is not necessarily the end of a process. That product may be part of ongoing research that has yet to achieve publication levels. This would explain the long lag which has been observed between the end of PERC-funded projects and publication as articles, books or working papers. More reliable indicators of usefulness to research users would have been obtained by including a sample of publications in the quality review. Comparisons of quality between documents submitted as final products of research projects and actual publications would also have been useful.

A further indicator of quality is the *level* of publication achieved by most projects. As we saw in Table 6, only 47% of projects yielded results which could unambiguously be described as “publications”. Another 24% yielded working papers, which are considered as publications in the Peruvian context, but which presumably do not reach the same standards of completeness as regular publications. Only an independent evaluation of these publications could determine the extent of their likely usefulness to research users.

Other Forms of Outreach

Publications in the form of books, articles and working papers are only one form of outreach to research users. Among the other forms being used by the Consortium is the Research Bulletin, which played an important role in addition to academic vehicles, by disseminating summaries of the best research results in a way most likely to be of use to research users. The Consortium further contributed to policy discourse through seminars, policy-roundtables and conferences.

Finally, Consortium researchers were in contact with other researchers, with the media or directly with decision-makers in a number of ways. The Consortium attempted to record these efforts through "impact sheets" collected from each the researchers receiving support from the Consortium. Compilation of this information yielded the following table of impact indicators under Phase II.

Table 8: Impact indicators 1994 - July 1998

Member Research Centre	Publications	Participation in Courses, Seminars and Other Events		Media Presentations*(1)	Consultancies	
		organized by the centre	organized by other institutions		Institutional	Personal
CIUP	115	60	167	61	97	56
DESCO	67	22	93	71	10	34
GRADE	50	52	114	62	43	28
IEP	88	44	156	77	14	34
PUCP	133	47	156	100	3	24
TOTALS	453	225	686	371	167	176

*Includes: articles and interviews in radio, television, magazines, newspapers, etc.

Source: End of Project Review, Annex table A1. Developed from Impact Reports for each researcher.

These figures indicate a high level of dissemination activity by PERC researchers in each one of the PERC research centres, including a high number of media presentations (371) and large numbers of consultancies performed at an institutional or personal level (167 and 176 respectively).

Provision of Policy Advice

Another way that research finds its way into policy making is through direct interaction of researchers with decision-makers as policy advisors, or by taking up government functions.

Examples of linkages with research users were provided for each of the Consortium member research centres in the bi-annual reports produced for CIDA by IDRC. Some cases are also highlighted in the final reports submitted by the research centres. The most detailed accounts are provided by CIUP and GRADE. Here is what the Final Report from CIUP had to say:

"PERC succeeded not only in encouraging interdisciplinary dialogue with colleagues from other centres; it also promoted closer institutional and personal links with the decision-making apparatus of the State. Various professors and researchers, such as Professors Martha Rodríguez, Carlos Amat y Leon, Enrique Vásquez, Julio Velarde, Gustavo Yamada (as Vice-Minister of Labour), Fernando González-Vigil, Jorge Fernández-Baca and Jorge González

Izquierdo, exercised important public functions and used results from PERC-funded research in their work. Similarly, our research in the area of social policy is being increasingly recognized in the public sector.” (CIUP Final Report, p. 1)

The corresponding contribution from GRADE is too long to reproduce in its entirety, and readers may refer to pages 3 and 4 of that report for a full account. Here are some excerpts:

“Researchers supported by the Consortium at different times have played a direct and active role in policy design. For example, Patricia Arregui and Jaime Saavedra have worked in various projects as consultants for the Ministry of Education. Javier Escobal ... has been an advisor to the Ministry of Agriculture, and was a member of the *Comisión de Reforma del Estado*... He was also director of the *Empresa Municipal de Mercados Mayoristas*. Over a period of several years, Javier Escobal and other GRADE researchers were regular advisors to the Ministry of Economics and Finance. Martín Valdivia, whose work on rural credit markets was sponsored by PERC, ... [was commissioned] to develop a medium-term plan to combat rural poverty; similarly, his research on the economics of health led to a request by the Ministry of Health to design a fee schedule for that sector. Jaime Saavedra, whose work on employment and labour legislation was financed by PERC, was principal advisor for a year in the Ministry of Labour, and then member of the Consultative Commission established in this area... GRADE researchers meet regularly with officials of the World Bank, the IADB, FAO, ILO, along with other agencies (GTZ, AID, COSUDE, JICA), investment banks and international consulting firms, to share specialized information on the economy.”

The final reports submitted by DESCO and CIE emphasize a different approach focussed on civil society. As DESCO puts it:

“The support received from PERC allowed DESCO to reinforce the analytical capacity and the ability to make policy recommendations of a large part of civil society that does not feel represented by the present government and which does not share official views in matters of economic and social policy” (DESCO Final Report, p. 4).

An alternative, and more difficult, approach to studying impacts is to identify specific contributions to knowledge, and policies that resulted from those contributions. The final report from PUCP provides an example of this approach, pointing to findings on the effects of international conditions on economic fluctuations in Peru. According to the PUCP report (p. 2),

“...this led to policy proposals with an impact on the public sector. For example, the imposition of reserve requirements on external flows of capital into the banking system, was a measure suggested by our group and recently adopted... In the current recessionary period, there have been discussions of monetary and fiscal policies inspired by our analysis on the mitigation of economic fluctuations resulting from external shocks.”

Interviews with research users

The issue of research usage was addressed in all of the evaluations of PERC done to date, on the basis of interviews with actual and potential research users. The two evaluations conducted during Phase I both indicated the need for greater attention to policy relevance. Roger Young's mid-term evaluation of Phase II referred to the "oft-repeated observation of those outside the Consortium ... that the work could be more policy oriented and less academic" (p. 19).

This was also one of the issues addressed by the End of Project Review conducted by Herzka and Hunt, which dedicated a major section to the topic (section II F, pp. 36-44), and it is worth reproducing some highlights of that discussion here. From interviews with research users outside of academia, the evaluators observed the following:

"a wide variety of degrees of familiarity with PERC funded research was found, but most had at least some knowledge of the Consortium and its activities. There was a widespread respect for the research achievements of all member centres, but also various reservations about the practical usefulness of the PERC research.

"Among the observations made were the following:

- In many instances the research publication was too complicated. It was not user friendly.
- The reviews of recent developments (Informes de Coyuntura), which have filled most issues of the Bulletin, have come out much too late to be useful and could not compete with sources that were more up to date. This was especially stressed by private sector representatives.
- Some observers questioned the relevance of the research. They considered that the research agenda did not focus on those issues for which the decision makers required answers, especially during the critical process of economic stabilization and structural reforms.
- Most of the work sponsored by PERC was macro oriented. For many in the private sector, their interests were much more focussed on micro issues related to their particular sectors. While much micro-level work has been sponsored by the Consortium, coverage of issues in particular micro sectors is often quite thin.
- Media representatives indicated that they preferred to tap into the knowledge of the researcher through direct contact or interviews, rather than work through the same ideas produced in written form.
- It was not possible to obtain information on how international agencies staff used the information provided to them through the Consortium's publications.

"Lesson Learned: *From the comments of most public and private sector observers that were interviewed, it is clear that the Consortium was not very successful in communicating its research results and their policy implications to many potential users. How to enhance the researcher's impact in the public arena is a major challenge for the future" (pp. 39-40).*

Clearly, the external evaluators felt that there was room for progress in the Consortium's ability to reach the user community. However, the authors also recognized the importance of dissemination through informal networks and linkages of the sort described in the CIUP and GRADE final reports. In their view "these informal networks are at least as important as any specific measures undertaken to foster the creation of more formal channels for the dissemination of research results" (End of Project Review, p. 43).

Lessons and Recommendations for CIES

PERC in its first and second phases performed an extremely important function. As all of the external evaluations recognize, the project can be credited with having sustained the best of the economic research and teaching community in Peru, during a period of extreme economical and political hardship. This is no mean achievement, because a thriving academic community is one of the prerequisites of sustainable development, not only because it is the source of economic training for future policy-makers, but also as a plank of political democracy and pluralist discourse.

The approach used by the Consortium during these two phases of support was very flexible. Although the funds had to be used for research, they were allocated to each research centre in predetermined amounts for research projects of their own choosing in a number of general thematic areas. These thematic areas were general enough to allow for a wide range of research topics. Because the needs were so great and funding was limited, funding was concentrated on a small nucleus of key research centres.

The form of support which was provided gave these research centres the stability that they needed to attract or retain highly skilled personnel. This sort of stability enabled the research centres to establish research priorities, to manage publications programs and establish websites, to recruit and train younger researchers with the expectation that they would have a continuing role to play in the institution, in brief to develop and grow as sound institutions. The approach also enabled most researchers to win two or more research projects, thus ensuring continuity in their work over time.

Sustainability

The main concern shared by IDRC and CIDA, as Phase II wound to a close, had to do with the sustainability of a formula which created such a high level of dependence on external funding. That formula was sound as a transition measure to help the centres navigate through hard times, but external donors could not continue forever to play this sort of role. What was needed was an institutional formula that would have sustainability measures built into it.

Two conditions seemed necessary in order to ensure financial sustainability. One is that the research centres should be able to sell at least a part of their service in the form of contract research or consultancies. The second is to ensure the continued availability of public or donor funding for more basic, longer term, research. The fundamental requirement for either of these conditions to be satisfied, is that the user community should value the work of the research centres.

However, the ability of the Consortium to satisfy research users has been quite weak in some respects. The external evaluators concluded that the Consortium was not very successful in communicating its research results and their policy implications to many potential users. When Shane Hunt used “usefulness to users” as the key criterion of publishability, he found that most Consortium outputs were not publishable without major revisions, or not publishable at all, by the time final project documents were submitted to the Consortium.

The problem is partly one of research culture. Academic researchers are guided by many other interests than the developmental importance of their research from the point of view of research users. But that is the challenge. If research in countries such as Peru is to receive the support that it needs to survive, in the midst of competing demands for resources, its relevance and value will have to be increasingly appreciated by research users. Failing that, the trend is for funding to be directed increasingly towards consulting types of activities, leaving a major gap for research of a more long-term and fundamental nature. Phase II of the PERC project made substantial strides in reaching out to the user community, but this was insufficient. There is a need to tailor both the research itself, and its dissemination, in ways that better satisfy the needs of research users.

Quality Control and Peer Review

One issue that has been of concern to IDRC throughout was that of quality control as applied both to the proposals being approved for funding and to the quality of research results. Under the institutional formula being used, the responsibility for quality control resided with each institution. There are substantial advantages to such a formula, since it encourages each centre to take responsibility for its own affairs. However, there is no central guarantee of effectiveness in this regard.

Furthermore, the Consortium did not hold the research centres accountable for quality control, and there were few efforts to monitor and compare research management and actual results by research centre, for fear of sparking jealousies or tensions among the research centres. This was probably an error. The *quid pro quo* to the provision of institutional support according to a particular distribution of funds should be to hold the research centres accountable on a comparative basis. The Executive Secretary lamented the lack of sanctions for poor performance in his final report to IDRC, saying that “the system of incentives and sanctions to encourage productivity, excellence and policy-impact - aspects which the Joint Activities program was intended to reinforce - was deficient in practice” (p. 6). Still, the research centres were expected to report on results and impact, and the possibility of comparison existed, as a stimulus to performance.

In practice, all of the research centres seem to have performed well, although one centre (PUCP) achieved much higher levels of publication than the others, as shown in Table 4. Unpublished analysis from Shane Hunt’s review of research quality can be used to show that some centres, GRADE and CIUP, produced higher quality work, within the framework of his sample of 15 projects. Obviously, different centres had their own strengths and weaknesses, but it is remarkable that data to make such comparisons only became available at the end of the project, and remains incomplete.

The approach to quality control that was used was to establish some external oversight over quality. In Phase II, all project proposals had to be reviewed by the International Advisory Committee, and as we have seen, many proposals were sent back for revisions before being approved. There is no record assessing how much the proposals were improved by this process, but it is fair to presume that the process had a substantial impact. How well a proposal is designed is extremely important to the success of a research project, since a badly defined research question is unlikely to be answered well. Shane Hunt makes this point eloquently in his review of research quality, and points to imperfections in project definition that remained in some of the proposals that were funded despite the review mechanism in place.

Peer review of project outputs was the second mechanism used by the project. This took several forms. All interim reports were peer reviewed, and results were shared with the researchers. Further comments were received during review workshops, and during the Annual Conferences. Finally, there was an end-of-project peer review of every project, which assessed the suitability of research results for publication. It is safe to presume that these on-going efforts at peer review had a positive impact on quality, and all 16 of the researchers who responded to the End of Project survey, considered the peer review system to have been of “High” or “Very High” value in satisfying the objectives of the PERC project. Similar ratings were offered regarding the contributions of the International Advisory Committee.

The external reviewers offered two comments on the peer review system (p. 21). One is that much of the review took place too late to have much impact in cases where comments were of a fundamental nature. The other is that there was no accountability mechanism in place to ensure that comments were taken seriously.

The lesson that has been derived from all this for CIES is to reinforce the level of accountability in CIES by withholding final payments delivery of a satisfactory final product. Although such a model may be difficult to implement, it is certainly worth exploring. In the end, as Shane Hunt’s quality review argues, there are no simple solutions to the issue of research quality. More competition will help, as will the imposition of greater accountability as projects come to a close. However, the challenge is a broader one having to do with the research environment as a whole. These are challenges for CIES to grapple with, within the limits of the resources at its disposal.

Competition

Another concern going back to the evaluation of Phase I¹¹ and often raised in the context of Phase II related to the lack of competition for funds among research centres. As described in the End of Project Review, each centre had its own process for allocating funds internally. In the cases of PUCP and CIUP, the process evolved, and became more competitive over time. The non-university centres operated according to each centre’s institutional strategy (End of Project Review, p. 20).

Where the Consortium used a fully competitive mechanism, for the small grants competition, the results were remarkably good. The lesson that was drawn from this is that there is a tradeoff. The

¹¹ One of the major recommendations of the Morales evaluation was that more competitive mechanisms of grant allocation should be established.

institutional formula used under PERC was no doubt good for the research centres, permitting them to establish their own institutional mechanisms or to allocate their resources in a planned and strategic fashion. However, the formula involved a degree of protectionism that kept funds from flowing to the best proposals on a Consortium-wide basis, and the reduced competition may have tempered the quality of proposals all around. Questions were also raised about why research funds should be limited to five select research centres, to the exclusion of researchers belonging to other research centres.

In considering the possibility of a third phase for PERC, IDRC concluded that the approach taken under PERC may have been the most appropriate one under the conditions of the time, but that a more competitive approach would have to be considered under any subsequent support mechanism. This will have to be combined with appropriate capacity-building mechanisms, to ensure that all of the benefits of CIES do not go to a small number of Lima-based research centres.

Membership

A related issue is that of opening up the Consortium to new members. This seems like a natural extension of the principle of increased competition. However it is more than that. So long as the Consortium was perceived as little more than a mechanism for disbursing CIDA and IDRC funds to a restricted number of research centres, there was no hope of sustaining the Consortium as an independent institutional reality. This closed-shop approach reduced competition for funds, concentrated support in Lima, and undermined the possibility for the Consortium to act as a representation of the Peruvian research community. The approach being tested under CIES is to open up membership to all serious research centres in the country, and to develop the Consortium as a broker and lobby instrument for the research community.

To be sustainable, the Consortium will have to perform valuable services for its members, as well as for the user community. Ideally, the Consortium will come to be viewed as *the* privileged intermediary institution in Peru between the research community and research users. Opening up the Consortium to other members will help the Consortium to play that role, while increasing its legitimacy as a representative institution.

Addressing the Needs of Research Users

One of the lessons identified by the End of Project Review was the need to create a forum in which the research group could interact with research users. This needs to happen at several levels. Fora were organized under PERC in the form of the Annual Conferences and other seminars involving research users. However, the relationship between researchers and research users need not be limited to the dissemination phase. There is a need to involve users in project identification and design as well as at the policy level.

One may also ask what sorts of conferences, seminars and workshops are most likely to interest and involve policy makers. The format of the Annual Conferences can be criticized for the show-and-tell approach that was used, in which a range of research topics were covered. Research users who attend tend to be passive participants, and the amount of learning which takes place is probably limited. An alternative approach, which was also used under PERC, is to organize

thematic seminars on an occasional basis around specific issue areas. Under this approach, issues of debate are identified, and working groups are organized around that debate, including presenters from outside as well as from within the Consortium. If such seminars were organized at strategic moments in the policy making process, the likelihood of impact would be enhanced. Many of the special seminars held under PERC were organized to take advantage of the presence of a foreign expert who happened to be in the country. What are the conditions for such seminars to be organized greater input from Consortium members themselves?

Based on IDRC's experience elsewhere in the world, academic research begins to be of interest to research users only when it achieves a certain critical mass. Individual research projects, of modest scale are unlikely to cover a sufficient range of a problem's different dimensions to attract the full attention of decision makers. Greater critical mass can be achieved in two ways: over time, as individual researchers undertake a series of projects on related topics, so that they develop a high level of expertise in a particular research area; or by bringing a group of researchers to work together on a problem, in networked format. The latter formula has a number of advantages due to the interaction that takes place among researchers with different skills and perspectives and has become a privileged option for IDRC in its choice of support modalities.

Ideally, researchers and research users should come together early in the project development process, and should be in contact for the duration of the project. In this way, research can be expected to have a larger impact on policy than could ever be the case by merely inviting research users to the table during the dissemination phase. Because networked projects involve a certain critical mass, they provide a much greater opportunity to interest research users from an early stage.

Research under Phase II was conducted almost solely by individual researchers or by small groups of researchers in one institution. As a result, projects lacked critical mass, and there was insufficient dialogue among researchers with different perspectives and expertise. IDRC's preference would have been for almost all research under CIES to be organized in national networks similar to those managed by the Canadian Policy Research Network in Canada under Judith Maxwell's leadership. However, this was a new model in Peru, and there was resistance to the idea. As a compromise, only about one half of funding in CIES has been slated for networks.

Finally, there is a need to bring researchers and research users together at the policy level. this was not done under PERC. Under CIES, the place of users has been enhanced by giving research users an equal voice to researchers on the Board. It is hoped that this will become an important plank of sustainability for the new Consortium.

Joint Activities

Particularly good results were obtained in Phase II in the category of "Joint Activities" which included the Research Bulletin, the Annual Conferences, the Small Grants competition, the work of the Environment Sub-Program, and the many special seminars and activities that were organized. These results showed that the research centres were capable of working together towards common goals, and that substantial value added resulted from such collaboration. Support for such activities constitutes a particularly appropriate role for external donors, since these are activities of collective importance that are less likely to be supported in the absence of outside intervention.

The small grants modality seems to have constituted a particularly good use of funds, since most small grants projects yielded publishable results, at a grant cost of only \$ 5,000 US per project, which is about 12% what it cost, on average, to fund a "regular" project. Use of this modality has been substantially increased under CIES.

However, small grants can be used for different purposes. Under CIES, this modality is being used exclusively for capacity building purposes. Although there is a need for a separate modality for capacity-building purposes, in order to level the playing field for less experienced researchers, this does not obviate the need for smaller grants for senior researchers under certain conditions. IDRC's proposal in this regard has been to allow for complete flexibility in the size of projects under the so-called "medium-sized" grant modality. However, the project managers have considered this too complicated an approach and have not pursued our recommendation, so far.

Evaluation and Reporting

Considerable efforts were made under PERC to collect information on outputs and impacts during the life of this project. However, there was not enough effort to systematize and process that information on an ongoing basis. Furthermore, the recipients had not anticipated the need to prepare final reports of the thoroughness that would have been required. As a result, there were gaps in the reports, and a lack of homogeneity in content. This hampered the work of the end-of-project review and delayed the preparation of this final report. Under CIES, efforts are being made to develop a sound results-monitoring system, and to manage that system carefully, but a system has yet to be completed to collect the required data on a systematic basis.

One also notes some important gaps in our knowledge regarding the effectiveness of certain processes. In particular, no analysis has been done of the effectiveness and usefulness of the peer-review process. Similarly, we know virtually nothing about the process of revision and improvement of results that went on after projects were closed, in the period leading up to publication. Nor has any systematic evaluation been done of the publications themselves. All of the peer reviews that we have seen bore on interim reports or on the final report at the close of PERC-funded projects. Subsequent evaluation work will have to fill these gaps if we are to have a thorough understanding of what was achieved and of the factors contributing to success.

As we saw, one of the gaps in information concerned how the research process was managed in each research centre. Similarly, we have only limited information allowing us to compare performance across research centres. Under CIES, this sort of comparison ceases to be of the same interest, but there will be other processes and comparisons to study. For example, we will need to know how research networks are being run in practice, and comparisons of how different networks have fared will be important. Comparisons of how well different modalities have worked will also be important.

Achievements of the Consortium

The general objective of the project as defined in the Contribution Agreement between CIDA and IDRC was to “strengthen the ability of Peru to formulate effective economic and social policy as the country moves from stabilization to adjustment and to sustainable long-term growth”. The project has clearly been successful in achieving this objective. As we saw, most of the output targets were met or exceeded, and all of the outcomes pursued by the project were obtained.

Some of the achievements of the Consortium were temporary, because they depended on the availability of funding. For instance, the IEP was not able to retain all of the economic staff recruited to work on PERC projects, once the funding ran out (see IEP Final Report). But even in these cases, there were permanent benefits, resulting from the Consortium’s contribution in stemming the brain drain.

Other permanent contributions to the strengthening of research capacity included the institutional development that occurred: linkages were created among research centres, new mechanisms, such as peer review and competitive mechanisms, were tested, and the foundation was laid for the organization of research according to a new, collaborative model under the CIES project, which was to follow PERC. At the individual level, the Consortium’s achievements include the skills development that occurred and improvements to economics training in Peruvian universities.

The Consortium also contributed significantly to the advance of policy relevant knowledge, through publications, seminars, conferences and workshops. While the quality of PERC research was variable, it was superior to that achieved in the past, and the best research was on a par with the best work anywhere in Latin America. PERC-supported research was uniformly praised for its policy relevance, and PERC-supported researchers played a hand in policy advice and formulation in various areas of decision-making.

This was a very worthwhile project.

Annex 1: Final Report from CIUP

INFORME FINAL

CONSORCIO DE INVESTIGACIÓN ECONÓMICA

CENTRO DE INVESTIGACIÓN UNIVERSIDAD DEL PACÍFICO

Junio 1999

Informe Final

- 1.- El Centro de Investigación de la Universidad del Pacífico (CIUP) fue una de las cinco instituciones que, en 1989, unieron esfuerzos para formar el Consorcio de Investigación Económica (CIE). Para el CIUP, como para los restantes centros, el propósito central de esta iniciativa partía de la necesidad de mejorar el nivel del debate económico que se venía desarrollando en el país, así como también de la urgencia de construir una comunidad académica, cuya solidez analítica y rigor metodológico pudieran producir estudios que tuvieran repercusión sobre el diseño e implementación de las políticas públicas.
- 2.- En el cuadro que se adjunta en el anexo, se puede encontrar una lista que recoge las 23 investigaciones que han sido realizadas, entre 1989 y 1998, con el apoyo del CIE. Los temas abordados han sido los siguientes: políticas macroeconómicas de corto plazo, análisis de la estructura y funcionamiento de los grupos económicos, impacto de las reformas estructurales sobre los programas de estabilización, el sistema tributario y la actividad productiva, determinantes del ahorro interno, cambios sociodemográficos y económicos en las familias de Lima, historia económica, finanzas municipales, casos para la gestión económica, impacto de la inversión extranjera directa sobre la actividad económica sectorial, impacto de los determinantes del comercio internacional sobre los acuerdos de integración regional, política fiscal, libre realización de los servicios financieros, regulación de las empresas de servicios públicos, políticas sociales y construcción de estimados del crecimiento del largo plazo en el Perú.
- 3.- El aporte del CIE ha sido importante en varios sentidos.
 - i) Ha permitido investigar temas de especial relevancia para el desarrollo económico y social del país, y, en ese sentido, los estudios realizados han aportado nuevas evidencias al debate de diferentes alternativas en el campo de las políticas públicas. Las discusiones se han llevado a cabo entre funcionarios del gobierno y académicos en reuniones cerradas y en seminarios públicos que han facilitado el intercambio de experiencias y perspectivas de análisis.

- ii) Ha logrado no sólo fomentar el diálogo interdisciplinario con colegas de otros centros de estudio, sino también una mayor aproximación personal e institucional con algunos de los núcleos estatales encargados de la toma de decisiones en el país. Varios profesores e investigadores, como los profesores Martha Rodríguez, Carlos Amat y León, Enrique Vásquez, Julio Velarde, Gustavo Yamada, Fernando González-Vigil, Jorge Fernández-Baca y Jorge González Izquierdo, han desempeñado importantes cargos públicos e incorporado en su gestión temas investigados en el CIUP. Asimismo, los estudios realizados en el campo de las políticas sociales están adquiriendo una creciente relevancia y reconocimiento en el sector público.
- iii) Ha contribuido a promover una mayor difusión de los resultados de las investigaciones realizadas, las que, a su vez, han servido como materiales para la docencia, generando un efecto multiplicador de vasto alcance en la educación superior del país. En efecto, se ha podido constatar que muchos de los trabajos producidos con el auspicio del CIE han sido utilizados por profesores de Economía no sólo de las universidades privadas de Lima, sino también de las universidades nacionales de provincias. Asimismo, algunos de esos trabajos han sido presentados en diversos foros y seminarios internacionales, de manera que la diseminación de los resultados ha logrado su adecuada internacionalización.
- iv) Ha ayudado a complementar el ingreso de los profesores de la Universidad del Pacífico, quienes, de esta manera, han podido concentrar sus esfuerzos en el desarrollo de investigaciones de largo plazo, evitando así la dispersión de sus esfuerzos. En efecto, el financiamiento que han recibido 14 profesores durante estos últimos nueve años ha facilitado la profundización de áreas temáticas que, de otra forma, habrían representado un interés académico puntual y de corto plazo. De igual modo, dicho apoyo ha facilitado el reclutamiento de jóvenes profesores que regresaban al país con estudios de doctorado y cuyas expectativas de ingreso usualmente superaban los sueldos proporcionados por la Universidad.
- v) Teniendo en cuenta que el CIUP forma parte de una institución de educación superior, el CIE ha contribuido a la formación y entrenamiento de jóvenes universitarios, algunos de los cuales han logrado desarrollar un interés sostenido por la investigación académica gracias a su labor como asistentes y practicantes. Muchos de ellos, después de esa experiencia, decidieron seguir cursos de post-gradó en las más prestigiosas universidades del extranjero. Algo más de 40 estudiantes han sido entrenados y capacitados en el marco de los proyectos apoyados por el CIE.
- vi) Finalmente, el aporte del CIE ha ayudado a definir las principales áreas de interés del CIUP, cuyo resumen se presenta a continuación:
 - ♦ **Política económica.** - Dirigida a identificar los efectos de las políticas económicas sobre el crecimiento, el sector financiero y el equilibrio del sector externo. Sus integrantes han realizado estudios sobre la política de estabilización, los determinantes del ahorro, los ciclos económicos, los efectos de los fondos de pensiones del ahorro interno y el acceso a la información sobre créditos de consumo, entre otros para entidades como el IDRC, el BID, CONASEV, la Superintendencia de Banca y Seguros, la Superintendencia de AFP's y la AFP Profuturo.

- ♦ ***Políticas social y desarrollo humano.***- Orientada a identificar y promover las políticas y los programas, tanto públicos como privados, más eficientes y equitativos para mejorar las condiciones de vida de los sectores de más bajos ingresos. En el mismo sentido, busca formular propuestas para fortalecer las capacidades institucionales existentes en la sociedad civil. Sus integrantes han desarrollado estudios sobre economía de la salud, apoyo alimentario, programas de lucha contra la pobreza, indicadores de exclusión social, seguridad social, así como un diagnóstico sobre el tercer sector y la filantropía y la responsabilidad social, entre otros, por encargo del Ministerio de Salud-AID, BID, CIDE-ILADES, Defensoría del Pueblo, IDRC, la Fundación Ford y la Fundación W.K. Kellogg, entre las entidades más importantes.
- ♦ ***Comercio internacional.***- Dirigida a identificar las mejores estrategias de inserción de la economía peruana en el mercado internacional, tanto en lo que se refiere a bienes y servicios, como a los movimientos de capitales, tomando en cuenta las actuales tendencias de integración y sus efectos sobre las políticas macroeconómicas y de competencia. Sus integrantes han realizado estudios sobre los efectos de la inversión extranjera en el país, los determinantes del comercio y las mediciones de la competitividad de la economía peruana para entidades como UNCTAD, IDRC y World Economic Forum.
- ♦ ***Recursos naturales y medio ambiente.***- Dirigida a promover una estrategia de desarrollo para el país basada en el uso eficiente y sostenido de los recursos renovables y no renovables, tomando en cuenta los probables impactos sobre medio ambiente. Sus integrantes han desarrollado estudios sobre sistemas de cuotas para la pesca, problemática de aguas residuales, valoración del bosque amazónico (región Ucayali) e inventario del estado de recursos naturales y del ambiente, entre otros, por encargo del BID, PROMAR-BANCO MUNDIAL, Ministerio de Pesquería, CODESU, IPAE, WWF y PERUPEC-Turismo. También se ha realizado una propuesta de generación de empleo basada en el aprovechamiento de recursos naturales, para el Ministerio de Trabajo y Promoción Social, y una evaluación de demanda potencial de energía eléctrica de las empresas que explotan recursos naturales en la región del sur medio, para la empresa Emerid.
- ♦ ***Economía de la regulación.***- Dirigida a identificar las mejores políticas para el manejo de los servicios públicos y la construcción de la operación de obras de infraestructura, así como el análisis de las políticas relacionadas con la defensa de la competencia. Sus integrantes han desarrollado estudios vinculados con la resolución de conflictos ante INDECOPI, la Comisión de Tarifas Eléctricas y la Superintendencia de AFP's. Asimismo, se han realizado consultorías para la COPRI, PRONAP y OSIPTEL.
- ♦ ***Gestión empresarial.***- Dirigida a formular estrategias para el manejo de los negocios y la preparación y análisis de estados financieros. Sus integrantes vienen desarrollando estudios sobre mecatécnica y negocios internacionales, gestión de recursos humanos, operaciones y sistemas, tributación y sistemas de información de contabilidad financiera y administrativa.

Annex 2: Final Report from DESCO

CONSORCIO DE INVESTIGACIÓN ECONÓMICA

DE PROYECTO CIID: 93-0404

INFORME NARRATIVO FINAL

DESCO¹

Síntesis

Los objetivos del Consorcio de Investigación Económica fueron el fortalecimiento de la capacidad de investigación de las instituciones del Consorcio, la mejora de la capacidad de la investigación, el desarrollo de relaciones entre los diferentes investigadores del Consorcio y la mejora en la difusión de los resultados de la investigación, orientándola a la atención de los funcionarios gubernamentales tomadores de decisiones de política económica.

El número total de investigaciones financiadas por el CIE para DESCO fue de 9 investigaciones, divididas en dos grandes áreas temáticas: la racionalidad y el comportamiento empresarial frente las políticas económicas, desarrollados por Humberto Campodónico (en una primera etapa), Manuel Castillo y Andrés Quispe, abordada con el enfoque teórico de los grupos de interés y los estudios sobre funcionamiento del mercado laboral urbano, pobreza, políticas sociales y distribución del ingreso que fueron desarrollados por Julio Gamero y Humberto Campodónico, abordados desde el ángulo de los mercados imperfectos y la racionalidad y lógica de la nueva política social. También se apoyó una investigación específica, referente a las modalidades de cooperación interfirmas y su importancia para el diseño de instituciones y políticas industriales, basándose en los nuevos aportes que propone la economía institucional.

El número total de investigadores participantes en las investigaciones de DESCO para el CIE fue de ocho, habiendo participado también cuatro asistentes de investigación.

En el periodo analizado se realizaron numerosas actividades que tuvieron como objetivo, fundamentalmente, la difusión de los resultados de las investigaciones realizadas. Entre ellos tenemos la publicación de artículos en revistas especializadas locales y extranjeras y diarios de circulación nacional; la realización de asesorías y consultorías a solicitud de diversos gremios empresariales, servicios de cooperación internacional de diversos países de la Unión Europea; instituciones gubernamentales, centros de investigación y ONGs; asistencia a seminarios nacionales e internacionales y presentaciones en medios de comunicación radial y televisiva.

La participación de DESCO en el CIE impulsó la actividad de investigación de la institución, permitiendo mantener complementariamente la plana de investigadores arriba señalada. A su vez, esto permitió el intercambio de ideas y experiencias con otros proyectos de DESCO, ligados a las actividades

¹ Representante: Humberto Campodónico Sánchez

de promoción del desarrollo, tanto desde el punto de vista de los enfoques globales como de aquellos en los cuales se daban coincidencias temáticas específicas (programa de educación y empleo, programa de desarrollo urbano del Cono Sur de Lima, impulso al desarrollo de la microempresa en Lima, entre otros).

Logro de los Objetivos

El objetivo del CIE de fortalecer la habilidad de formulación de políticas económicas y sociales a través del apoyo a la investigación en dichas áreas es un objetivo, que para el caso de DESCO, se encuentra en proceso. Si bien las investigaciones realizadas han permitido el desarrollo y acumulación de una capacidad crítica en los temas trabajados, la capacidad de influencia de DESCO ha sido muy débil respecto de los diversos organismos del Estado. En nuestro criterio esto se debe, fundamentalmente, a que el gobierno, en la década del 90, ha privilegiado un determinado enfoque económico, excluyendo a otros. Más bien, para DESCO, los intercambios y relacionamientos más fluidos se han realizado con diversas instituciones de la sociedad civil, la Iglesia y la cooperación internacional.

Diseño y Puesta en Práctica del Proyecto

Los enfoques metodológicos de las investigaciones de DESCO no han sido uniformes en todos los proyectos, debido a las distintas características de los mismos. Ello no obstante, los enfoques pueden caracterizarse como pluridisciplinarios, en la medida que el enfoque económico ha venido complementado con aportes de otras disciplinas sociales con el objetivo de mostrar la interacción de los aspectos económicos con el entorno social y político. Ese ha sido el caso, por ejemplo, en buena parte de los proyectos sobre racionalidad y comportamiento empresarial², Así como en las investigaciones sobre pobreza, empleo y salarios. Adicionalmente, se ha empleado también el enfoque de la economía institucional en las investigaciones sobre empresarios (desde 1993) y en los sistemas de cooperación intrafirma.

Productos y Difusión del Proyecto

La mayoría de los proyectos de investigación han sido publicados como libros. Algunos avances de investigación han sido publicados en la revista PRETEXTOS, de la División de Investigaciones de DESCO, en el Boletín del CIE y en otras publicaciones especializadas tanto locales como extranjeras.

La interacción con otras disciplinas se ha dado fundamentalmente en dos proyectos de investigación: a) en aquellos sobre grupos de interés empresarial y reacciones frente a las políticas macroeconómicas, la interacción con otras disciplinas ha tomado en cuenta los planteamientos de la sociología sobre los grupos de interés, así como los aportes del “public choice” y de la economía institucional; b) en el proyecto sobre relaciones intrafirma, existe una interacción con la economía institucional

Otras investigaciones han dado lugar a la participación en nuevos proyectos de investigación a nivel regional³. En el caso de las investigaciones relacionadas con la temática del mercado laboral urbano, la pobreza y las políticas sociales, sus diversos productos: avances, artículos e informes finales, han permitido aportar elementos de debate que han sido recogidos por gremios laborales e instituciones de promoción laboral, por un lado, e influido en diversas acciones realizadas por la

² Los que, además, significan una continuidad con las investigaciones desarrolladas anteriormente por DESCO en el campo del análisis del sector empresarial peruano (Durand, por ejemplo).

³ En ese sentido, cabe mencionar la participación de DESCO en el proyecto regional, coordinado por FLACSO/Argentina y auspiciado por la Fundación Ford, sobre los nuevos mandatos del Banco Mundial y del BID en la década del 90.

sociedad civil en el tema del desarrollo social y lucha contra la pobreza: Conferencia Nacional de Desarrollo Social, Acción ciudadana de lucha contra la pobreza y la Mesa Deuda y Desarrollo del Perú, de otro lado. Estos aportes de han reflejado en la incorporación de los investigadores en la elaboración del Primer Informe de Desarrollo Humano del Perú realizado desde la sociedad civil" y en el soporte técnico a diversos aspectos de la campaña internacional y nacional de Jubileo 2,000⁵.

Formación de capacidades

El CIE ha permitido complementar los recursos económicos necesarios para el mantenimiento de un grupo de investigadores en un contexto en el cual los recursos provenientes de la cooperación internacional a proyectos de desarrollo⁶ otorgan menos grados de libertad para la inclusión presupuestaria de actividades relacionadas con la investigación.

De otro lado, la dificultad en el acceso a fondos de investigación ha conllevado a que los investigadores de la institución tengan que involucrarse en algunas actividades de los proyectos de promoción, por ejemplo las sistematizaciones de las experiencias, con el objeto de poder completar sus presupuestos.

En el caso de los asistentes de investigación, varios de ellos después continuaron con su desarrollo académico realizando estudios de maestría y doctorado en universidades norteamericanas.

Gestión del Proyecto

Desde 1994, DESCO es el centro sede de la Secretaría Ejecutiva del CIE, sucediendo en dicha responsabilidad a GRADE. Esta responsabilidad implica llevar a cabo la administración de los fondos del mismo.

La labor de la Secretaría Ejecutiva, a cargo de Javier Portocarrero, ha sido muy fructífera para la actuación del CIE en estos años. Ha cumplido con incentivar a los investigadores a que concluyan sus investigaciones en los plazos establecidos, organizó eficientemente las diferentes reuniones de análisis de coyuntura y de avance de las investigaciones. Igualmente organizó de manera eficiente los procesos de arbitraje tendientes a mejorar la capacidad y los resultados de las investigaciones. De otro lado facilitó y promovió las diversas actividades de difusión y publicación de los resultados de las investigaciones.

Comentarios finales

A partir del apoyo recibido del CIE en la fase que ha culminado, DESCO ha realizado investigaciones que han permitido continuar temáticas trabajadas desde antes y con otros apoyos como ha sido el caso del análisis de los gremios empresariales, mientras que en el caso de las investigaciones relacionadas con el empleo, la pobreza y las políticas sociales su ejecución ha permitido reforzar la línea de promoción al desarrollo incorporando elementos de reflexión y de análisis que han brindado un mejor soporte para las sistematizaciones de dichas experiencias. De otro lado, investigaciones relacionadas con el análisis de las multilaterales y el seguimiento de los programas de ajuste estructural, han permitido complementar la discusión que se realiza desde el área de cooperación al desarrollo de DESCO dada la participación de la institución en instancias de relacionamiento con el Banco Mundial y en

⁴ Nos correspondió asumir integralmente los aspectos relacionados con el empleo.

⁵ Investigadores de la institución han elaborado documentos, ponencias, participado en seminarios y asesorado a diversas organizaciones eclesiales y a la Mesa Deuda y Desarrollo la cual realiza un conjunto de actividades en el marco de la campaña mundial del Jubileo 2,000.

⁶ Se recuerda que la actividad principal de DESCO es la promoción del desarrollo.

plataformas continentales de acción de instituciones de la sociedad civil, como es el caso de ALOP y Civicus, por señalar algunas.

En ese sentido, las investigaciones realizadas han guardado correspondencia con intereses, ámbitos de actuación y políticas institucionales lo que ha permitido un potenciamiento de estos y, a su vez, han sido un canal de disseminación de los diversos resultados de las investigaciones realizadas.

La capacidad de influencia en los hacedores de política económica y social de parte de una institución como DESCO reviste serias dificultades, teniendo en cuenta la muy escasa permeabilidad de la presente administración gubernamental ante planteamientos distintos a los que ha hecho suyos desde comienzos de los noventa. Es por ello que el énfasis que le hemos dado a los resultados de nuestras investigaciones es su difusión a través de artículos y ensayos en publicaciones locales, extranjeras y en nuestras participaciones en los escenarios diversos de actuación de la sociedad civil y de la cooperación internacional. En esta medida, el apoyo recibido del CIE ha contribuido a que los resultados de las investigaciones realizadas por DESCO permitan reforzar la capacidad de análisis y de propuesta de parte importante de la sociedad civil que no se siente representada ni compartiendo el discurso oficial en materia de política económica y social.

Investigaciones realizadas por DESCO

Ciclo Económico y Racionalidad Empresarial

Javier Iguíñiz, Noemí Montes, L. Vilcapoma

Políticas Macroeconómicas y Grupos Intermedios de Interés

Humberto Campodónico, Manuel Castillo, Andrés Quispe

Sistemas de cooperación interfirma en el Perú: Lecciones para el diseño de instituciones y políticas industriales

José Távara

Organismos Multilaterales, Países Desarrollados y Políticas Sociales en Perú: 1990-1994

Humberto Campodónico

Grupos de Interés empresariales y Ajuste Estructural: Transición, adaptación y conflicto económico 1990-1993

Manuel Castillo y Andrés Quispe

Mercado de trabajo en Lima Metropolitana, segmentación y estructura de salarios 1985-1995.

Julio Gamero

Post-estabilización, institucionalidad y grupos de interés empresariales en el Perú: 1993-1995

Manuel Castillo, Andrés Quispe

Distribución de Ingreso y Pobreza: Análisis para el caso de Lima Metropolitana

Julio Gamero

Impases económicos e institucionalidades del Post-Ajuste: Políticas Económicas y Grupos de Interés empresariales

Manuel Castillo, Andrés Quispe

Investigadores:

Humberto Campodónico

Manuel Castillo

Julio Gamero

Javier Iguíñiz

Noemí Montes

Andrés Quispe

José Távara

Annex 3: Final Report from GRADE

INFORME NARRATIVO

CONSORCIO DE INVESTIGACIÓN ECONÓMICA, PROYECTO NO 930404

GRUPO DE ANÁLISIS PARA EL DESARROLLO

Abril 20, 1999

Síntesis del Proyecto

La participación del Grupo de Análisis para el Desarrollo en el Consorcio de Investigación Económica (CIE) ha tenido como objetivo fortalecer las capacidades de investigación de la institución y de la comunidad académica en general y producir investigación de elevado rigor académico que a su vez sea pertinente para la formulación de políticas económicas y sociales. El CIE ha permitido a GRADE mantener líneas de trabajo de investigación en diversas áreas. En la primera fase del proyecto (1989-1994), esta se realizó en temas de educación superior, política monetaria e inflación, desarrollo del sistema financiero, liberalización financiera y mercados de crédito, política agraria y tecnología agrícola. En la segunda fase del proyecto (1994-1998), las áreas de trabajo apoyadas por el CIE han sido predicción macroeconómica de corto plazo; mercados rurales de crédito; educación, estructuras de ingresos y distribución del ingreso; comercialización y costos de transacción agrícolas; mercado rural de trabajo; mercados de trabajo y legislación laboral; y salud, productividad e ingresos.

Muchas de estas áreas continúan siendo de interés de los investigadores de GRADE. En particular, GRADE cuenta con equipos de investigación interdisciplinarios en las áreas de educación; economía rural; salud; y empleo, equidad y pobreza. El trabajo de estos equipos ha sido posible en gran parte debido al financiamiento del Consorcio, que ha permitido sostener a varios investigadores durante lapsos largos en el mismo tema, lo cual es necesario para madurar, confrontar y afinar ideas. El apoyo de ACDI-CIDA a través del CIE ha permitido a GRADE realizar investigaciones con plazos adecuados, que permiten asegurar un sustento teórico sólido para un trabajo empírico lo más riguroso posible. En muchos casos este proceso requiere de un análisis riguroso de los datos primarios para luego poder hacer un análisis estadístico y econométrico que permita validar hipótesis de investigación.

El CIE ha sostenido parcialmente por varios años las labores académicas de al menos 7 investigadores principales, y ha hecho posible la contratación de al menos 15 investigadores asistentes a tiempo completo. Esto ha permitido, en primer lugar el desarrollo de un expertise importante en áreas como educación, agricultura, macroeconomía, economía laboral y economía de la salud. Eso ha permitido a varios investigadores ejercer labores de consultoría y asesoría a diversos

organismos públicos y así estar en contacto permanente con el proceso de toma de decisiones. En el caso de GRADE este ha sido un mecanismo efectivo para lograr que el conocimiento generado durante el proceso de investigación influya en las decisiones de política y en el debate a nivel del gobierno de distintas opciones. A esto se suman otros mecanismos de difusión de los resultados de investigación como son publicaciones, seminarios y conferencias, así como presencia activa en los medios de comunicación. Asimismo, la posibilidad de mantener líneas temáticas de investigación por períodos mayores a uno o dos años ha permitido generar capacidades metodológicas y el manejo de fuentes de información y bases de datos que facilitan el trabajo de investigación.

De otro lado, la posibilidad de sostener el trabajo de investigadores asistentes durante períodos largos ha permitido identificar a varios investigadores jóvenes que con el apoyo de GRADE han salido fuera del país a realizar doctorados y maestrías en economía y otras Ciencias Sociales. Varios de estos permanecen en contacto con la institución y es posible que se incorporen a la misma luego de culminar sus estudios. Del mismo modo, el aporte del Consorcio, ha permitido que varios ex asistentes de GRADE hayan podido regresar al país a realizar labores de investigación en economía y Ciencias Sociales e incorporarse como investigadores a tiempo completo en la institución.

El CIE ha permitido también una interacción mucho más fluida con investigadores de otras instituciones, lo cual ha permitido contrastar resultados e ideas con académicos de tendencias de pensamiento y enfoques de analíticos distintos así como con académicos de otras disciplinas.

II. Logros de los Objetivos del CIE

Desde la experiencia de GRADE, el objetivo del CIE de fortalecer la habilidad de formular políticas económicas y sociales efectivas a través de apoyar investigación en política económica es un objetivo en proceso, pero en el que se ha avanzado mucho. GRADE se ha convertido en un interlocutor válido en las discusiones de política económica y sus investigadores colaboran activamente en la discusión de política ya sea a través de la asesoría directa al sector público, a través de la introducción de ideas nuevas al debate o a través de la crítica abierta de alternativas de política en las que está en desacuerdo.

Calidad de la investigación y mecanismos de control de calidad

De otro lado, se ha avanzado en el objetivo de mejorar la calidad de la investigación. Los investigadores de GRADE intentan realizar análisis empírico con metodologías estadísticas y econométricas de frontera, basadas en los últimos avances teóricos pertinentes a nuestra realidad, y en temas prioritarios en la agenda económica y social del país. Varias de las evaluaciones externas hechas por el CIE han notado que las investigaciones de GRADE utilizan bibliografía de frontera. Adicionalmente, Internet se ha convertido en un mecanismo muy ágil a partir del cual los investigadores acceden continuamente a documentos de trabajo que sobre sus temas de interés se han publicado en Estados Unidos, Canadá e Inglaterra. La calidad de la investigación ha permitido que documentos elaborados en el marco de proyectos del Consorcio hayan sido aprobados para su presentación en Seminarios Internacionales en donde existió un estricto procedimiento de revisión por pares. Así, por

ejemplo, durante los últimos años, muchos documentos, artículos y reportes de investigación elaborados por personal de GRADE han sido aprobados para ser presentados en conferencias internacionales, tales como la Reunión de la American Agricultural Association, la Asociación Latinoamericana de Economía Agrícola, el Encuentro Latinoamericano de la Sociedad Econométrica, la Conferencia de la Asociación Latinoamericana y del Caribe de Economía, la Sociedad Brasileña de Economía, el Human Development Week del Banco Mundial, entre otros. Asimismo, resultados de investigación de las áreas de trabajo apoyadas por el CIE han sido presentados en la Universidad de Toronto y Universidad de Guelph en Canada. La mayor parte de publicaciones de GRADE han pasado y pasan previamente por procesos de arbitraje internos a las institución, proceso de arbitraje organizados por el CIE y han sido expuestos diversos foros y seminarios.

Las evaluaciones realizadas por árbitros nacionales y externos han sido siempre muy favorables a las investigaciones de GRADE, en el sentido que se utilizan marcos teóricos que toman en cuenta la posible relevancia de la literatura más actualizada, se utilizan técnicas econométricas de frontera, se intenta en la medida de lo posible comparar la experiencia peruana con la de otros países, se realiza un análisis crítico de la calidad de la información básica y se busca siempre la pertinencia de la investigación en términos de aplicaciones de política.

Difusión de resultados e impacto en la formulación de políticas

Se ha avanzado en el objetivo de promover la discusión de alternativas de políticas. Los investigadores de GRADE han estado muy activos en la difusión de sus propuestas de política. Tanto en seminarios públicos como en reuniones cerradas con "policy makers" los investigadores de GRADE han presentado sus opiniones y alternativas de política en los temas de su competencia. En este sentido sin embargo, se encuentra que existe todavía la necesidad de validar la investigación en general como un proceso necesario para poder formular alternativa de políticas sustentadas.

El CIE, a través de permitir el sostenimiento de actividades de investigación en áreas temáticas prioritarias ha fortalecido la capacidad de los investigadores de GRADE para formular alternativas de política, opinar sobre iniciativas legislativas y de política y participar de manera activa en el debate público. Se ha podido desarrollar un *expertise* importante en áreas tales como educación, agricultura, macroeconomía, economía laboral y economía de la salud. Eso ha permitido a varios investigadores ejercer labores de consultoría y asesoría a diversos organismos públicos y así estar en contacto permanente con el proceso de toma de decisiones. En el caso de GRADE, éste ha sido un mecanismo efectivo para lograr que el conocimiento generado durante el proceso de investigación influya en las decisiones de política y en el debate a nivel del gobierno de distintas opciones.

Así, investigadores cuyas actividades han estado financiadas por el CIE durante distintos periodos han tenido un rol directo y activo en la formulación de políticas. Por ejemplo, Patricia Arregui y Jaime Saavedra han trabajado en varios proyectos como consultores en el Ministerio de Educación. Javier Escobal, cuyo trabajo de investigación en políticas agrarias, tecnologías agrícolas y comercialización agrícola ha sido asesor del Ministerio de Agricultura, y formo parte de la Comisión de Reforma del Estado que elaboró el Plan de Desarrollo Institucional de dicho portafolio así como una propuesta legislativa para su nueva Ley Orgánica. Asimismo, fue director de la Empresa de Mercados Mayoristas. Durante varios años, Javier

Escobal y otros investigadores de GRADE asesoraron de manera continua al Ministerio de Economía y Finanzas. Martín Valdivia, cuyo trabajo en mercados rurales de crédito y de trabajo fue auspiciado por el CIE ha sido asesor de FONCODES, donde fue convocado para desarrollar un plan de mediano plazo para la lucha contra la pobreza rural; asimismo, su investigación en economía de la salud, le valió ser convocado por el Ministerio de Salud para diseñar un sistema de tarifas en el sector. Jaime Saavedra, cuyo trabajo en empleo y legislación laboral fue financiado por el CIE, fue durante un año asesor principal del Ministro de Trabajo y luego miembro de la Comisión Consultiva de dicho portafolio. En otros casos, el trabajo de investigadores de GRADE ha suscitado debates en los que su posición y recomendaciones ha sido criticada por organismos públicos. Así por ejemplo, el trabajo de Javier Escobal y Marco Castillo sobre sesgos en la medición de la inflación en contexto de hiperinflación, auspiciado y publicado por el CIE suscitó duras críticas por parte del Instituto de Estadística e Informática, cuyas metodologías fueron cuestionadas.

Los resultados de las investigaciones también han sido difundidos a otras audiencias como gremios empresariales o organizaciones de cooperación técnica internacional. Por ejemplo, una investigación hecha en el consorcio sobre la cadena de comercialización de arroz permitió a uno de los investigadores apoyar al Fondo Contravalor Perú-Unión Europea en la evaluación final de un programa de crédito a productores arroceros. Otro Investigador de GRADE, evaluó por encargo del Comité de Molinos de la Sociedad Nacional de Industrias algunos de los elementos claves de la política comercial agraria. Dicha evaluación se alimentó, sin duda de varios años de investigación en política agropecuaria desarrollada en el marco del CIE. Los investigadores de GRADE mantienen reuniones periódicas con funcionarios del Banco Mundial, Banco Interamericano de Desarrollo, FAO, OIT, así como con otras agencias de cooperación (GTZ, AID, COSUDE, JICA), bancos de inversión y consultoras internacionales, para transmitirles información especializada sobre la marcha de la economía y sobre problemas críticos que pueden ser materia de cooperación técnica internacional. Investigadores de GRADE ha mantenido una relación muy fluida con diversas instancias del sector Público.

En los últimos dos años diversos investigadores han participado como asesores, directores de empresas públicas, o miembros de comisiones de organismos del Estado. Entre las instituciones a las que se ha apoyado destacan las Comisiones de Presupuesto y de Amazonía y Medio Ambiente del Congreso de la República; Ministerios de Educación, Ministerio de Trabajo y Promoción Social, de Agricultura, de Economía y Energía y Minas, de Salud; INDECOPI, Empresa Municipal de Mercados Mayoristas, OSIPTEL, FONCODES, PROMPYME y COFIDE.

Formación de Capacidades y Retención de Investigadores en el País

Los recursos canalizados a través del CIE han permitido por otro lado mantener y ampliar un staff de investigadores altamente calificados. GRADE cuenta actualmente con 15 investigadores, 11 de ellos con doctorados o candidaturas a doctorados en universidades americanas o europeas. GRADE es la institución académica que cuenta con el mayor número de doctores en economía en el país. Seis de sus actuales investigadores han recibido financiamiento a través del CIE, aparte de otros investigadores que ya no están en GRADE y que se encuentran trabajando en organismos reguladores o en otras instituciones del Estado. Martín Valdivia y Jaime Saavedra vieron posibilitada su reinserción laboral en el Perú luego de culminar sus

estudios de doctorado en 1993 y 1995, debido a que el CIE permitió a GRADE hacer ofertas de trabajo por periodos razonables y que le permitían a la institución competir con otras alternativas.

La retención de investigadores principales es cada vez más difícil debido a que el perfil académico del staff de GRADE hace que sus servicios sean requeridos por organismos internacionales, instituciones académicas extranjeras, instituciones públicas -en particular organismos reguladores, que suelen tener salarios muy competitivos- así como el sector privado. Las estrategias de financiamiento están llevando a que la mayor parte de investigadores logren salarios competitivos a través de la combinación de investigaciones en una área específica y consultoría a organismos públicos o multinacionales en temas relacionados. Si bien el nivel salarial que se obtiene con este esquema, o simplemente con el esquema de hacer varios proyectos a la vez, está en muchos casos por debajo de lo que se obtendría en ocupaciones alternativas, la diferencia es pequeña y el deseo de hacer investigación y las condiciones favorables que se encuentran en GRADE permiten que los investigadores sean retenidos en la institución. Sin embargo, lo que no se logra evitar es la incertidumbre en el flujo de ingresos. De alguna manera, los investigadores de GRADE revelan tener un perfil poco común, ya que aparte de su actividad puramente académica, se convierten en *entrepreneurs* de la investigación, al tener que buscar formas imaginativas de financiar esta actividad. Para reducir el tiempo que los investigadores deben dedicar al fund raising, GRADE está enfatizando el trabajo institucional en este ámbito, ya que es la única manera de poder mantenerse como un *think tank* que realiza investigación rigurosa a partir de la cual genera el conocimiento necesario para constituirse en un interlocutor válido en la determinación de política económica.

De otro lado, las investigaciones realizadas en el marco del CIE han permitido a GRADE llevar a cabo una labor pedagógica con investigadores jóvenes recién egresados de universidades prestigiosas de país y atraerlos a la actividad de investigación. Esto ha sido posible a pesar del creciente atractivo que son el sector privado y el sector financiero. A lo largo de los últimos 9 años, al menos diez asistentes de investigación del GRADE han dejado la institución para ir a realizar doctorados en los Estados Unidos.

Gestión del Proyecto

Entre 1989 y 1994, GRADE fue la sede del CIE y como tal, la institución se involucró mucho en el diseño del proyecto y en la conformación del mismo. GRADE colaboró a través de la participación de sus investigadores en permitir que el CIE se convirtiera en un ámbito de discusión y de interacción fructífera entre pares de distintas instituciones. La secretaria misma del proyecto, en ese entonces a cargo de Ignacio Franco, y luego, ya con sede en DESCO, a cargo de Javier Portocarrero, cumplió una excelente labor en términos de manejo administrativo del proyecto. Cumplió con su labor de incentivar a los investigadores a que culminen sus trabajos en los plazos establecidos, organizó de manera eficiente procesos de arbitraje que apuntaban a mejorar la calidad de la investigación, organizó diversas actividades de difusión y facilitó la publicación de resultados. La administración de GRADE tuvo una relación fluida con la Secretaría del CIE y nunca surgieron problemas administrativos, financieros o de cumplimiento de plazos. En general, GRADE fue muy cuidadoso en respetar los cronogramas establecidos para la presentación de avances de investigación, las presentaciones en talleres y de informes finales.

III. Comentarios Finales

El apoyo de ACDI y CIDA a través del CIE entre 1989 y 1998, ha permitido a GRADE realizar investigaciones con plazos adecuados, que permiten asegurar un sustento teórico sólido para un trabajo empírico lo más riguroso posible. En muchos casos este proceso requiere de trabajo de consistenciación, validación y análisis riguroso de datos primarios para luego poder hacer un análisis estadístico y econométrico que permita validar hipótesis de investigación. Este proceso requiere de plazos que la consultoría no permite y los nueve años del CIE han permitido que se este proceso se concrete en diversas áreas. Por otro lado, dado que los temas de investigación desarrollados en GRADE han sido definidos teniendo en cuenta su importancia en términos de diseño de políticas, estos procesos permitieron generar conocimientos básicos que han facilitado que GRADE haya participado e influencia en el diseño de políticas a través de distintos mecanismos.

Un problema con este proceso es que para lograr un continuo incremento de la calidad académica, se requiere de núcleos centrales mínimos (*core*) de investigadores alrededor de un mismo tema que puedan interactuar de manera fluida y servir de lectores y árbitros de sus propios trabajos. La comunidad académica en el Perú es todavía pequeña y los recursos que permiten llevar a cabo labores de investigación de manera continuada y que permitan que una persona pueda lograr un expertise importante en un área son muy escasos. De otro lado, el mantenimiento de flujos permanentes de recursos que no premien la calidad y castiguen la mediocridad no constituyen una asignación eficiente de recursos ya que no generan los incentivos adecuados para mejorar la calidad de la investigación. En ese sentido, la comunidad académica, como productora de conocimientos y la sociedad civil como usuaria y beneficiaria final, debe propender al mantenimiento de flujos suficientes de recursos para la actividad de investigación, que sean asignados de manera competitiva, de modo que se asegure así la pertinencia y calidad de la investigación. Al mismo tiempo, la comunidad académica debe de hacer esfuerzos por mostrar la utilidad de su investigación como elemento central para el diseño de políticas, para lo cual debe de dar un paso adicional a los resultados de su trabajo académico y asegurar que este sea también transmitido por los canales adecuados al resto de la sociedad.

Annex 4: Final Report from IEP

**Consortio de Investigación Económica
Area de Economía del Instituto de Estudios Peruanos**

Informe Narrativo Final⁷

IEP, Agosto de 1999

Resumen

El resultado global del CIE para el IEP ha sido positivo. En estos nueve años se logró aumentar el número y calidad de las investigaciones del Area incorporando nuevos investigadores, la mayoría de los cuales regresaban al país luego de completar estudios en el exterior. Las dependencias públicas en las que se desempeñan actualmente se benefician de la mayor formación que como analistas obtuvieron en su estadía en el Area. Durante los 9 años de apoyo del CIE al Area de Economía del IEP se han realizado 17 proyectos de investigación. Como resultado de esos proyectos los investigadores han publicado - o han participado en - 47 publicaciones. Descontando las coautorías, el número de publicaciones ha sido de 37.

Contenido

- I El Area de Economía del IEP
- II La formación del CIE
- III Objetivos del CIE y del IEP
- IV Logros generales
- V Logros específicos
- VI Evaluación y limitaciones
- VII Balance y perspectivas

Anexos

- I Relación de investigadores
- II Relación de publicaciones

⁷ Informe preparado por Francisco Verdera.

I El área de economía del IEP

Como se sabe, el Área de economía del IEP es comparativamente pequeña en relación a los centros de investigación de las dos universidades que participaron en el CIE. No obstante, el Área cuenta con un grado importante de reconocimiento en el medio académico por su relativa antigüedad respecto a los otros dos centros no universitarios,⁸ los temas que se estudian de manera continua, su total independencia y amplio espíritu crítico, la proyección académica y pública de sus investigadores y publicaciones y el ser parte del IEP. Todo ello le confiere un gran potencial.

Las particularidades y ventajas del Área de economía radican en: (i) su dedicación a problemas estructurales centrales de la economía peruana, entre ellos, la evaluación del ajuste estructural, la relación ahorro-inversión, la descentralización, el empleo y problemas sociales, el problema agrario y el crédito rural; (ii) su independencia académica y su compromiso por afirmar la democracia; (iii) la interacción con otras disciplinas en el marco del trabajo del IEP; (iv) la continua participación de sus investigadores en la enseñanza universitaria.

Estas particularidades hacen que el Área tenga una proyección importante, tanto porque los investigadores tienen interés en proyectarse hacia la comunidad como porque existe un reconocimiento a su trabajo en los temas y campos en que se especializan, en los que son referencias casi obligatorias. El interés en proyectarse y opinar lleva a que, por ejemplo, varios investigadores del IEP publicaran artículos en los primeros números del Boletín de Opinión cuando su presentación era voluntaria y *ad honorem*.

Pero, la relativamente reducida escala del Área de Economía y el menor número de asociados estables del IEP en la última década, hizo que buena parte de la carga administrativa del IEP recaiga en sus miembros estables. A ello se sumó la carga administrativa del CIE. En los nueve años de duración del CIE, los dos investigadores más antiguos del Área llevaron el peso de la coordinación del CIE a la vez que tenían carga administrativa en el IEP. Por ello, uno de los objetivos del Área fue aumentar el número de sus investigadores utilizando el financiamiento canalizado por el CIE a tres o cuatro proyectos de investigación en los que participarán investigadores principales y auxiliares, en lugar de dos como hubiera sido aconsejable dado el monto de presupuesto asignado.

II La formación del CIE

La propuesta de formación del CIE para sorpresa del Área de economía del IEP, pues no habíamos solicitado apoyo al IDRC en ese momento, provino del IDRC. También lo fue para los centros que sí lo habían solicitado. Dada la magnitud de la crisis que se inicia a fines de 1988 y en el contexto pre-electoral de 1989-1990, primó en el IDRC la idea de ampliar su apoyo a las cinco instituciones en los que habían economistas destacados, respetando el pluralismo de ideas y de agendas de investigación. No obstante, nunca se señalaron cuáles fueron los criterios para la asignación desigual de fondos que ha existido. El aspecto más positivo fue la apertura y respeto que mostró el IDRC en materia de agenda de investigación. En cambio, hubo aspectos de la constitución inicial del CIE que no se aclararon. De esta manera, cada centro miembro tuvo una suerte de veto obligando a que todas las decisiones se

⁸ El área de economía del IEP se creó en 1978 y contó con un destacado grupo de economistas y de publicaciones, especialmente en economía agraria. La investigación académica en economía en el caso de DESCO, fundado en 1964 igual que el IEP, tiene una proyección más reciente.

tomaran por consenso. Obviamente, los centros universitarios más grandes buscaron mantener las posiciones que detentan en el medio académico, por ejemplo, oponiéndose a que se publicará un Informe de coyuntura del CIE, con ese nombre, o a publicar una revista del CIE o una revista andina del economía, como propusiera uno de los evaluadores del CIE.

Dos características adicionales llaman la atención del inicio: i. No hubo participación de funcionarios públicos, ni de oficinas públicas o de centros vinculados al gobierno, lo que se puede entender en la medida el manejo de la política económica entre 1988 y 1989 era deplorable y se estaba en busca de alternativas. Esto no se modificó con el cambio de gobierno y atentó contra el interés del IDRC y del CIE de tener interlocutores para discutir propuestas de política económica; ii. La primera presidenta del Comité Coordinador del CIE no era economista.

III Objetivos del CIE y el IEP

Dadas las condiciones en que se convocó a los centros que lo formaron y del contexto macroeconómico del momento, lo que incluía la imposibilidad de vincularse a los formuladores de política económica, los objetivos y características del CIE fueron establecidos en términos generales y puramente académicos. Claro está, la toma de posición de buena parte de los investigadores, la vinculación en los hechos de algunos de ellos a la función pública —o la falta de ella— y a consultorías contratadas por la administración pública a partir de 1990, hizo que los objetivos de la investigación no fueran sólo académicos. Los objetivos y resultados de varias de las investigaciones servían —y sirven— para defender o criticar la política macroeconómica seguida y algunas de las reformas y medidas tomadas.

El CIE se propuso: fortalecer la investigación en economía, aumentando el número de investigaciones y mejorando su calidad, elevar el nivel de la discusión de política económica, vinculando los resultados de las investigaciones a la formulación y evaluación de la política económica y social. En la medida que tanto la agenda como la constitución del CIE no incluían al sector público ni a la llamada sociedad civil, era difícil que este último objetivo pudiera cumplirse.

Los objetivos del Área de Economía del IEP, si bien comparten los del CIE, se centran en la investigación de los problemas estructurales del país: la falta de acumulación de capital, la necesidad de descentralización, la cuestión agraria y campesina, los problemas del empleo y la distribución del ingreso. En relación a la política económica que se lleva a cabo desde 1990, la posición de los miembros del Área ha sido crítica. Dada la orientación de la agenda al debate de la política macroeconómica, resultante de la crisis económica y de las reformas, el Área de Economía del IEP buscó vincular sus temas de estudio a los efectos del ajuste estructural y de las reformas.

Específicamente, las actividades de la investigación del Área de Economía del IEP se llevan a cabo desde una perspectiva mayormente estructural y tienen como objetivo central analizar y proponer soluciones a los que consideramos los problemas fundamentales de la economía peruana. En segundo lugar se pone especial énfasis en publicar y difundir —a través de cursos, seminarios y talleres— los resultados de las investigaciones realizadas. En tercer término, se contribuye a la formación de investigadores jóvenes.

IV Logros generales

Se logró aumentar el número y calidad de las investigaciones del Area incorporando nuevos investigadores, la mayoría de los cuales regresaban al país luego de completar estudios en el exterior.

Durante los 9 años de apoyo del CIE al Area de Economía del IEP **se han realizado 17 proyectos de investigación**. El financiamiento promedio anual fue de 100 mil dólares. El Area decidió “estirar” el financiamiento para realizar de 3 a 4 proyectos a la vez, lo que significó que el financiamiento anual por proyecto fuese entre 33,300 y 25 mil dólares por proyecto al año, cifra que era aun menor por los gastos administrativos o indirectos (entre 15 y 20% de overhead). La opción fue ampliar el número de investigadores principales o responsables de proyectos a costa de una menor y relativamente baja remuneración a los investigadores y asistentes.

En el Cuadro 1, a continuación, se presenta la relación de proyectos por períodos y de los investigadores principales, auxiliares y asistentes. En distintos períodos, **en total han participado 5 investigadores responsables de proyectos y 12 investigadores auxiliares y asistentes**.

Además de los proyectos bianuales, varios investigadores jóvenes del Area concursaron y obtuvieron apoyo para las investigaciones denominadas proyectos cortos. Estos son los casos de Roxana Barrantes, Carolina Trivelli, Cecilia Lévano y Pedro Llontop.

Como resultado de esos proyectos los investigadores **han publicado - o han participado en- 47 publicaciones. Descontando las coautorías, el número de publicaciones es de 37** (Ver Cuadro II-1 en el Anexo II y la relación de publicaciones).

Un aspecto que distingue a las publicaciones del Area de Economía y del IEP, es que buena parte de sus publicaciones son resultado de las investigaciones, se distribuyen a nivel internacional y se venden en librerías. En particular los libros de Efraín Gonzáles tienen una repercusión importante, especialmente en el caso de “El péndulo peruano: políticas económicas, gobernabilidad y subdesarrollo” de 1991 (con la coautoría de Lilian Sámaine) que ha sido reeditado.

La difusión de los resultados de las investigaciones también se ha llevado a cabo en los boletines del CIE y mediante la participación en los seminarios, talleres y eventos, tanto del CIE como del IEP. Puede verse la relación de actividades en las que han participado los investigadores del Area en las fichas de evaluación de impacto a partir de 1994. Ciertamente y como es lógico, las actividades se concentran mayormente en los investigadores más antiguos.

Cuadro 1
Relación de proyectos del Area de Economía financiados por el CIE

Años	Investigadores (entre paréntesis figuran los asistentes)	Proyectos
1989-1991: 3 proyectos	*Efraín Gonzáles (L. Samamé) *Francisco Verdera (E. Paredes, S. Rendón)	*Restricciones institucionales y políticas al desarrollo económico. *Población, estructura productiva y empleo.

	*Teobaldo Pinzás y Lucía Romero (J. Chiney)	*Sector externo y economía peruana: opciones de política.
1991-1993: 4 proyectos	*Efraín Gonzáles (L. Samamé, K. Vizcarra y F. Ugaz) *Francisco Verdera (E. Paredes, E. Flores). *Teobaldo Pinzás (C. Trivelli) *Lucía Romero (J. Chiney)	*Papel de la inversión pública en el ajuste estructural. *Mercados de trabajo segmentados en Lima *Gasto público 1970-1990 *Indexación salarial y estabilización
1993-1995: 3 proyectos	*Efraín Gonzáles y Teobaldo Pinzás *Francisco Verdera (E. Flores). *Lucía Romero (P. Collazos)	*Reformas estructurales, inversión privada y crecimiento. *Ajuste estructural y mercados de trabajo *Liberalización, intermediación y concentración financiera
1995-1997: 4 proyectos	*Efraín Gonzáles *Francisco Verdera (E. Flores). *Lucía Romero (P. Collazos) *Carolina Trivelli (H. Vénero).	*Ajuste estructural y crecimiento 1990-1995 *Ajuste estructural y generación de empleo *Regulación de sistemas bancarios dolarizados *Intermediación financiera para la agricultura. La oferta de crédito.
1997-1998: 3 proyectos	*Efraín Gonzáles y Cécilia Lévano *Francisco Verdera (Williám Sánchez) *Carolina Trivelli (H. Vénero).	*Ajuste estructural en la regiones. *Crisis y reforma del sistema de pensiones. *Mercados de crédito en el ámbito rural.
Total de proyectos: 17	Total de investigadores: *Principales: 5 *Auxiliares y asistentes: 12	

V Logros específicos

1. Investigadores

a. Formación.

La continuidad del financiamiento del IDRC ha permitido que el Area de Economía contribuya a la formación de varias generaciones de economistas. En las fases de expansión de las actividades del CIE el número de investigadores auxiliares y asistentes se duplicó respecto a la situación al inicio del CIE, pasando de 4 a 8 (Cuadro I-1).

Varios de los asistentes que se han desempeñado en el Area en su expansión inicial, gracias al CIE, han realizado estudios de maestría y doctorado en el exterior. (Véase el Cuadro I-2 del Anexo). Bajo el marco de los proyectos bianuales o de los proyectos cortos del CIE se ha apoyado parte de la realización de tesis de maestría y doctorado de varios investigadores (R. Barrantes, C. Trivelli, E. Paredes).

Puede señalarse además el rol del Consorcio en la formación de investigadores. El Área ha apoyado a cuatro investigadores auxiliares (Lilian Samamé, Kathleen Vizcarra, Carolina Trivelli y Edmundo Paredes) para seguir estudios en USA.

Nótese el mayor peso de economistas mujeres en el apoyo a la formación de investigadores.

b. Recuperación de economistas.

Merece destacarse que el CIE sirvió para que economistas que regresaron al país luego de culminar sus estudios se incorporaran al Área de Economía. Son los casos de Lucía Romero, Cecilia Lévano, Roxana Barrantes, Carolina Trivelli y Edmundo Paredes. Los tres últimos casos tienen la particularidad de tratarse de investigadores que empezaron como asistentes en el Área y luego han regresado a la misma como investigadores. Nótese nuevamente el mayor peso de economistas mujeres en la recuperación de economistas para la investigación.

Sin embargo, dado los relativamente bajos niveles de remuneraciones y el bache creado con el cambio en la modalidad de operación del CIE, tres de los cinco investigadores nombrados se desempeñan actualmente como funcionarios de la Superintendencia de Banca y Seguros.

c. Ampliación de la agenda de investigación.

La consolidación del Área de economía permitió la ampliación de especialidades temáticas. Lucía Romero que se incorporó a principios de 1991 es macroeconomista y Roxana Barrantes que se reincorporó al Área en Setiembre de 1992, se especializó en economía de los recursos naturales. En éste último caso, cabe destacar que el Consorcio la apoyó con dos proyectos cortos sobre la actividad forestal en la Amazonía y sobre Petróleo. Los resultados de su trabajo junto con el de Carolina Trivelli se ha materializado en libros y documentos de trabajo en economía del medio ambiente y los recursos naturales. Un documento de trabajo de Roxana Barrantes sobre economía del medio ambiente se utiliza en los cursos respectivos en la UP y en la PUCP.

d. Contactos.

Si bien el Área ha contado con la participación de tres destacados economistas como investigadores visitantes afiliados por períodos diversos, la falta de contacto con académicos del exterior ha sido una debilidad, tanto del Área como del CIE.

Este es un aspecto que requiere más atención pues hemos recibido visitas de antiguos miembros del Área con los que mantenemos un nivel de contacto y no hemos sabido aprovecharlos lo suficiente. Se trata de los casos de Raúl Hopkins de la U. de Londres, César Herrera en Madison, Javier Hererra del Orstom en París y de Carmen Li (de la PUCP) de la U. de Essex.

2. Impacto

Se puede clasificar el impacto de las investigaciones, publicaciones y actividades del Área en cuatro destinatarios: las organizaciones sociales, las agencias del estado y políticas públicas, en la enseñanza y finalmente, en la opinión pública.

Varios de los miembros del Area se encuentran muy vinculados a las ONG de promoción, a gremios sindicales, a la Iglesia Católica y a partidos políticos democráticos. Por ello, han sido invitados a efectuar exposiciones en numerosos eventos, a ser profesores en cursillos, a brindar asesorías o ser consultados sobre aspectos de la economía y la política económica del país.

En relación al sector público, varios investigadores del Area han sido regularmente consultados por funcionarios del Ministerio de Trabajo y del INEI. Empero la mayor vinculación se produce cuando una parte importante de miembros del Area pasan a trabajar en dependencias públicas destacadas, como es el caso de la Superintendencia de Banca y Seguros, ya mencionado.

Gracias a los pequeños proyectos del Consorcio se ha podido realizar un Seminario sobre Privatización en 1992, el mismo que conllevó la publicación de cuatro documentos de trabajo con propuestas de políticas. En el seminario participaron funcionarios públicos y empresarios.

La casi totalidad de miembros del Area han sido profesores universitarios, lo que se ha acentuado al cambiarse la modalidad de operación del CIE. En los cursos que dictan utilizan las publicaciones del CIE. La mayoría de asistentes de investigación también son asistentes de docencia en la U. Católica.

Por último, dos de los economistas del Area son frecuentemente consultados en programas de radio o en la prensa escrita sobre temas de actualidad en política económica o sobre temas de su especialidad. Puede verse la relación de artículos en las fichas de evaluación de impacto desde 1994.

3. Rol del Area e impacto en el IEP

Los investigadores principales del Area de economía, junto con los del Area de Sociología y Política, tienen una importante responsabilidad en la conducción y administración del IEP. Dos investigadores principales del Area son regularmente miembros del Comité Directivo del IEP y cuatro economistas del Area han sido incorporados a la Asamblea de Asociados de la institución (Teobaldo Pinzás, Roxana Barrantes, Lucía Romero y Carolina Trivelli).

En el plano académico, los miembros del área de economía participamos en las actividades conjuntas del IEP, como son los seminarios internos y públicos y en las actividades de difusión. Todos los miembros del Area han presentado sus proyectos, avances y resultados en los seminarios internos del IEP.

El fortalecimiento del Area de economía permitió una mayor y mejor interrelación con las otras Areas del Instituto, esto es, con las Areas de Sociología y Ciencia Política, Historia y Antropología. Concretamente, se han efectuado seminarios de economía y política, se ha participado en Talleres con ONGs de Cuzco, Piura y Cajamarca y en Seminarios del Area de Historia. Se publicó durante dos años y medio un boletín mensual de coyuntura política y económica (Argumentos). También se han pedido consultorías en análisis político y en historia en dos proyectos del área a investigadores del IEP.

En síntesis, el Area juega un papel importante en el IEP, dado su carácter de centro de investigación multidisciplinario. La interrelación entre áreas resulta fundamental en la medida que el IEP como institución tiene como objetivo producir y difundir resultados de investigaciones que ayuden a la construcción democrática y al desarrollo del Perú.

4. Relación con el CIE

En el marco del Consorcio, los miembros del área han promovido y participado en las actividades conjuntas como han sido los seminarios públicos, sea como ponentes o como comentaristas, y en los seminarios y talleres internos para la discusión de resultados de investigaciones y de la coyuntura económica.

La participación en el Comité de Coordinación del CIE merece una nota aparte. En la medida que en la constitución del CIE no se explicitaron cómo se iba a operar, por ejemplo, cuál era la sujeción de los centros al CIE, las decisiones del Comité se tomaban por consenso. Un solo centro podía poner un veto. En verdad, los centros estuvieron desarrollando sus actividades en función de su desarrollo propio y no en función del CIE, el mismo que perdía identidad y proyección pública.

VI Evaluación y limitaciones

Un aspecto central es que el Área de Economía del IEP optó por crecer, al proponerse hacer tres o cuatro proyectos en lugar de dos, como hubiera sido aconsejable para tener un financiamiento que permitiese una mayor dedicación. Uno de los problemas para el conjunto de centros, con alguna excepción, fue que la dedicación de los investigadores a la investigación no fue a tiempo completo, en parte por las bajas remuneraciones de los investigadores principales. En el caso del IEP en donde son los investigadores principales los que escriben los informes, las bajas remuneraciones y menor dedicación afectaron la producción escrita de algunos de ellos. Una investigadora era profesora a medio tiempo y otro, consultor en desarrollo rural con numerosos viajes.

Las bajas remuneraciones también llevaron a la imposibilidad de retener a los investigadores que se incorporaron a su regreso al país o que mostraron interés por la investigación. Al poco tiempo pasaban a tiempo completo al sector público, a la consultoría o se fueron al extranjero. Por ello se apreciaba una expansión del número de investigadores al inicio del CIE y después de acabado el financiamiento, un regreso a la situación inicial. Los centros que mejor se han defendido de este proceso son los universitarios, que tienen una plantilla relativamente estable y uno de los no universitarios, vinculado al gobierno y a la consultoría nacional e internacional. En otras palabras ha habido una alta rotación de investigadores. En el caso del IEP las prolongadas estancias de su investigador más antiguo en el exterior también dificultaron un mejor desarrollo de las actividades pues se recargaban las tareas administrativas del resto de investigadores principales del Área.

No obstante, los resultados en términos de publicaciones, difusión y, sobre todo la contribución a la formación y recuperación de economistas que acabaron sus estudios en el exterior son positivos.

Pese a que participaron dos centros universitarios en el CIE no se realizaron cursos de actualización ni de debate teórico ni tampoco de desarrollo de nuevos métodos o técnicas, lo que tal vez hubiera sido útil, tanto para los investigadores mayores como para los jóvenes. Es notorio que en el país no existe una maestría en economía que tenga un nivel que pueda competir con las de Chile o Brasil, y sin embargo en nueve años no se ha avanzado en este campo.

Debería aprovecharse el potencial que significan el importante número y la calidad de los economistas peruanos que residen en el exterior, estableciéndose una red de economistas-investigadores peruanos o que estudian la economía peruana.

El resultado global del CIE para el IEP ha sido positivo y lo ha sido más para los investigadores que pasaron por el Area en estos nueve años. Las dependencias públicas en las que se desempeñan se benefician de la mayor o mejor formación que como analistas obtuvieron por su pase por el Area.

En cuanto al futuro del Area de Economía del IEP, en la medida que no se cuente con consultorías “grandes” y continuas del sector público o de organismos internacionales, los investigadores se dedicarán a la docencia, a consultorías eventuales y a proyectos de investigación de menor alcance o con menos estabilidad.

En relación a la estrategia que el IDRC ha adoptado para el nuevo CIES queremos insistir en nuestras observaciones iniciales a su propuesta. Decretar la libre competencia es decretar el proteccionismo de los más fuertes y privilegiar a aquellos a los que se ha apoyado para aumentar sus ventajas durante 9 años. Es necesaria una política de “affirmative action”, un sistema de categorías o pesos -como en el boxeo!-, si se quiere aumentar la cobertura y calidad promedio de la investigación. El CIES encontrará un panorama en que los centros de investigación que no participaron en los nueve años del CIE se encuentran en una situación de gran desventaja, salvo algún caso aislado. Nos parece asombroso que no se haya reparado en que con los 9 años de CIE se agrandaron las diferencias entre centros y que en una competencia sin regulaciones o sin restricciones se beneficia a los centros que se ha contribuido a fortalecer. Esto nos parece una forma desleal de hacer competir que puede llevar a aumentar la concentración de la investigación en unos pocos centros.

Pueden señalarse dos puntos más sobre cómo funcionará el nuevo CIES: (i) Por los presupuestos que se observan continuará el problema de las bajas remuneraciones y la dedicación a medio tiempo de los investigadores principales; (ii) La presencia de representantes del sector público y del propio IDRC en el comité directivo y en los jurados para dictaminar sobre los proyectos sesgará la agenda, o la relevancia de los temas, y los concursos hacia los intereses y la agenda cambiante del sector público o del IDRC. Si hay un cambio de gobierno en el año 2 mil esto se hará más evidente. En otras palabras, se ha terminado el periodo en el que el IDRC respetaba escrupulosamente las opciones, relevancia y temas de investigación que los investigadores elegían. Esto no significa que no pueda existir cierto pluralismo, lo que se ha eliminado es la fijación de la agenda por los académicos.

También ocurrirá que -como vino sucediendo con varios centros e investigaciones- no exista una línea que separe la investigación de las consultorías contratadas ni tampoco que se evite la superposición de financiamientos, esto es, que se presenten como proyectos o resultados de investigaciones los informes o parte de los informes de consultorías. Sería necesario, también para que exista una competencia leal, que los proyectos que se presenten al CIES sean originales o que no tengan sustanciales financiamientos adicionales.

Finalmente, hubiera sido necesario que se ponga la atención en la formación de investigadores, más aún cuando se quiere ampliar la cobertura del CIES y que exista competencia con un mínimo de igualdad de condiciones. Sería necesario apoyar los postgrados o que se realicen cursos, talleres y seminarios de actualización, nuevas teorías, métodos y técnicas de investigación.

Anexo I

Relación de investigadores

Cuadro I-1

Evolución de los investigadores del área de economía del IEP, 1989-1999

	Antes del CIE		Expansión inicial con CIE		Momento final con CIE		Actual	
Investigadores responsables de proyectos	2	EGO FV	4	EGO FV LR TPG	3	EGO FV CTA	3	EGO FV CTA
Investigadores auxiliares	1	CH	1	WS	3	CL WS EP *	1	WS *
Asistentes	3	EP JCh ME	7	EP SR CTA LS KV * HF JCh	5	JPE PLI HV CG FG*	2	HV CG
Total	5		12		11		6	

* MT = Medio tiempo.

Cuadro I-2

Relación de los investigadores que han participado en el Área de economía del IEP

Responsables de proyectos	Participación en CIE	Actualmente
Efraín Gonzales de Olarte (EGO)	Permanente	Continúa Profesor PUCP (tiempo completo)
Francisco Verdera (FV)	Permanente Candidato a Ph.D. New School (1990)	Continúa Profesor PUCP (medio tiempo) y en UP
Teobaldo Pinzás (TP)	Ingresa en reemplazo de C. Herrera que viajó por estudios. De 1990 a 1995	Consultor independiente
Lucía Romero (LR)	De 1991 a 1998	Superinten. de Banca y Seguros Profesora PUCP (por horas)
Carolina Trivelli (CT)	Permanente Asistente desde oct. 1991 a 1993, Invest. auxiliar a julio 1994. Obtuvo M..A. Penn. State U. Investigadora desde Mayo 1996 Proyecto corto	Continúa Profesora UP (por horas)
Roxana Barrantes (RB)	Dos proyecto cortos Obtuvo Ph.D. U. Illinois (Urbana) Invest. contratada en 1992-II-1993-I (medio tiempo)	Superinten. de Banca y Seguros Profesora PUCP (por horas)

Investigadores auxiliares	Participación en CIE	Actualmente
Cecilia Lévano de Rossi (CL) (con EGO)	Contratada (medio tiempo) Proyecto corto. Publicó	Reside en Londres

	(Urbana) Invest. contratada en 1992-II- 1993-I (medio tiempo)	
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Investigadores auxiliares	Participación en CIE	Actualmente
Cecilia Lévano de Rossi (CL) (con EGO)	Contratada (medio tiempo) Proyecto corto. Publicó resultados.	Reside en Londres
Edmundo Paredes (EP) (con FV)	De 1989 a 1992 Candidato a Ph.D. (1998) Invest. contratado en 1998 (medio tiempo)	Superinten. de Banca y Seguros Profesor PUCP (por horas)
Jorge Chiney (JCh) (con LR)	1990-1991	Consultor
Lilian Samamé (LS) (con EGO)	Hasta agosto 1992 Post-grado en New School	Reside en Alemania
Williám Sánchez (WS)	Desde abril de 1994	Continúa a medio tiempo. Consultor

Asistentes de investigación	Participación en CIE	Actualmente
Maria Elena Esparza (ME) (con EGO)	1991-1992	Estudios de postgrado
Hillman Farfán (HF) (con FV)	1992 (medio tiempo)	SAFP
Eduardo Flores (EF) (con FV)	De octubre de 1992 a 1995	Superinten. de Banca y Seguros
Juan José Díaz (JJD) (con EGO)	1994	GRADE
Paul Collazos (PC) (con LR)	1994-1995 Bachiller PUCP	Superinten. de Banca y Seguros
Hildegardi Venero (HV) (con CT)	Desde 1996-II	Continúa
Lucía Tamayo (LT) (con RB)	1993-II (medio tiempo)	Ministerio de Trabajo
Pedro Llontop (PLI) (con CT y EGO)	Enero 1996 a Nov. 1998	Instituto Cuanto
Silvio Rendón (SR) (con FV)	De 1990 a marzo 1992 MA y Ph.D. en NY University	Reside en Madrid, trabaja en un Banco.
Kathleen Vizcarra (KV) (con EGO)	Durante 1992 a medio tiempo Ph. D. U. de Illinois (Urbana)	Profesora de Historia Económica, U. de Calgary, Canadá
Juanpedro Espino (JPE) (con FV)	De enero de 1997 a 1998-I	Asistente de enseñanza PUCP
Francisco Galarza (FG) (con CT)	Marzo a octubre 1998 (medio tiempo)	CEPES
Cecilia Gianella (CG) (con CT)	Desde 1996-II	Continúa
Natalia Janchke (NJ) (con FV)	1993-I	Apoyo

Investigadores afiliados	Permanencia	U. de procedencia
Andrew Morrison	Un mes en 1995.	Tulane U.
Shane Hunt	Cuatro meses en 1996	Boston U.
Steve Smith	Un año: 1998-II a 1999-I	Penn State University

Anexo II
Relación de publicaciones del IEP-CIE por investigadores*

Cuadro II-1
Número de publicaciones según investigadores

Investigador	Total	Libros	DT	Artículos en libros	Artículos en el Boletín de Opinión CIE	Reimpresiones **
Efraín Gonzales	14	3	6	-	5	-
Francisco Verdera	11	-	3	2	6	(6)
Carolina Trivelli	5	2	1	-	2	-
Roxana Barrantes	4	1	1	-	2	-
Teobaldo Pinzás	3	-	2	-	1	-
Lucía Romero	2	-	1	-	1	-
Cecilia Lévano	2	1	1	-	-	-
Carlos Contreras	1	-	1	-	-	-
Raúl Hopkins	1	-	1	-	-	-
Del área	4	-	-	-	4 Informes de coyuntura	-
Total	47	7	17	2	21	(6)

* Incluye 10 co-autorías.

** Documentos de trabajo y artículos reimpresos en otras publicaciones.

Relación publicaciones IEP-CIE

Efraín Gonzales de Olarte (14)

Libros (3)

- 1998 *El neoliberalismo a la peruana*. Economía política del ajuste estructural, 1990-1997. 146 pp.
1992 La economía regional de Lima. Crecimiento, urbanización y clases populares. 148 pp.
1991 y Lilian Sámano. El péndulo peruano: políticas económicas, gobernabilidad y subdesarrollo, 1963-1990. 129 pp.

DT y artículos en el Boletín de Opinión (11)

- 1998 El ajuste estructural peruano de los años noventa. *Boletín de Opinión* Nro. 33.
1997 Determinantes del ahorro interno en el Perú y ajuste estructural. Con Cecilia Lévano y Pedro Llontop. DT Nro. 84. 53 pp.
1996 Inversión privada, crecimiento y ajuste estructural en el Perú, 1950-1995. DT Nro. 81. 63 pp.
1996 Inversión privada, crecimiento y ajuste estructural en el Perú. *Boletín de Opinión* Nro. 26.
1995 Reforma del Estado y descentralización fiscal en el Perú. *Boletín de Opinión* Nro. 16.
1994 Ajuste estructural y reforma de la economía fiscal en el Perú. DT Nro. 64. 23 pp.
1993 Ajuste estructural y reforma de la economía fiscal en el Perú. *Boletín de Opinión* Nro. 11.
1993 Restricciones institucionales a las políticas económicas en el Perú. DT Nro. 47. 57 pp.
1992 Ética y política económica. *Boletín de Opinión* Nro. 5.
1992 Reforma del Estado y políticas de estabilización económica 1979-1992: el Perú, un caso especial. DT Nro. 41. 45 pp.
1991 Una economía bajo violencia: Perú, 1980-1990. DT Nro. 40. 29 pp.

Francisco Verdara (11)

- 1999 "La población en edad avanzada: situación socioeconómica actual y perspectivas". En Red para el desarrollo de las Ciencias Sociales. En prensa. Salió una versión resumida en *Páginas* Nro. 157, Junio, y saldrá en *Cadernos de Estudos Sociais*, Recife.
1997 "Los límites del ajuste estructural: la falta de absorción de empleo asalariado en el caso peruano." En Gonzales, Efraín (ed.). *Ajuste estructural en el Perú: modelo económico, empleo y descentralización*, pp. 189-221.
1997 Mercado de trabajo, reforma laboral y creación de empleo: Perú, 1990-1995. DT N° 87, pp. 47.
1996 Evaluación de la reforma laboral peruana. *Boletín de Opinión* N° 27. Publicado en *Ecuador Debate* 39, diciembre. Págs. 119-131.
1996 Ajuste estructural y generación de empleo. Perú, 1989-1994. *Boletín de Opinión* N° 22.
1994 El mercado de trabajo de Lima Metropolitana: estructura y evolución, 1970-90. DT 59. 36 pp. Versión en inglés: Metropolitan Lima Labor Market Structure and Trends, 1970-1990. *Journal of Behavioral and Social Sciences*. (Universidad de Tokai, Japón). Vol. 1994, N° 4, pp. 90-118, También en Figuereido, José B. (comp.), *Las instituciones laborales frente a los cambios en América Latina*. Ginebra: IIEL. 1996, pp. 255-74.
1994 La investigación en economía en los últimos 25 años. Un esbozo preliminar. DT N° 60. 24 pp. También en Rodríguez, H. (ed.) *Investigaciones en Ciencias Sociales, un balance necesario: 1993*. Lima: CONCYTEC, pp. 249-278.
1993 Efectos del ajuste y la reforma laboral sobre el empleo: 1990-93. *Boletín de Opinión* N° 11.
1992 Del shock al golpe: evolución de la economía peruana entre agosto de 1990 y junio de 1992. *Boletín de Opinión* N° 6.
1991 DLeg. 728: ¿Fomento al empleo eventual por decreto? *Boletín de Opinión* N° 3.

1991 Panorama del empleo en Lima entre 1987 y 1990. *Boletín de Opinión* N° 2.

Carolina Trivelli (5)

1998 Intermediación Financiera en la agricultura en el Perú, 1994-1997. DT N° 90. 79 pp.

1998 Financiamiento formal para el sector agropecuario. *Boletín de Opinión* Nro. 33.

1997 *El Crédito en los hogares rurales del Perú*. Colección de Investigaciones Breves No. 4. 73 pp.

1997 y Roxana Barrantes. Oferta educativa superior: economía del medio ambiente. *Boletín de Opinión* Nro. 32.

1996 y Roxana Barrantes. Bosques y madera. Análisis económico del caso peruano. 122 pp.

Roxana Barrantes (4)

1997 y Carolina Trivelli. Oferta educativa superior: economía del medio ambiente. *Boletín de Opinión* Nro. 32.

1996 y Carolina Trivelli. Bosques y madera. Análisis económico del caso peruano. 122 pp.

1993 Economía del medio ambiente: consideraciones teóricas. DT Nro. 48. 42 pp.

1991 Ronald Coase y la importancia de los costos de transacción en el funcionamiento de un sistema económico. *Boletín de Opinión* Nro. 3.

Teobaldo Pinzás (3)

1996 Respuestas empresariales al proceso de reformas en el Perú. DT Nro. 82. 28 pp.

1996 Respuestas empresariales al proceso de reformas del Perú. *Boletín de Opinión* Nro. 26.

1993 Interpretaciones de la relación entre el sector externo y la economía global. DT Nro. 46. 45 pp.

Lucía Romero (2)

1996 y Waldo Mendoza. El modelo IS-LM en una economía dolarizada. *Boletín de Opinión* Nro. 24.

1994 y Paul Collazos. ¿Restricción externa o decisión de portafolio? Perú 1980-1990. DT Nro. 65. 34 pp.

Cecilia Lévano de Rossi (2)

1998 y Pedro Llontop. Reformas estructurales, distribución del ingreso y ahorro familiar en el Perú. Colección de Investigaciones Breves No. 8. Lima: CIE. 78 pp.

1997 y Efraín Gonzales y Pedro Llontop. Determinantes del ahorro interno en el Perú y ajuste estructural. DT Nro. 84.

Raúl Hopkins (1)

1994 Agricultura, tasa de cambio y política macroeconómica en una economía en desarrollo: el caso peruano. DT Nro. 62. 35 pp.

Carlos Contreras (1)

1994 Sobre los orígenes de la explosión demográfica en el Perú: 1876-1940. DT Nro. 61. 31 pp.

Del área (4)

1998 Informe sobre la coyuntura económica peruana 1998-I. En *Boletín de Opinión*. N° 35. CIE.

1996 Informe sobre la coyuntura económica peruana 1995-I. *Boletín de Opinión* N° 25. CIE.

1995 Informe sobre la coyuntura económica peruana, 1994-III. *Boletín de Opinión* N° 17. CIE.

1993 Informe sobre la coyuntura económica peruana, 1993-II. *Boletín de Opinión* N° 10. CIE.

Annex 5: Final Report from PUCP

**CONSORCIO DE INVESTIGACION ECONOMICA
PROYECTO CIID 93-0404**

**DEPARTAMENTO DE ECONOMIA
PONTIFICIA UNIVERSIDAD CATOLICA DEL PERU**

INFORME NARRATIVO FINAL

1. SINTESIS DEL PROYECTO

Los objetivos básicos del proyecto se relacionan con la producción de conocimiento útil sobre la economía peruana dirigida a los responsables de la política económica en las instituciones públicas y académicas, y a fortalecer la capacidad de investigación del Departamento de Economía de la PUCP. En este sentido, el apoyo del CIID nos ha permitido acumular una gran experiencia en investigación, que no hubiera sido posible de otra forma. Los resultados están plasmados en la extensa lista de materiales que se han elaborado y publicado de acuerdo al desarrollo de las líneas de investigación seguidas de manera sostenida a lo largo de esta década; y también en el desarrollo de capacidades en un grupo estable de investigadores, con impactos en la docencia y el sector público.

Las principales áreas temáticas han girado en torno a las políticas macroeconómicas y las peculiaridades de la economía peruana, el sistema financiero, las políticas comerciales y las opciones de integración para el Perú, la industrialización y sus efectos en el empleo, y las políticas (e instituciones) reguladoras de las empresas de servicios privatizadas.

La metodología seguida ha partido por identificar ciertas regularidades empíricas que se requiere comprender, usando, de un lado, herramientas econométricas y estadísticas, y de otro, la evaluación crítica de las teorías existentes en la literatura sobre los puntos en cuestión. Luego se comparan las explicaciones teóricas alternativas o complementarias, y finalmente se discute los resultados y lo que implican en términos de política.

En el contexto del Consorcio ha resultado muy fructífera la dinámica de discusión entre investigadores de diversas escuelas, generándose una interacción comprensiva y muy rica, lo que a su vez ha permitido una visión más amplia para cada uno de los participantes. Asimismo ha sido valiosa la interacción institucional con los demás integrantes del Consorcio, lo cual ha redundado en contactos, bibliografías, acceso a temas, entre otras ventajas. Particularmente enriquecedora ha sido la red de macroeconomía latinoamericana impulsada hasta hace un par de años por el IDRC.

2. EVOLUCION TEMATICA

Como se ha dicho, la investigación se ha centrado en temas de macroeconomía desde el control de la inflación hasta las peculiaridades de la economía peruana, específicamente la dolarización, las políticas monetarias, y temas nuevos, como el paso de una economía cerrada financieramente a una con un

Paralelamente surgió otro tema relacionado con las políticas macroeconómicas, a saber, el nuevo sistema financiero y su relación con el ajuste estructural, la balanza de pagos, las políticas comerciales y la integración, entre otros puntos.

Un tercer eje es el desempeño de la industria peruana, su productividad y competitividad, y los efectos que estos factores han tenido sobre el empleo, y los determinantes del desempleo urbano, con énfasis en género y edad. Un cuarto tema es el de la regulación, que se inserta dentro de los nuevos aspectos surgidos en la economía peruana durante la década que termina.

Como se aprecia, estos temas están interrelacionados y han permitido un desarrollo homogéneo de las líneas de investigación planificadas. Esta temática ha marcado las actividades correlacionadas como participación (y organización) de seminarios y talleres, (nuevos) cursos y, obviamente, publicaciones. De otro lado ha sido provechoso para el desarrollo de estas líneas de investigación la interacción con otras instituciones tanto dentro como fuera del Consorcio.

3. HALLAZGOS

La complementación entre estas áreas temáticas nos han permitido concluir que las fluctuaciones de la economía peruana -sus auges y depresiones- son originadas por la economía mundial. Las etapas de crecimiento han coincidido con buenos precios internacionales de las materias primas y gran facilidad para conseguir capitales extranjeros, mientras que las etapas de recesión han coincidido con bajos precios de materias primas y escasez de capitales foráneos. De allí que la función de la política económica gubernamental sea mitigar esas fluctuaciones a través de la política monetaria y la política fiscal, lo que en buena cuenta es estabilizar la economía. Por tanto, los temas de la dolarización, el flujo de capitales y el sistema financiero ayudaron a establecer los modelos sobre cómo opera la política monetaria. Esto llevó a propuestas de política que tuvieron repercusión en el ámbito público. Así por ejemplo, la aplicación de un nivel de encaje a los capitales externos que captan los bancos ha sido una medida sugerida por nosotros y tomada recientemente por la SBS. Y en el periodo recesivo en curso se han discutido opciones de política monetaria y fiscal que tiene relación con nuestro análisis sobre la mitigación de las fluctuaciones de la economía producidas por shocks externos.

Otras líneas de investigación que se mantienen y donde se observan desarrollos importantes e impactos a nivel local e internacional son integración regional y comercio internacional, distribución del ingreso y políticas sociales.

4. LOGRO DE OBJETIVOS

Como se ha indicado al comienzo, los objetivos del proyecto -relacionados con el desarrollo de investigaciones específicas en las áreas reseñadas más arriba, y la capacitación de un equipo estable de investigadores- se han cumplido plenamente, lo que se puede evaluar por el proceso que ha llegado hasta publicación de los materiales y las repercusiones logradas por la difusión de los resultados (aspectos que desarrollamos más adelante).

Hubieron dos áreas temáticas que no se desarrollaron completamente: 1) transacciones articuladas de crédito en la producción a pequeña escala, y 2) determinantes económicos de la asistencia escolar. En el primer caso -que conoció, sin embargo, un grado de investigación relevante y hasta cierto punto sostenido- fue porque el investigador cambió su línea de interés hacia el tema de la regulación; en

realidad, hubo que escoger entre ambos temas ya que no había la posibilidad de cubrirlos. En el segundo caso, porque el investigador salió del país para realizar su postgrado en esos temas de educación.

5. DISEÑO Y PUESTA EN PRACTICA DEL PROYECTO

El procedimiento seguido para escoger los temas e investigadores ha sido mediante concursos internos, en el que cada profesor presenta su propuesta de investigación. En algunos casos se ha recurrido a evaluación externa (incluyendo al mismo IDRC) para determinar los resultados de estos concursos.

El control de calidad implementado tiene tres fases: 1) arbitraje interno de la institución, 2) lectura al interior del Consorcio por otros colegas que, según nuestra experiencia, han producido excelentes observaciones y comentarios, y 3) comentarios de otros colegas de instituciones foráneas, que ocasionalmente no fueron de utilidad en los casos de colegas que pertenecían a escuelas de pensamiento diferentes y tuviesen una visión poco amplia. Luego de estos filtros, se procede a la publicación.

6. PRODUCTOS Y DIFUSION DEL PROYECTO

Los trabajos de investigación realizados se difunden en las siguientes series de publicaciones: 1) "Documentos de Trabajo" (que ha llegado al número 162), 2) "Informes de Coyuntura" (trimestrales- muchos de ellos presentados en el taller de coyuntura del Consorcio- y que han llegado al número 13), 3) a través de artículos de la revista "Economía", 4) cuatro libros: "La mujer en el mercado de trabajo" por Cecilia Garavito, "La políticas comerciales y cambiarias del Perú 1960-1995" de Jorge Rojas, "Ventajas comparativas y rendimientos a escala en las teorías de comercio internacional" de Félix Jiménez y Erick Lahura, y "Economía peruana de fin de siglo" de Félix Jiménez (editor, obra publicada por la Universidad Ricardo Palma).

Fuera de ello tenemos la página web, donde se pueden bajar gratuitamente las dos primeras series de documentos (a partir de 1994 en adelante), y se pueden hallar también los índices de la revista "Economía", de los libros publicados, y de las reimpresiones de materiales publicados generalmente en el extranjero.

Estos desarrollos temáticos discernibles en una vasta línea de publicaciones ha producido modificaciones y adecuaciones en los programas de los cursos, en la selección de los libros de texto y las bibliografías correspondientes, y en la determinación de las materias obligatorias.

Por otro lado, la inclusión de temas nuevos y poco conocidos- como el de las políticas regulatorias y su marco institucional asociado a la privatización de los servicios públicos- ha apoyado la introducción de nuevos cursos en la carrera de economía de la PUC, como "Organización industrial" y "Teoría de la regulación". Estas materias son dictadas por los mismos economistas que tienen una relación profesional con el tema, como el profesor José Távara, que trabaja en la Defensoría del Pueblo en el área de defensa del consumidor.

Cabe destacar también en este rubro los trabajos de Cecilia Garavito, quien introduce el tema de género en la investigación sobre los determinantes del desempleo urbano.

Otros resultados tienen que ver con los dos cursos de seminarios de tesis que incorporan y muchas veces aportan a los avances logrados en la investigación, y los intercambios logrados a través de redes,

específicamente de la red macroeconómica latinoamericana, de invaluable importancia para los logros obtenidos en el proyecto.

7. FORMACION DE CAPACIDADES

Este es otro aspecto donde se ha dado un salto cualitativo. Gracias al proyecto se ha logrado financiar a 25 investigadores que en promedio han producido entre 5 y 10 proyectos de investigación anuales. Esto ha resultado fundamental para el cambio en la docencia. Los profesores no han dictado cursos limitándose a los libros de texto, sino que también han ilustrado los conceptos teóricos con los resultados prácticos de la investigación en el país, logrando una valiosa conexión con el mundo real.

Por otra parte es relevante también la conformación de un equipo de investigadores que (se) han desarrollado(en) líneas de trabajo homogéneas y correlacionadas, lo cual repercute decididamente en la docencia y, como lo hemos señalado anteriormente, genera impactos positivos en el gobierno con respecto a los aportes resultantes del esfuerzo realizado en estos años.

8. PUBLICACIONES FINANCIADAS POR EL CONSORCIO

1. "Precios relativos y cambio de régimen en el Perú: del fracaso de la heterodoxia a la hiperinflación" por Alan Fairlie, DT 1993.
2. "Dolarización y fragilidad financiera en el Perú" por Gloria Canales, DT 1993.
3. "El Perú desde 1990: ¿el fin de la restricción externa?" por Oscar Dancourt, DT 1993.
4. "Sobre el retraso cambiario y la repatriación de capitales en una economía dolarizada" por Oscar Dancourt, DT 1993.
5. "Una lectura peruana del plan de convertibilidad argentino" por Alan Fairlie, DT 1994.
6. Artículo "Reformas estructurales y política macroeconómica en el Perú" de Lance Taylor, traducido por Oscar Dancourt.
7. "De la industrialización proteccionista a la desindustrialización neoliberal" por Félix Jiménez, Giovanna Aguilar y Javier Kapsoli, libro 1999.

Annex 6: Final Report on Joint Activities

CONSORCIO DE INVESTIGACIÓN ECONÓMICA

PROGRAMA DE ACTIVIDADES CONJUNTAS

Informe Narrativo Final de la Segunda Fase (octubre 1993 – septiembre de 1998)

El presente documento reseña brevemente la estructura institucional, los logros obtenidos y las limitaciones que enfrentó el programa de actividades conjuntas (AC) durante la segunda fase del Consorcio de Investigación Económica (CIE), que se desarrolló de octubre de 1993 a septiembre de 1998. También se hace algunas referencias al subsiguiente período de transición, octubre de 1998 a marzo de 1999, hacia el nuevo Consorcio de Investigación Económica y Social (CIES), que empezó a operar en abril de 1999.

Cabe destacar que el proyecto del CIE en Perú tuvo dos fases que transcurrieron entre octubre de 1989 y septiembre de 1998. La segunda, que empezó en octubre de 1993, recogió una serie de aportes resultantes de dos evaluaciones realizadas en la primera etapa. Una de ellos fue el incremento de las actividades conjuntas entre los centros miembros del Consorcio, en especial en materia de crear un programa de entrenamiento en medio ambiente, conformar un comité de asesores internacionales e introducir un sistema de lectores externos para evaluar los productos de las investigaciones.

Esta ampliación de las actividades conjuntas se revela en el hecho que mientras los gastos de la primera fase sumaron US \$ 2'503,110 (US \$ 625 mil por año), con una participación de AC del 14.3%; en la segunda fase el promedio anual se mantuvo, pero la participación de AC creció a 20.4%.

I. Breve descripción del proyecto

El CIE fue creado en 1989 bajo liderazgo de GRADE e IDRC, como agencia ejecutora de CIDA y también aportante de recursos, con cinco instituciones asociadas y con el objetivo de promover un programa cuatrienal de investigaciones, publicaciones y diseminación sobre aspectos clave de política económica que enfrentaba el Perú. Los cinco centros seleccionados fueron el Centro de Investigación de la Universidad del Pacífico (CIUP), el Centro de Estudios y Promoción del Desarrollo (DESCO), el Grupo de Análisis para el Desarrollo (GRADE), el Instituto de Estudios Peruanos (IEP) y el Departamento de Economía de la Pontificia Universidad Católica del Perú (PUCP)⁹.

⁹ Posteriormente en el nuevo CIES se han integrado hasta 25 instituciones peruanas, alentadas por los resultados obtenidos por el Consorcio en una década, identificando proyectos y desarrollando líneas de investigación cada vez más integradas.

Durante la I fase, quizás el principal logro fue retener una masa crítica de investigadores en el Perú, permitiendo proyectos de largo plazo en los cinco centros en un contexto en que el país se debatía entre la hiperinflación, la insurgencia terrorista y la fuga de cerebros. En el período hubo un informe a medio proyecto (Berry y Hunt) y otro a fin del mismo (Morales) y como resultado de estas evaluaciones de los logros obtenidos, se extendió el financiamiento para una segunda fase.

El presupuesto contemplaba una partida para cada uno de los cinco centros y otra para Actividades Conjuntas, como se especifica en el siguiente cuadro.

Presupuesto II Fase: octubre 1993 – septiembre 1998*

	CAD \$	US \$	%	Promedio Anual (US \$)
AC	895330	640161	20.4	128032
CIUP	772000	551980	17.6	110396
DESCO	386000	275990	8.8	55198
GRADE	1023000	731445	23.3	146289
IEP	721999	516229	16.5	103246
PUCP	588000	420420	13.4	84084
TOTAL	4386329	3136225	100.0	627245

Tipo de cambio: 0.715 US/CAD

En realidad, cada centro firmaba un convenio bilateral con el IDRC; y administraba su partida independientemente para conducir proyectos de investigación que debían ser aprobados en Ottawa. En el convenio de uno de los centros se incluyó el presupuesto de AC, estableciéndose que actuaría como sede administrativa de las mismas, asumiendo la responsabilidad de tesorería y proveyendo soporte de infraestructura y gestión. Inicialmente esta posición estuvo a cargo de GRADE, y en la segunda fase pasó a manos de DESCO.

En la práctica, la partida de AC era administrada por un Secretario Ejecutivo (SE) que reportaba a un Comité de Coordinación (CC), integrado por representantes de los cinco centros asociados. La presidencia del CC era rotativa cada seis meses. Es importante subrayar que la asignación para AC representaba sólo un quinto del total; y por tanto el SE y el CC sólo tenían injerencia en dicha fracción del presupuesto – actividades.

En suma, el Consorcio estaba compuesto por el CC, un Secretario Ejecutivo, los centros socios y cada uno de los investigadores encargados de desarrollar su propio proyecto de investigación.

En la segunda fase, las funciones del SE eran desarrollar y proponer el programa de actividades conjuntas, incluyendo el subprograma de medio ambiente¹⁰; la revisión por pares; los talleres de discusión de avances de investigación; el subprograma de pequeños proyectos; la preparación del Boletín de Opinión y otras publicaciones; la organización de conversatorios, talleres de coyuntura

¹⁰ Para este caso se conformó un comité de medio ambiente con un representante ad hoc por cada centro socio.

económica y el seminario anual; la actuación como secretario del CC y la preparación de las minutas del mismo; y la coordinación con IDRC y elaboración de reportes periódicos para dicha fuente.

II. Principales logros del Programa de Actividades Conjuntas en la II Fase

a) Conferencias y seminarios

El Consorcio ha realizado cinco conferencias anuales entre 1994 y 1998, que han tratado temas fundamentales de la economía peruana. Las conferencias se han convertido en un punto de referencia para los investigadores de los centros y la academia, ya que presentan el resumen de los esfuerzos de investigación realizados durante el año y establecen las perspectivas de trabajo para los siguientes doce meses. La temática desarrollada en estos eventos ha seguido los temas principales de la vida económica y del país y, gradualmente, han ido centrando las líneas de interés de los integrantes del Consorcio. La última conferencia anual se ha beneficiado, además, de la expectativa creada por el nuevo proyecto CIES, tal como se puede apreciar por el incremento de la asistencia, con relación a las de los dos años anteriores:

1994	182
1995	234
1996	199
1997	180
1998	308

Además se han organizado doce “Talleres de coyuntura”, en los que cada uno de los centros miembros, en forma rotativa, presentan análisis y avances de investigación, los cuales son comentados por investigadores de las demás instituciones. Estas reuniones han permitido una mayor interacción entre los investigadores de los centros y de alguna forma han creado un espacio para dar también elementos de continuidad a las investigaciones financiadas por el proyecto. Los resúmenes de las ponencias y los comentarios producidos se publicaron en el Boletín del Consorcio.

Adicionalmente a estos eventos se pueden mencionar seminarios sobre investigaciones en curso realizadas por miembros del Consorcio. Se trata de reuniones informales donde se discuten avances de investigación. Asimismo se han hecho esfuerzos por establecer grandes áreas temáticas. Estos agrupamientos por áreas de interés están en el camino de integrar los esfuerzos de investigación, para que sus resultados sean, sino comparables, al menos complementarios. Sus sesiones buscan mejorar el control de calidad de los materiales presentados. Un grupo particularmente activo ha sido el dedicado a temas macroeconómicos.

El conjunto de estas actividades ha coadyuvado al acercamiento entre los investigadores de los centros integrantes del Consorcio, pero también han impulsado su proyección en el entorno académico y profesional, tanto del sector público como del privado.

b) Capacitación

En este período el Consorcio también ha organizado cinco cursos SPEAL, un proyecto para fortalecer la capacidad de análisis en los países menos desarrollados de Sudamérica, del cual el Consorcio es la contraparte local. Los cursos de SPEAL han logrado capacitar a más de 300 participantes; con un especial impacto en mejorar el nivel de la enseñanza en las universidades de provincias. Un dato alentador en cuanto a la asistencia a los cursos es el creciente número de participantes del interior del país.

Un año después de iniciada la segunda fase del Consorcio se creó el subprograma de medio ambiente y recursos naturales, destinado a capacitar personal del medio académico y profesional en temas medioambientales. Entre las principales actividades estuvo la realización de una serie de nueve cursos cortos, ocho de ellos realizados en provincias, que fueron seguidos por 387 personas del medio académico, pero también de organismos del sector público, ONGs y profesionales independientes. Asimismo se realizó una conferencia internacional sobre agenda ambiental con participación de expositores del Banco Mundial, BID, GTZ, AID, entre otros. También una conferencia sobre bosques tropicales en América Latina, un seminario sobre residuos sólidos y transporte urbano, el seminario internacional "Recursos naturales y desarrollo: un diálogo canadiense – latinoamericano" con apoyo de CIEPLAN y la participación de un conjunto de destacados expertos de Canadá y otros países de la Región. Sin ser exhaustivo, también vale la pena mencionar el apoyo a investigadores para participar en eventos de capacitación y/o debate en el extranjero.

c) Pequeños proyectos

Durante la segunda fase se introdujo un nuevo sistema para ejecutar esta actividad, mediante concursos competitivos y jurados evaluadores. En 1995 se escogieron cuatro aplicaciones entre un total de 17 propuestas. Al año siguiente el número de aplicaciones subió a 47, seleccionándose nuevamente cuatro proyectos de investigación. En 1997 se escogieron tres propuestas; y en 1998 se encomendó dos estudios con aprobación del CC para efectuar un diagnóstico de la enseñanza en economía; y de otro lado un balance de la investigación económica e identificación de agenda de investigación a futuro. Ambos estudios se proyectaron en función a preparar el camino a una tercera fase del Consorcio.

Las publicaciones de estos materiales representan un buen incentivo para jóvenes investigadores que desean publicar o completar trabajos iniciados bajo otros auspicios. Éstos son seleccionados de acuerdo a su mayor nivel de calidad y por su interés para la comunidad. Entre las publicaciones basadas en investigaciones breves destaca el trabajo de Cecilia Garavito, Elena Vattuone y Fortunata Solorio sobre la investigación del género en el Perú.

d) Publicaciones

El Boletín es la principal publicación del Consorcio y sus contenidos varían de acuerdo a las circunstancias, aunque éstos pueden clasificarse en tres tipos:

- Los análisis de coyuntura, que reproducen o resumen los trabajos presentados en los talleres de coyuntura, así como las intervenciones de los analistas e invitados. Este producto es de utilidad para

los investigadores, así como para aquellos que no pueden acceder a otras fuentes para seguir con detalle la marcha de la situación económica del país, por ejemplo, miembros de universidades de provincia.

- Resúmenes de investigaciones producidas por miembros del Consorcio y seleccionadas tanto por su importancia como por su metodología.
- Ponencias y documentos presentados en las conferencias anuales, incluyendo los comentarios de los especialistas invitados.

Un segundo grupo está compuesto por materiales del programa de investigaciones breves, escogidas de acuerdo a su calidad y luego del proceso de revisión por pares. Este programa generó 10 publicaciones y otros tres informes fueron publicados como parte de los esfuerzos de difusión del Consorcio. Otros estudios, presentados como avances y/o resultados de investigación aparecieron en los journals y otras publicaciones periódicas de las dos universidades miembros del Consorcio.

En esta fase se han publicado 26 documentos financiados por el Consorcio y 60 por parte de los centros miembros (financiados por otros donantes); asimismo se han publicado 30 boletines (dos de ellos durante el período de transición), cuatro libros, los resultados de las investigaciones breves, y otras publicaciones relacionadas con las actividades del proyecto.

e) Revisión por pares

Este mecanismo fue introducido, no sin dificultades, en la segunda fase, y se utilizó para trabajos en curso y productos finales. La revisión por pares es una práctica común en los medios académicos de países desarrollados, pero no era el caso del Perú. En total se han realizado 151 lectorías a documentos en diferente estado de desarrollo, sin incluir los comentarios hechos por el Comité de Asesores Internacionales, ni aquellos efectuados en el marco de las evaluaciones a mitad de proyecto (misión Young) y a fin de proyecto (misión Herzka y Hunt). Los lectores externos han mostrado las ventajas del mecanismo para advertir deficiencias metodológicas y de contenido que antes pasaban inadvertidas en el medio.

f) Otros indicadores de logros

Entre 1994 y julio de 1998 los miembros del Consorcio han producido en total 453 publicaciones, 911 personas han participado en cursos y seminarios (225 de ellos organizados por el Consorcio), se han efectuado 371 presentaciones en medios (incluyendo artículos y entrevistas en diarios y revistas, y participación en programas de radio y televisión), y 343 consultorías (167 institucionales y el resto personales).

III. Principales limitaciones del Programa de Actividades Conjuntas

Como se ha visto, el balance del programa de actividades conjuntas arroja resultados positivos; pero ahora corresponde señalar sus principales limitaciones. El cuello de botella más importante fue el esquema institucional del proyecto; y en particular el sistema de convenios bilaterales de la fuente financiera con los cinco centros. Bajo este esquema, el 80% del presupuesto total era controlado por

cada centro según sus propios intereses, lo que no favorece una vocación de actividades conjuntas entre los centros. Por ejemplo, en las reuniones del CC, la parte del presupuesto interno de cada centro nunca fue tema de agenda. Dicho presupuesto estaba asignado ex ante, sin mecanismos competitivos. Tampoco hubo mecanismos punitivos para casos de incumplimiento. Así, el sistema de incentivos y castigos para el objetivo de promover la productividad, la excelencia y el impacto de la investigación sobre las políticas, aspectos que el programa de actividades conjuntas debía fortalecer, era en realidad débil. Tampoco habían elementos suficientes en la estructura institucional para reforzar la orientación de la investigación hacia la política pública, lo que dependía totalmente de la orientación de cada centro.

El sistema de lectores externos fue útil para los investigadores, pero el principal problema que se presentó fue la escasa capacidad de enforcement para hacer valer las recomendaciones o juicios de los lectores. Un incentivo para cumplir con las recomendaciones era la publicación vía AC, pero tampoco era del todo efectivo, pues los centros podían publicar con cargo a su propio presupuesto, como en efecto lo hicieron. Otro problema era que a veces la revisión se realizaba con la investigación ya definida en cuanto al tópico, la orientación y la metodología escogidas por el investigador. Es decir, cuando ya se hacía muy difícil para el autor aceptar cambios globales en el trabajo, o simplemente porque estaba predispuesto a ignorar las sugerencias de otros colegas. Acá el problema de partida era el proceso de selección no competitivo.

En el caso de las publicaciones, cada centro tenía sus propios criterios y público. No había un esfuerzo conjunto para diseñar estrategias que amplifiquen de manera sistemática la difusión de los resultados de las investigaciones y actividades realizadas por el Consorcio.

(12/02/2000)

Annex 7: Projects Supported Under Phase II, by Theme (Matrix Format)

PERUVIAN ECONOMIC RESEARCH CONSORTIUM

Round 1
1994-95

THEME INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, STRUCTURAL ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP		Liberalization and Development of Peru's Financial System (Martha Rodriguez and Julio Velarde)		Municipal Public Finances in the Context of Global Tax Reform (Mercedes Araoz and Roberto Urrunaga)			Regulation of Public Enterprises (Jorge Fernández-Baca, José Luis Sardón and Janice Seinfeld)
DESCO		Business Interest Groups and Structural Adjustment: Transition, Adaptation and Economic Conflict (Manuel Castillo and Andrés Quispe)				Multilateral Organizations, Developed Countries and Social Policies in Peru: 1990-1994 (Humberto Campodónico)	Means of Inter-Firm cooperation in Peru: Lessons for the Design of Institutional and Industrial Policies (José Tavara)
GRADE	Models for the Evaluation of Macroeconomic Policy and Short-term Forecasting (Javier Escobar)					Education and Income Distribution (Jaime Saavedra)	Factor Markets in Rural Areas and Agricultural Development in a Free Market Economy (martin Valdivia)
IEP		Structural Reforms, Private Investment and Economic Growth (Efraín Gonzales de Olarte and Teobaldo Pinzás)	Liberalization, Intermediation and Financial Concentration in Peru (Lucia Romero)		Structural Adjustment, Labour Markets, and Alternative Employment Policies in Peru (Francisco Verdara)		
PUCP	Dolarization in Peru: Causes and Consequences (Oscar Dancourt and Waldo Mendoza)	Liberalization, Relative Prices and Inflation: A Comparative Analysis (Gloria Canales and Alan Estrada)	Exchange Rate and Financial Liberalization in Peru Since 1990 (Jorge Rojas and Leopoldo Villacorneo)		Labour Market Reform and Changes in Labour Market Behaviour (Cecilia Garavito)	Economic Determinants of School Attendance (José Rodríguez)	

PERUVIAN ECONOMIC RESEARCH CONSORTIUM

Round 2
1995-97

THEME	INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP*		Social Accounting in Peru: History, Methods and Problems (Arlette Beltran and Bruno Seminario) Peru's Economic Growth in the Xth Century: An Analysis of Newly Available Data (Bruno Seminario and Arlette Beltran) Domestic Savings in Peru: Determinants and Implications for Economic Policy (Marthay Rodriguez and Julio Velarde)			Analysis of the Peruvian Tax System, 1990-94: Case Studies and Proposals for Reform (Rosario Gomez and Roberto Urrunaga) Impact of the Tax Structure on Productive Activity, 1990-1995: Analysis of the Import and Non-Tradables Sectors (Rosario Gómez and Roberto Urrunaga)		Structural Adjustment and its Effects on Salaries, Poverty and Family Health: Peru 1991-94 (Rafael Cortez and Gustavo Yamada)	Obstacles to the International Competitiveness of Peru's Productive Sectors: the Cases of Forestry and Aquaculture (Martha Rodriguez and Julio Velarde) Determinants of Peru's International Trade in the Context of Regional Integration (Mercedes Araoz and Carlos Casas)
DESCO						Labour Markets in Metropolitan Lima: Segmentation and Salary Structure, 1985-95 (Julio Gamero)		Post-Stabilization, Institutional, and Business Interest Groups, 1993-95 (Manuel Castillo and Andres Quispe)
GRADE						Rural Labour Markets in Peru (Martin Valdivia)	Education, Structural Adjustment and Income (Jaime Saavedra)	An Analysis of Agricultural Marketing in Peru (Javier Escobar and Victor Agreda)
IEP			Structural Adjustment and the Peruvian Growth Model, 1990-95 (Efraim Gonzales de Olarte)	Regulation of Dollarized Banking (Lucia Romero) (closed after one year when researcher left Peru) Financial Intermediation in the Agricultural Sector: A Study on the Availability of Credit (Carolina Trivelli) (one-year project)		Adjustment, Growth and Productive Employment in Peru: 1990-95 (Francisco Verdara)		
PUCP		Capital Flows and Macroeconomic Stability (Oscar Dancourt and Waldo Mendoza)	Structural Adjustment and the Balance of Payments in Peru in the 1990s: Possible Scenarios (Gloria Canales and Alan Fajardo)	The New Peruvian Financial System: An Interpretation (Jorge Rojas and Leopoldo Vilcapoma)				Articulated Credit in Small-Scale Production (Jose Tavera and Jose Rodriguez)

*All Ciup project were of one year duration only. The second round of Phase 2 covered a 24 month period (as against 18 months for the other two rounds) and was divided into two parts since CIUP decided to two fund two sub-rounds of 12 month projects. IEP also funded two 12 month projects, following the departure of a researcher at the end of one year.

**Round 3
1997-98**

THEME INSTITUTION	MACROECONOMIC POLICY	STABILIZATION, STRUCTURAL ADJUSTMENT, STRUCTURAL REFORMS	STRUCTURAL ADJUSTMENT AND THE FINANCIAL SECTOR	PUBLIC FINANCE AND FISCAL POLICY	LABOUR MARKET AND EMPLOYMENT POLICY	SOCIAL POLICY	SECTORAL ANALYSIS
CIUP*	Stabilization and Growth Under the Fujimori Administration (Martha Rodríguez and Julio Velarde)				Socio-Demographic Change at the Household Level in Metropolitan Lima (Carlos Amat y Leon)	Social Programs and Household Employment (Rafael Cortez)	Macro-Economic Impacts of Foreign Direct Investment in Peru (Mercedes Araoz and Carlos Casas) The Incidence of the Tax Structure on Service Sectors (Roberto Urrunaga and Rosario Gómez)
DESCO						Income Distribution and Poverty in Metropolitan Lima (Julio Garnero)	Political Economy and Business Sector Interest Groups, 1995-97 (Manuel Castillo and Andrés Quispe)
GRADE					Reform of Labour Legislation (Jaime Saavedra) Health, Nutrition, Productivity and Income in Peru (Martin Valdivia)		Market Integration and Transactions Costs in Peruvian Agriculture (Javier Escobar and Victor Agrada)
IEP		Regional Impact of Structural Adjustment in Peru (Efraín Gonzales and Cecilia Lévano)	Rural Credit Markets in Peru (Carolina Trivelli)			Crisis and Reform in Peru's Pension System (Francisco Verdera)	
PUCP	External Shocks, Macro-economic Policy and Dollarization (Oscar Dancourt and Waldo Mendoza)		The Financial System and Growth of the Peruvian Economy (Leopoldo Vitcapoma)		Determinants of Urban Unemployment and Gender and Age Differences in Peru (Cecilia Garaveto)		Employment, Productivity and competitiveness in the Manufacturing Industry (Félix Jiménez) The Political Economy of Regulation in Peru (José Távora)

Annex 8: Lists of publications from Rounds I to III

08.05.2000

Informes finales de Proyectos de Investigación (II Fase - I ronda) Octubre 1993 - Marzo 1995

CIUP

LIBERALIZACIÓN Y DESARROLLO DEL SECTOR FINANCIERO EN EL PERÚ- Martha Rodríguez y Julio Velarde.

- El programa de estabilización y el atraso cambiario: Perú 1990 - 1994. Martha Rodríguez y Julio Velarde. Junio 1995. 66 pp. (mimeo)
- La reforma financiera en el Perú: 1990 - 1993. Martha Rodríguez y Julio Velarde. Mayo 1995. 81 pp. (mimeo) (4-4-4-3-3/18)

MUNICIPALIZACIÓN DE LAS FINANZAS PÚBLICAS EN UN CONTEXTO DE REFORMA TRIBUTARIA - Mercedes Araoz y Roberto Urrunaga

- Descentralización y finanzas públicas municipales en el Perú. Ineficiencias y excesiva dependencia del gobierno central. Mercedes Araoz y Roberto Urrunaga. Mayo 1995. 141 pp. (mimeo) (4-3-3-4-3/17)
- Finanzas municipales: ineficiencias y excesiva dependencia del gobierno central. Mercedes Araoz y Roberto Urrunaga. Documento de trabajo Nro. 25. CIUP. Abril 1996. 218 pp. (4-3-3-3-3/16)

REGULACIÓN DE LAS EMPRESAS PÚBLICAS- Jorge Fernández-Baca, José Luis Sardón y Janice Seinfeld.

- Regulación de las empresas de servicios públicos. Jorge Fernández-Baca y José Luis Sardón. Mayo 1995. 41 pp. (mimeo) (4-1-2-2-3/12)

DESCO

SISTEMAS DE COOPERACIÓN INTERFIMA EN EL PERÚ. LECCIONES PARA EL DISEÑO DE INSTITUCIONES Y POLÍTICAS INDUSTRIALES - José Távara

- El significado de la concentración territorial: información y aprendizaje en el complejo de Gamarra. José Távara (coautoría: Evert J. Visser). Mayo 1995. 86 pp. (mimeo) (3-3-4-3-3/16) (3-3-3-3-3/15)
- Gamarra al Garete: concentración local y aislamiento global. José Távara (coautoría: Evert J. Visser). Cuaderno DESCO Nro. 20. DESCO. Diciembre 1995. 105 pp.

GRUPOS DE INTERÉS EMPRESARIALES Y AJUSTE ESTRUCTURAL: TRANSICIÓN, ADAPTACIÓN, Y CONFLICTO ECONÓMICO (1990-1993)- Manuel Castillo y Andrés Quispe

- Grupos de interés empresariales y ajuste estructural: transición, adaptación y conflicto económico, 1990- 1993. Manuel Castillo y Andrés Quispe. Agosto 1995. (mimeo) (4-2-2-2-2/12)
- Grupos de interés empresariales y ajuste estructural: transición, adaptación y conflicto económico, 1990- 1993. Manuel Castillo y Andrés Quispe. Diciembre 1995. 126 pp. (mimeo) (4-3-3-3-3/16) (3-2-2-3-2/12)

- Reforma estructural y reconversión empresarial: conflictos y desafíos. Manuel Castillo y Andrés Quispe, Cuaderno DESCO Nro. 21. Mayo 1996. 155 pp.

ORGANISMOS MULTILATERALES, PAISES DESARROLLADOS Y POLÍTICAS SOCIALES EN EL PERÚ: 1990-1994 - Humberto Campodónico

- Organismos multilaterales y políticas sociales en el Perú 1990-1994. Humberto Campodónico (mimeo). Octubre 1995. 72 pp. (4-3-3-3-3/16)
- Organismos multilaterales y políticas sociales en el Perú 1990-1994. Humberto Campodónico. (artículo en Revista Pretextos Nro. 8., Febrero 1996. pp. 133-158. Excluye parte del texto mimeo)

GRADE

MODELOS PARA LA EVALUACIÓN DE LA POLÍTICA MACROECONÓMICA Y LA PREDICCIÓN DE CORTO PLAZO - Javier Escobal

- Ciclos y tendencias comunes en la producción peruana. Marco Castillo y Javier Escobal. Marzo 1995. 43 pp. (mimeo) (2-2-2-4-3/13)
- Caracterización temporal de las principales variables macroeconómicas. Javier Escobal y Alonso Segura. Noviembre 1994. 11 pp. (mimeo)
- Sistema de indicadores adelantados, coincidentes y rezagados del nivel de actividad de la economía peruana. Javier Escobal y Alonso Segura. Marzo 1995. 27 pp. (mimeo) (4-3-3-4-3/17)
- Sesgos en la medición de la inflación en contextos inflacionarios: el caso peruano. Marco Castillo y Javier Escobal. Documento de trabajo Nro. 21. GRADE. Octubre 1994. 37 pp.

LOS MERCADOS RURALES DE FACTORES Y DESARROLLO AGRARIO EN ECONOMÍAS DE LIBRE MERCADO - Martín Valdivia

- Asimetrías de información en los mercados rurales de crédito en el Perú. Martín Valdivia. Octubre 1994. 30 pp. (mimeo) (2.5-2.5-4-3-3.5/16)
- Del Banco agrario a las cajas rurales: Hacia un sistema financiero rural eficiente. Martín Valdivia. Noviembre 1994. 24 pp. (mimeo)
- Risk management strategies in environments with incipient capital markets: the case of peruvian rural andean economies. Martín Valdivia. Noviembre 1994. 31 pp. (mimeo)
- Diversificación en un modelo dinámico de hogares rurales con incertidumbre. Martín Valdivia. (mimeo)
- Market failure and optimizing behavior in rural household models. Martín Valdivia. Marzo 1994, 28 pp, (mimeo)
- Del Banco agrario a las cajas rurales: pautas para la construcción de un nuevo sistema financiero rural. Martín Valdivia (mimeo). Setiembre 1995. 31 pp. (4-3-3-3-2/15)
- Del Banco agrario a las cajas rurales, pautas para la construcción de un nuevo sistema financiero rural. Martín Valdivia (artículo en Notas para el debate Nro. 13, GRADE. Octubre 1995. pp. 7-38)

EDUCACIÓN Y DISTRIBUCIÓN DEL INGRESO - Jaime Saavedra

- Changes in educational earnings differentials: Perú 1985-1991. The facts and alternative explanations. Jaime Saavedra. Abril 1995. 58 pp. (mimeo) (4-3-4-4-3/18)

IEP

REFORMAS ESTRUCTURALES, INVERSIÓN PRIVADA Y CRECIMIENTO- Efraín Gonzales de Olarte y Teobaldo Pinzás.

- Inversión privada, crecimiento y ajuste estructural en el Perú 1950-1994. Efraín Gonzales de Olarte. Enero 1996. 61 pp. (mimeo) (4-3-3-4-2/16)
- Inversión privada, crecimiento y ajuste estructural en el Perú 1950-1995. Efraín Gonzales de Olarte. Documento de trabajo Nro. 81. IEP. Diciembre 1996. 63 pp. (4-3-2-3-3/15)
- Respuestas empresariales al proceso de reforma en el Perú. Teobaldo Pinzás. Noviembre 1995. 23 pp. (mimeo) (4-4-3-1-3/15)
- Respuestas empresariales al proceso de reforma en el Perú. Teobaldo Pinzás. Documento de trabajo Nro. 82. IEP. Diciembre 1996. 28 pp

AJUSTE ESTRUCTURAL, MERCADOS DE TRABAJO Y ALTERNATIVAS DE POLITICA DE EMPLEO EN EL PERU (1989-1993) - Francisco Verdera

- Evaluación de la reforma laboral peruana: 1990-1995. Francisco Verdera, Mayo 1996. 56 pp. (mimeo) (4-3-2-3-3/15)

LIBERALIZACIÓN, INTERMEDIACIÓN Y CONCENTRACIÓN FINANCIERA- Lucía Romero

- Regulación del sistema financiero peruano: aspectos importantes. Lucía Romero. Mayo 1995. 42 pp (mimeo). (3-2-2-2-3/12)
- El sistema financiero peruano después de la reforma. Lucía Romero. Mayo 1995. 24 pp. (mimeo) (4-2-2-2-3/13)

PUCP

LA LIBERALIZACIÓN CAMBIARIA Y FINANCIERA EN EL PERÚ DESDE 1990- Jorge Rojas y Leopoldo Vilcapoma.

- Algunas características importantes de la nueva banca peruana. Un estudio preliminar. Jorge Rojas, Leopoldo Vilcapoma. Julio 1995. 45 pp. (mimeo) (2-1-1-1-1-6)
- La reforma del sistema financiero peruano: 1990~1995. Jorge Rojas (mimeo). Julio 1995. 47 pp.
- La reforma del sistema financiero peruano: 1990-1995. Jorge Rojas (En revista de Economía - PUCP, Julio-Diciembre 1994, pp. 149-198).
- Políticas comerciales y cambiarias en el Perú 1960-1995. Jorge Rojas. Libro. PUCP. Diciembre 1996. 290 pp. (una parte del libro fue desarrollado en el marco del Consorcio)

DOLARIZACIÓN EN EL PERÚ: CAUSAS Y CONSECUENCIAS- Oscar Dancourt y Waldo Mendoza.

- Estabilización y deuda externa. Experiencia y perspectivas. Oscar Dancourt (En Libro: El Perú frente al siglo XXI, editado por PUCP, abril 1995. 77-109 pp.)
- Notas sobre el programa de estabilización. Oscar Dancourt. Mayo 1995. 25 pp. (mimeo)
- Sobre el retraso cambiario y la repatriación de capitales en una economía dolarizada. Oscar Dancourt (en Libro: Afluencia de Capitales y estabilización en América Latina, FEDESARROLLO, abril 1994. 223-239 pp.)
- Dinero, tipo de cambio y expectativas. Waldo Mendoza (mimeo). Mayo 1995. 37 pp. (3-2-2-2-2/11)
- Dinero, tipo de cambio y expectativas. Waldo Mendoza. Documento de trabajo Nro. 122. PUCP. Agosto 1995. 32 pp.

- IS-LM en una economía dolarizada. Waldo Mendoza, coautoría: Lucía Romero (mimeo). Febrero 1995. 28 pp.
- IS-LM en una economía dolarizada. Waldo Mendoza, coautoría: Lucía Romero (en Revista Economía - PUCP, Julio-Diciembre 1994, pp. 75-94).

LIBERALIZACIÓN, PRECIOS RELATIVOS E INFLACIÓN. UN ANÁLISIS COMPARATIVO- Gloria Canales y Alan Fairlie.

- Los factores estructurales y la dinámica macroeconómica: un enfoque de brechas. Gloria Canales y Alan Fairlie (mimeo). Marzo 1996. 72 pp. (3-2-1-2-2/10)
- Los factores estructurales y la dinámica macroeconómica: un enfoque de brechas. Gloria Canales y Alan Fairlie. Documento de trabajo Nro. 132. PUCP. Diciembre 1996. 105 pp.
- Dinámica de precios relativos. Gloria Canales y Alan Fairlie (mimeo). Octubre 1995. 41 pp.
- Dinámica de precios relativos en regímenes alternativos. Gloria Canales y Alan Fairlie (en Revista Economía, editada por PUCP, Julio-Diciembre 1994, 95-120 pp).

REFORMA DEL MERCADO DE TRABAJO Y CAMBIOS EN EL MODELO DE INSERCIÓN EN LA FUERZA DE TRABAJO - Cecilia Garavito

- Intervención del estado en el mercado de trabajo: un análisis preliminar. Cecilia Garavito (mimeo). Mayo 1996. 19 pp. (3-2-1-2-2/10)
- Intervención del estado en el mercado de trabajo: un análisis preliminar. La ley de empleo. Cecilia Garavito. Documento de trabajo Nro. 125. PUCP. Marzo 1996. 34 pp.
- Distribución del excedente laboral entre autoempleo y desempleo. Cecilia Garavito (mimeo). Febrero 1996. 21 pp.
- Distribución del excedente laboral entre autoempleo y desempleo. Cecilia Garavito (Artículo en revista Economía, Volumen 35-36, PUCP. Julio-Diciembre 1995, pp. 195-212)

DETERMINANTES ECONÓMICOS DE LA ASISTENCIA ESCOLAR - José Rodríguez

- Los determinantes económicos de la asistencia escolar. José Rodríguez. Mayo 1995. 36 pp. (mimeo) (3-2.5-2-2-3/13)
- La distribución del ingreso en el Perú entre 1970 y 1990. José Rodríguez. Noviembre 1994. 32 pp. (mimeo)
- Eficacia y equidad en la educación pública. José Rodríguez. En Libro: El Perú frente al siglo XXI, editado por PUCP, abril 1995. 528-541 pp.

Proyectos de Investigación (II Fase - II Ronda) Mayo 1995 - Marzo 1997

CIUP (mayo 1995- marzo 1996)

AJUSTE ESTRUCTURAL Y SUS EFECTOS EN LOS INGRESOS, POBREZA Y SALUD FAMILIAR: EL CASO PERUANO 1991-1994. Rafael Cortez y Gustavo Yamada.

- Estabilización, reformas y recuperación económica en el Perú, 1991-1994, y sus efectos en los gastos, ingresos y pobreza familiar. Gustavo Yamada y José Ruiz. (mimeo). Abril 1996. 50 pp.
- Ajuste estructural, necesidades y estado de la salud familiar en el Perú: el caso peruano 1991-1994. Rafael Cortez. Abril 1996. 80 pp. (mimeo)

- Pobreza y reformas estructurales Perú 1991-1994. Gustavo Yamada y José Ruiz. Documento de trabajo Nro. 26. CIUP. Diciembre 1996. 111 pp.

LA CONTABILIDAD SOCIAL EN EL PERÚ. HISTORIA, MÉTODO Y PROBLEMA.-Bruno Seminario y Arlette Beltrán

- La contabilidad social en el Perú: historia, método y problema. Bruno Seminario y Arlette Beltrán. Abril 1996. 116 pp. (mimeo)
- Anexo Estadístico. Abril 1996. 9 pp. (mimeo)

OBSTÁCULOS PARA LA COMPETITIVIDAD INTERNACIONAL DE LOS SECTORES PRODUCTIVOS EN EL PERÚ. LOS CASOS DE LA INDUSTRIA FORESTAL Y LA MARICULTURA.-Martha Rodríguez y Julio Velarde.

- Los recursos naturales y el crecimiento económico. Martha Rodríguez y Julio Velarde. Mayo 1996. 97 pp. (mimeo)

ANÁLISIS DEL SISTEMA TRIBUTARIO PERUANO 1990-1994. ESTUDIO DE CASOS Y PROPUESTA DE REFORMAS- Rosario Gómez y Roberto Urrunaga.

- Incidencia de la estructura tributaria. Los casos mineros y agroindustrial. Rosario Gómez y Roberto Urrunaga. Abril 1996. 30 pp. (mimeo)
- Evaluación de la estructura tributaria nacional 1990-1994. Rosario Gómez y Roberto Urrunaga. Marzo 1996. 59 pp. (mimeo)
- Impacto de la estructura tributaria sobre la actividad productiva: análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga. Agosto 1996. 56 pp. (mimeo)
- Evaluación de la estructura tributaria nacional 1990-1994. Rosario Gómez y Roberto Urrunaga. Documento de Trabajo Nro. 27. CIUP. Marzo 1997. 140 pp.
- Incidencia de la estructura tributaria sobre la actividad productiva. Rosario Gómez y Roberto Urrunaga. Abril 1997. 78 pp. (mimeo) (3-2-2-3-2/12)

CIUP (mayo 1996 - marzo 1997)

ESTIMACIÓN DE LOS DETERMINANTES DEL COMERCIO INTERNACIONAL PERUANO: APLICACIÓN A LOS ACUERDOS DE INTEGRACIÓN- Mercedes Araoz y Carlos Casas

- Estimación de los determinantes del Comercio Internacional Peruano: aplicación a los acuerdos de integración, Mercedes Araoz y Carlos Casas. Agosto 1996, 50 pp. (mimeo)
- Análisis de los determinantes del Comercio Internacional Peruano: aplicación a los acuerdos de integración. Mercedes Araoz y Carlos Casas. Resumen Ejecutivo. Marzo 1997. 6 pp. (mimeo)
- Determinantes del comercio internacional peruano: aplicación a los acuerdos de integración. Mercedes Araoz, Carlos Casas y Carlos Carrillo, Agosto 1998. 106 pp. (mimeo)

IMPACTO DE LA ESTRUCTURA TRIBUTARIA SOBRE LA ACTIVIDAD PRODUCTIVA 1990-1995. ANÁLISIS DE LOS SECTORES IMPORTABLE Y NO TRANSABLE- Rosario Gómez y Roberto Urrunaga.

- Impacto de la estructura tributaria sobre la actividad productiva. Análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga. Agosto 1996. 56 pp. (mimeo)

- Impacto de la estructura tributaria sobre la actividad productiva. Análisis de los sectores importable y no transable. Rosario Gómez y Roberto Urrunaga, Resumen Ejecutivo. Marzo 1997. 3 pp. (mimeo)
- Incidencia de la estructura tributaria sobre la actividad productiva. Rosario Gómez y Roberto Urrunaga. Abril 1997, 78 pp (documento final). (mimeo) (3-2-2-3-212)
- Mercado Común y Unión Monetaria demandan nivelación de impuestos sobre empresas y rentas de capital. Roberto Urrunaga. Fundación Friedrich Ebert. Mayo 1997. 25 pp.

EL AHORRO INTERNO EN EL PERÚ: DETERMINANTES E IMPLICANCIAS DE POLÍTICA ECONÓMICA - Martha Rodríguez y Julio Velarde.

- El ahorro interno en el Perú: determinantes e implicancias de política económica. Martha Rodríguez y Julio Velarde. Agosto 1996. 6 pp. (mimeo)
- El ahorro interno en el Perú: determinantes e implicancias de política económica. Martha Rodríguez y Julio Velarde. Resumen Ejecutivo. Marzo 1997. 5 pp. (mimeo)
- El ahorro interno en el Perú: determinantes e implicancias de política económica, Martha Rodríguez y Julio Velarde. Abril 1997. 35 pp (documento final). (mimeo) (4-2-1-2-312)

EL CRECIMIENTO ECONÓMICO DEL PERÚ EN EL SIGLO XX: UN ANÁLISIS DE LA NUEVA INFORMACIÓN ESTADÍSTICA DISPONIBLE - Bruno Seminario y Arlette Beltrán.

- El crecimiento económico del Perú en el siglo XX: un análisis de la nueva información estadística disponible. Bruno Seminario y Arlette Beltrán. Agosto 1996 - 35 pp. (mimeo)
- El crecimiento económico del Perú en el siglo XX: un análisis de la nueva información estadística disponible. Bruno Seminario y Arlette Beltrán. Resumen Ejecutivo. Marzo 1997. 5 pp. (mimeo)
- Cambio estructural y crecimiento económico en el Perú: nuevas evidencias estadísticas. Bruno Seminario y Arlette Beltrán. Mayo 1997, 218 pp. (documento final) (mimeo) (4-2-3-3-214)

DESCO

MERCADO DE TRABAJO EN LIMA METROPOLITANA, SEGMENTACIÓN Y ESTRUCTURA DE SALARIOS, 1986 -1995 - Julio Gamero.

- Ajuste estructural y segmentación del mercado de trabajo: análisis para Lima Metropolitana: 1986-1995. Julio Gamero, Agosto 1996. 40 pp. (mimeo)
- Ajuste estructural y segmentación del mercado de trabajo: análisis para Lima Metropolitana. Julio Gamero. Resumen Ejecutivo. Marzo 1997. 2 pp. (mimeo)
- La reforma laboral y el mercado de trabajo de Lima Metropolitana: su impacto sobre los asalariados privados. Julio Gamero. Octubre 1997. 16 pp. (mimeo)
- Ajuste estructural y segmentación el mercado de trabajo: análisis de Lima Metropolitana. Julio Gamero, Diciembre 1997. 115 pp. (documento final) (mimeo)

POST-ESTABILIZACIÓN, INSTITUCIONALIDAD Y GRUPOS DE INTERÉS EMPRESARIALES EN EL PERÚ. (1993-1995) - Manuel Castillo y Andrés Quispe

- Reforma estatal, institucionalidad y sector privado. Manuel Castillo y Andrés Quispe. Mayo 1996. 53 pp. (mimeo)
- Institucionalidad, conflictos distributivos y desempeño económico: marco analítico para el debate del caso peruano. Manuel Castillo y Andrés Quispe. Setiembre 1996. 39 pp. (mimeo)

- Post-estabilización, institucionalidad y grupos de interés empresariales. Manuel Castillo y Andrés Quispe. Resumen Ejecutivo. Marzo 1997. 3 pp, (mimeo)
- Post-estabilización, institucionalidad y grupos de interés empresariales. Manuel Castillo y Andrés Quispe. Mayo 1997. 98 pp. (documento final) (mimeo) (4-2-2-2-111)

GRADE

ANÁLISIS DE LA COMERCIALIZACIÓN AGRÍCOLA EN EL PERÚ- Javier Escobal y Víctor Agreda

- Competitividad y eficiencia en el comercio de productos agrícolas. Javier Escobal y Víctor Agreda. Marzo 1996. 39 pp. (mimeo)
- Eficiencia en la transmisión de información en los mercados agrícolas, el caso de la papa. Javier Escobal. Agosto 1996. 13 pp. (mimeo)
- Análisis de la competitividad en la formación de los precios en el mercado mayorista Nro. 1 "La Parada", Víctor Agreda. Agosto 1996. 30 pp. (mimeo)
- Integración de mercados de productos agrícolas en el Perú: un análisis de cointegración. Javier Escobal y Jorge Agüero. Agosto 1996. 46 pp. (mimeo)
- Análisis de la comercialización agrícola en el Perú. Javier Escobal y Víctor Agreda. Resumen Ejecutivo, Marzo 1997. 6 pp. (mimeo)
- Análisis de la competitividad en la formación de los precios en el mercado mayorista Nro. 1 "La Parada". Víctor Agreda. Abril 1997. 23 pp. (mimeo)
- El mercado interno de fibra de alpaca después del ajuste. Víctor Agreda. Julio 1997. 38 pp. (mimeo)
- Integración espacial de mercados agrícolas, un análisis de cointegración multivariada. Javier Escobal y Jorge Agüero. Marzo 1997, 34 pp. (mimeo) (3-3-3-4-316)
- ¿Cómo se forman los precios en los mercados agrícolas? El caso de la papa. Javier Escobal. Mayo 1997. 15 PP. (mimeo)
- La comercialización interna de la fibra de alpaca después del ajuste. Víctor Agreda. En "Perú. El problema agrario en debate. SEPIA VI. Junio 1997. págs. 173 al 202. (documento final)

LOS MERCADOS RURALES DE TRABAJO EN EL PERÚ - Martín Valdivia

- Trabajo en el hogar y trabajo asalariado en las economías rurales en el Perú. Martín Valdivia y Miguel Robles. Julio 1996. 67 pp (mimeo)
- Los mercados rurales de trabajo en el Perú. Martín Valdivia. Resumen Ejecutivo. Marzo 1997. 3 pp. (mimeo)
- Decisiones laborales en las economías rurales del Perú. Martín Valdivia y Miguel Robles. Febrero 1997. 71 pp. (mimeo)
- Trabajo en el hogar y trabajo asalariado en las economías rurales del Perú. Martín Valdivia y Miguel Robles. Febrero 1997. 72 pp (mimeo) (3-3-3-3-315) (3-3-3-3-315)
- Mercados de trabajo y manejo de riesgo en economías rurales. Evidencia de los hogares de Pomacanchi, Cuzco. Martín Valdivia. Mayo 1997. 25 pp. (mimeo) (3-3-2-2-313)
- Acceso al crédito en las economías rurales, Diferencias entre el sector formal e informal en el Perú. Martín Valdivia y Juan Pablo Silva. Junio 1997. En "Perú. El problema agrario en debate. SEPIA VI. Junio 1997. págs. 203 al 246 (documento final)
- Decisiones laborales en las economías rurales del Perú. Martín Valdivia y Miguel Robles. Artículo en Notas para el Debate Nro. 14. GRADE. Agosto 1997. Pág. 79-131

EDUCACION, AJUSTE ESTRUCTURAL E INGRESOS - Jaime Saavedra

- Quienes ganan y quienes pierden con una reforma estructural, cambios en la dispersión de ingresos según educación, experiencia y género en el Perú urbano. Jaime Saavedra y Juan José Díaz. Abril 1996. 56 pp. (mimeo)
- Estructuras de ingresos, ajuste estructural y capital humano, Jaime Saavedra. Resumen Ejecutivo. Marzo 1997. 5 pp. (mimeo)
- El rol del capital humano en la evolución de la dispersión del ingreso por trabajo en el Perú. Jaime Saavedra y Juan José Díaz. Mayo 1996. 63 pp. (documento final) (mimeo)(3-3-3-3-15)
- Quienes ganan y quienes pierden con una reforma estructural: cambios en la dispersión de ingresos según educación, experiencia y género en el Perú urbano. Jaime Saavedra. Artículos en Nota para el Debate Nro. 14. GRADE. Agosto 1997. Pág. 9 - 77

IEP

LOS IMPACTOS SECTORIALES E INSTITUCIONALES DEL AJUSTE ESTRUCTURAL EN EL PERÚ Y EL MODELO DE CRECIMIENTO - Efraín Gonzales de Olarte

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Annex 10: Other publications

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