

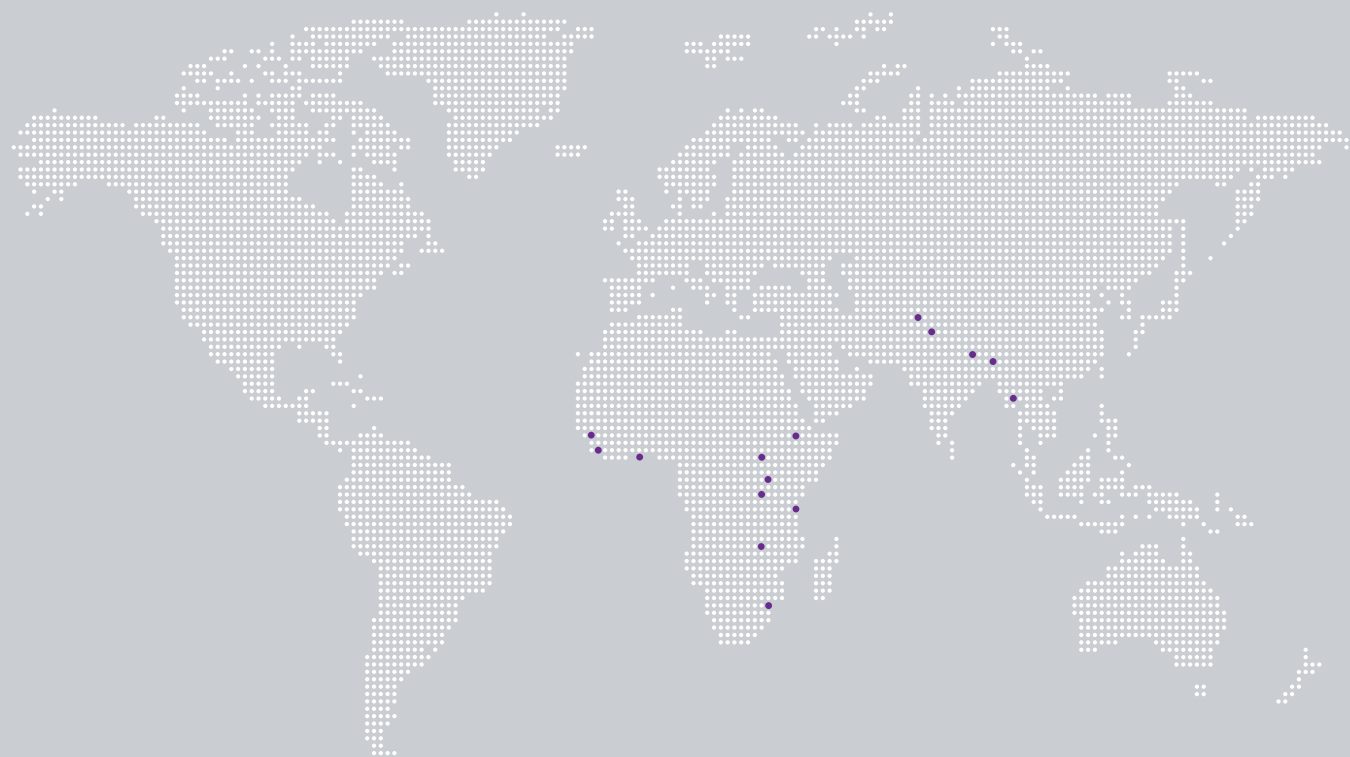
Annual Report

2014-15

External version



**International
Growth Centre**



April 2015

DIRECTED BY



FUNDED BY



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Annual report 2014/15

1. Executive Summary

The IGC aims to promote sustainable growth in developing countries by providing demand-led policy advice based on frontier research. Through our innovative model of cogeneration we seek to strengthen policy making in our partner countries; expand the global knowledge frontier on policies to generate growth and communicate our findings with the aim of influencing growth policy at both a national and global level. Our four themes – state effectiveness, firm capabilities, cities and energy – have become central to the IGC brand and the three components of the IGC – country engagement, research and communication – together create a powerful model for driving improvements in growth policy.

The main focus this year has been on driving up our policy impact through more proactive management, better integration of our research and in-country policy engagement and strengthening our global communications. This year we have met all of our logframe indicators and all but one Key Performance Indicator. We have achieved 63 instances of policy impact in our Country Programme, up from 54 last year. We welcomed the opportunity to drive greater impact and performance through the performance improvement plan agreed with DFID in September. We believe that we have now established momentum for improvement across country, research and communications.

Country Programme All 15 of our country programmes have achieved at least two instances of policy impact this year. Of particular note is our contribution to Punjab and Khyber Pakhtunkhwa's Economic Strategies, made possible by the credibility and strong relationships built through the IGC's long-term presence in-country. Our work on the economic impact of Ebola in Sierra Leone and Liberia has responded to the urgent policy need for better data and analysis. Finally, 2014/15 saw a step up in our activity in Myanmar with the appointment of Ian Porter as Country Director.

Research We have made significant progress over the last year: building clusters of research, improving the coherence of the research commissioned, reenergising the Cities programme and extending the frontier of knowledge on growth policy questions. Improvements in the commissioning board process this year have enabled us to enhance the breadth and quality of our portfolio of research across all of thematic areas, as well as attracting new researchers to the IGC's network.

Communications We have made a step change in our approach to global communications, developing an overall strategy, agreed cities, tax and energy as priority themes for global influence and starting to implement project influence plans. We launched an improved website, a new IGC blog and a range of publications to help articulate IGC ideas. Our website has had a 70% increase in unique visitors as compared to last year.

Management Proactive management has focussed particularly on improving staff recruitment, performance and retention; on strengthening programming and budgeting across country programmes and on managing the three country programmes that required special attention: Liberia, Sierra Leone and South Sudan. Over the past year we have achieved 125% cost savings across the organisation.

Looking ahead We have identified two priority areas for the next two years: improving growth policies in our partner countries and extending the global knowledge frontier in growth policy and global debates. We look forward to building on the momentum created this year, further promoting sustainable growth by providing policy advice based on frontier research.

2. Introduction

The IGC aims to promote sustainable growth in developing countries by providing demand-led policy advice based on frontier research. We seek to improve growth policy and strengthen policy making in our partner countries, to expand the global knowledge frontier on policies to generate growth in developing countries and to communicate our findings with the aim of influencing growth policy at both a national and global level. Our four themes – state effectiveness, firm capabilities, cities and energy – have become central to the IGC brand and the three key components of the IGC – country engagement, research and communication – together create a powerful model for driving improvements in growth policy.

During 2014/15, we have taken a series of steps to strengthen this model, with the goal of ramping up our impact on growth policy in our partner countries and globally. The result has been a significant increase in outputs and impact, as detailed in this report. The main focus this year has been on driving up our policy impact through more proactive management to increase delivery, better integration of our research and in-country policy engagement activities and strengthening of our global communications. We welcomed the opportunity to drive greater impact and performance through the performance improvement plan agreed with DFID in September. We believe we have now established momentum for improvement across country, research and communications.

Proactive management has focused particularly on improving staff recruitment, performance and retention; on strengthening programming and budgeting across country programmes and on managing the three country programmes that required special attention: Liberia, Sierra Leone and South Sudan. We have introduced strategy implementation plans for each country programme and a quarterly cycle of country review meetings to facilitate performance-based budgeting and effective programming.

Our Country and Research Programmes are working in a much more integrated way. The unified commissioning process has deepened the pool of high quality, high impact projects and provided both research and country input into decisions. We

have strengthened ex ante project influence planning and in-country policy engagement for all projects. Strong appointments to key research positions and steps to increase the coherence of the research portfolio have further enhanced our ability to influence policy in our partner countries and more broadly.

IGC has made a step change in its approach to global communications. We have developed an overall strategy, agreed cities, tax and energy as priority themes for global influence and have formulated and started to implement project influence plans. We launched an improved website, a new IGC blog and a range of publications to help articulate IGC ideas.

In this report, we show strong performance against all three sets of agreed metrics: the logframe, KPIs and annual review recommendations.

- We have exceeded or met all logframe indicators, all KPIs bar one, and all the annual review recommendations.
- We commissioned 143 projects, taking IGC's cumulative number of projects to 774, with current and past researchers now reaching 1,005, and put on 53 events – an average of one per week.
- We have 63 Country Programme high impact (level 3 and 4) cases, up from 54 last year. These show a wide range of impacts and are all featured in a separate appendix, with edited versions available on the IGC's new website, where not confidential.
- The Research Programme has 20 peer-reviewed articles, from studies funded in Phase 1, that have had 10 or more citations and 67% of grants (by value) had at least one PI outside the IGC research network.
- Communications launched a new website that has seen a 70% increase in unique visitors, and produced 10 IGC publications/ blogs on global issues, against just two last year.
- Finally, management has achieved 125% cost saved versus the KPI target for 2014/15 over the past year, and a significantly higher number of core positions in place across IGC countries this year compared to last.

Broad metrics such as these, while useful, will never fully capture the achievements of an organisation as complex as the IGC. Other highlights of the year include:

Reinvigoration of the cities programme– the appointment of Ed Glaeser as Research Programme Director marked an ambitious relaunch of the cities research and policy engagement programme, which will build on high impact projects this year in Rwanda, Mozambique and Zambia.

Re-launch of the Myanmar programme – outstanding appointments to country director and lead academic enabled our Myanmar programme to achieve a step jump in its activity level and start strong engagements with key figures including economic advisors to the government (Professor U Myint and Dr Zaw Oo) and the Deputy Governor of the central bank (Hon. Winston Set Aung), among others.

Economic impact of Ebola initiative – IGC research on the crisis in Sierra Leone and Liberia, enabled us to become a significant voice on the economic impact of Ebola, responding to the urgent policy need for better data and analysis, with our Research, Country and Communications Programmes working together seamlessly.

Punjab and KP Growth Strategies – the deep policy impact made possible by IGC's long-term presence in our partner countries was evident when the Punjab growth strategy developed by IGC Pakistan was formally adopted by the Punjab

Government and will guide its reform efforts. Strikingly, this process was repeated in the Khyber Pakhtunkhwa (KP) province, where the PTI government used the IGC-developed economic growth framework for KP to formulate its Integrated Development Strategy.

This report starts with a brief overview of the whole programme and is then structured around the four areas: country, research, communications and management. We document our performance in each area against our logframe, KPIs and also report on the annual review recommendations. The report has nine appendices:

- **Appendix 1: Impact cases** – containing one-page write ups of each of the 63 level 3 and Level 4 policy impact cases. Edited versions of these are all available on-line, except where confidential.
- **Appendix 2-6: Detailed evidence** – giving the details of the performance against each of the metrics for each section of the report
- **Appendix 7: Annual Review Recommendations**
- **Appendix 8: IGC Network List 2014-15**
- **Appendix 9: Country reports** – containing a brief summary of activity for each country including a strategic overview and a thematic list of all current projects.

3. Whole Programme

Logframe

Impact: Credible growth policies and programmes implemented in developing countries				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
1: Number of countries defined in the 2011 DFID Bilateral Aid Review ¹ with real GDP growth rates of 5% or above	12	----	16	Appendix 2.1
	This year, 16/26 countries identified in the DFID Bilateral Aid Review for which there is IMF data have achieved growth rates of 5% or above. Of these 16 countries, 10 are IGC partner countries. The average real GDP growth rate for IGC partner countries over the past year was 4.9%.			
Outcome: Credible growth policies and programmes implemented in developing countries				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
1. Number of changes to growth related policies (based on IGC research and advice). Also known as Level 4 Impact cases.	15	16	21	Appendix 2.2
	This year, 22 pieces of IGC research/advice have prompted changes to growth related policies. Highlights include work that fed into the Punjab Growth Strategy, research on Electronic Billing Machines in Rwanda, and work on public investment and growth in Uganda.			

¹ Afghanistan, Bangladesh, Burma, Democratic Republic of Congo, Ethiopia, Ghana, India, Kenya, Kyrgyzstan, Liberia, Malawi, Mozambique, Nepal, Nigeria, Occupied Palestinian Territories, Pakistan, Rwanda, Sierra Leone, Somalia, South Africa, Sudan, South Sudan, Tajikistan, Tanzania, Uganda, Yemen, Zambia and Zimbabwe

2. Number of partner and non-partner countries where ideas emanating from IGC programme have influenced policy discussions (level 3 and 4 impact cases).	13	15	15	Appendix 2.3
	Ideas emanating from IGC work have influenced policy discussions in all 15 of our partner countries. Our work on the economics of Ebola has enabled us to influence policy discussions in Sierra Leone and Liberia, in spite of the disruption caused to our workplan by the outbreak.			

4. 2014/15 Impact cases

This year, the IGC's Country Programme has achieved 63 level 3 and 4 projects. These impact cases are spread across our 15 country programmes, with each country having recorded at least two instances of policy impact. While the impact cases are presented by country, a number of these projects are a joint effort by our Country and Research Programmes. High-impact projects in India-Bihar, Ghana and Zambia have been funded in full or in part by the research programme, with the country team playing an active role in disseminating results and liaising with policymakers. These cases highlight the benefits of a strong collaboration between the Research and Country Programmes, backed up by a robust communications

strategy. Historically, 21 projects funded by the Research programme have achieved Level 3 or 4 impact.

A one-page summary of each impact case presented below can be found in Appendix 1. In the appendix, links are available to impact cases that have been uploaded to the IGC website. The remaining projects will be uploaded in the future, where appropriate.

#	Programme	Project Code	Title	Impact Level	Description of Impact
1	Bangladesh	31101	Taxpayer Recognition Programme	3	The Ministries of Finance and Planning will consider the note for incorporation in the budget speech and the Seventh Five Year Plan.
2	Bangladesh	31120	Linking Equity to Growth in Bangladesh	3	GED requested IGC to deliver a policy document based on the background paper.
3	Bangladesh	31808	Gender Empowerment and Productivity in the Garment Sector	3	The study has helped the government to validate their gender policies and they have requested a follow-up study.
4	Bangladesh	31107	Effect of e-Government Procurement (e-GP): Evidence from Bangladesh	3	The Ministry was very enthusiastic about the research and is strongly supporting a follow up study

#	Programme	Project Code	Title	Impact Level	Description of Impact
5	Ethiopia	32200	Export Promotion	3	This project is confidential.
6	Ethiopia	32018	Continuation of Process of Reform at the Ethiopian Investment Agency (EIA)	4	This project is confidential.
7	Ethiopia	NA	Background Policy Papers for DFID	3	The background policy papers were one of the most important inputs for a policymaker retreat, and helped shape policy discussions between high-profile international researchers and selected high-ranking policy makers.
8	Ghana	33110	The Impact of Chinese Involvement in Small-Scale Mining in Ghana	3	The recommendations from this project are being used by the government to inform the new law.
9	Ghana	33112	The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	3	The recommendations from this project are being used by the government to inform their new mining law.
10	Ghana/ Research	89105+33802	Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	3	Some of the recommendations from this project have now been formally adopted by the Government.
11	India-Bihar	34203	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4	This project is confidential.
12	India-Bihar	34109	Lighting Up Bihar	4	This project is confidential.
13	India-Bihar	34114	Intervention design of Integrated Performance Management System (IPMS) for ICDS	4	The IGC's recommendations have now become established policy of the state government.
14	India-Central	5008	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation	4	The recommendations from this project have now been formally adopted by the Government.

#	Programme	Project Code	Title	Impact Level	Description of Impact
			of Public and Private Sector Approaches		
15	India-Central	35114	Switching to sanitation in South Asia: A study of health technology adoption	3	The project gained good media coverage and a hand-out and pilot study based on the project's recommendations is underway.
16	India-Central	NA	Big and Small Ideas in Development Economics: Theory, Evidence and Practice	3	This event got wide-ranging media coverage and part of the conversation was quoted in the Upper House of Indian Parliament.
17	India-Central	NA	Workshop on Firms, Industry and SME Data in India	3	Polymakers agreed to act on a number of requests from researchers to increase availability of official statistics.
18	India-Central	NA	The Use of Firm Data for Development Research around the World: Implications for India	3	The paper was widely disseminated and will be used in internal government training sessions.
19	Liberia	51115	Preparing the ECOWAS Common External Tariff (CET): Options for Liberia	3	Analysis requested by Ministry of Commerce and Industry. Confirmation from Assistant Minister that the results are currently being used to provide technical guidance for WTO tariff negotiations.
20	Liberia	51204	Economics of Ebola Initiative	3	Results have been shared with international organisations and government officials, all of whom have shown interest in follow-up work by the IGC.
21	Liberia	51113	Designing a Strategy for Resource Revenue Management in Liberia	3	The Legal Advisor to the President has been in regular contact regarding when to move forward with the proposal, and the Minister of Finance has read and internalized the work
22	Mozambique	36104	Developing a Local Content Unit for Mozambique	3	The government is currently assessing the scope for implementation of a Local Content Unit.
23	Mozambique	36112	Construction and Building Materials Industries in Mozambique	3	The recommendations are being used by the Ministry of Public Housing (MOPH) to inform their workplan.
24	Mozambique	36108	Management practices in the manufacturing	3	The institute for SMEs in Mozambique, IPEME, expressed interest in setting up set up a pilot project focusing on management practices in the construction sector.

#	Programme	Project Code	Title	Impact Level	Description of Impact
			sector in Mozambique		
25	Mozambique	36205	Capacity-building and macro modelling with the DNEAP macro team	3	Novella Maugeri has provided training to DNEAP staff to improve their use of macroeconomic techniques when producing analysis. She also refined some of their macroeconomic models.
26	Myanmar	NA	Natural Resources and Sub-National Governments in Myanmar	3	The report was shared among a very broad audience and well received by stakeholders within the government. A Member of Parliament asked for the paper to be re-printed and shared even more broadly.
27	Myanmar	NA	SME Development: Issues and Action	3	This project is confidential.
28	Myanmar	NA	Gemstone Taxation Project	3	The brief is being used to inform the government's Gemstone Taxation Law.
29	Pakistan	37202	Sector Plans for Punjab Growth Strategy and MTDF 2018 – Agriculture and Health	4	This project is confidential.
30	Pakistan	37203	Sector Plans for Punjab Growth Strategy and MTDF 2018 – Urban Development, Industries and Skills	4	This project is confidential.
31	Pakistan	37201	Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	3	The findings are now informing the health roadmap of the provincial government.
32	Pakistan	37211	Phase II – Research on Garments Industry in Pakistan	3	The recommendations from this project have now been formally adopted by the Government.
33	Pakistan	37210	Development of Punjab Growth Strategy 2018	4	The recommendations from this project have now been formally adopted by the Government.
34	Pakistan	37209	Study on Teachers and Administrative	3	The Secretary Education wants to sign an MOU with IGC to continue work on this. They also want a follow up project to use a new data set on government and private schools available to the government.

#	Programme	Project Code	Title	Impact Level	Description of Impact
			Cadre Incentives in Khyber Pakhtunkhwa		
35	Pakistan	37109	Khyber Pakhtunkhwa's Economic Strategy	4	The recommendations from this project have now been formally adopted by the Government.
36	Pakistan	37120	Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts: A Field Study in Pakistan	3	Findings from the study were shared in high level meetings with Commissioner Lahore Division and DCO Lahore City. The government has expressed interest in follow up of the study.
37	Pakistan	37204	Monetary Policy Effectiveness in Inflation Control and Stabilization	3	The IGC's recommendations are being used by the State Bank in monetary policy forecasting.
38	Rwanda	38118	Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4	The study was summarized for the Minister of Finance and delivered in detail to executive management of the RRA, and Chief Economist and Minister MINECOFIN. They reported it was very useful and will influence RRA enforcement strategy. RRA requested that the IGC undertake a more in-depth study to analyse variations in EBM compliance to guide tax auditing and compliance monitoring.
39	Rwanda	38200	Comments on the draft Investment Incentives Law	3	These notes were requested by and conveyed directly to the Minister and Chief Economist MINECOFIN. The Chief Economist later explicitly acknowledged the IGC's work in a presentation he gave on trade liberalisation at an IMF convened meeting of African tax authorities.
40	Rwanda	NA	Financing the Expansion and Delivery of Urban Services	3	The World Bank urban mission and the Ministry of Infrastructure both praised the paper and used it in their work; the SPU briefed President Paul Kagame on its contents and noted that he wished to follow up on property transfer tax recommendations (this is now being enacted). This work helped catalyse a deeper review of property taxation and planning (including later IGC work with RRA/MINECOFIN).f
41	Rwanda	NA	The Role of Government in Sustaining Transport Mobility and Accessibility in Rwanda	3	The President's Strategy and Policy Unit contacted IGC to say the President was interested by the conference, and they briefed him on the contents of this note. The government requested further work in this area, and it is now integrated into the IGC's on-going work on affordable housing in Kigali.
42	Rwanda	38114	Public Sector Performance and Motivation	3	The findings were communicated in person to senior members of the MIFOTRA and SPU teams working on imihigo reform, both of whom gave in-depth comments and analysis and requested follow-up (a follow up has been commissioned).

#	Programme	Project Code	Title	Impact Level	Description of Impact
43	Rwanda	38803	Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	3	The Government's draft coffee policy reflects many of the issues raised in the study and subsequent comments made by the researchers.
44	Rwanda	NA	Special Economic Zones	3	The brief was read and commented on by the Ministers of Trade and EAC, and discussed with the IGC country team.
45	Rwanda	38212	Government Support for Low Income Housing in Kigali	4	MININFRA provided detailed comments on the note, and some recommendations from this project have now been incorporated into the Ministerial Instructions.
46	Rwanda	NA	Aid for Trade (AfT) in the EAC (Rwanda Focus)	4	The recommendations from this project were incorporated into the Government's comments and official position on EAC regional aid for trade strategy.
47	Rwanda	38204	Coffee Conference	4	The discussion led to key recommendations which are now being incorporated into the Government's new coffee strategy.
48	Rwanda	38211	Local Revenue Reform in Rwanda	4	The Minister of Finance has indicated his desire to improve property taxes along the lines suggested in the paper. A senior policy-maker in RNRA, which manages the land registry, asked IGC to help enter and analyse data from the land registry and transactions databases, in order to facilitate modelling for tax brackets, and the mass valuation.
49	Sierra Leone	39200	Health Insurance Engagement	3	Researchers were embedded in the design, implementation and evaluation of the scheme, though it has been delayed by the Ebola crisis. Ongoing discussion of whether insurance is right response post-Ebola in which IGC researchers are involved.
50	Sierra Leone	39203	The Economic Impacts of the Ebola Crisis	4	The findings have been widely disseminated and are being directly used in the Government's Ebola Recovery Strategy.
51	South Sudan	52803	Fiscal Decentralisation	3	A continuation of the research agenda to clarify the impact of possible scenarios was requested by Ministers.
52	South Sudan	52804	Civil Service Reform	3	The government requested follow-up studies on the basis of this discussion, and the IGC has prepared a paper to be circulated in April.
53	Tanzania	40201	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4	Some of the recommendations from this project have now been formally adopted by the Government.
54	Tanzania	40207	Investment Promotion in Tanzania	4	This project is confidential.

#	Programme	Project Code	Title	Impact Level	Description of Impact
55	Uganda	43116	Options for financing priority development projects for macroeconomic stability	4	The recommendations from this project have now been taken into account by the Government.
56	Uganda	43203& 43804	Public investment and growth: implications of recurrent costs in Uganda	4	The paper was used as an argument in guarding against what was perceived as an excessive increase in recurrent spending, and the policy brief was requested for a meeting with the Prime Minister.
57	Uganda	43807	Uganda's Poverty Dynamics	4	The recommendations from this project have now been adopted by the Government.
58	Uganda	43805	Dealing with Fake Agricultural Inputs	3	The IGC has begun working with DfID Uganda and other donors to examine ways to translate the research insights into actionable policies.
59	Uganda	43803	Seminar on Mobile Money and the Economy	3	The impact of mobile money on inflation and regulatory issues were discussed at length and a number of policymakers supported the idea that regulations should be based on a market-friendly approach.
60	Uganda	43808	Capacity Transfer for Long-Term Macro-Fiscal Model	3	The model is being used as a key input to a reformed monetary policy decision making process.
61	Zambia	41202	Scoping Study on Urbanisation in Zambia	3	Professors Ed Glaeser and Nava Ashraf addressed senior government officials convened by the Permanent Secretary for Policy Analysis and Coordination in the Cabinet Office of Zambia on urbanisation policy and strategy issues.
62	Zambia	41114	Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	3	Based on the findings of this study, the Ministry requested that IGC provide support in understanding how best to teach negotiation skills in its new educational curriculum.
63	Zambia/Research	5020	Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4	This project has influenced government recruitment and compensation policies and a scale-up project is in progress.

5. Country Programme

The IGC Country Programme has maintained its strong focus on key growth challenges in each of the 15 country programmes. In 2014/15, our main priority was to increase the impact of the IGC programme in each partner country, resulting in increased level and consistency of impact across the Country Programme. Overall, the number of high impact (level 3 and 4) cases has increased from 54 cases in 2013-14 to 63 this year. Moreover, each of the 15 programmes has recorded at least 2 high impact cases compared with 11 in the previous year, reflecting the steps taken to address lower activity levels in certain country programmes. We have continued consolidating IGC's research into the four themes, state effectiveness, firm capabilities, cities and energy. Country strategies and implementation plans are increasingly aligned with these four themes, which provide a useful framework for summarising key developments:

State Effectiveness

- IGC's analysis of growth strategies for provincial governments in Pakistan (see Impact Cases 33 and 35) has been adopted by the Punjab and KP governments and will guide economic strategies for urban development, industries, skills and health sectors
- IGC's analysis of electronic billing machines has fed into the Rwanda Revenue Authority's VAT enforcement strategy (see Impact Case 38).
- The Gujarat State Pollution Control Board officially issued new regulatory guidelines based on findings of the IGC India Central project evaluating public and private sector approaches to reducing industrial pollution (see Impact Case 14).

Firm capabilities

- In Ghana, IGC's work on small-scale mining is helping to inform the new mining law currently in draft. IGC has done research on the impact of Chinese involvement on small-scale mining and on the drivers and policy implications of the 'informalisation' of the country's small-scale gold mining economy (see Impact Cases 8 and 9).
- IGC's analysis of Liberia's options for preparing for ECOWAS Common

External Tariffs has provided the Government of Liberia with technical guidance in their negotiations on World Trade Organisation tariffs (see Impact Case 19).

Cities

- IGC launched the *Zambian Cities Co-Production Initiative*, commissioning 3 projects in collaboration with local government authorities in Lusaka, to support Zambia's policy of 'Promoting the Principles of Good Urbanism'. These projects, which study the spread of innovation and how to improve sanitation and water connections in urban areas, respond to requests raised by senior Zambian officials during their meetings with Professors Ed Glaesar and Nava Ashraf (see Impact Case 60).
- The Strategy and Policy Unit in Rwanda briefed President Kagame with IGC analysis on financing the expansion and delivery of urban Services and reported that the President wished to follow up on property transfer tax recommendations. Based on another IGC study, rental housing was made eligible for government support by the Ministry of Infrastructure (see Impact Case 40).

Energy

- Following the lecture *Gains from Natural Gas: Local Content and Tanzania's Industrial Development* and related policy meetings, a local content unit has been set up in Tanzania (see Impact Case 52).
- In Myanmar, the IGC's work on natural resources and subnational governments was widely shared amongst government officials. A Member of Parliament asked for the paper to be re-printed and shared even more broadly, and the recommendation put forward have been well received (see Impact Case 26).

These achievements reflect the strategies adopted by the Country Programme to increase impact across the board, emphasising pro-active management of country teams, better integration of research and country engagement, a flexible and

responsive approach, especially in the crisis countries, and exploiting cross country synergies.

Pro-active management. We introduced Strategy Implementation Plans (SIPs) in September 2014 to improve oversight and communication, and these were complemented by the introduction of a new quarterly cycle of country review meetings to facilitate performance-based budgeting and effective programming. Internal communication and learning has been further supported by a leadership retreat. To improve the performance of our country economists, we have introduced annual performance reviews, a cost of living adjustment, market supplement and performance component to their compensation, and started to develop tailored training. All Research and Country Programme projects now have a named country economist to act as focal point for communication, improved stakeholder engagement and higher policy impact and over 80% of eligible projects have now articulated the intended policy impact through the recently introduced Project Influence Plans (PIPs). At the same time we have increased our media coverage in-country, helped by the development of country communication plans, and the SIPs have provided a new instrument for outreach to a broader range of stakeholders. Improved project level financial information and ongoing work to improve the database of IGC projects will facilitate greater learning across the network. Finally, the Country Programme was boosted by strong appointments, notably the Country Programme Director, who will start in June 2015, and the Country Director for Myanmar, who started in November 2014.

Better integration of the Country and Research Programmes. The commissioning board process now captures views of country teams more systematically to ensure research projects fit into country strategies, have better articulated policy objectives and are more likely to have ownership by government and other stakeholders. The system of named country economists has borne fruit in various occasions this year, helping to embed researchers strongly in the policy context. In Ghana, for example, the country team worked closely with a researcher to facilitate a workshop with the Head of the Civil Service, the Ministry of Local Government and the National Development Planning Commission around findings of a Research Programme-funded study on management quality of infrastructure

projects. The government is now forming a committee to implement the IGC recommendations, with the Ghana country programme funding a follow-up study. In Zambia, the level 4 impact case resulting from Oriana Bandiera and Nava Ashraf's work on recruitment incentives for community health workers was also a direct result of the in-country team actively supporting policy engagement around the Research Programme funded project.

A flexible and responsive approach, especially in crisis countries. In September, we introduced the Small Projects Facility (SPF), to enhance country teams' ability to respond to policy needs through short-term policy inputs and to support joint researcher-policy maker scoping discussions with the aim of increasing the pipeline of larger projects to the commissioning process. More generally, individual country programmes have adapted their strategy implementation plans in response to the changing policy and political context. In Mozambique, for example, the team used the six month election interregnum to focus more on its projects with non-government stakeholders and then reset certain key relationships following the reshuffling in the new cabinet. In Myanmar, the new Country Director and Lead Academic have identified new interlocutors and policy areas to ramp up engagement in before the 2015 elections. In the crisis countries (South Sudan, Liberia, Sierra Leone), we were forced to withdraw our country economists and adopt new strategies for engagement. IGC South Sudan has supported the development of a new forum to discuss key issues with a range of non-government stakeholders, while in Sierra Leone and Liberia we launched the Economics of Ebola initiative, funding research assessing the longer-term economic implications of the crisis and responding to the pressing policy need to develop a strategy for economic recovery. The lower levels of activity in these three countries freed up resources to support increases in activity elsewhere, including Pakistan, Rwanda and Ghana.

Exploiting cross-country synergies. The benefits of cross-country synergies were evident in our work in the garment sector across Bangladesh, Pakistan, Myanmar, India and Ethiopia, tax administration policy work in Pakistan, Bangladesh and Rwanda as well as work on motivating civil servants in Zambia, Ghana and upcoming project in Bangladesh. IGC has also exploited cross-country synergies where country teams face similar policy demands regionally, as in IGC's public finance work in the EAC countries and the evolving work on PPPs in Uganda and

Mozambique, as well as natural resource revenue management in many of the resource rich countries.

Key challenges and opportunities. Looking forward, we will build on these achievements to drive up policy impact across the country programmes, recognising the particular challenges and opportunities in each programme. Special emphasis will be given to three areas. The first is to build policy impact objectives more centrally into IGC projects and programmes through, earlier and more continuous engagement with policy makers, better integration of Research and Country Programme activities and actions to building clusters of knowledge within countries in our four themes. The second is to improve cross-country learning through stronger thematic leadership from the hub and better knowledge sharing at events and

through our network. The third is to increase the level of activity and impact across the country programmes by building on both of these, to take more IGC policy ideas across borders into other partner countries and beyond, by increasing the number of engagements per project and by integrating in-country and global communications more effectively. All of this will be underpinned by strengthened management of the Country Programme under the new Country Programme Director. Finally, the Country Programme will initiate engagement in a new country, most likely Kenya or Nigeria, but with Malawi and Nepal also under consideration.

Brief reports on individual country programmes, including a strategic overview and forward look as well as a summary of current activities, can be found in the Appendix 9.

Country Programme Logframe

Output 1: Country-specific, evidence-based, and timely advice provided to answer developing country policymakers' questions				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
LF1.1: Number of country programmes fully functioning with demonstrated stakeholder engagement ²	14	15	15	Appendix 3.1
	In spite of the Ebola outbreak in Liberia and Sierra Leone and the ongoing conflict in South Sudan, all IGC country programmes have met regularly with a range of stakeholders. The narratives provided in the appendix are just a sample of countries' engagement across the target stakeholder groups; many more stakeholders have been			

² For a country to score against this indicator it must demonstrate regular engagement with contacts from at least two of the following four categories: civil society, private sector, donor and government

	met with throughout the past year.			
LF1.2: Number of IGC outputs (cumulative from baseline) that have substantially contributed to the policy process	54 (100)	50 (142 cumulative)	63 (163 cumulative)	Appendix 3.2
	This year, the IGC has produced 65 outputs that have substantially contributed to the policy process. These instances of policy impact are spread across our four themes and 15 country programmes and represent a significant increase on last year's performance.			
LF1.3: Number of IGC country programmes with at least 2 new outputs that have substantially contributed to the policy process	11	12	15	Appendix 3.3
	All 15 of our country programmes have produced at least 2 new outputs that have substantially contributed to the policy process. This represents a significant achievement, particularly in Liberia, Sierra Leone and South Sudan where research has been disrupted by the Ebola outbreak and ongoing conflict.			
LF1.4: Number of non-partner countries, regional organisations or multilateral organisations that have been engaged with for policy advice and/or advice on regional issues that have been met by IGC engagement	4	4	12	Appendix 3.4
	We have surpassed our target for engagement with non-partner countries, regional organisation and multilateral organisations. It should be noted that this year's performance is a combination of increased activity, improved reporting, and our active work on Ebola. Notable engagements include multiple meetings with the World Bank and meetings to discuss potential IGC engagement in Afghanistan and Nigeria.			

Country Programme KPIs

Key Performance Indicator	Scoring Guidance	IGC Assessment	Supporting Evidence
KPI1.1: IGC country programmes to have dedicated communications points of contact in place and country programmes have defined and started implementing a country communications plan, as defined in the CSN implementation plan. Communications points of contact have received training and ongoing support from the hub.	≥13 countries = 4, 12=3, 11=2, 10=1, <0-9=0	15 countries = 4	Appendix 3.5
	All country programmes now have a named point of contact who received communications training (in writing and through presentations) at Growth Week 2014. Communications Plans were completed and initiated in all countries, including a joint plan for Ebola research dissemination in Liberia and Sierra Leone under a Policy Engagement Manager appointed specifically to cover the communication function in Liberia and Sierra Leone.		
KPI1.2: Minimum number of new, final country outputs produced per country within the year (excluding events, scoping visits and data collection projects)	≥13 countries with 3 new final outputs = 4, 11 = 3, 9 = 2, 7 = 1, 0-6 = 0	13 countries = 4	Appendix 3.6
	13 countries have produced 3 or more new final outputs in the last Fiscal Year. Overall, 98 new final country outputs have been produced, indicating that on average countries have comfortably exceeded this milestone.		
KPI1.3: Number of IGC country programmes with at least 3 examples of impact 3 or 4 scoring	≥9 countries = 4, 7=3, 5=2, 3=1, 0-2=0	12 countries = 4	Appendix 3.7
	12 countries have achieved at least 3 examples of impact level 3 or 4 scoring. Of the three countries that have not met this target, two have been significantly disrupted by factors outside of the IGC's control, namely the outbreak of Ebola (Sierra Leone) and ongoing conflict (South Sudan).		
KPI1.4: Disseminate summaries of IGC's approved work plan to local stakeholders (including research to be carried out/completed over the year, events etc.). This would be for information on work happening over the year (work that has already been	≥13 or more countries (before end of September) = 4, 12=3, 11=2, 10=1, 0-9=0	13 countries = 4	Appendix 3.8
	IGC's approved workplan was disseminated to local stakeholders in 13 countries by the end of September. DFID country offices were copied into these emails and DFID UK verbally acknowledged that this KPI was		

commissioned).	met. There was also verbal agreement with DFID that workplans would not be sent out in September for Myanmar (due to lack of Country Director at that time – Ian Porter was subsequently appointed) and South Sudan (due to ongoing conflict).		
KPI1.5: Implementation and strategic use of the Project Influence Plan (PIP) form for all eligible IGC research projects commissioned June 2014 to March 2015 ³ . Summary of responses by the end of the year sent to DFID.	PIPs collected for >80% of research projects = 4, 75-80% = 3, 70-75% = 2, 65-70% = 1, <65% = 0	86.6% = 4	Appendix 3.9
	Since July 2014, 82 projects have been requested to submit a PIP and, as of March 31st 2015, IGC had collected 71 PIP forms. We expect the outstanding PIP forms to come in during the new fiscal year and our Hub Economists are actively chasing PIs to ensure the forms are sent back. A separate report on the information gathered as part of the PIP exercise has been submitted to DFID alongside this report.		

³ Eligibility includes Rapid Responses and research projects but excludes non-research activities such as events, scoping visits, data collection, etc

6. Research Programme

The IGC Research Programme has made significant progress over the last year: building clusters of research, improving the coherence of the research commissioned, reenergising the Cities programme and extending frontiers of knowledge on growth policy questions. Our four themes - state effectiveness, firm capabilities, cities and energy - have become central to the IGC brand, making us more focused and effective. Further improvements have been seen on the process-side of the programme, with stronger integration between the research and country programmes, more streamlined calls for proposals and commissioning boards, and an increased focus on communication, particularly in generating a greater public profile, and monitoring impact of research outputs. We have achieved or exceeded all our KPI and logframe targets, demonstrating the consistent progress within the programme. In particular, we have been successful in commissioning path-breaking research on growth policy questions that draws in principal investigators from outside of the IGC network.

Building clusters of research As the Research Programme matures, we have demonstrated our ability to refine the research themes of the IGC and develop and build upon clusters of research within each of the four thematic areas. Core examples of these bodies of research are our tax research led by Henrik Kleven, research on public sector delivery and management practices, coffee value chains in Rwanda and clusters of research on the regulation of pollution, driven by Michael Greenstone. As examples of clusters of research, these areas represent a more tailored approach to influencing policy debate.

Coherence of programme All current research-funded projects have been mapped against the research strategy, allowing a clear view of where clusters of research are being effectively built and also allowing for the identification of gaps in knowledge. These gaps will be addressed in future rounds of funding. The call for proposals was also linked to the thematic evidence papers and the research strategy, encouraging an active focus on the issues identified therein.

Cities There are significant knowledge gaps in cities research. In order to proactively

look at addressing these gaps, we have reenergised the Cities programme by appointing Edward Glaeser (Harvard) and Gharad Bryan (LSE) as the Research Programme Directors for the IGC Cities programme. They are building a core network of researchers and policymakers from IGC countries to take this agenda forward. This agenda will see a Cities conference take place in May 2015. Work on the Cities programme is ramping up and some very promising projects were funded from the recent call for proposals, including a number of projects on urbanisation in Zambia. These projects highlight the success the IGC has had encouraging frontier researchers to engage with policymakers in IGC countries, with our local presence facilitating this process.

Publications and thought-leadership We have seen a number of high-quality academic publications and working papers from IGC-funded research in the past year, including Klaus Desmet and Esteban Rossi-Hansberg's work on spatial development published in the American Economic Review (AER) in April 2014 and the forthcoming work on exposure to flooding in Bangladesh by Mushfiq Mobarak which is also to be published in AER. The Research Programme has also demonstrated its ability to drive thought leadership across its thematic areas; for instance, in the MIT Spring Development Economics Seminar in 2015, 3 of the 11 pieces of research presented were funded and supported by the IGC. Meanwhile, research projects from Phase 1 continue to have academic and policy impact during Phase 2. For instance, during the last year 20 peer-reviewed articles funded by the IGC Research Programme have achieved 10 citations or more with 11 of these projects achieving more than 100 citations. Historically 21 projects funded by the Research Programme have achieved Level 3 or 4 impacts.

Integration We have strengthened the link between Research, Country and Communication Programmes. This collaboration ensures that country teams are engaged in policy engagement on research-funded projects through named Country Economists who liaise with the researchers and the policymakers to ensure that the policy engagement process proceeds smoothly. We have worked more closely with Communications to jointly develop influencing plans and produce accessible content.

Close integration with the Communications Programme guarantees that communication and policy influencing plans are incorporated into research projects from inception onwards in the form of a Project Influence Plan at the beginning of the project and a Policy Influence Report at its completion. The integration of Research and Country Programmes has ensured that the Research Programme has made international researchers of repute available for consultation to the country programmes. For instance, the engagement with the Federal Board of Revenue in Pakistan has been driven by the Country Programme but based on a regular feedback and advice from the Research Programme. In Zambia, the work on recruitment incentives for community health workers by Nava Ashraf (Lead Academic for Zambia) and Oriana Bandiera (RPD for State Effectiveness) has demonstrated the extent of this collaboration with their research being actively supported by the in-country team. The focus on higher levels of integration between research-funded projects and country teams continues following the most recent commissioning boards with more onus placed on both principal investigators and country economists for purposeful policy engagement. Specifically, each research project now has a named country economist to act as a point of contact, supporting research dissemination and policy engagement.

Call for proposals We had two successful calls for proposals during the year, resulting in the commissioning of a great range of high quality projects. During the boards, we ensured that funding decisions properly considered the level of coherence each proposal has with respect to the research strategy. Resultantly, we have seen a stronger alignment between funded research and IGC research objectives. This alignment was also outlined in the minutes which DFID received.

Communications We increased the emphasis on generating a greater engagement and impact for our research outputs. Working with Communications, we identified cities, tax and energy as initial priority topics for global communications, and we will be developing influencing plans for other parts of the Research Programme. Our influencing plans are based on enabling our top researchers to engage the policy community with their ideas. These ideas typically span programmes of work and there is a major opportunity for IGC to articulate these in an engaging and accessible format. We have started to do this through first our framework talks at Growth Week and other regional forum, and more recently through Growth Briefs and blogs authored by some of our top academics. We are also encouraging our academics to have a more active voice at global events. See Communications and Forward Look section for more details.

Information Systems We put in place substantial improvements to our information systems. We now have a single database of all projects, across both Research and Country Programmes and improved ways of capturing data on publications and citations. In recognising the multiple dimensions of impact relevant for all IGC projects, and in particular Phase I research-funded projects, we plan to develop better systems to capture this impact during the coming year. This will include developing a clearer understanding of the IGC's effectiveness in crowding-in new researchers with respect to IGC thematic areas, our ability to build bodies of research which have the ability to shift debate in areas key to economic growth and a more in-depth understanding of IGC-funded research and its academic impact.

Research Programme Logframe

Output 2: World class policy-oriented research undertaken on developing country growth issues and widely disseminated				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
LF2.1: Number of peer reviewed articles and IGC standard working papers and conference papers produced by projects funded by the IGC Research Programme in Phase 2, cumulative	14	2	3	Appendix 4.1
	Three projects have produced IGC standard papers and, where possible, these will be made available on the IGC website. The paper by Lagakos, Waugh and Mobarak will be presented at an academic conference during Summer 2015.			
LF2.2: Number of articles accepted for publication (including 'revise and resubmit') produced by projects funded by the IGC Research Programme in Phase 2, cumulative	6	0	0	N/A
	Though no articles have been accepted for publication this year we are confident that we have commissioned projects that will be of sufficient quality to result in publication. The delay between commissioning and publication is a result of the inherent lag in publishing in journals.			
LF2.3: Cumulative number of peer-reviewed articles having achieved 10 or more citations in other academic articles, funded by IGC in Phase 1, cumulative	3 (7)	----	20 (27)	Appendix 4.2
	It has been agreed with DFID that the IGC will not be scored against this indicator this year. However, a list of peer-reviewed articles that have achieved 10 or more citation in other academic articles, funded by the IGC in Phase 1, is provided below for reference. 20 peer-reviewed articles have achieved 10 citations or more. Please note that this data was last updated at the end of February 2015.			
LF2.4: Number of phase 2 commissioned research or country studies to be authored	86 (86)	50 (100)	66 (152)	Appendix 4.3

or co-authored by 'local researchers' ⁴ (cumulative)	66 studies commissioned by the IGC in phase 2 are authored or co-authored by 'local researchers', demonstrating our continued commitment to local capacity-building. Both research and country funded projects have successfully engaged local researchers.			
LF2.5: Proportion of Research Programme grants (by value) research projects ⁵ having at least one PI outside the IGC research network ⁶ at the time of application	72%	20%	88%	Appendix 4.4
	48 research projects commissioned by the Research Project had a PI outside the IGC research network list in the last fiscal year. These 49 projects account for £2,886,365 of the Research Programme's £3,282,551 spend in 2014/15, meaning 88% of projects by value have at least one PI outside the IGC research network.			
LF2.6: Value of projects approved by commissioning boards in the IGC Research Programme Phase 2 and signed off by DFID, cumulative	----	£3,000,000	£4,334,417	Appendix 4.5
	The IGC has exceeded the target for value of projects commissioned under the research arm of IGC funding. This highlights the high volume of quality and policy-relevant projects submitted under the call for proposals which were subsequently commissioned and signed-off by DFID.			

⁴ A 'local researcher' is understood to mean a researcher who is both a citizen and resident of a middle- or low-income country (not necessarily the same country)

⁵ These are research projects funded by the Research Programme in CB2 and CB3

⁶ The IGC research network is defined as those researchers having received an IGC grant in the past. The comprehensive list for 2009-2014 can be found in appendix 8

Research Programme KPIs

Key Performance Indicator	Scoring Guidance	IGC Assessment
<p>KPI2.1: Provision to DFID of an updated database of IGC Research Programme projects commissioned during Phase I and Phase II. This should include:</p> <ol style="list-style-type: none"> 1. List of all IGC Research Programme Projects 2. For each project, a short abstract/description, financial value, dates (or for historical projects where the exact start date is not known, the financial year in which it began and the end date) and all final deliverables received, 3. Links to the project page on the IGC Website and all deliverables (including external project page if IGC was providing partial funding) where deliverables are suitable for publication. In cases where they cannot, these will be available to DFID upon request. 	<p>90% of research projects = 4, >80% = 2, <80% = 0</p> <p>A database of all Phase 1 and ongoing Phase 2 projects was shared with DFID on 31st October. A short abstract, budget, dates and links to final deliverables for all of these were included (where possible). The database included details of all projects and outputs (except a small number of projects that were cancelled). Where links to the deliverables were not included, internal copies are available and can be provided to DFID upon request.</p>	<p>100% = 4</p>
<p>KPI2.2: Report on the commissioning process, including:</p> <ol style="list-style-type: none"> 1. List all applications for funding and awards, including principal investigator, home investigator, home institution, funding requested and funding granted, date application received and date grant awarded 2. Breakdown of the same information by theme (Firms, State, Cities, Energy), 3. Provide the same information for projects with a gender component. <p>Meet with DFID to discuss the report.</p>	<p>Report submitted and meeting had = 4, Report submitted only = 2, Neither report submitted nor meeting arranged = 0</p> <p>A report detailing the IGC commissioning board process under Phase II was shared with DFID on 31st October 2014. In the report, each application for funding and awards was listed with details of PI, home investigator, funding requested and granted, and dates detailed. Along with this report, an annex was prepared that provided details of all applications by theme. A gender component was also identified for each project. IGC met with the DFID Research Division on 17th November 2014 to discuss the KPI deliverables.</p>	<p>Report submitted and meeting had = 4</p>

<p>KPI2.3: All IGC Research Programme final outputs (from Phase I and II) to be uploaded on the R4D web portal. Note that, in some cases, research projects never generated academic or working papers: for such projects, the project entry on the R4D will record the proposal and the grant amount, and why nothing was produced</p>	<p>100% = 4, <100% = 0</p>	<p>100% = 4</p>
	<p>The IGC Research Programme uploaded 100% of its Phase I and Phase II projects on the Research for Development (R4D) website. Of all Phase I projects, 76% of the final outputs were uploaded. For the remainder of the projects, justification was provided as to why academic/working papers were not available. The DFID research division signed off on this KPI via email on 13th January 2015.</p>	
<p>KPI2.4a: By the end of October 2014, report on the fulfilment of the research strategy and meet with DFID to discuss progress. The report will be a short note mapping research commissioned onto priority areas identified in the research strategy</p>	<p>Report submitted, meeting had, and concrete way forward agreed = 4, Report submitted only = 2, Neither report submitted nor meeting arranged = 0</p>	<p>Report submitted, meeting had and concrete way forward agreed = 4</p>
	<p>A report mapping all IGC projects (Phase I and II) to the research strategy was shared with DFID on 31st October 2014. The report provided details on the sub-themes in the research strategy that the IGC has been building bodies of knowledge around and gaps in knowledge that are to be prioritized. The IGC met with the DFID Research Division on 17th November 2014 to discuss the KPI deliverables and agreed to continue mapping IGC commissioned projects in the same way.</p>	
<p>KPI2.4b: By the end of the first board after the first KPI 2.4a meeting, IGC to produce a short updated assessment report and to evaluate how the IGC has delivered upon the conclusions and action plans set out in the previous meeting. This will also involve a short plan of action to ensure that the priority areas identified under the Research Strategy continue to be tackled going forward</p>	<p>Progress towards the research strategy has been strong across all themes = 4, Strong progress across 3 themes = 3, Strong progress across 2 themes = 2, Strong progress across 1 themes = 1</p>	<p>Strong progress across all themes = 4</p>
	<p>The Research Programme mapping report, post commissioning board three, was sent to DFID on Monday 23rd March, 2015. This detailed the progress made with respect to the research strategy in each of IGC's thematic areas and demonstrated strong progress across all four themes.</p>	

7. Communications

A key part of achieving policy impact and thought leadership is through communication of IGC's research and ideas to a wider audience at country, regional and global levels. During 2014/15 the communications team worked closely with the Country and Research Programme to substantially step up communications activity, resulting in a stronger IGC voice in policy dialogues, an enhanced IGC brand and a greater focus on our four themes; state, firms, cities and energy. We have achieved or exceeded all of our logframe and KPI targets, demonstrating the strong progress in communications. Our main achievements are in five main areas,

Re-launch of brand, web and publications Following a review of IGC communications activities, we re-launched the IGC brand, re-launched the IGC website with substantially more content, launched a new IGC blog and developed a new suite of IGC publications, including country leaflets, external facing Annual Report, one page Project Memos and Growth Briefs. Our annual web traffic grew by 70%, substantially increasing the number of people we are engaging with IGC research and ideas.

Support for policy impact in country We increased the communication support to country teams including improved internal communications, the launch of a Google Drive to share information, communications training and help in developing individual country communication plans. This year there has been a substantial increase in countries engagement with the media, with a total of 254 media appearances and 13 countries meeting the logframe target of 4 appearances or more.

Global Communications Strategy Working closely with the Research Programme, we developed a global communications strategy to help articulate and gain traction for our research and ideas at a regional and global level. Cities, tax and energy were identified as priority themes for global communications and we have already started

implementing the agreed cities and tax influencing plans. We have become active in articulating the importance of growth within the SDGs and our work on engaging policy makers with the research results on the economic impact of Ebola has been particularly influential.

Bringing together researcher sand policy makers through events We hosted over 200 events, almost all in our partner countries, ranging from major regional conferences to smaller scale dissemination workshops to bring together researchers and policy makers to discuss our research, policy implications and identify new areas of research. To help spread our ideas to wider audiences, IGC was represented at several external events, including Davos, the WB/IMF Annual Meeting and IGC presentations at the International Economics Association World Congress and the Royal Economics Society Conference.

Improved evaluation We have also stepped up our monitoring and evaluation activity, including building a comprehensive projects database, introduction of Project Influence Plans and Reports (PIPs and PIRs) and specific evaluations such as Growth Week and Events. The external evaluation kicked off in 2014/15 and we engaged with GDSI and DFID on the inception report and the first country workshop in Zambia.

Looking forward our priorities for 2015/16 include developing more accessible content to better articulate our ideas and influence policy thinking, growing our network of contacts and develop a contact strategy and continuing to implement our new global communications strategy, including developing our thinking on energy. These will require building our internal capacity for policy analysis and good economics writing, and our technical systems and processes to collate and manage our range of IGC contacts.

Communications Logframe

Output 3: Strengthen IGC's relations with its stakeholders and communicate the IGC's work globally and locally				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
LF3.1a: IGC demonstrates active participation in international debates, as demonstrated by number of IGC publications on a global debate/issue ⁷	2	3	10	Appendix 5.1a
	The IGC has kicked off its new Growth Brief Series with a publication on natural resource management. In addition, the IGC has published an open letter to the UN on the SDGs, an op-ed in the Huffington Post and a report on African Infrastructure on the OECD website. The IGC has also published 4 articles on Ebola in major newspapers, taking us beyond our target of 3 publications.			
LF3.1b: IGC demonstrates active participation in external debates, as demonstrated by representation of the IGC at external events (such as WTO, IMF/World Bank Annual Meetings)	5	4	6	Appendix 5.1b
	IGC representatives have attended a number of external debates this year. Highlights include IGC Executive Director Jonathan Leape's attendance at Davos and the WB/IMF Annual Meeting, and IGC presentations at the International Economics Association World Congress and the Royal Economics Society Conference.			
LF3.2a: IGC communicates to a broad and local audience as demonstrated by increased number of unique visitors on the main IGC website (www.theigc.org)	65,458	20% increase from 2013/2014 (78,550)	70% increase (111,154)	Appendix 5.2a
	The number of unique visitors to the main IGC website has increased markedly since the new website was launched in September 2014 (half way through the year) from 78,550 unique visitors in 2013/2014 to 111,154 in 2014/15 (a 70% increase). In addition, pageviews (the number of pages readers visit) have increased by 61% and all referral metrics have increased, with referrals from Twitter up by 550%.			

⁷ These papers should be specific to the theme (not general synthesis papers)

LF3.2b: IGC communicates to a broad and local audience as demonstrated by increased engagement (IGC newsletter)	6,144 (4,246 after cleaning)	20% increase from 2013/2014 (7,372 or 5,095 after cleaning)	+34% vs cleaned excl Ebola	Appendix 5.2b
	The mailing list has been cleaned, removing 1,898 (31%) junk e-mail addresses that were included in the 2013/14 final figure, giving a new 'cleaned' base of 4,246. We have recruited 1,456 new subscribers, giving an increase of 34% against the cleaned list, or a decline of 7% against the uncleaned list. In addition, the new Ebola newsletter has 831 subscribers, which takes the combined newsletter list to 6533 and a +54% against the cleaned list or +6% against the uncleaned list (not included above). After cleaning, the overall click-and-open rate has now increased to above the non-profit industry average.			
LF3.3a: IGC engages and communicates in-country, as demonstrated by number of countries that have built and maintained close relationships ⁸ with senior policymakers	14	10 countries with at least 3 close relationships	12	Appendix 5.3a
	12 IGC countries have successfully built and maintained close relationships with senior policymakers. Pakistan continues to maintain an impressive number of relationships with 29 senior policymakers having been met with by IGC leadership at least once in 2013/14 and 2014/15. Bangladesh and India-Bihar, while missing the target this year, have each met with 6 new senior policymakers this fiscal year, indicating that they are on target to meet this indicator next year.			
LF3.3b: IGC engages with the general public, as measured by the number of appearances in conferences, written press (print and web), radio or television	3	10 countries with 4 appearances or more	13	Appendix 5.3b
	13 IGC countries have achieved 4 or more media appearances across at least two media platforms. India-Central achieved an impressive 51 media appearances, including in The Economist, The New York Times and the World Bank Blog, and Rwanda recorded 14 media appearances, including publications in the Harvard Business Review, The East African and INSEAD Blog.			

⁸ This is measured by the number of senior policymakers with whom the IGC leadership team has met with at least once a year over at least two consecutive years, outside of official IGC events. A senior policymaker is defined as a government minister, board member of central bank, top ranking civil servant, or equivalent

Communications KPIs

Key Performance Indicator	Scoring Guidance	IGC Assessment	Supporting Evidence
KPI3.1: The IGC's global engagement strategy has been agreed to by the Governance Committee	Strategy and implementation plan developed and agreed to by the GC (October meeting) = 4, Strategy is developed but not agreed by the GC = 2, No strategy developed = 0	4	N/A
	IGC's Global Communication Strategy was submitted to DFID on 17 th October 2014 and discussed at the Governance Committee Meeting on 28 th October 2014. Various aspects were discussed at the meeting and these were followed up between DFID and IGC. DFID agreed the strategy at a Technical Meeting on 13 th November 2014.		
KPI3.2a: IGC engages and communicates in-country, as demonstrated by number of countries that have built and maintained close relationships with senior policymakers	10 countries with at least 3 close relationships = 4	12 countries = 4	Appendix 5.3a
	12 IGC countries have successfully built and maintained close relationships with senior policymakers. Pakistan continues to maintain an impressive number of relationships with 29 senior policymakers having been met with by IGC leadership at least once in 2013/14 and 2014/15. Bangladesh and India-Bihar, while missing the target this year, have each met with 6 new senior policymakers this fiscal year, indicating that they are on target to meet this indicator next year.		
KPI3.2b: IGC engages with the general public, as measured by the number of appearances in conferences, written press (print and web), radio or television	10 countries with 4 appearances or more = 4	13 countries = 4	Appendix 5.3b
	13 IGC countries have achieved 4 or more media appearances across at least two media platforms. India-Central achieved an impressive 55 media appearances, including in The Economist, The New York Times and the World Bank Blog, and Rwanda recorded 15 media appearances, including publications in the Harvard Business Review, The East African and INSEAD Blog.		

8. Management

Strong operational and financial management underpin all of IGC's operations. During 2014/15 we continued to improve our management information, recruited to key posts, including a move to greater specialisation in the hub, and improved our financial management and forecasting ability. Specific highlights include

Improved Management Information to drive performance. A Programme Performance Management Tool (PPMT) now generates quarterly reports and integrates with country, research and communications work plans. While managed from the hub, these are available for input from country teams via a shared drive which also hosts a wide range of other relevant information such as the IGC Operations Manual, forms for applying to the new IGC Small Project Facility (SPF) and guidance documents including a strict Travel Policy. The coming year will see emphasis on greater integration of these and other tools (including the project database, project trackers and contacts lists), under a major initiative in response to an IGC systems vision developed in 2014.

Recruiting hub staff with more specialised skills. We have now filled the Country Programme Director role, and Hugh Cole will join from late June 2015, his first engagement being attendance at IGC's Africa Growth Forum in Addis Ababa. Richard Newfarmer (Country Director to the Uganda, Rwanda and South Sudan) has provided valuable interim support in an advisory capacity. Over recent months the IGC has redefined several previously more generic roles to allow for greater specialisation and support. These redefined roles include Policy Economist, Research Programme Manager, Managing Editor, and Evaluation Manager. Additional support roles in contracts, finance and the Research Programme help meet the increased demands of the centralised commissioning and project support. A Policy Communications Manager and an Events Officer support the IGCs communications objective to increase research impact at the policy level. These developments, approved by DfID at a technical meeting on 16th April 2015, will all further increase the IGC's capacity to deliver on its core strategic objectives.

Recruiting high performing country teams. Significant appointments in 2014/15 have included Ian Porter as Country Director for the Myanmar programme. Our Country Directors in Liberia and Zambia have recently indicated their interest in stepping down (or reducing their commitment), and with input from the incoming Country Programme Director we intend to make one or two new appointments to country leadership positions in the coming few months. Country Economist recruitment campaigns (for which we have received many hundreds of applications) in July and November 2014 and April 2015 have filled Country Economists vacancies in India-Bihar, Myanmar, Rwanda, Uganda, Tanzania and Mozambique. We expect to appoint further Country Economists during 2015/16, including potentially for re-engagement in Liberia, Sierra Leone and South Sudan. Annual performance reviews were completed for all Country Economists and the outcomes of these informed contract renewals from April 2015. After an extensive analysis including assessment against comparator organisations, going forward Country Economist contracts will include a variable cost component reflecting the recruitment market and cost of living in IGC countries, and productivity-based merit increases, both of which will make the offers more competitive with local conditions. The financial impact of these changes was approved at a technical meeting with DfID on 16th April 2015.

Improving the financial management and forecasting. We have improved our systems and processes including,

- There is a now detailed workplan for each country which incorporates future planned activity and integrates with LSE's Oracle database.
- A PPMT was reintroduced to give a clear indication of performance against budgets during the year and is submitted to DFID every calendar quarter.
- An Access database was created which captures all transactions by month which can be interrogated for either DFID fiscal years or LSE School years (August to July).

Management Logframe

Output 4: The IGC is well-managed and responsive				
Logframe Indicator	Actual Last Year 2013/14	Milestone 14-15	Actual This Year 2014/15	Supporting Evidence
LF4.1a: Low number of vacancies across IGC core positions, as evidenced by average % of hub positions filled	76%	90% of hub positions filled	90%	Appendix 6.1a
	90% of hub positions were filled in 2014/15, with an average of 94% of Senior Management positions and 86% of Hub Economist positions filled throughout the year. Richard Newfarmer (Country Director for Uganda, Rwanda and South Sudan) stepped in as Country Programme Advisor to fill the interim period between Country Programme Directors, a position that will be filled by Hugh Cole from the end of June 2015.			
LF4.1b: Low number of vacancies across IGC core positions, as evidenced by number of country programmes where cores positions are filled for at least 83% of the year	8 countries	13 countries	13 countries	Appendix 6.1b
	Core positions were filled for at least 83% of the year in 13 country programmes. The appointment of Ian Porter as Country Director of Myanmar in November 2014 means that Myanmar is on track to meet this milestone next year.			
LF4.2: Percentage of the revised budget (£12.1m) actively completed on time across the whole programme, by the end of the fiscal year (31/3/15)	-----	90%	90.5%	N/A
	In 2014/2015, 10.95m of the revised budget of £12.1m was actively completed on time across the whole target. This translates as 90.5% of the budget being completed on time by the end of the Fiscal Year 2014/15.			

LF4.3: IGC shows clear evidence of savings as set out in the Phase 2 bid (not including vacancies or unfilled posts)	£690K	+£800K, or equivalent percentage of costs saved vs outturn (=£657K)	+825K / 125%	Appendix 6.2
	Savings as per the bid document indicated that we would save 6% of the total bid amounting to £3,094K. The target for this past year is therefore £10,950K x 6% which yields £657k. We have achieved savings of £825k or 125%. Savings have been achieved across all staff categories where fees were either held or reduced against Phase 1 levels and the systems savings continue to be met despite a significant improvement in the last year. Further development next year will enhance the ability of IGC to improve the efficiency of delivery of the programme.			

Management KPIs

Key Performance Indicator	Scoring Guidance	IGC Assessment	Supporting Evidence
KPI4.1: No. of months for which amount invoiced to DFID is within 5% of previous month's forecast for both the Research Programme and overall	12 = 4, 11 = 3, 10 = 2, 9 = 1 <9 = 0 (NB 1 point will be subtracted from scoring if total F/Y outturn is out with 2% of the forecast at the end of March)	10 months, and 1 point subtracted = 1	Appendix 6.3
	The amount invoiced to DFID was within 5% of the previous month's target for 10 months in the past Fiscal Year. We missed the forecast in two of the months, namely September and March. These months were missed due to delays in contracting and adjustments made at year end for projects in Ebola-affected countries being delayed or discontinued. The Fiscal Year outturn was also not within 2% of the agreed annual budget at the end of March.		

KPI4.2: Achievement of the cost reduction value as proposed in the bid document amounting to £3,094,579 over 4 years (target for Yr 2: £801,411), or equivalent percentage of costs saved vs outturn.	100% = 4, 90% = 3, 80% = 2, 70% = 1, 60% or less = 0	125% = 4	Appendix 6.4
	Savings as per the bid document indicated that we would save 6% of the total bid amounting to £3,094K. The target for this past year is therefore £10,950K x 6% which yields £657k. Savings have been achieved across all staff categories where fees were either held or reduced against Phase 1 levels and the systems savings continue to be met despite a significant improvement in the last year. Further development next year will enhance the ability of IGC to improve the efficiency of delivery of the programme.		
KPI4.3: Percentage of revised budget actively completed on time across the whole programme by the end of the fiscal year	90% or more = 4, 85-90% = 3, 80-85% = 2, 75-80% = 1, less than 75% = 0	90.5% = 4	N/A
	In 2014/2015, 10.95m of the revised budget of £12.1m was actively completed on time across the whole target. This translates as 90.5% of the budget being completed on time by the end of the Fiscal Year 2014/15.		

9. Annual Review Recommendations

A big theme this year has been improving the IGC's impact and operational processes and the recommendations put forward in the 2013/14 DFID Annual Review have helped to drive forward these improvements. All of the Annual Review recommendations have been addressed by the IGC, leading to some notable improvements in the IGC's systems and impact. For example, an improved PPMT system is up and running enabling better internal management of country programmes, stronger linkages between the Country and Research Programme have been established through the internal newsletter and Research Programme participation in country review meetings, and access to IGC research outputs has been enhanced through improvements to the website. The full list of recommendations and the IGC's actions against these recommendations can be found in Appendix 7.

10. Looking Ahead

Our partner countries continue to face growth challenges in state effectiveness, firm capabilities, cities and energy. Over the last year, the main focus has been on driving up our policy impact through more proactive management to increase delivery, better integration of our research and country engagement activities and strengthening our global communications. More proactive management has driven greater policy impact across our Country Programme with 63 level 3 and 4 impact cases. We have established a unified open call and commissioning process, bringing together the research and country programmes, and have a strong pipeline of exciting projects. We have brought Research Programme-funded projects into country work plans, introduced project influence plans for all projects and instituted strategy implementation plans for all country programmes. We have made a step change in our approach to global communications, agreeing cities, tax and energy as initial priority themes, building on the strength of the Research Programme.

Crucial in delivering these improvements has been a more active approach to performance management.

Although proud of our performance and the improvements we have made, including our strong scoring against the log frame, KPIs and annual review recommendations detailed in this report, we are determined to drive further improvements in our performance and impact. For 2015/16, we see stronger integration between our three programmes, country, research and communications as core to delivering further improvements. An important element of this broader integration will be stronger thematic leadership from the hub supported, in particular, by the appointment of two policy economists who will enhance our capacity to connect research and policy and to communicate key policy messages across our partner countries and globally.

Our two key priorities for the remaining two years of Phase II are to improve the growth strategies in our partner countries and to extend the growth policy knowledge frontier and project key ideas into global debates. Both priorities require deeper integration of our three programmes.

Priority 1: Improve growth policies in partner countries

Improving growth policies in our partner countries is a complex process and the IGC approach relies on different elements coming together. These in turn require the different parts of IGC to work closely together. A strong engagement with policy makers is the foundation for working collaboratively to identify growth challenges, building trust relationships and influencing growth policies. Crucial to our value proposition is our ability to generate new ideas to tackle these challenges, by bringing in new researchers to work in our partner countries, commissioning policy-relevant frontier research and sharing the developing knowledge base in our four themes. The research process often involves deep engagement with the relevant policy maker or government department. These research findings and new ideas are then shared and communicated back to the policy maker audience and wider stakeholders to influence thinking and ultimately growth policies.

Over the next two years we will build on our existing model, with a specific focus on

the following:

Building policy impact objectives more centrally into projects, by

- Increasing dialogue and collaboration between researchers and policy makers in generating and designing new projects. The newly introduced Small Projects Facility (SPF) provides flexible funding to support innovation and responsiveness in this area and PIs are now strongly encouraged to engage with country teams before submitting proposals to the call.
- Driving stronger engagement between researchers and policy makers as the project is implemented and post-completion. The Project Influence Plan (PIP) and Project Influence Report (PIR) will now integrate policy influencing into project implementation and improve reporting. “Named” country economists for each project will support researchers’ engagement activities and ensure they are coordinated with country’s overall engagement strategy.
- Ensuring that the joint commissioning boards continue to fund high quality, high impact projects on first order growth issues in our partner countries. Crucial to this will be increased use of the SPF to build a pipeline of strong projects coming to the boards.

Increasing level of activity and impact across country programmes, by

- Actively using the Strategy Implementation Plans (SIPs) and the quarterly country review meetings to drive up activity levels and impact, recognising the different nature of the engagement in each partner country and, at the outset, with a particular focus on Bangladesh, Mozambique, Myanmar and Zambia.
- Exploring further opportunities to support regional cooperation in growth policy areas. Our work in East Africa and our work on Ebola have shown the benefit of working closely at a regional level. We plan to build on this where we feel there are specific benefits. Potential areas for integration include tax policy harmonization, subsidies disciplines, and macroeconomic convergence (e.g., Langford/Ohlenberg work on tax capacity in East Africa);

infrastructure knowledge sharing and implementing collective action policies (e.g., Collier/Manning work on private finance in infrastructure).

- Launching a new country programme. We are scoping out leading candidates, including Kenya, Nigeria, Malawi and Nepal, meeting with researchers and senior officials to identify the potential benefits of engagement, in country and more broadly. This includes the government's commitment to reform and to engaging with research evidence on growth policies and the opportunities for productive, long-term engagement.

Deepening and broadening policy engagement in our partner countries, by

- Supporting all country programmes in strategically using in-country and regional events, and other vehicles, to elevate policy ideas to high level policy makers, drawing on the experience across the IGC country programmes.
- Moving toward more programmatic engagements, using the SPF and commissioning boards to support successive projects over multiple years in a policy target area. This fosters trust relationships with policy makers and deepens policy engagement.
- Widening the range of deliverables to augment dissemination of a project – this could include policy briefs, blogs or media article – to create multiple channels of communication and dialogue with policy makers and other stakeholders.
- Delivering and improving the individual in-country communications plans, especially around engaging a broader stakeholder audience through media and more targeted use of web and social media. As we produce more accessible content, such as Growth Briefs, synthesis papers, we will engage local stakeholders with these where appropriate, to broaden the reach of our ideas and research.

Increasing cross-country learning, by

- Encouraging PIs to work in multiple countries on selected policy areas. Existing work on tax, coffee, ready-made garments, green revolution

agricultural technology and export promotion offers a rich menu of possible cross-country extensions.

- Using our regional events and Growth Week to share learning with and between relevant policy makers about IGC ideas and support for policy reform in our partner countries.
- Broadening country teams' knowledge of successful growth ideas through stronger thematic leadership from the hub and better use of existing events, such as the AGF. We will further support this knowledge sharing with other tools such as use of our internal newsletter and quarterly country meetings.

Priority 2: Extend the growth policy knowledge frontier and project key ideas into global debates

Beyond the direct policy impact of our work with partner governments, our research also drives longer term thinking about growth. These key ideas arise from both our research and country programmes and can potentially have a fundamental, paradigm-shifting impact on growth policies over a much longer term. The twin components of this priority are generating the ideas, through frontier research, and engaging in global debates to communicate and influence thinking based on these ideas. IGC is well placed to deliver this having a growing network of top research talent, a co-generation approach facilitated through the network of country offices, a focus on four thematic areas where there are important knowledge gaps and a growing ability to engage globally, driven by our new Global Communications Strategy. To further extend the knowledge frontier and project key ideas into global debates, we will build on our existing model, with particular focus on the following.

Generating high impact policy ideas from frontier research by

- Ensuring that our twice-yearly commissioning boards continue to generate high quality, innovative projects that drive forward our research agenda in each of the four thematic areas, over time building coherent bodies of knowledge. Crucial here will be the proactive role of the new Policy Economists in catalysing new projects to fill knowledge gaps.
- Reenergising cities research theme through agenda setting, group formation

and matchmaking. A major cities conference is taking place on 21/22 May to achieve this.

- Launching a new IGC Research Affiliate status programme, aimed at bringing in talented new researchers, building greater loyalty and engagement in the research network and raising the international profile of the IGC. Affiliates will be invited to thematic workshops and other relevant events, and be encouraged to engage with country programmes.
- Selected conferences and workshops at the LSE and other universities, in countries, and in partnership with other organisations. These include a Public Economics Symposium in May, Arthur Lewis Symposium on Growth in June, the regional IGC Growth Forums in Africa and Asia in June/Jul, a firms, trade and productivity workshop in November, and a possible joint conference with the World Bank.

Strengthening our presence in global debates by continuing to implement the new global communications strategy. Specific activity in 15/16 includes

- Cities - Publishing Cities Growth Briefs by Ed Glaeser and by Tony Venables that will both feed into the FFD conference and Habitat 3 discussions, hosting the WB/ DFID spatial urbanisation project conference in Addis alongside IGC's AGF in July 2015 and planning for the WB Africa's flagship knowledge event on cities, co-hosted by IGC.
- Tax - Publishing tax Growth Brief to articulate 'third best' approach, co-host symposium with STICERD and CEPR including session on tax, explore partnerships with IMF and WB including joint seminars or workshop to explore third best approaches. We are also strengthening IGC country engagement on tax especially in Bangladesh, Zambia and Rwanda to achieve direct policy impact. The Research and Policy Director will also be speaking at the inaugural Forum of the Macroeconomics and Fiscal Management Global Practice (MFM GP) organised by the World Bank on 12/13 May in Washington DC.
- IGC will be represented at key global forums, including Paul Collier speaking on a panel on urbanisation at World Bank Spring Meeting April 2015; continued engagement by Jonathan Leape, and perhaps others, in the

October Annual Meetings; and co-hosting the World Bank flagship knowledge event on cities in 2016.

- We will explore further participation in global forums, including regional WEF events and regional development bank meetings, focussing on where we believe we can have the most policy traction.
- We will develop an influencing plan for energy, once we have the new Policy Economists in post, and will work towards a plan for firms.

Articulating our ideas and thinking for broader policy audiences, by

- Identifying and communicating key growth policy ideas based on developing clusters of knowledge. We will project these ideas into global debates, working closely with RPDs and others in the research and country programmes to develop content aimed at key global policy decision points, including a catalogue of relevant impact stories. Specific examples may include articulating the case for growth, recruitment and incentives for civil servants and why reforms fail.
- Increasing the number and range of different conduits for communicating IGC ideas and findings. Too many of our ideas only appear within less accessible research papers. We have started to better articulate these ideas, including bringing together thinking from a body of literature, in Evidence Papers, framework talks, Growth Briefs, blogs (both mainstream media and the IGC blog) and Project Memos, and want now to build on this by expanding our outputs. The appointment of the two policy economists will drive further expansion and innovation.

Enabling actions

To deliver against these two priorities, there are a number of enabling actions necessary to ensure that we operate efficiently and effectively, with strong financial management. Many of the relevant actions are set out above. Additional, more cross-cutting actions for the next two years include

Recruiting and building strong teams. Complete the restructuring and recruitment to ensure a high performing, well-motivated hub staff, and strengthen the Country

Programme through natural turnover. This includes building our internal capacity for policy analysis and good economics writing and developing an approach to training of CEs and other staff. The IGC senior management team will be joined by Hugh Cole as Country Programme Director in June 2015.

Strengthening performance management. The newly introduced quarterly country portfolio reviews will enable better monitoring and planning and the September country leadership retreat in 2015 will share knowledge about programmes, enhance mid-term oversight and reallocate under-utilised funds for greater impact.

Reenergising Research Programme. The newly introduced thematic discussions at the Steering Group involving thematic leads and RPDs are aimed at reenergising the Research Programme around the objective of creating thought leadership in key areas of IGC work and building on this work for generating/disseminating more effective policy messages. We expect to continue this engagement with all RPDs and to better integrate them with Country and Communication Programmes.

Streamlining internal systems and processes. We are over reliant on multiple small databases, and manual processes, which mean our processes can be slow and unresponsive. Resources permitting, we will start to introduce a more integrated set of systems including SharePoint and Dynamics CRM to improve overall efficiency and our ability to collect and store data, such as publications and citations.

Developing contact strategies. We believe there are major benefits in adopting a more systematic and targeted approach to managing our external relationships (enhancing our “customer relationship management” – CRM). During 2015/16, we plan to bring together the many different databases of contacts we hold into Dynamics CRM, as part of the IGC systems project.

Improving evaluation. We will support the GDSI evaluation, ensuring we maximise the learning and minimise any potential disruption. We will also review how we evaluate impact in both Country and Research Programmes, building on the Level 3 and 4 impact cases and considering factors such as the scale of the impact, the lag effect, research as thought leadership and wider influence.

Registering in partner countries. We will implement the formal registration process by LSE across IGC’s partner countries, overseen by the newly appointed IGC Governance Manager (from April 2015).

Risks

Our two largest risks are

A delayed or negative decision on Phase III funding. Uncertainty regarding Phase III funding is already causing problems in recruitment and in commissioning research, as the remaining contractual time horizon under Phase II is now less than two years (and will be less than a year and a half for the next commissioning board in September). This uncertainty will become an increasing challenge and will steadily reduce our effectiveness, as was evident in the transition between Phase I and Phase II. We are keen to start a dialogue with DFID about Phase III.

A failure to recruit to key posts. We have felt the benefit of recruiting dynamic leaders in key posts, such as Ed Glaeser as Research Programme Director for Cities and Ian Porter as Myanmar Country Director. The success of the IGC model rests heavily on a continued ability to recruit and retain top creative talent in research and policy. We are currently benefitting from a virtuous circle of strong appointments, but this could be reversed if there is prolonged uncertainty about future funding.

IGC Annual Report 2014-15

Appendices

Appendix 1: Impact Cases 2014-15

This year we have achieved 63 level 3 and 4 impact cases, detailed in the following pages. The scoring guidance used to determine these impact cases is as follows:

- **Level 1** policy impact denotes 'ideas created/mobilised'. This is where the IGC produced work analysing a policy question, but it has not yet fed through to senior government officials or other policy stakeholders, often because it is at an initial stage.
- **Level 2** policy impact signifies 'disseminated to government'. These are outputs that have been formally conveyed to the requesting minister or permanent secretary (or other senior policy stakeholder) but not yet discussed in depth.
- **Level 3** policy impact signifies 'high level hearing'. Outputs in this category have been disseminated to government, usually to ministers or permanent secretaries (or other senior policy stakeholders), and 'internalised' in the sense of having been discussed in detail and follow-up work and discussions having been requested.
- **Level 4** policy impact signifies that ideas and outputs created by the IGC are reflected in policy responses and reforms. This can be evidenced by policy documents – laws, strategies, cabinet papers, decisions, etc. – being changed in ways that reflect the IGC's analysis.

Bangladesh, State, 31101, Nasiruddin Ahmed, Raj Chetty, Ghulam Hossain, Mushfiq Mobarak, Aminur Rahman, Monica Singhal

Impact rating: 3 [Link to webpage](#)

Taxpayer recognition programme

In brief...

- Improving revenue mobilisation in Bangladesh is critical to addressing the infrastructure deficit and spurring economic growth
- Researchers implemented a range of programs to exploit firms' interest in social recognition
- Exposing information about firms' tax compliance to their peers can increase tax payment in a cost-effective way
- A committee was set up based on the findings of this study and the policy note will be considered for incorporation in the budget speech document and the Seventh Five Year Plan document's Fiscal chapter

Bangladesh has one of the lowest tax-to-GDP ratios in the world. Revenue collection using audits, fines and other punishment-based methods has proven difficult due to firms' ability to evade payment, and the challenges of enforcing legal sanctions. This research project instead attempts to exploit firms' interest in social recognition to increase VAT compliance.

IGC researchers partnered with the National Board of Revenue (NBR), Bangladesh to implement a range of programs that attempt to exploit firms' interest in social incentives and peer recognition to increase voluntary tax compliance among firms. The team conducted a multi-arm randomized controlled trial to rigorously evaluate the impact of these programs on tax payments. The researchers found evidence that social incentives and peer effects may be an effective way to improve tax compliance. The results suggest that in the neighbourhoods where some firms were already complying, the promise of exposing information about all firms' tax payment behaviour led to an increase in tax compliance, especially among firms who had not paid the previous year.

The results suggest that exposing information about firms to their peers can increase tax compliance and payment. Publicly available information about tax compliance may affect consumer behaviour, perhaps steering customers towards tax compliant businesses, and thus induce additional incentives for compliance. Scaling this program to a larger geographic area than that of the study, in addition to the potential changes in consumer behaviour, may lead to increases in revenue far greater than what is predicted by the study.

The Ministries of Finance and Planning will consider the note for incorporation in the budget speech and the Seventh Five Year Plan.

Bangladesh, State, 31120, Siddiqur Rahman Osmani

Impact rating: 3

Linking growth to equity in Bangladesh

In brief...

- Although Bangladesh's recent economic growth has resulted in poverty reduction, inequality remains high
- Equitable growth will require targeted interventions and conscious reallocation of resources in favour of the poor
- Linking equity with growth in Bangladesh requires greater equality in the formation of human capital
- The General Economic Division (GED) asked IGC to produce a policy brief based on the background paper, which they commented would be useful in drafting the 7th Five Year Plan

Although Bangladesh's economic growth over the last two decades has resulted in poverty reduction, inequality remains high. Dr. Shamsul Alam of the Planning Commission's GED asked IGC to contribute to the Government of Bangladesh's Seventh Five Year Plan (2016-2020): Accelerating Growth and Equity. In particular, the priority was to commission a background paper on the link between economic growth and equity in Bangladesh.

The research reviews the rigorous economic literature on public sector interventions aimed at reducing inequalities in health and education. The paper draws on state-of-the-art economic literature to identify which policy tools have been more successful in reducing health and education outcomes between the first and the last quintile of the income distribution. The policy note also considers the local institutional framework and provides technical comments on how to better integrate these tools in the local context.

The conclusion of this analysis is that a necessary precondition for linking equity with growth in Bangladesh is to ensure greater equality in the formation of human capital. Future equitable growth will require greater public expenditure on health and education through targeted public sector interventions and conscious reallocation of resources in favour of the poor. In particular, unconditional cash transfers, informational meetings and school meal programmes are highlighted as cost effective. The policy document also provides a detailed analysis of the success and failures of such programmes in Bangladesh and provides policy advice on how to improve health and education programmes. Finally, the authors advise the government to increase its effort in piloting and evaluating pro-poor health and education policies before scaling-up potential programmes.

GED requested IGC to deliver a policy document based on the background paper.

Bangladesh, Firms, 31808, Chris Woodruff and Rocco Macchiavello

Impact rating: 3 [Link to webpage](#)

Gender empowerment and productivity in the garment sector

In brief...

- Females workers make up 80% of garment sector workers but less than 10% of managers
- This project examines whether training can help increase the proportion of female supervisors
- In management simulation exercises, the female trainees outperform the male trainees
- Mr. Hedayetullah Al Mamoon, Senior Secretary, Ministry of Commerce, who chaired the event, welcomed with enthusiasm the study and asked for a follow-up project to build on the findings

Garment production accounts for 80 percent of Bangladesh's exports and 13 percent of its GDP. Within the garment sector, females make up 80 percent of workers but less than 10 percent of managers.

This project studied the imbalance between the proportion of female workers and female managers by implementing a program in 60 large garment factories to train sewing machine operators to be line supervisors, the first line of management. The majority of the participating factories had no female supervisors when the project started. Though evidence from surveys and management exercises suggests the female trainees are as or more effective than the male trainees, promotion rates for the female trainees (55%) are significantly lower than promotion rates for male trainees (85%).

Initial analysis finds no significant differences between the performance of male and female trainees, through there is some indication that females reduce absenteeism and increase efficiency slightly, while males have relatively lower rates of quality defects.

The study has helped the government to validate their gender policies and they have requested a follow-up study.

Bangladesh, State, 31107, Wahid Abdallah

Impact rating: 3 [Link to webpage](#)

Effect of e-Government Procurement(e-GP): Evidence from Bangladesh

In brief...

- Public service provision accounts for a substantial share of a country's economic activity
- Switching to e-Government Procurement System has reduced costs by 12.5%-13.5%
- A transparent e-procurement system could play an important role in curbing political interference and increasing competition
- The government was very enthusiastic about the research and has cited the findings to relevant agencies

Public services such as health, transport, and education account for a substantial share of a country's economic activity. Effective public service delivery is therefore very important for economic growth. A transparent e-procurement system could play an important role in curbing political interference and increasing competition.

Using Local Government Engineering Department's (LGED) e-Government Procurement(e-GP) and traditional procurement data, this project investigates the impact of e-GP from 2010-2014. Specifically, the project uses the contract price and estimated cost information to understand the changes in the price-cost ratio for each procured item.

The project is still ongoing but preliminary findings show that the e-procurement system can reduce the cost of providing public goods by between 12.5% and 13.5%. The mechanistic nature of e-GP minimizes the possibility of physical hindrance for the non-political bidders to participate in the bidding process and thereby ensures greater participation. Furthermore, e-GP provides opportunities to bidders from all over the country to participate in any tender raising competition.

The Ministry was very enthusiastic about the research and is strongly supporting a follow up study

Ethiopia, Firms, 32200, John Sutton, Gerry Morrissey

Impact rating: 3 **Please note this work is confidential**

Export promotion

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Ethiopia, State, 32108, John Sutton

Impact rating: 4 **Please note this work is confidential**

Continuation of Process of Reform at the EIA

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Ethiopia, Inclusive Growth, IGC Ethiopia Country Team

Impact rating: 3

Background Policy Papers for DFID

In brief...

- Four background policies papers were requested by DFID to address challenges to growth in Ethiopia
- The reports focused on the areas of industrial development, financing the second Growth and Transformation Plan, the civil service, and natural resource management
- These papers were disseminated to policymakers and researchers during a retreat
- The background policy papers helped shape high-level discussions on government policy and policymakers indicated that they would use ideas presented in the papers to inform their thinking going forward

These four background policy papers were specifically requested by DFID, sponsor of a series of high-level discussions between international experts in Ethiopia. The papers were designed to address and stimulate debate on key challenges to economic growth in Ethiopia.

The reports focused on four areas key to economic growth in Ethiopia. These areas are: industrial development, financing the second Growth and Transformation Plan, the civil service, and natural resource management. The papers were produced by the IGC Ethiopia team and provide information on the key features of the sector, including thorough analysis on potential challenges and opportunities of these sectors.

The background papers were intended to inform attendees of: 1) the links between that sector, poverty reduction and economic growth, 2) the history of policy reforms in that sector with a focus on the time after the Ethiopia People's Revolutionary Democratic Front (EPRDF) came into power, 3) the current reform priorities and activities of the Government of Ethiopia, and 4) institutional arrangements and incentives. As part of the analysis, we highlighted weaknesses or challenges faced in the past, and also current challenges faced in the sector.

The background policy papers were one of the most important inputs for a policymaker retreat, and helped shape policy discussions between high-profile international researchers and selected high-ranking policy makers.

Ghana, Firms, 33110, Gordon Crawford, Coleman Agyeyomah, Gabriel Botchwey and Atinga Mba

Impact rating: 3 [Link to webpage](#)

The impact of Chinese involvement in small-scale gold mining in Ghana

In brief...

- Small-scale mining contributes about 30% of Ghana's total gold output and provides livelihoods to large numbers of people
- One aspect of the controversial issue of illegal mining in Ghana is the involvement of foreigners, especially Chinese companies and miners
- Findings suggest that there are serious negative impacts intensified by the involvement of Chinese miners
- The findings have been discussed with the deputy minister of Lands and Natural Resources who has requested that the final report help inform them in ongoing reforms

Small-scale mining is a significant economic activity that contributes about 30% of Ghana's total gold output and provides livelihoods to a large number of people. In Ghana, the gold mining industry has been 'reserved for Ghanaians' by law, often using rudimentary means of extraction. The last decade has seen a large increase in foreign involvement, especially from Chinese miners. This introduced a higher level of mechanisation and increased the scale of mining with consequent degradation of land and water bodies. By 2013, the participation of Chinese citizens in informal mining in Ghana had grown to such proportions, and received such adverse media coverage, that the Government of Ghana was forced to act.

This research examines the impact of Chinese involvement on small-scale gold mining in Ghana. The project explores this question by looking at Chinese involvement in two different ways and in two different geographical locations in Ghana. In assessing the impact of Chinese involvement, the study examines the effects at economic, social and political levels, both directly and indirectly.

Preliminary findings show that one consequence of mechanisation and the intensification of production has been much larger-scale environmental degradation in areas of alluvial mining. Many abandoned pits are left uncovered and become flooded, posing a danger to local residents, especially children, and to livestock. The findings show that there are serious negative environmental, economic, social and security impacts intensified by the involvement of Chinese miners.

The recommendations from this project are being used by the government to inform the new law.

Ghana, Firms, 33112, Gavin Hilson, Richard Amankwah, Eunice Adu-Darko

Impact rating: 3 [Link to webpage](#)

The 'informalisation' of Ghana's small-scale gold mining economy: Drivers and policy implications

In brief...

- Small-scale mining, though largely informal in Ghana, is a significant contributor to livelihoods and economic growth
- Negative environmental impacts mean the sector's contribution is heavily restricted and driven further into informality
- This study found that informality and negative impacts in the sector are a result of current policies by state institutions
- The results have been shared and discussed with the Deputy Minister for Lands and Natural Resources who requested a policy brief to inform ongoing mining reforms

Small-scale mining has experienced meteoric growth in Ghana. The sector's ability to provide impoverished people with direct employment and create additional jobs in downstream industries has earned it the label 'poverty-driven activity'. Most people in the mining sector, however, operate without the requisite permits to mine illegally due to a shortage of untitled land, as well as a bureaucratic and costly registration processes.

This study provides fresh insights on the implications of the current approach taken to formalize Artisanal and Small-scale Mining (ASM) in sub-Saharan Africa. Whilst there has been considerable speculation over the years that, despite the donor rhetoric, formalization of the region's ASM economy has not received the attention in policymaking it deserves, few scholars have explored the consequences of this neglect.

The findings show there is a sizable gap between what the government believes ASM is and what it actually is. There is a significant discrepancy between what the Government of Ghana believes it is formalizing. This misdiagnosis has spawned a regulatory apparatus that has proved to be a formidable barrier for ASM operators attempting to transition to the formal economy. The negative effects of the sector are due to the informality and, by extension, the inability of operators to access the suite of support services only available to permit holders. By focusing on ASM's 'negatives' and tackling unlicensed activity with force, and at the same time, not fully embracing the sector's 'positives', such as wealth creation and employment generation, the government is doing its citizens a major disservice.

The recommendations from this project are being used by the government to inform their new mining law.

Ghana/Research, State, 89105+33802, Martin Williams

Impact rating: L3 [Link to webpage](#)

Variation in Infrastructure Delivery and Management Quality among Ghana's Local Governments

In brief.....

- The timely completion of public infrastructure projects is crucial in ensuring the efficiency and growth of government investments
- In Ghana, information on infrastructure projects at the local government level is scattered in annual reports making it difficult to compile and comprehensively analyse
- This study has successfully compiled and digitised project details for all 216 Metropolitan, Municipal and District Assemblies (MMDAs) for the period 2010-13
- The database National Development Planning Commission (NDPC) now has ownership of the database and a committee is to be set up to implement some of the findings

Infrastructure is crucial for economic development and public service provision but building infrastructure is challenging. Ghana's decentralization process has transferred a great deal of responsibility and resources for infrastructure development to MMDAs. However, it has not previously been possible to compile a comprehensive picture of how this money is being spent and whether projects are being successfully completed. While a number of institutions monitor MMDAs' use of their funds, due to the fragmentation of these monitoring channels it is difficult to reconcile them into picture of the state of infrastructure development in Ghana's MMDAs.

The main contribution of this research project has been to collect, digitize, and analyse all available Annual Progress Reports (APRs) and District Medium-Term Development Plans (DMTDPs) for all of Ghana's MMDAs for the period 2010-13. The database of executed projects from the APRs makes it possible for the first time to comprehensively analyse the capital investment activities of Ghana's MMDAs in terms of: 1) the type and number of infrastructure projects that are being undertaken, and 2) the efficiency of these investments, in particular whether or not the projects are actually being completed, but also delays and cost overruns. In addition, the database of 8,500 planned projects from the DMTDPs will make it possible to compare what districts planned to do with what districts actually did.

Preliminary findings show that a significant fraction of projects are not complete even three years after their commencement; that project completion rates vary substantially across project types and fund sources; that project completion rates decrease after the first year of a project; that almost all completed projects are finished within 12 months of their commencement; and that there is a wide range of variation in contract sums even for identical projects, which may be linked to project completion rates.

Some of the recommendations from this project have now been formally adopted by the Government.

India-Bihar, State, 34203, Pankaj Verma, Chinmaya Kumar, Abhimanyu Gahlaut

Impact rating: 4 **Please note this project is confidential**

Social justice in education: Are school uniform and scholarship schemes marred with discrimination in Bihar?

India-Bihar, State, 34114, IDinsight (Ronald Abraham, Andrew Fraker, Neil Buddy Shah)

Impact rating: 4 [Link to webpage](#)

Intervention design of Integrated Performance Management System (IPMS) for ICDS

In brief...

- Leakages from the Integrated Child Development Scheme (ICDS) have proven disastrous
- IGC researchers proposed a new design for a monitoring system for the ICDS
- ICDS will use technology-based solutions to create actionable, frequent, verifiable, and accurate channels of information
- Based on recommendations in the design document, the government is now operationalizing the monitoring system

Leakages from the Integrated Child Development Scheme (ICDS) that provides food, pre-school education, and primary healthcare to children less than 6 years of age and their mothers, cost the exchequer and have compromised the effectiveness of the government programme. The then-secretary of the ICDS, Mr. Rajit Punhani sought the IGC's help in designing a monitoring system for ICDS. A previous IGC funded project titled 'Performance of ICDS Supplementary Nutrition Programme in Bihar' had found a high level of leakages from the scheme. The government was interested in finding ways to curb these leakages; for this, they requested the IGC's help in designing a monitoring system.

With Integrated Performance Management System (IPMS), ICDS will use technology-based solutions to create top-down and bottom-up channels of information which are actionable, frequent, verifiable, and accurate.

The IPMS document focuses on the design of three of IPMS' four components: (1) frontline worker (Sevika) self-reporting; (2) supervisor monitoring; and (3) community grievance redressal and feedback. The first two components provide the existing ICDS hierarchy with mobile phones to facilitate systematic and accurate reporting of on-the-ground performance. The IPMS technology platform aggregates this data and allows it to be presented in easily interpretable web-based reports to facilitate appropriate action by ICDS officials. The third component empowers community members both to report on service delivery and to receive information on ICDS performance via a dedicated and free call centre service. Cutting across these components is a series of performance-based actions to effectively manage ICDS employees. The Secretary's goal is to use such a system to improve ICDS service delivery, resulting in better beneficiary outcomes.

The IGC's recommendations have now become established policy of the state government.

India-Bihar/Research, Energy, 34109, Robin Burgess, Michael Greenstone, Nicholas Ryan,
Anant Sudarshan

Impact rating: 4 **Please note this project is confidential**

Lighting Up Bihar: Electrification to Sustain Economic Growth

India-Central, State, 35138, Michael Greenstone, Esther Duflo, Rohini Pande

Impact rating: 4 [Link to webpage](#)

Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches

In brief...

- Industrial regulation in India has a history of heavy-handedness, with industrial licensing and labour regulations impeding economic growth
- Study assesses how technology and market mechanisms can support environmental regulation policies that can minimise the social costs of energy consumption
- The study found that reforms for auditor independence can impact real outcomes positively
- The Gujarat State Pollution Control Board (GSPCB) officially issued new guidelines based on the findings of this project

The study represents a multi-year collaboration between the researchers and the GSPCB, the environmental regulator in India's second most industrialised state, from the programme design stage all the way through to implementation. The research also gained the support of the national Ministry of Environment and Forests (MoEF) which is interested in applying the approaches tested here to other states.

The India-Central country programme had funded a midline survey to measure the accuracy of auditors under two incentive schemes, the original one in place in Gujarat and the modified audit scheme introduced by this project. Under the original scheme, auditors are hired and paid for directly by the firm and can be fired at the end of one year. This creates an incentive problem, whereby the auditor's financial incentives are aligned with that of the firm rather than the regulator. Under the modified scheme, auditors are paid using a central pool of funds, and the GSPCB randomly assigns an auditor to the firm every year and back-checks on a random basis.

The study has three main findings: first, under the original scheme auditors falsify reports in a targeted fashion, reporting many plants as just meeting regulatory limits. Second, the reports of auditors assigned to plants under the new scheme are statistically equal to the truth. Third, on average, plants in the new scheme reduced pollution emissions relative to plants under the old auditing scheme. The results of this study confirm that reforms for auditor independence can impact real outcomes positively.

The recommendations from this project have now been formally adopted by the Government.

India-Central, State, 35114, Diane Coffey, Dean Spears

Impact rating: 3 [Link to webpage](#)

Switching to Sanitation in South Asia: A study of health technology adoption

In brief...

- Sanitation is crucial for health and financial prosperity, and thus economic growth
- 70% of households in rural India do not have a toilet or latrine
- Cultural practices are the principal issue preventing improved sanitation
- The Special Secretary, Chief Minister's Office, Uttar Pradesh requested a hand-out for government servants and a pilot study testing interventions is being conducted

Good sanitation is crucial for peoples' health and financial prosperity, and thus their country's economic growth. According to the 2011 Census, 70% of households in rural India do not have a toilet or latrine. Indian rates of open defecation remain stubbornly high, much higher than in many other poorer countries in the world. Widespread open defecation in India is public health emergency, causing profound negative impacts on the productivity of India's future workforce.

This IGC and the research institute for compassionate economics (r.i.c.e.) project explores why, despite India's level of economic development, adoption of sanitation has been extremely slow. The researchers find that social and cultural forces that are unique to India explain its high rates of open defecation. The study presents quantitative and qualitative evidence that Hindu practices of purity and pollution, as well as India's unique history and renegotiation of untouchability, complicate the adoption of the kinds of simple, inexpensive latrines that have been used to reduce open defecation and improve health in other countries.

The research found it is a mistake to believe that rural sanitation in India is principally an infrastructure shortage. The problem is not access; demand for latrines is constrained by cultural practices concerning ritual impurity.

The project gained good media coverage and a hand-out and pilot study based on the project's recommendations is underway.

India-Central, Inclusive Growth, Karthik Muralidharan and Kaushik Basu

Impact rating: 3

Big and Small Ideas in Development Economics: Theory, Evidence and Practice

In brief...

- There have been a number of key development in the field of development economics in recent years
- IGC and Ideas for India (I4I) hosted a lively discussion between Professor Karthik Muralidharan and Professor Kaushik Basu on these developments
- A number of points were made during the discussion, including the idea that ideologically-rooted views that lack evidence are becoming weaker
- The conversation gained wide-ranging media coverage and was quoted in the Upper House of Indian Parliament

International Growth Centre and I4I hosted a conversation between Prof. Karthik Muralidharan (Associate Professor of Economics, University of California, San Diego) and Prof. Kaushik Basu (Senior Vice President and Chief Economist, World Bank) on 'Big and Small Ideas in Development Economics: Theory, Evidence and Practice'.

The conversation was aired on the I4I website on Sunday, 21 December 2014 and later posted on the IGC website in the form of a blog post which was viewed 342 times (as of February 2015).

In this wide-ranging conversation Professor Kaushik Basu highlighted some key developments in the field of development economics. During the discussion, a number of interesting points were made. For example, it was argued that ideologically-rooted views that lack evidence are becoming weak and a vast majority of policy debates among economists are sharing common ideas. In addition, neighboring fields of study such as psychology and sociology are now being embraced by economics, leading to greater interdisciplinary in monetary and fiscal policymaking. The conversation also highlighted that there is broad agreement that leaving everything to the free market does not work, but neither can the State do it all.

This event got wide-ranging media coverage and part of the conversation was quoted in the Upper House of Indian Parliament.

India-Central, Firms, IGC India-Central Team

Impact rating: 3

Workshop on Firms, Industry and SME Data in India

In brief...

- Industrialization, Firms, Employment and Micro, Small and Medium Enterprises (MSMEs) are important areas of research in understanding the characteristics and success of a national economy
- Researchers using official statistics on these sectors often face problems in gaining access to appropriate data
- The matchmaking workshop brought together top policymakers and top academics from across the world to discuss issues related to Industrial data in India.
- Policymakers agreed to consider and act on a number of requests from researchers to increase availability of official statistics

Industrialization, Firms, Employment and MSMEs are key areas of research in understanding the characteristics of a national economy, particularly so in India where the small and medium scale manufacturing sector is under pressure to produce more employment opportunities.

While the need for such research is well understood in policy circles, several issues relating to the availability and format of data make such research difficult. To address this gap in data availability, the IGC India-Central team organized a one day workshop on 27th March 2015. The workshop brought together top policymakers from the Ministry of Statistics, Economic Statistics Division and National Statistics Commission with top academics including Professor Marc-Andreas Muendler and Professor Kala Krishna to discuss issues related to industrial data in India. Around 50 people participated in the workshop, including representatives from the World Bank and Asian Development Bank.

The workshop helped the policymakers to understand the problems faced by researchers doing work in these sectors. The workshop also provided an opportunity for researchers to discuss with policymakers best practices related to industrial data in other developing and developed countries across the world.

Policymakers agreed to act on a number of requests from researchers to increase availability of official statistics.

India-Central, Firms, Sam Asher, Paul Novosad

Impact rating: 3

The Use of Firm Data for Development Research around the World: Implications for India

In brief...

- Countries around the world produce data on businesses, both for governance and research purposes. Recent years have seen rapid growth in the use of such data for academic research in the field of development economics.
- The project discusses how such data are being utilized by economic researchers to understand the behaviour of firms in economic development, and how the characteristics of such data facilitate cutting-edge research.
- The project discusses how data providers in India can make their products maximally useful for researchers, with a focus on firm-level data produced by the Government of India.
- The findings were widely disseminated and policymakers remarked that results will be shared in internal meetings and will inform internal training sessions

The recent rapid growth in research on firms and development is in part a reflection of the increased attention that countries around the world have given to the collection and dissemination of business data. Data quality is a central concern for researchers considering a research question in a new country. Higher quality and more accessible data will facilitate more and higher quality research on a country being done.

This project seeks to assist data producers in producing better and more accessible data, while simultaneously enabling researchers to better understand the nature of data on firms and development in India. The project discusses (a) a sample of current research on firms around the world, with a focus on the data that enables such cutting-edge research (b) challenges faced by data collectors in the generation of firm data and of researchers in using it (c) detail on the business data collected and disseminated by three major countries: the United States, Brazil and India.

Building on the comparison of business data in the US, Brazil and India, the paper makes a series of recommendations to improve the state of Indian firm data and thus facilitate more and higher quality research on the Indian economy.

The paper was widely disseminated and will be used in internal government training sessions.

Liberia, Firms, 51115, Jaime de Melo, Armela Mancellari, Anne Laski

Impact rating: 3 [Link to webpage](#)

Preparing for the ECOWAS CET: Options for Liberia

In brief...

- The objective of the Economic Community of West African States (ECOWAS) is to promote economic integration in West Africa, with potential economic benefit for Liberia
- IGC researchers supplemented earlier analysis to model the implications of Supplementary Protection Measures as part of the ECOWAS common external tariff calculus
- Adopting the common external tariff will increase tariff revenues by 41.7%
- The research was requested by the Minister of Commerce and Industry and its findings are reflected in the government's national trade strategy

The objective of ECOWAS is to promote economic integration in West Africa and is likely to have an important impact on the Liberian economy. In 2013-14, IGC Liberia conducted a research study in response to demand from the Ministry of Commerce and Industry, into the welfare and revenue effects of Liberia's adoption of the ECOWAS common external tariff (CET). This work was well-received by the government and they requested further analysis to understand the implications of additional mechanisms that will affect the transition path towards the CET.

This project modelled the strategies Liberia can employ as it adjusts to the ECOWAS CET through the use of transitioning taxes. It updates the earlier analysis using 2013 customs data, raises issues of clarification that are not addressed in the ECOWAS regulations, describes Liberia's tariff structure in relation to the adopted CET, and outlines options the government can pursue when applying for temporary adjustment measures.

The research found that adopting the CET will effectively double the de facto import tax. Tariff revenues are projected to rise by 41.7%, and welfare would be reduced by 2.1% of the value of imports in 2013. The researchers propose two approaches to the selection of tariff lines that would benefit from easing into the CET, rather than immediate adoption. These approaches are 'symmetric' and 'development', and recommend that the government proceeds transparently largely in line with the symmetric approach, in order to avoid accusations of picking winners.

Analysis requested by Ministry of Commerce and Industry. Confirmation from Assistant Minister that the results are currently being used to provide technical guidance for WTO tariff negotiations.

Liberia, State, 51204, Eric Werker, Nadia Hasham

Impact rating: 3 [Link to webpage](#)

Economics of Ebola Initiative

In brief...

- The recent outbreak of Ebola in West Africa has generated intense debate about public health but attention is now turning to its economic consequences
- The IGC is supporting the Liberian Government and its development partners by providing credible data to ensure that policy responses are evidence-based
- 4 research projects in Liberia have been successfully initiated and are ongoing, and a policy engagement manager has been recruited to facilitate more policy engagement
- Results have been shared with international organisations and government officials, all of whom have shown interest in follow-up work by the IGC

Most of the estimates of the economic impact of Ebola have either been anecdotal or have depended upon unreliable sources, making an effective and informed policy response very difficult. The IGC's Economics of Ebola initiative aims to support the Government of Liberia and their development partners by producing and disseminating credible demand-driven research, data, and analysis to ensure that policy responses are evidence based and that corrective actions are effective and well-targeted.

In response to the lack of systematic evidence, the IGC launched a specialised call for proposals to fund and match researchers with evolving policy demands and to feed emergent findings into the regional policy debate. The projects funded in Liberia, and supported by the recruitment of a Policy Engagement Manager, are assessing the firm-level impact of the crisis, the socio-economic outcomes in Monrovia, effects on trust in state capacities, the impact on Monrovia living in absolute poverty, and the impact on the public's healthcare-seeking behaviour.

The research projects are still ongoing, but already point to a number of results. These results indicate that the impact of the crisis on economic activity has been large and that Monrovia has been disproportionately affected. Outside Monrovia, there is not much evidence that the incidence of the virus is correlated with its economic impact.

Results have been shared with international organisations and government officials, all of whom have shown interest in follow-up work by the IGC.

Liberia, Energy, 51113, Eric Werker, Joseph Bell

Impact rating: 3

Designing a strategy for resource revenue management in Liberia

In brief...

- Natural resource revenue can fund the human and physical capital that Liberia needs to grow and develop
- Drafts of the petroleum law were highly uncertain and earlier IGC researchers put forward suggestions to sharpen the regulations
- The authors proposed extending the discussion around petroleum revenue to include mining revenues and therefore broaden its scope to natural resource revenue management as a whole
- The Legal Advisor to the President has been in regular contact regarding when to move forward with the proposal, and the Minister of Finance has read and internalized the work

Natural resource revenue, especially from large oil finds and/or iron ore mining operations, can fund the human and physical capital that Liberia needs to grow and develop. Avoiding the resource curse affecting many countries requires careful management and investment of the revenues from resources. As Liberia implements new laws to manage these resources, guidance on how to structure the relevant funds and institutions can have a potentially huge payoff.

In spite of the large uncertainties around revenues from natural resources, several key principles were outlined which should be reflected in laws drawn up.

The IGC researchers suggest that a highly transparent savings fund and spending mechanism, with primary investment in human capital and infrastructure, would be an excellent alternative for resource revenue management. Expenditure should be smoothed to account for volatility while disbursing funds in accordance with the absorptive capacity of the Liberian economy. The fund should have a 'locked box' structure, with a delegated and varied management structure, and be managed conservatively to maintain principal.

The Legal Advisor to the President has been in regular contact regarding when to move forward with the proposal, and the Minister of Finance has read and internalized the work.

Mozambique, Firms, 36104, John Sutton

Impact rating: 3 [Link to webpage](#)

Developing a Local Content Unit for Mozambique

In brief...

- Mozambique's gas reserves have the potential to transform the country into one of the world's top energy exporters
- The challenge now is to generate local jobs as the gas industry grows and matures
- The report proposes the creation of a 'Local Content Unit' within the relevant Ministry
- The government is currently assessing the scope for implementation of a Local Content Unit

Mozambique's vast gas reserves have the potential to transform the country into one of the world's top energy exporters. The challenge now is to understand how local jobs can be generated as the gas industry grows and matures to ensure that the industry contributes to inclusive economic growth.

In order to address this challenge, the study recommends the establishment of a well-organized and effective Local Content Unit. In acting with and on behalf of the relevant government minister, a Local Content Unit can engage in an ongoing dialogue with lead multinational corporations (MNCs) and their first tier international suppliers, in order to arrive at a pattern of involvement by local firms that is feasible, practical and achievable over an agreed timescale. A Local Content Unit is an alternative to local content rules, which are often ineffective. Indeed, these rules are too easily circumvented, and may generate an unfortunate bias in the supplier base towards those activities that contribute little to the development of the host country's industrial capabilities. In comparison, a well-informed Local Content Unit that enjoys the full support of the relevant government ministry to which it is attached, and the backing of the relevant ministers, can achieve the kind of broad-based involvement of local companies that will maximize the long-term benefit to the Mozambican economy.

This study suggests there is an opportunity to set up such a Unit within government, thereby shaping the dialogue between the government and the MNCs in respect to the ways in which domestic firms will be integrated into the industry supply chain. If the process is well managed, the offshore gas industry can open the door to expanding and deepening Mozambican industries. A Local Content Unit would help develop the capabilities of Mozambican firms, improve the quality of their outputs, and create sustainable, high-quality jobs.

The government is currently assessing the scope for implementation of a Local Content Unit.

Mozambique, Cities, 36112, Vasco Nhabinde, Rogerio Quintella

Impact rating: 3 [Link to webpage](#)

Construction and building materials industries in Mozambique

In brief...

- Mozambique's construction sector has one of the strongest growth outlooks across Sub-Saharan Africa
- However, there are several significant barriers to the development of the construction industry in the country
- Researchers suggest the establishment of an Inter-ministerial Forum of the Construction Industry
- The Ministry of Public Works and Housing (MOPH) provided detailed comments on the proposal and will consider including some of the recommendations in next year's workplan

Mozambique's construction sector has one of the strongest growth outlooks across Sub-Saharan Africa. Today, the industry is driven by the huge investments pledged to infrastructure improvements that are designed to support the country's rapidly developing oil and gas and mining sectors.

However, there are several significant barriers to the development of the construction industry in the country. First, there is a lack of coordination and information failures among institutional and private players. Second, the workforce is not sufficiently qualified and management practices are poor. Third, there is low demand for construction services.

The IGC built on its previous work and support to the MOPH to elaborate a detailed sector policy, including the identification and forms of articulation of key areas of intervention, characterization, mapping and inventory of the value chain of the construction industry. The report suggests various policy strategies to overcome these barriers, including the establishment of an Inter-ministerial Forum of the Construction Industry.

The recommendations are being used by the Ministry of Public Housing (MOPH) to inform their workplan.

Mozambique, Firms, 36108, Renata Lemos, Nick Bloom, John Van Reenen

Impact rating: 3 [Link to webpage](#)

Management practices in the manufacturing sector in Mozambique

In brief...

- Poor management practices hamper the ability to innovate and react to new challenges and opportunities
- Mozambican firms are ranked last in terms of management practices
- The researchers used an interview-based evaluation to assess management quality of 108 Mozambican manufacturing firms
- IPEME, the national institute for Small and Medium Enterprises (SMEs), have expressed interest in setting up a pilot project focusing on management practices in the construction sector

Poor management practices hamper the ability to innovate, exploit new technologies and react to new challenges and opportunities. Among other countries surveyed, Mozambican firms are ranked last in terms of management practices.

This project undertook the first rigorous empirical analysis of the determinants of management practices and aimed to explain how management practices compare in Mozambique versus other African countries and other middle and high-income countries. The researchers used an interview-based evaluation tool that defines and scores a set of 18 basic management practices from 1 (“worst practice”) to 5 (“best practice”) to assess the management quality of 108 Mozambican manufacturing firms.

The research found Mozambique to be at the bottom of the management index. Badly-managed firms seem to co-exist with well managed firms, dragging down the country’s average management scores. Management practices in Mozambique appear to vary widely. Two factors appear to be determining the low management quality in Mozambican firms: the presence of high informational barriers, and low workforce skills.

The institute for SMEs in Mozambique, IPEME, expressed interest in setting up a pilot project focusing on management practices in the construction sector.

Mozambique, State, 36205, Novella Maugeri

Impact rating: 3

Capacity-building and macro modelling with the DNEAP macro team

In brief...

- Producing reliable macro-economic forecasts is crucial to a government's ability to plan for the future
- Mozambique's government has often used 'political targets' as actual economic forecasts but now wants to adopt a more rigorous approach
- Improving the National Directorate for Studies and Policy Analysis' (DNEAP) models and staff skills will increase the quality of the documents they produce
- By improving the quality of the evidence used by the Mozambican government for policy decisions, this project is forecast to have a medium/long-term impact on policymaking in Mozambique

Producing reliable macro-economic forecasts is crucial to a government's ability to plan for the future. The government of Mozambique has often used 'political targets' as actual economic forecasts but now wants to adopt a more rigorous approach. In order to achieve enhanced rigor, DNEAP requires better models and more technical skills.

To address this requirement, Vasco Nhabinde, Director of DNEAP, requested that IGC Country Economist Novella Maugeri's utilise her expertise in this area to deliver a one month course to DNEAP's technical staff.

The course provided by Novella Maugeri covered four areas fundamental to improving the capacity of DNEAP staff, namely 1) Basic time-series econometrics; 2) Basic forecasting techniques; 3) E-views software: basic usage and programme; 4) practical applications to Mozambique using E-views. In addition to staff training, Novella used E-views to improve the flexibility of DNEAP's forecasting models, allowing DNEAP to produce better quality forecasts and studies.

Novella Maugeri has provided training to DNEAP staff to improve their use of macroeconomic techniques when producing analysis. She also refined some of their macroeconomic models.

Myanmar, Energy, Thet Aung Lynn, Mari Oye

Impact rating: 3

Natural resources and subnational governments in Myanmar

In brief...

- Natural resources account for about 40% of Myanmar's export revenue
- In spite of its mineral wealth, Myanmar is one of the least developed nations in the world
- The study suggests a number of policies to foster a more efficient and decentralised governance system
- The President's Office requested 120 additional copies of the report for staff and for the Defence Services Academy

Natural resources account for about 40% of Myanmar's export revenue. In spite of its mineral wealth, Myanmar is one of the least developed nations in the world. Natural resource management and revenue collection has long been a contentious issue in the country's numerous ethnic conflicts. IGC Myanmar, together with its partners (the Myanmar Development Resource Institute – Centre for Economic and Social Development and the Asia Foundation), was asked by a number of national and subnational policymakers to produce an evidence-based analysis of options for the decentralisation of natural resource management and revenue sharing arrangements.

Researchers conducted 40 semi-structured interviews with staff from Ministries and Parliament and members of the Public Administration and Subnational Governments. Additional in-depth interviews were carried out with key stakeholders in Yangon. In addition to semi-structured interviews, researchers conducted a desk review of natural resource governance in Myanmar and analysed recent media coverage in the English and Myanmar-language press regarding the subnational government and the extractive industries. Lastly, the team met with private sector energy specialists and business associations in the mining industry and visited several mining sites.

The study found important informational gaps that hamper stakeholders' capacity to make informed decisions and suggested a number of preliminary policies that could foster a more efficient and decentralised governance system.

The report was shared among a very broad audience and well received by stakeholders within the government. A Member of Parliament asked for the paper to be re-printed and shared even more broadly.

Myanmar, Firms, Andrea Smurra

Impact rating: 3 **Please note this is confidential**

SME development: Issues and actions

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Myanmar, State, Mari Oye

Impact rating: 3

Gemstone taxation in Myanmar

In brief...

- Natural resources account for about 40% of Myanmar's export revenue
- Decades of economic mismanagement have resulted in a system that generates high degrees of lost revenues
- The biggest challenges lie in the implementation of fiscal measures, including valuation and extractive companies' financial practices
- This policy brief was reviewed by the Ministry of Mines and Ministry of Gems Enterprises and informed the law-drafting process

Natural Resources are the single most important source of revenue in Myanmar. Decades of economic mismanagement, as well as interconnections between the military, crony companies and the executive resulted in a system that generates high degrees of lost revenues. With the country engaged in the accession process for the industry standard setting body, the Extractive Industries Transparency Initiative (EITI), the inadequacy of the fiscal regime for minerals has become apparent and policymakers have shown a renewed interest in reforming this sector. For this reason, the Ministry of Mining and the Ministry of Gems Enterprises requested (through the intermediation of the EITI office) that the Myanmar Development Resource Institute – Centre for Economic and Social Development, working with IGC Myanmar and the International Senior Lawyers Project, deliver a policy brief detailing options to improve the system and fiscal measures contained in the draft Gemstone Law.

The policy brief focused on three aspects: 1) the allocation of responsibilities among institutions and legal instruments; 2) best practices and case studies and; 3) implementation and quick actions. As the project had a very tight deadline, the principal investigator reviewed existing legal documents, carried out a thorough desk review and connected with experts through the IGC and NRGi networks.

The study found that the Gemstone Law should not interfere or overlap with other tax provisions. Moreover, the most effective systems tend to also be the simplest. Particular attention should be devoted to implementation, especially in terms of valuation, regulation of related party transaction, and thin capitalisation.

The brief is being used to inform the government's Gemstone Taxation Law.

Pakistan, Inclusive Growth, 37202, Ali Hasanain, Sajid Siddique

Impact rating: 4 **Please note this is confidential**

Sector plans for Punjab Growth Strategy and MTDF 2018 – Agriculture and health

Pakistan, Inclusive Growth, 37203, Faisal Fareed, Nazish Afraz, Sehryr Anis

Impact rating: 4 **Please note this is confidential**

Sector plans for Punjab Growth Strategy and MTDF 2018 – Urban development, industries and skills

Pakistan, State, 37201, Jeffrey Hammer, Uzma Afzal

Impact rating: 3 [Link to webpage](#)

Analysing Punjab data to support policymaking for public health and sanitation

In brief...

- Access to drinking water and sanitation directly impacts public health outcomes
- There has been much data collection but little has been usable for policy analysis
- IGC researchers conducted a rigorous data analysis based on the Demographic, Health and Multiple Indicator Cluster Surveys
- The Government of Punjab has asked the IGC to contribute to Health Sector Roadmap and to improve official data repositories

Access to drinking water and sanitation directly impacts public health outcomes and the effectiveness of public spending on health. There has been much data collection sponsored by UNICEF and USAID but little that has been usable for policy analysis.

Researchers took available population-based surveys to determine the main correlates of health, particularly those that can be influenced by policy. Height, weight and mortality rates of children are used as indicators of health.

The study concluded that a family's economic status and the education level of the mother are by far the most important determinants of health. Further, the effect of peoples' economic status on the health of their children appears to be increasing over time. Consequently, an important role for government is to mitigate inequities in income on other dimensions of wellbeing. Beyond these results, there is little that is completely certain concerning the established population-based surveys used by the Punjab government. None of these surveys are adequate for answering essential policy questions. Getting more precise evidence on the role of public intervention on health is of the utmost priority.

The findings are now informing the health roadmap of the provincial government.

Pakistan, Firms, 37211, Ijaz Nabi, Naved Hamid

Impact rating: 3 [Link to webpage](#)

Phase II – Research on the garments industry in Pakistan

In brief...

- The textile industry is central to Pakistan's economy
- Phase II of this project is a result of strong stakeholder demand following findings of Phase I
- Researchers will expand firm coverage to Sialkot and enhance it further in Faisalabad by using a revised questionnaire to focus on what is now known to be important for further policy action
- Based on this research, an apparel park has been developed close to Lahore and GSP+ status has been attained

The IGC has come to play a strong role in developing a strategy for improving the garments sector in Punjab. Phase II of this projects is a result of strong stakeholder demand following findings of Phase I. Following a grant from the GSP Plus status to Pakistan there is also a need to develop the next generation of policy recommendations aimed at accelerating productivity growth and the move to higher value garments manufacturing.

Continuing the same methodology as employed previously, IGC will conduct semi-structured interviews, based on a revised questionnaire, with randomly selected firms based in Sialkot and Faisalabad, Punjab. The team will also revisit some old firms to probe further on specific issues (e.g. the impact of GSP Plus status, the role of international collaborations, the barriers to relocating to proposed garments city, mapping paths to higher productivity). Researchers will also document most recent developments that have taken place in garnering government support for this sector, and steps being taken by the Punjab government to improve the performance of garments manufacturing which can be replicated by other provinces.

The recommendations from this project have now been formally adopted by the Government.

Pakistan, Inclusive Growth, 37210, Ijaz Nabi, Naved Hamid, Ali Cheema, Turab Hussain, Azam Chaudhry, Ali Hasanain, Nazish Afraz, Anjum Nasim, Farooq Naseer, Zeba Sathar, Sohaib Athar, Hina Shaikh

Impact rating: 4 [Link to webpage](#)

Development of Punjab Growth Strategy 2018

In brief...

- Punjab has been suffering from low rates of economic growth for the past few years
- The province needs to grow rapidly to provide enough jobs for its increasing labour force
- The Chief Minister asked IGC to help develop a growth strategy for the province
- The strategy has now been adopted by the Government as its official Growth Strategy

Like the rest of Pakistan, Punjab has been suffering from low rates of economic growth for the past few years. Due to a rapidly increasing labour force, especially young people, the province needs to grow at a much faster rate every year to provide enough jobs, especially of a good quality, to these young people entering the job market.

IGC experts worked closely with the Government, particularly the Chairman of the Planning and Development Board, in identifying areas of policy reform and investment that will lead to higher rates of economic growth, job creation and human capital development. The output of this project is a Growth Strategy document that covers various sectors.

The researchers identified a number of growth-enhancing policy interventions and investment projects for the province, including: 1) catalysing Punjab's GDP growth based on improvements in productivity of resources and better functioning urban clusters; 2) private sector-led economic growth that will require a revival of investment by the private sector; 3) employment-intensive economic growth that will require a focus on employment generation by revival of employment-intensive sectors and the creation of quality jobs by addressing critical gaps in human capital; 4) export buoyancy to be driven by a focus on export-oriented economic growth; 5) complete social sector coverage to be embedded in quality provision of education, healthcare and social protection for the poor and vulnerable; and 6) effective security through improved governance and law & order.

The recommendations from this project have now been formally adopted by the Government.

Pakistan, State, 37209, Masooma Habib

Impact rating: 3 [Link to webpage](#)

Study on teachers and administrative cadre incentives in Khyber Pakhtunkhwa

In brief...

- Teacher absenteeism has a strong impact on student performance both in terms of learning outcomes and enrolment
- Researchers used both qualitative and quantitative data to map the impact of teaching absenteeism on education outcomes
- Focusing incentives on very low performing areas to lower teacher absence and improve student learning is likely to bring about positive results
- The Secretary of Education has requested a Memorandum of Understanding (MOU) with IGC to continue this work and has requested a follow-up study

Teacher absenteeism has a strong impact on student performance both in terms of learning outcomes and enrolment. This project analysed incentive schemes for teachers at primary and secondary levels in Khyber Pakhtunkhwa and their alignment to outcomes.

IGC researchers assessed school performance in Khyber Pakhtunkhwa utilizing Independent Monitoring Unit (IMU) data. Focus group discussions with representative Khyber Pakhtunkhwa teachers and administrators are conducted to seek explanations of variation in school performance going beyond the IMU data and identifying incentives that could potentially improve education performance.

The study found that focusing on very low performing areas with an emphasis on incentives to lower teacher absence and improve student learning is likely to bring about positive results. Investing in infrastructure alone is not adequate and needs to be combined with lower teacher absenteeism and improved learning. Consistent broader legislation aligned to improved incentives coupled with stronger leadership and autonomy at the school level would help to improve student and teacher outcomes. The administrative system also needs to be fairer when assessing teachers and students to be taken seriously and to make the effort required for good learning results.

The Secretary Education wants to sign an MOU with IGC to continue work on this. They also want a follow up project to use a new data set on government and private schools available to the government.

Pakistan, Inclusive Growth, 37109, Multiple Authors

Impact rating: 4 [Link to webpage](#)

Khyber Pakhtunkhwa's economic strategy

In brief...

- Khyber Pakhtunkhwa has the 3rd largest provincial economy in Pakistan but its growth has been poor
- The regional government needed a strategy to put the economy on the path to growth
- The researchers found that remittances, regional trade, and emerging urban expansion provide ideal engines for growth
- The provincial government has used the framework developed in this study to put together the official Integrated Development Strategy

Khyber Pakhtunkhwa has the 3rd largest provincial economy in Pakistan but its growth has been relatively poor. The new government asked the IGC to conduct a study that would double as a strategy for economic growth in the region.

The purpose of this study was to first provide a fact-based picture of the provincial economy (as there are currently no official estimates of the size of the economy) and, based on this, to propose a policy framework to spur economic growth.

The IGC report identified the policies that would generate the best growth for Khyber Pakhtunkhwa, with the caveat that the province is still not entirely the master of its own fate. Key policy areas that impact critically on the private sector in the province — such as monetary and fiscal policies, law and order, and the overall macro economy — lie mostly within the domain of the federal government. The researchers found that Khyber Pakhtunkhwa has 4 possible paths to growth available: 1) increased transfers from federal government; 2) urban agglomeration; 3) regional trade and; 4) remittances from abroad. The provincial government needs to attract investment in industry, construction, agriculture, livestock, mining and tourism through private sector-friendly policies. The report also suggests there is a need to improve the general business environment in the province, which can be done through public investments in energy, transport and the rule of law. The report notes that growth alone will not benefit the ordinary citizens of the province unless there is an effort to promote inclusivity through investment in skills development, education and health.

The recommendations from this project have now been formally adopted by the Government.

Pakistan, State, 37120, Michael Callen, Yasir Khan

Impact rating: 3 [Link to webpage](#)

Using preference parameter estimates to optimize public sector wage contracts: A field study in Pakistan

In brief...

- Polio is a major problem in Pakistan with more than 300 confirmed cases reported in 2014
- Weak monitoring and flat incentive structures are key reasons for the dismal quality of public vaccination campaigns
- This study uses mobile based monitoring and bonuses to improve performance of polio eradication campaign workers
- The project was implemented in partnership with the office of Commissioner Lahore who has expressed interest in testing the innovations on a larger scale

Polio is a major problem in Pakistan with more than 300 confirmed cases in 2014. Weak monitoring and flat incentive structures are key reasons for the dismal quality of public vaccination campaigns. Under the current immunisation system, records of vaccination coverage remain unreliable. Vaccinators use paper-based records and are typically assigned an overly ambitious number of vaccinations to complete. Consequently, it is generally accepted that vaccinators will miss their targets, but under-report their performance failures because results are difficult to verify.

This project used lessons from a previous project funded by IGC which used ICT technologies to improve monitoring of health facilities. The new project designed a mobile phone-based monitoring system for the polio eradication staff working with the District Health Department in Lahore. The workers were asked to set targets for themselves within a given range. They were required to set the targets for the first two days of the campaign and if they achieved their daily targets they would qualify for a bonus, which doubled their earnings from the campaign.

The research team found that it is nearly impossible for third-party auditors to verify the total number of vaccinations performed by a worker, based on the paper-based form. They also found that monetary incentives result in extra effort from the worker, which is reflected in the increased number of vaccinations. The results from behavioural experiments suggest that tailored contracts help in reducing procrastination, which is a major issue in the public service delivery.

Findings from the study were shared in high level meetings with Commissioner Lahore Division and DCO Lahore City. The government has expressed interest in follow up of the study.

Pakistan, State, 37204, Ehsan Choudhri, Hamza Malik

Impact rating: 3 [Link to webpage](#)

Monetary policy effectiveness in inflation control and stabilization

In brief...

- Stable macroeconomic conditions are a major prerequisite for sustainable economic growth
- The State Bank of Pakistan is concerned that analyses using Vector Auto Regression model suggest inflation and output do not respond to monetary shocks
- Researchers are working closely with the monetary policy and research departments at the State Bank of Pakistan to examine the issue
- The findings are being used by the State Bank in monetary policy forecasting

Stable macroeconomic conditions are a major prerequisite for sustainable economic growth. Monetary policy plays an important role in advanced countries in controlling inflation and stabilizing economic activity. Foreign exchange and credit markets in these countries represent important channels for the transmission of monetary policy effects. In Pakistan, credit markets are less developed and international capital flows are less dominant in the foreign exchange market. The State Bank of Pakistan is concerned that their current modelling system does not respond adequately to monetary shocks.

This project is a continuation of the collaborative work between the State Bank of Pakistan and Professor Ehsan Choudhri to develop a Dynamic Stochastic General Equilibrium (DSGE) Model for the State Bank of Pakistan. The previous project, which extended the DSGE model to include credit and foreign exchange markets, showed that these markets do not function in the same way as markets in developed countries.

The previous project showed that the presence of these frictions reduces the effectiveness of monetary policy, but it did not examine whether the effectiveness is sufficiently reduced to explain the empirical results. To explore this issue, the present project is using stochastic simulation of a DSGE model incorporating these factors to generate artificial series for key macroeconomic variables and estimate value at risks (VARs) based on these series. Once complete the project will be able to show with certainty if the underdevelopment of the credit and foreign exchange markets is indeed the reason behind ineffectiveness of monetary policy in Pakistan.

The IGC's recommendations are being used by the State Bank in monetary policy forecasting.

Rwanda, State, 38118, Zeitlin, Eissa

Impact rating: 4 [Link to webpage](#)

Evaluation of electronic billing machines: Effectiveness of tax administration

In brief...

- Increasing domestic revenues is key to reducing reliance on aid but VAT collection in Rwanda have slowed recently
- This study investigated the whether new Electronic Billing Machines (EBMs) could increase VAT receipts
- The study finds that (government- mandated) EBM usage increases VAT receipts by on average 5.4%
- The revenue authority are using the study to inform compliance and enforcement activities, and consider the appropriate scope of firms mandated to use EBMs.

IGC Rwanda was asked by the Rwanda Revenue Authority and Ministry of Finance to evaluate the impact of Electronic Billing Machines (EBMs), to help the Government of Rwanda understand if the expense of the machines is a worthwhile investment, how the EBMs can be made optimally cost-effective, and how they will increase revenues.

The researchers analysed VAT payment data, running regression analyses to see patterns of adoption, and the impact of EBMs on receipts to the revenue authority. This was complemented with a small-scale 'mystery shopper' study, where the behaviour of firms with active EBMs was observed to capture compliance, price effects, and reasons for non-compliance.

The study finds that adoption quickly and reached 77.8% of tax-paying firms, but was slowing. The average impact of EBM on firms' VAT payments was estimated at 5.4%. Estimated impacts vary substantially by sector and size. The mystery shopper study found that- at least for low-cost goods in Kigali retail stores- EBM utilization is low, but responsive to consumer requests for formal receipts. Taken together, the findings suggest that future strategies could appropriately be focused on concentrating the expansion of EBM coverage on specific sectors where both adoption rates are low and potential impacts are highest, while building on existing policies to strengthen firms' incentives to report transactions through EBMs.

The study was summarized for the Minister of Finance and delivered in detail to executive management of the RRA, and Chief Economist and Minister MINECOFIN. They reported it was very useful and will influence RRA enforcement strategy. RRA requested that the IGC undertake a more in-depth study to analyse variations in EBM compliance to guide tax auditing and compliance monitoring.

Rwanda, State, 38200, Eric Verhoogen, Beata Javorcik, Mario Chacon, Michele Savini

Impact rating: 3 [Link to webpage](#)

Comments on the draft Investment Incentives Law

In brief...

- The investment incentives law is pivotal to the Rwandan government's aims of boosting FDI
- The IGC was asked to comment on the draft investment incentives law to ensure it was well aligned with international best practice
- The researchers found that the law was strong although some key amendments were suggested
- The comments were read and received by the Minister of Trade and the Chief Economist at the Rwandan Ministry of Finance explicitly acknowledged the IGC's work in a presentation on trade liberalisation

The investment incentives law is pivotal to the Rwandan government's aims of boosting FDI. The CEO of the Rwanda Development Board and the Chief Economist of MINECOFIN (The Ministry of Finance and Economic Planning) made a request for comments on the draft law to ensure that the law was aligned with international best practice, and balanced Rwanda's needs for both improved trade and investment and improved revenues.

4 trade experts reviewed and analysed the government's draft law, highlighting how it might better serve Rwanda's need to improve trade, tax revenues, and effective, sustainable business incentives and signals.

The researchers made several general and specific recommendations to improve the report, namely: more clearly specifying the role of government; making sure certain requirements on investors are not excessively complex; clarifying specific investor requirements; integrating 'sunset clauses'; and giving stronger weight to tax revenue needs in light of the relative import of a strong business environment and low transportation costs over tax incentives.

These notes were requested by and conveyed directly to the Minister and Chief Economist MINECOFIN. The Chief Economist later explicitly acknowledged the IGC's work in a presentation he gave on trade liberalisation at an IMF convened meeting of African tax authorities.

Rwanda, Cities, 38116, Mihaly Kopanyi

Impact rating: 3

Financing the expansion and delivery of urban services

In brief...

- Growing cities have the potential to raise productivity in Rwanda and accelerate reductions in poverty. However, to do so, municipalities will have to raise revenue to finance urban infrastructure and services.
- This paper analyses policy options for increasing municipal revenues to finance urbanisation.
- The researchers recommend changes to the property tax system to ensure that more of the private gains to public improvements are captured.
- The President was briefed on the contents of the note, and requested follow-up on recommendations to reform property transfer fees (these are now being reset). The paper also catalysed a deeper review of property tax and municipal finance from the World Bank and IGC.

Growing cities have the potential to help lift Rwanda out of poverty to prosperity. However, elevated municipal finance will be needed in order to manage Rwanda's the country's rapid urbanisation effectively. The Ministry of Finance and Office of the Presidency asked the IGC to host a conference stimulating discussion of the most important issues for Rwanda's urbanisation. MINECOFIN request that one panel address the challenges of urban financing.

The researchers analysed policy options for the Government of Rwanda to raise much-needed local government revenues to finance successful urbanisation.

The study highlights the relatively 'low hanging fruit' of property taxes, and improved grant and debt-based financing, and also clarifies principles of on- and off-budget financing. Amongst many other issues, it highlights that property values often rise 10-20 fold as cities grow, and that Rwanda's tax rate is about one tenth the typical rate applied internationally, highlighting the potential for private developers to contribute, and for urban development to become partially self-financing.

The World Bank urban mission and the Ministry of Infrastructure both praised the paper and used it in their work; the SPU briefed President Paul Kagame on its contents and noted that he wished to follow up on property transfer tax recommendations (this is now being enacted). This work helped catalyse a deeper review of property taxation and planning (including later IGC work with RRA/MINECOFIN).

Rwanda, State, 38116, Jit Bajpai

Impact rating: 3 [Link to webpage](#)

The role of government in sustaining transport mobility and accessibility in Rwanda

In brief...

- The need to avoid congestion blighting efficiency is the greatest challenge to business development in Rwanda
- Journey times and costs as well as rapid urbanisation pose a significant impediment to business productivity
- IGC researchers suggested a number of ways to improve policies and implementation
- The paper was presented at the March 2014 urbanisation conference, with discussion from key stakeholders. The paper was circulated within MININFRA and MINECOFIN, and the President's Strategy and Policy Unit briefed the President on its contents

Journey times and costs as well as rapid urbanisation and the need to avoid congestion blighting efficiency are the greatest impediment to business development in Rwanda. IGC Rwanda was asked to host a conference on the key issues Rwanda must face in order to urbanise successfully. MINECOFIN (The Ministry of Finance and Economic Planning) requested that one panel address urban transport.

The IGC researchers reviewed planned road sector improvements and recommended how policies and implementation could be reformed to meet ambitious road sector targets.

The study highlights the importance of proper sequencing and synergy-building across priority investments. In Kigali, the researchers recommend optimising the use of existing road capacity through improved traffic engineering and management, in parallel with increasing the reliability and coverage of buses; these measures would establish the proper foundation for the planned bus priority schemes and parking supply management. The researchers recommended compact, mixed-use neighbourhoods with adequate walk and bicycle facilities and suggested how this might be achieved as well as the means to improve prioritisation of more rural road investments through a multi-criteria assessment, and means to improve institutions managing transport by, for example, reducing institutional overlap and ensuring clear lines of accountability.

The President's Strategy and Policy Unit contacted IGC to say the President was interested by the conference, and they briefed him on the contents of this note. The government requested further work in this area, and it is now integrated into the IGC's on-going work on affordable housing in Kigali.

Rwanda, State, 38114, Andrew Zeitlin, Clare Leaver, Pieter Serneels, Sally Murray

Impact rating: 3 [Link to webpage](#)

Public sector performance and motivation

In brief...

- Civil servants' performance contracts ('imihigo') are intended to improve the speed and quality of Rwanda's government programming
- This project analysed the current imihigo system and makes recommendations for its improvement
- The researchers recommended designing performance contracts in light of the 'causal chain' that will deliver the desired output
- The Ministry of Public Service and Labour (MIFOTRA) requested a consultant to help them implement the recommendations. The Strategy and Policy Unit in the Office of the Presidency discussed the paper, leading to a plan for a 'fast track' for the civil service

Civil servants' performance contracts ('imihigo') are intended to improve the speed and quality of Rwanda's government programming, to accelerate progress towards economic goals. However, they are operating below capacity. IGC Rwanda was asked by the Ministry of Public Service and Labour (MIFOTRA) and the Office of the Prime Minister to evaluate the 'imihigo' system. The President also made a public call for the imihigo system to be made more 'scientific' and 'results-based'.

This study contributes to the reform of Rwanda's imihigo system of performance contracts for civil servants by drawing lessons from economic theory and Rwandan and international policy experience. It focuses on the selection of performance metrics for individual civil servants, highlighting how these can avoid gaming, be both fair and incentivising, and contribute optimally to institutional objectives. It touches on questions of grading to a curve, group-based incentives, and integrating performance contracting more deeply into institutional planning processes.

The paper makes a number of recommendations for the improvement of the imihigo system. Some merely imply reformed implementation of imihigo, whereas others would demand more substantial policy revision. They include: optimising risk for employees by contracting against outcomes that are under their control; grading employees to a curve, to prevent grade inflation; avoiding gaming and 'multi-tasking' problems; and more systematically mapping the causal chain needed to produce desired institutional outcomes, using this to derive contracts.

The findings were communicated in person to senior members of the MIFOTRA and SPU teams working on imihigo reform, both of whom gave in-depth comments and analysis and requested follow-up (a follow up has been commissioned).

Rwanda, Firms, 38204, Rocco Macchiavello, Ameet Morjaria

Impact rating: 4 [Link to webpage](#)

Fully washed coffee exports in Rwanda: Market structure and policy implications

In brief...

- By doubling the proportion of coffee exported as fully washed, Rwanda could increase coffee exports by 10-20%
- The study surveyed farmers and washing station owners, to understand constraints to the washed coffee sector
- The researchers suggested a system of value chain financing to relieve finance constraints
- The paper informed the revision of the draft coffee policy, especially by substantiating government arguments for restricting farmers' side-selling of coffee.

Rwanda produces some of the best coffee in the world. This creates the opportunity for Rwanda to increase its exports through value addition. Yet, since 2006, the Rwandan coffee sector has seen a gradual decline in export volumes. Only 30% of coffee is washed at export and yet coffee washing stations operate at little more than 50% capacity. The then CEO of Rwanda's National Agricultural Export Board (NAEB) requested the IGC study the what is restricting the processing of fully washed coffee. NAEB were in regular contact with the researchers, provided staff to undertake the survey and co-hosted the presentation of their findings, implying a strong sustained demand.

The researchers surveyed every coffee washing station in Rwanda, and used a wide range of pre-existing data, to examine the effects of competition on stations, farmers, and coffee, and suggest ways in which the sector could be improved. IGC Rwanda hosted a one-day conference to disseminate the research and to bring in experts from other countries, international buyers, and policy makers.

The researchers found that domestic value added is substantially higher for fully washed coffee, but that Rwanda's fully washed coffee sector faced several (resolvable) constraints: lack of contract enforcement mechanisms, low access to and a high need for access to working capital at the washing station level, poor management practices at washing stations, and few external coffee buyers. In addition, the conference highlighted the need to improve farmer yields, ensure high quality for washed and ordinary coffee, and find new strategies to mitigate risk.

The Government's draft coffee policy reflects many of the issues raised in the study and subsequent comments made by the researchers.

Rwanda, State, Thomas Farole, John Spray

Impact rating: 3

Special Economic Zones (SEZs) in Rwanda

In brief...

- The Rwanda Special Economic Zones (SEZs) is designed to address constraints on private sector growth
- Researchers conducted a review of the current policy and provided recommendations based on international best practice
- The researchers recommended amending subsidies for infrastructure, fiscal incentives, relaxing zone designation and new zoning management
- The brief was read and commented on by the Ministers of Trade and EAC and discussed with IGC country team.

The Rwanda Special Economic Zones (SEZs) is a programme within the Rwanda Development Board that is designed to address constraints on private sector growth. If designed carefully an SEZ policy can alleviate business constraints and attract new investment. The SEZ policy is currently up for review in Rwanda. IGC Rwanda was requested to analyse the government's policies and implementation relating to Special Economic Zones, in advance of a revision of Special Economic Zones (SEZs) policy.

IGC researchers conducted a review of the current SEZs policy and made recommendations on where to adapt the policy based on international best practice.

The researchers found that the current policy was comprehensive and clearly explained. They recommended comparatively minor policy amendments in the form of a more strategic selection of benefits to offer SEZ businesses (short-term fiscal incentives, subsidised energy for a limited period, transport and logistics support), relaxation of zone designation requirements, and involvement local authorities in zone planning and management.

The brief was read and commented on by the Ministers of Trade and EAC, and discussed with the IGC country team.

Rwanda, Cities, 38212, Bob Buckley, Sally Murray

Impact rating: 4 [Link to webpage](#)

Government support for low income housing in Kigali

In brief...

- Affordable housing for the (majority) low income population, will be key to successful urbanisation in Rwanda
- This study analysed the Government's draft Ministerial Instructions regarding government support for low cost housing development
- The researchers made specific recommendations to deliver affordability for occupiers and attractiveness for developers
- The government followed this advice by making rental housing eligible for support, and indicated that they would consider integrating several other pieces of advice

Affordable housing for the (majority) low income population, which is liveable and well-connected to jobs and services, will be key to successful urbanisation in Rwanda. Currently, houses are both expensive and hugely under-supplied. IGC Rwanda was asked by the Rwandan Ministry of Infrastructure (MININFRA) to comment on their draft Ministerial Instructions, to give broad advice on how they could be improved.

The researchers offered broad and specific analysis of the Government's draft Ministerial Instructions. Their comments were based on a close reading of all relevant urbanisation/housing policies and studies for Rwanda, and international best practice. The researchers outlined principles for efficient and effective government support for low-income housing and made specific recommendations to improve guidelines.

The researchers suggested ways to optimise construction costs in line with low income people's willingness to pay and developers' willingness to invest; ways to better support densification and upgrading; and allow rental- not just owner-occupier- housing to be eligible for assistance; clearly distinguishing the roles of co-operatives, developers, and financiers; revising outdated expropriation fees, and upholding the government's right to expropriation where a large estate must be purchased from several individual land-owners; slimming down building codes, reducing the upper limit on plot sizes, and minimising cost-recovery requirements; establishing a budget with clear dispersion rules; and establishing a maximum 5-6 ratio of annual income to house price, to ensure affordability.

MININFRA provided detailed comments on the note, and some recommendations from this project have now been incorporated into the Ministerial Instructions.

Rwanda, State, Linda Calabrese, Sally Murray, Richard Newfarmer

Impact rating: 4

Aid for Trade (AfT) in the EAC (Rwanda Focus)

In brief...

- Trade constraints would be best addressed at the regional level, yet the East African Community (EAC) lacks a strategy to guide regional 'Aid for Trade'
- This project examined what a regional Aid for Trade strategy should do
- The study highlight where the draft strategy falls short and outlines how it could better target its recommendations
- The IGC was the only Rwandan party highlighting a need and areas for revision, and in the end substantial revisions were made, reflecting our advice closely

Trade constraints would be best addressed at the regional level, yet the East African Community (EAC) lacks a strategy to guide regional 'Aid for Trade'. The IGC were asked by the Ministry of the East African Community (MINEAC) to analyse the draft Aid for Trade strategy, giving suggestions for improvements.

The project consisted in a sustained analysis of the East African Community's (EAC) evolving Aid for Trade strategy, as it would affect Rwanda, with three written and two oral submissions of recommendations to improve the strategy based on international lessons, and the demands expressed by the EAC member states.

This study recommends a structure which presents the evidence for flaws in the present system, classifies precise weaknesses and strengths, uses these weaknesses to identify specific improvement targets, and maps a specific and actionable way forwards towards these improvements and an actionable Monitoring and Evaluation (M&E) strategy to monitor effectiveness. It also outlines some of the relative merits of regional versus national projects, and makes specific recommendations to increase the feasibility of the planned M&E pilot.

The recommendations from this project were incorporated into the Government's comments and official position on EAC regional aid for trade strategy.

Rwanda, Firms, 38803, Rocco Macchiavello, Ameet Morjaria

Impact rating: 4 [Link to webpage](#)

Coffee Conference

In brief...

- By doubling the proportion of coffee exported as fully washed, Rwanda could increase coffee exports by 10-20%
- This event was held in response to a government request made in an earlier IGC event
- The event brought together key policymakers in an attempt to validate the government's draft coffee strategy
- The event generated eight recommended actions which the Government has agreed to and which are now being incorporated into the draft coffee strategy

Rwanda produces some of the best coffee in the world. This creates the opportunity for Rwanda to increase its exports through value addition. Yet, since 2006, the Rwandan coffee sector has seen a gradual decline in export volumes. Only 30% of coffee is washed at export and coffee washing stations operate at little more than 50% capacity.

Following completed work by the IGC in the coffee washing sector, The Ministry of Agriculture and Animal Resources (MINAGRI) requested that the IGC bring together key stakeholders to discuss findings of the research project and validate the government's draft Coffee Policy. Specifically, the aim of the workshop was to validate the new coffee policy, drawing on existing research and international best practices, and stimulate ideas and recommendations for the coffee strategy going forward.

More than 80 stakeholders from the coffee industry were brought together in this event. Participants included representative from MINAGRI, NAEB, the Ministry of Trade and Industry, the Ministry of Finance and Economic Planning and outside experts from the EAC, Europe and the USA. The discussion focused on improving trust and contract enforcement between farmers and Coffee Washing Stations, findings strategies for risk mitigation, and conducting a new coffee consensus.

The discussion led to key recommendations which are now being incorporated into the Government's new coffee strategy.

Rwanda, State, 38211, Mihaly Kopanyi

Impact rating: 4 [Link to webpage](#)

Local revenue reform in Rwanda: Property tax

In brief...

- Efficient tax collection is essential to service delivery yet implementing an effective property tax policy remains a challenge for the Rwandan government
- This project analysed Rwanda's draft property tax law, recommending measures to improve both policy and implementation
- Researchers recommended a 'mass valuation' of all properties and a focus on expanding the tax base
- MINECOFIN (The Ministry of Finance and Economic Planning) delayed and revised the draft property tax law following Mihaly Kopanyi's recommendations, particularly to allow for a mass valuation and an improved sensitivity analysis

Efficient tax collection is essential to provide resources for cities to finance urban infrastructure and urban services. Taxation of appreciating real estate values have strong economic efficiency, equity and governance benefits; however, administrative and political costs have prevented property taxes from being used effectively in Rwanda. The Rwandan government expressed a strong interest in IGC advising on the draft property tax law during a Country Director visit in 2014 following on from previous work done by the IGC.

The government's proposed tax system relied on land-owners' self-reporting of the value of their property and land. Using drafts of the law, reports and data describing land and property management and challenges in Rwanda, and in-depth discussions with stakeholders, the researcher evaluated the merits and challenges of the law, and walked the government through potential steps forward.

This study highlights the problems of self-declaration in an underdeveloped market without data to guide any audits. It outlines the relative merits of instead conducting a 'mass valuation' of all properties in Rwanda, to ground tax obligations. The IGC researchers presents options for design of a mass valuation (particularly advocating use of market proxies such as floor area, urban zone, quality of local and on-site infrastructure, building materials, etc.), and evaluates some alternative systems, potential sequencing, and measures for enforcement, appeals, and transparency. The researchers highlighted the importance of involving district authorities, and ways this could be achieved.

The Minister of Finance has indicated his desire to improve property taxes along the lines suggested in the paper. A senior policy-maker in RNRA, which manages the land registry, asked IGC to help enter and analyse data from the land registry and transactions databases, in order to facilitate modelling for tax brackets, and the mass valuation.

Sierra Leone, State, 39200, Rachel Glennerster, Anne Karing, Pankaj Verma

Impact rating: 3 [Link to webpage](#)

Health insurance engagement

In brief...

- Sierra Leone's health sector has significantly under-performed since the end of the civil war
- The Government solicited advice from IGC to help design a social health insurance scheme for the informal sector
- Researchers worked with the Department of Planning and Program Implementation (DPPI) providing input on the design of the insurance plan
- Although the health insurance work has been put on hold, government officials have requested that the IGC use findings from an IGC project in Zambia to inform their policy on community health worker incentives. This request was a direct result of the relationships built through the Health Insurance project

The Sierra Leone government had ambitious plans to provide a national health insurance scheme. The Minister of Health requested assistance from IGC in helping to structure, design and evaluate a health insurance programme as a means of expanding health care coverage.

IGC Sierra Leone has been heavily involved in working with the Department of Planning and Program Implementation (DPPI) at the Ministry of Health and Sanitation (MoHS) in providing technical input into the design of the insurance program as well as helping them design an evaluation program for the proposed social health insurance scheme in Sierra Leone. Prior to the worsening of the Ebola outbreak, the government was embarking on an ambitious scheme to cover the population (outside the formal sector) under a social health insurance scheme.

The IGC team worked with DPPI, mainly through regular participation in its technical committee, on evaluation design, survey instrument, data analysis as well as and comments on the design of the benefit package and administrative issues for program implementation. As part of this ongoing engagement, a trip was planned with key stakeholders to Rwanda to use the Rwandan case as a case study in designing the Sierra Leone initiative, and a large evaluation project was approved for funding but was stalled by the Ebola outbreak. Despite the uncertainty around the project moving forward, IGC staff and researchers helped deliver a report detailing the proposed insurance program and the evaluation to DPPI so that if and when the program comes up again, all the preparatory work has been documented.

Researchers were embedded in the design, implementation and evaluation of the scheme, though it has been delayed by the Ebola crisis. Ongoing discussion of whether insurance is right response post-Ebola in which IGC researchers are involved.

Sierra Leone, State, 39203, Rachel Glennerster, Tavneet Suri, Herbert M'cleod

Impact rating: 4 [Link to webpage](#)

The Economic Impacts of the Ebola Crisis

In brief...

- The Ebola crisis represents the most significant setback to Sierra Leone's economic development since the civil war
- There has been lack of grounded micro-evidence about the economic impact of the crisis on agricultural markets
- There is little evidence of the cordons affecting food security or prices, but there are significant falls in the number of traders
- The findings have been widely disseminated and are being directly used in the Government's Ebola Recovery Strategy

Even in non-crisis years, food security is a persistent problem in Sierra Leone. As the Ebola crisis began to unveil, it became apparent that there was a need for micro-evidence about how prices and quantities of available food were varying across the areas hit hardest by the crisis. The IGC was able to re-activate a pre-existing phone network of agricultural markets from a 2012 survey to understand how market dynamics had been affected.

The researchers partnered with Innovations for Poverty Action (IPA) to survey over 150 markets throughout Sierra Leone three times in late 2014 using a phone-based survey instrument. They looked at a range of agricultural products, seeking to evaluate the impact of the crisis on prices and quantities, and particularly at how the cordoned regions (Kenema and Kailahun) related to non-cordon regions. They aimed to understand how transport disruptions were affecting the markets, and particularly to pinpoint outliers where more aid was needed.

Despite widespread press reports of skyrocketing food prices, the research found that average prices for domestic and imported rice, cassava and palm oil in markets have followed a remarkably similar pattern to previous years. However, for certain products the number of traders active in markets has severely decreased, particularly in nonfarm household enterprises which have been worst hit. In addition, there are a few markets where prices are substantially higher than average, and there are more of these in 2014 than in previous years. The challenge for those responding to Ebola is identifying how to effectively target aid to areas that have been impacted by transport restrictions and are facing higher food prices, without flooding the market and causing prices to drop.

The findings have been widely disseminated and are being directly used in the Government's Ebola Recovery Strategy.

South Sudan, State, 52803, Nada Eissa

Impact rating: 3 [Link to webpage](#)

Fiscal Decentralisation

In brief.....

- Overly centralised spending can create inter-regional tensions and inhibit an efficient allocation of government services
- This report is a response to government interest in understanding the introduction of fiscal federalism and how it could contribute to stability and prosperity
- The report found that there was scope for a more efficient allocation of resources across districts that may also reduce tensions
- The Deputy Minister of Finance requested a continuation of the research to clarify the impact of possible scenarios

Centralized spending and inappropriate rules for distributing revenues to sub-national levels of government can aggravate inter-regional and ethnic tensions. South Sudan has seen lively debate about the potential for fiscal decentralisation as a way for different communities to have greater authority and control, and so reduce inter-regional frictions. The government recognises the frustration and discontent that can result from centralised spending and has requested support from the IGC in understanding the role that fiscal federalism could play in promoting stability and regional prosperity. IGC South Sudan responded to government interest by highlighting core issues in the debate and focusing the debate on some of the more key areas. The report also provided support in some technical aspects of fiscal decentralisation.

The project surveyed the literature and identified key issues for South Sudan to consider in the move to a more efficient and politically cohesive decentralised model, primarily how to structure transfers and revenue collection, and how to implement this effectively with limited capacity at the local level. The report also identified areas in which decentralisation could be most effectively implemented and highlighted how the context in South Sudan affects 'standard understandings' of the process of fiscal decentralisation, such as the risk of efficiency gains being outweighed by a low capacity environment, especially at the local level.

The report found that fiscal decentralisation carries the opportunity to allow for a more efficient allocation of resources across districts with heterogeneous preferences. It also allows for the opportunity to create district-level ownership and capacities. The report suggested that the government should consider how fiscal decentralisation pairs with revenue collection from the district-level and highlighted this as a potential avenue for reform. The report also warned that fiscal decentralisation will not be a panacea for many of the problems which motivate the government's interest, many of them being political.

A continuation of the research agenda to clarify the impact of possible scenarios was requested by Ministers.

South Sudan, State, 52804, Barbara Nunberg

Impact rating: 3

Civil Service Reform Dynamics

In brief.....

- An oversized public sector constrains efficiency and growth
- Though challenging, reducing the public sector is an opportunity for a healthier economy
- Government needs a strategy to reduce and improve its civil service for better growth
- The study increased awareness of the issue and led to requests for follow-up studies

South Sudan has an enormous public employment and aggregate wage bill which consumes most government resources and inhibits dynamism in the economy. The aggregate wage bill in South Sudan is above average for comparable countries when they were in similar situations. Maintaining such a bill may well prove unsustainable, and will certainly crowd out other growth. Reducing the size of the public sector and increasing efficiency are crucial to providing more and better services and public goods and freeing up labour which together can enable better growth.

The presentation reviewed existing theory and examined empirical evidence and experience from other countries which have faced similar problems and undertaken reforms. Broadly, the project explored the key dynamics involved in civil service reform and why and how reform can lead to better growth. It then sought to apply this to South Sudan's current situation, identify where the largest opportunities are for reform, the most appropriate sequencing, as well as the potential bottle-necks and challenges.

The presentation identified several avenues for South Sudan to consider in implementing fiscal federalism. Involuntary redundancy, for example, would retain skills and allow for room to increase wages based on performance, thereby creating an incentive for improved performance. Biometric IDs should be employed to reduce waste and fraud. Donor support should be explored for these, especially involuntary redundancy. While the largest government departments should be targeted, the government should also consider the security sector. There are several challenges with implementation that the government should be aware of, primarily political push-back and how to create buy-in. One option for security sector reform could be demobilisation programmes to keep the government wage bill down while preserving the peace and political cohesion, but managing expectations and creating support will be a substantial challenge.

The government requested follow-up studies on the basis of this discussion, and the IGC has prepared a paper to be circulated in April.

Tanzania, Energy, 40201, John Sutton

Impact rating: 4 [Link to webpage](#)

Gains from the natural gas: Local Content and Tanzania's industrial development

In brief...

- An estimated 45-55 trillion cubic feet of natural gas fields have been discovered in Tanzania since 2010
- Translating this natural resource wealth into growth and employment is a key challenge for the government
- This lecture emphasised how the natural gas boom could facilitate an expansion of industrial activities
- The presentation was well-received and a Local Content Unit has been set up by Tanzanian Authorities

Major exploration of the Indian Ocean Basin around Tanzania has uncovered enormously important gas fields offshore and Tanzania now ranks 28th in international rankings of discovered reserves. It is popularly believed that this new resource will bring enormous economic benefits to Tanzanian citizens. The Government of Tanzania faces the challenge of ensuring that the country's extractive industry translates into real job creation and growth for local people.

IGC's John Sutton was invited by the Bank of Tanzania to be the guest lecturer for the 7th Gilman Rutihinda Memorial Lecture. Building on his work on the Enterprise Map of Tanzania, this presentation centred on the potential to integrate Tanzanian firms into the industry supply chain and subsequently expand upstream and downstream sectors of the Tanzanian offshore gas industry.

After the lecture, Professor Sutton met with a variety of stakeholders, including the government-appointed taskforce to discuss the proposals in more detail. He advised the establishment of a Local Content Unit to help identify and recruit local firms that could serve as sub-contractors and suppliers in the industry supply chain. To take advantage of the gas industry's potential to generate broader sector growth and employment, Professor Sutton advocated that authorities immediately initiate discussions with offshore gas multinationals to identify sectors that could supply the multinationals' needs and demands. He also suggested the establishment of an Enterprise Development Centre which would train these companies to bring their services and practices up to international standards. Professor Sutton also recommended that partner multinational corporations identify qualified Tanzanians as part of a shadow programme to develop a cohort of Tanzanians with expertise on international sub-contracting practices.

Some of the recommendations from this project have now been formally adopted by the Government.

Tanzania, Firms, 40207, John Sutton

Impact rating: 4. **Please note that this work is confidential.**

Investment promotion in Tanzania

Uganda, State, 43116, Ben Langford, Christine Asiiimwe

Impact rating: 4 [Link to webpage](#)

Options for financing priority development projects for macroeconomic stability

In brief...

- Domestic debt management is a key pillar of macroeconomic stability
- This research explores how much domestic debt Uganda can reasonably raise
- Researchers found 2.0% of GDP per annum on average to be a prudent debt issuance level
- The findings have been included in the Public Finance Management Act which, as a result of IGC research, contains a clause on central bank financing. The Act has been signed into law and has been implemented

Domestic debt management is a key pillar of macroeconomic stability. This project links to previous IGC work on macroeconomic management by Peter Montiel, and was run in partnership with the Ministry of Finance, Planning and Economic Development (through its ODI Fellow Ben Langford, now of IGC Tanzania) and the Bank of Uganda (as represented by Christine Asiiimwe).

This project uses comparative evidence from other countries in the region, reviews the relevant literature on debt policy for low income countries, and draws on debt sustainability analysis. The research considers both theoretical and empirically observed benchmarks, drawing on both to establish an upper bound for domestic debt issuance.

Domestic debt levels in Uganda were found to be at a manageable level, and a moderate increase in issuance was found to be feasible. A cost comparison of international debt suggested that Uganda could borrow on the international market at a fairly low rate of interest, but concerns about another debt trap amid recent memories of Heavily Indebted Poor Countries (HIPC) relief reduces the desirability of this option. The study suggests an average level of issuance of domestic debt of around 2.0% of GDP, which would allow a longer term level below a 15% policy target.

The recommendations from this project have now been taken into account by the Government.

Uganda, State, 43203 and 43804, Christopher Adam, David Bevan, Tim Ohlenburg

Impact rating: 4 [Link to webpage](#)

Public investment and growth: Implications of recurrent costs in Uganda

In brief...

- Public investment, especially in infrastructure, is a necessary condition for sustainable private sector growth
- The Ugandan government plans a major public investment programme but lacks a coherent analytical framework
- Researchers found the timing and amount of spending will largely determine how useful the investment will be
- The brief was used by the Ministry of Finance as evidence to resist spending pressures for consumption transfers in the interest of macroeconomic stability

Public investment, especially in infrastructure, is a necessary condition for sustainable private sector growth. The Ugandan government is planning a major public investment programme but lacks a coherent analytical framework to support this process.

In this project, IGC's Christopher Adam and David Bevan build an IMF model to include a richer set of fiscal choices. A Uganda-focused version of the model had been requested by the Secretary to the Treasury. This project complements a previous IGC Uganda study on domestic debt and builds on IGC Uganda's work on managing resources for growth and improving monetary management.

On the basis of the IMF model, it becomes possible to compare policy choices with respect to investment, consumption transfers, public debt and taxes through the use of policy scenarios. The scenarios highlighted that too steep an investment surge would be detrimental to achieving long-term results. Instead, a more gradual expansion of public investment was recommended. Incurring debt at market rates to invest quickly was found to show little payoff compared with a more gradual rise, as the recurrent costs of the investment largely outweigh the benefits of building, which is not the case with a slower pace of spending.

The paper was used as an argument in guarding against what was perceived as an excessive increase in recurrent spending, and the policy brief was requested for a meeting with the Prime Minister.

Uganda, State, 43807, Andy McKay, Sarah Ssewanyana, Marguerite Duponchel

Impact rating: 4

Uganda's Poverty Dynamics

In brief...

- Poverty line data are a key development indicator that inform government policy
- IGC researchers analysed a household panel survey to measure poverty dynamics
- The researchers suggested a review of the poverty line, which is over two decades old
- The Ministry of Finance, Planning and Economic Development decided to redefine the current poverty line based on this project

Poverty data are key development indicators that inform government policy. The Secretary to the Treasury of Uganda requested IGC assistance due to concerns over the accuracy of the figures and over evidence that pointed in different directions on the topic of poverty measurement in Uganda.

The main thrust of the project was to evaluate poverty dynamics in five waves of a Ugandan representative household survey running from 2005 to 2013. Such a panel allows a look at the households that fall into and move out of poverty, something that the standard longitudinal survey does not allow. It also allows panel data techniques and thus offers a richer picture of poverty dynamics than widely used household surveys, which lack a panel dimension and act instead as a static snapshot.

The IGC research revealed that poverty had indeed declined in the latest wave of the survey. However, the changes over previous years varied considerably from the results of the annual longitudinal poverty assessment that the Government of Uganda performs. Explanatory factors were identified, and the discrepancy noted. The conclusion suggested a review of the two decades old poverty line both in light of this study and of other discrepancies highlighted by this study.

The recommendations from this project have now been adopted by the Government.

Uganda, Firms, 43805, Jakob Svensson, David Yanagizawa-Drott

Impact rating: 3 [Link to webpage](#)

Dealing with fake agricultural inputs

In brief...

- Technology adoption in African agriculture is very low, constraining productivity and income for the rural population
- There is ample anecdotal evidence of fake agricultural inputs, but little empirical proof of the magnitude of the issue
- IGC research shows that retail-level inputs tend to be of poor quality, partly explaining poor adoption
- Agriculture stakeholders are considering ways to enhance and enforce agricultural input standards based on this work and donors have voiced an interest in implementing a testing regime

Technology adoption in African agriculture is very low, constraining productivity and rural income. This study was motivated by common anecdotes about farmers' bad experiences with fertiliser and seeds. Investing in these items should yield a manifold return, but few farmers are willing to make this investment. Several agriculture sector donors were aware of the issue, but data on the magnitude of the issue had not been collected.

Retail-level agricultural inputs were purchased in small outlets in various locations in Uganda. To test the quality of agricultural inputs, researchers focused on maize seeds and on fertiliser. For the former, they grew test plots under good growing conditions to establish the yield of seeds. For the fertiliser, researchers sent samples to a laboratory to conduct tests of chemical composition. Prices of inputs were also collected for all inputs bought via the 'mystery shopper' approach.

The key finding was that the vast majority of fertiliser samples were substandard. Additionally, very few of the allegedly improved seeds showed success in producing large crops. In short, the agricultural inputs sold at retail level in Uganda are often 'fake' or of very poor quality. As such, the return on investment from these technologies is much lower than expected. Farmers' choices can thus be seen to be much more rational than the rejection of modern techniques suggests on the surface. The situation suggests a need for better standard surveillance and an increased focus on rooting out fake agricultural inputs by enforcing standards.

The IGC has begun working with DfID Uganda and other donors to examine ways to translate the research insights into actionable policies.

Uganda, State, 43803, Billy Jack

Impact rating: 3

Seminar on mobile money and the economy

In brief...

- Mobile money is the most effective tool for financial inclusion since the microfinance revolution
- IGC held an event to bring the latest research on mobile money to a policymaker and practitioner audience in Uganda
- The event suggested that regulation that fosters a competitive market is necessary for mobile money to realise its full potential for the poor
- The event brought together policymakers, practitioners and academics and fostered agreement on the need for a paradigm shift in regulation towards a more market-friendly approach and better access for new players in the field

Mobile money is the most effective tool for financial inclusion to emerge since the microfinance revolution. The Governor of the Bank of Uganda voiced a strong interest in financial inclusion during a visit by IGC Uganda Country Director Richard Newfarmer, and this event was conceived to catalyse a policy dialogue on mobile money as an important tool for financial inclusion.

The event brought a group of academics from Oxford University to Kampala. IGC Tanzania Lead Academic Christopher Adam, Billy Jack, Sebastien Walker and Janine Aron all presented research. They were joined by the Chief Operating Officer of Equity Bank Kenya, the Senior Manager Mobile Money of MTN (the leading telecommunications company in Uganda), the Bank of Uganda, the Bank of Tanzania, the Financial Sector Deeping Programme Uganda, and participants from the Uganda Communications Commission, as well as the Minister of Finance, Planning and Economic Development.

Key findings presented by Chris Adam and Sebastien Walkers included the notion that mobile money is not inflationary and that core inflation targeting with well-functioning mobile money may be more effective than targeting headline inflation. Billy Jack presented recent work on savings and credit, finding that mobile money functions like insurance for income shocks. Janine Aron also found no impact on inflation, and argued that mobile money allows low income countries to skip stages of financial development, thus enhancing welfare for households previously excluded from the financial system.

The impact of mobile money on inflation and regulatory issues were discussed at length and a number of policymakers supported the idea that regulations should be based on a market-friendly approach.

Uganda, State, 43808, Chris Adam, David Bevan

Impact rating: 3

Capacity transfer for long-term macro-fiscal model

In brief...

- Effective monetary policy relies on a strong analytical framework
- Policy analysis of long-term macroeconomic developments supports debt sustainability and macroeconomic stability
- This model is designed for use as a key input to monetary policy decision making
- The Bank of Uganda has adopted and further refined the model which is also set to be implemented by the Macroeconomic Modelling Unit

Effective monetary policy relies on a strong analytical framework. The project was requested at a high-level meeting at the Ministry of Finance, Planning and Economic Development, at which IGC Professors Chris Adam and David Bevan presented initial results from related work. Following on from this work, the IGC developed a Uganda-specific long-term macro-fiscal model.

This project transforms the academic paper presented in a previous IGC project into a practical policy tool for the Ugandan government. The participation of Bank of Uganda staff and planned involvement of the finance ministry promise sustainable implementation and ownership of the long-term macro-fiscal model developed by this project. The model will support the analysis of public investment, public debt and economic growth, thus providing a strong analytical framework for effective monetary policy.

Key insights include estimates that at currently planned investment rates, the maximum share of the expected oil windfall that can be directly invested is only 35%. This has supported a push for a more extended investment horizon, slowing public investment down to allow the productive potential of the economy to grow and yield returns before excessive public capital is deployed without requisite revenues to operate, maintain and finance the investment. Second, the model has influenced caution on transfer spending ahead of the oil windfall, which has been borne out as a prudent decision given falling energy prices.

The model is being used as a key input to a reformed monetary policy decision making process.

Zambia, Cities, 41202, Edward Glaeser, Nava Ashraf

Impact rating: 3 [Link to webpage](#)

Scoping study on urbanisation in Zambia

In brief...

- Urbanisation in Zambia has the potential to help the country to grow from poverty into prosperity
- Researchers met with about 50 different stakeholders to understand the country's urbanisation challenges
- With the support of the Zambian government, two urbanisation projects were commissioned from this visit
- The scoping visit highlighted to government stakeholders the importance of prioritising urbanisation policies in Zambia. Subsequently, senior policymakers have given their full support to the research projects coming out of this visit.

Developing countries are rapidly urbanising but this does not come without challenges. When the public sector fails to address the consequences of millions of people clustering in a single metropolis, cities can become slums and suffer from poverty and disease. These challenges need to be addressed for faster future economic growth.

IGC Professors Ed Glaeser and Nava Ashraf met with 17 different agencies and about 50 different officials during their 6-day scoping visit, including senior government officials who were convened by the Permanent Secretary for Policy Analysis and Coordination in the Cabinet Office of Zambia. These discussions revolved around the potential for urbanisation policy and strategy to improve economic growth and address issues restricting Zambia's growth.

With the support of the Zambian government, two urbanisation projects were commissioned from this visit, one on water provision and one on mobile banking. These projects have the potential to influence discourse and policy within and far beyond the Zambian context. The effects of improving water and sanitation infrastructure, methods to improve the capacity of local administrative bodies, and approaches to encouraging the spread of financial skills amongst entrepreneurs, are all issues of critical challenge in urban centres across the developing world. These project ideas have clear potential value in incrementally improving the state of academic understanding and providing specific policy guidance within the Zambian environment.

Professors Ed Glaeser and Nava Ashraf addressed senior government officials convened by the Permanent Secretary for Policy Analysis and Coordination in the Cabinet Office of Zambia on urbanisation policy and strategy issues.

Zambia, State, 41114, Nava Ashraf, Kathleen McGinn

Impact rating: 3

Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes

In brief....

- A healthy, skilled labour force is an important driver of economic growth
- This project explores if and how a behavioural intervention with Zambian secondary school girls can improve their educational and health outcomes
- Preliminary findings show that the intervention is effective at teaching negotiation skills
- Based on the findings of this study, the Ministry requested that IGC provide support in understanding how best to teach negotiation skills in its new educational curriculum

A healthy, skilled labour force is an important driver of economic growth. In addition to numeracy and literacy, skills such as negotiation and relationship-building are important in strengthening the labour market. Such skills have been overlooked in the Zambian curriculum in the past, and little attention has been given to assessing the development of these skills.

This project is a continuation of the pilot study completed in 2012, and is being conducted in partnership with the Ministry of Education (MoE). The project explores if and how a behavioural intervention with Zambian secondary school girls can improve their educational and health outcomes. The study tests the value of three different components of youth empowerment programs: social capital, information provision, and negotiation and communication skills. Building on the pilot study, this study seeks to collect extensive survey and school transition/attainment data to capture differentiated impact of the intervention, and triangulate this data with administrative data collected from the school. The expansion phase of the project focuses on scaling-up the intervention with control groups at secondary schools to learn how to operate the programme in a more sustainable way.

While the project is ongoing, preliminary findings from the midline survey data (including trust game data) show that the intervention is effective at teaching negotiation skills. Given these preliminary findings, we plan to make our curriculum available to stakeholder in the region.

Based on the findings of this study, the Ministry requested that IGC provide support in understanding how best to teach negotiation skills in its new educational curriculum.

Zambia/Research, State 5020, Oriana Bandiera, Nava Ashraf

Impact rating: 4 [Link to webpage](#)

Recruiting and compensating civil servants: A large-scale randomized field experiment in Zambia

In brief...

- Incentives in the selection of public service delivery workers are essential to improving their motivation
- Researchers used field experiments with community health assistants in Zambia to evaluate different recruitment strategies
- Compared to social incentives, career incentives attract more productive applicants
- The Ministry of Health has decided to further scale-up the CHA programme and has requested follow-up work by the IGC with the aim of gathering further support for the programme

Governments are the primary provider of services for the poor in developing countries. Yet, low productivity among government employees is a significant problem. The Government of Zambia approached the IGC about assisting them with the evaluation of their new National Community Health Assistant (CHA) programme.

This project addressed growth policy challenges faced by Zambia and other developing countries by providing direct guidance to the Government of Zambia as it aims to recruit, train, motivate, and retain 5,000 new Community Health Assistants by 2017. The study will provide policy guidance on how, in the face of severe human resource constraints, governments can best manage their human resources and deliver basic services by adjusting two key human resource levers: recruitment and incentives.

The project's findings allay the concern that career benefits may lead to adverse selection by attracting those who are not intrinsically motivated. More importantly, it was observed that the large and robust selection effects on job performance. After 18 months of deployment, CHAs recruited with career incentives conduct 29% more household visits (their primary job task), organize twice as many community meetings, and see an equal number of patients at the health facility, with no differences in retention.

This project has influenced government recruitment and compensation policies and a scale-up project is in progress.

Appendix 2: Whole Programme Supporting Evidence

Appendix 2.1: Impact LF1 - Number of countries defined in the 2011 DFID Bilateral Aid Review⁹ with real GDP growth rates of 5% or above

2014/15 Performance

DFID 2014-15 Milestone	NA
IGC Achievement March 2015	16

Supporting Evidence

Source: [IMF World Economic Outlook Database](#) (Please note figures in italics are IMF estimates)

Country	Real GDP Growth Rate (%)		
	2012	2013	2014
Afghanistan	<i>14.0</i>	3.6	3.2
Bangladesh	6.3	6.1	6.2
Democratic Republic of the Congo	7.2	8.5	8.7
Ethiopia	8.9	9.7	8.2
Ghana	8.8	7.1	4.5
India	4.7	5.0	5.6
Kenya	4.0	4.6	5.3
Kyrgyz Republic	-0.9	10.5	4.1
Liberia	8.3	8.7	2.5
Malawi	1.9	5.2	5.7
Mozambique	7.2	7.1	8.3
Myanmar	7.3	8.3	8.5
Nepal	4.8	3.9	5.5
Nigeria	4.3	5.4	7.0
Occupied Palestinian Territories	Not available	Not available	Not available

⁹ Afghanistan, Bangladesh, Democratic Republic of the Congo, Ethiopia, Ghana, India, Kenya, Kyrgyz Republic, Liberia, Malawi, Mozambique, Myanmar, Nepal, Nigeria, Occupied Palestinian Territories, Pakistan, Rwanda, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tajikistan, Tanzania, Uganda, Yemen, Zambia, Zimbabwe

Pakistan	3.8	3.7	4.1
Rwanda	8.8	4.7	6.0
Sierra Leone	15.2	20.1	8.0
Somalia	Not available	Not available	Not available
South Africa	2.5	1.9	1.4
South Sudan	-47.6	27.1	-12.3
Sudan	-2.7	3.3	3.0
Tajikistan	7.5	7.4	6.0
Tanzania	6.9	7.0	7.2
Uganda	2.8	5.8	5.9
Yemen	2.4	4.8	1.9
Zambia	6.8	6.7	6.5
Zimbabwe	10.6	3.3	3.1
Total number of countries with growth rate $\geq 5\%$	14	17	16
Number of IGC partner countries with growth rate $\geq 5\%$	10	12	10
Average growth rate for all countries	4.0	7.3	4.8
Average growth rate for IGC partner countries	3.3	7.6	4.9

Appendix 2.2: Outcome LF1 - Number of changes to growth related policies (based on IGC research and advice)

2014/15 Performance

DFID 2014-15 Milestone	16
IGC Achievement March 2015	22

Supporting Evidence

#	Country	Project Code	Project Title	Impact Score
1	Ethiopia	32018	Continuation of Process of Reform at the Ethiopian Investment Agency (EIA)	4
2	India-Bihar	34203	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4
3	India-Bihar	34109	Lighting Up Bihar	4
4	India-Bihar	34114	Intervention design of Integrated Performance Management System (IPMS) for ICDS	4
5	India-Central	5008	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches	4
6	Pakistan	37202	Sector Plans for Punjab Growth Strategy and MTF 2018 – Agriculture and Health	4
7	Pakistan	37203	Sector Plans for Punjab Growth Strategy and MTF 2018 – Urban Development, Industries and Skills	4
8	Pakistan	37210	Development of Punjab Growth Strategy 2018	4
9	Pakistan	37109	Khyber Pakhtunkhwa's Economic Strategy	4
10	Rwanda	38118	Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4
11	Rwanda	38212	Government Support for Low Income Housing in Kigali	4
12	Rwanda	NA	Aid for Trade (AfT) in the EAC (Rwanda Focus)	4
13	Rwanda	38803	Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	4
14	Rwanda	38211	Local Revenue Reform in Rwanda	4
15	Rwanda	38204	Coffee Conference	4
16	Sierra Leone	39203	The Economic Impacts of the Ebola Crisis	4
17	Tanzania	40201	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4
18	Tanzania	40207	Investment Promotion in Tanzania	4
19	Uganda	43116	Options for financing priority development projects for macroeconomic stability	4
20	Uganda	43203& 43804	Public investment and growth: implications of recurrent costs in Uganda	4
21	Uganda	43807	Uganda's Poverty Dynamics	4
22	Zambia	5020	Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4

Appendix 2.3: Outcome LF2 - Number of partner and non-partner countries where ideas emanating from IGC programme have influenced policy discussions

2014/15 Performance

DFID 2014-15 Milestone	15
IGC Achievement March 2015	15

Supporting Evidence

Country	Number of Impact Cases	Project Title	Impact Score
Bangladesh	4	Taxpayer Recognition Programme	3
		Linking Equity to Growth in Bangladesh	3
		Gender Empowerment and Productivity in the Garment Sector	3
		Effect of e-Government Procurement (e-GP): Evidence from Bangladesh	3
Ethiopia	3	Export Promotion	3
		Continuation of Process of Reform at the Ethiopian Investment Agency (EIA)	4
		Background Policy Papers for DFID	3
Ghana	3	The Impact of Chinese Involvement in Small-Scale Mining in Ghana	3
		The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	3
		Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	3
India-Bihar	3	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4
		Lighting Up Bihar	4
		Intervention design of Integrated Performance Management System (IPMS) for ICDS	4
India-Central	5	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches	4
		Switching to sanitation in South Asia: A study of health technology adoption (a seed study)	3
		Big and Small Ideas in Development Economics: Theory, Evidence and Practice	3
		Workshop on Firms, Industry and SME Data in India	3
		The Use of Firm Data for Development Research around the World: Implications for India	

Liberia	3	Preparing the ECOWAS Common External Tariff (CET): Options for Liberia	3
		Economics of Ebola Initiative	3
		Designing a Strategy for Resource Revenue Management in Liberia	3
Mozambique	4	Developing a Local Content Unit for Mozambique	3
		Construction and Building Materials Industries in Mozambique	3
		Management practices in the manufacturing sector in Mozambique	3
		Capacity-building and macro modelling with the DNEAP macro team	3
Myanmar	3	Natural Resources and Sub-National Governments in Myanmar	3
		SME Development: Issues and Action	3
		Gemstone Taxation Project	3
Pakistan	9	Sector Plans for Punjab Growth Strategy and MTFD 2018 – Agriculture and Health	4
		Sector Plans for Punjab Growth Strategy and MTFD 2018 – Urban Development, Industries and Skills	4
		Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	3
		Phase II – Research on Garments Industry in Pakistan	3
		Development of Punjab Growth Strategy 2018	4
		Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	3
		Khyber Pakhtunkhwa's Economic Strategy	4
		Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts: A Field Study in Pakistan	3
		Monetary Policy Effectiveness in Inflation Control and Stabilization	3
Rwanda	11	Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4
		Comments on the draft Investment Incentives Law	3
		Financing the Expansion and Delivery of Urban Services	3
		The Role of Government in Sustaining Transport Mobility and Accessibility in Rwanda	3
		Public Sector Performance and Motivation	3
		Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	4
		Special Economic Zones	3
		Government Support for Low Income Housing in Kigali	4
		Aid for Trade (AFT) in the EAC (Rwanda Focus)	4
		Coffee Conference	4
		Local Revenue Reform in Rwanda	4

Sierra Leone	2	Health Insurance Engagement	3
		The Economic Impacts of the Ebola Crisis	4
South Sudan	2	Fiscal Decentralisation	3
		Civil Service Reform	3
Tanzania	2	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4
		Investment Promotion in Tanzania	4
Uganda	6	Options for financing priority development projects for macroeconomic stability	4
		Public investment and growth: implications of recurrent costs in Uganda	4
		Uganda's Poverty Dynamics	4
		Dealing with Fake Agricultural Inputs	3
		Seminar on Mobile Money and the Economy	3
		Capacity Transfer for Long-Term Macro-Fiscal Model	3
Zambia	3	Scoping Study on Urbanisation in Zambia	3
		Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	3
		Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4

Appendix 3: Country Programme

Appendix 3.1: LF1.1 - Number of country programmes fully functioning with demonstrated stakeholder engagement¹⁰

2014/15 Performance:

DFID 2014-15 Milestone	15
IGC Achievement March 2015	15

Supporting Evidence:

Bangladesh: IGC Bangladesh has collaborated and actively engaged with key stakeholders in government, including the Minister of Planning (Mr. AHM Mustafa Kamal), the State Minister of Finance (M.A. Mannan), the National Bureau of Revenue, General Economics Division (main counterpart is Dr. Shamsul Alam) and the Implementation Monitoring and Evaluation Department (IMED). The team has also engaged with private sector groups such as the BGMEA (Bangladesh Garment Manufacturing Exported-oriented Association), as well as NGOs and donors (for example GIZ, ILO and Shreec), especially on the garment sector productivity work. The team has also had interaction with DFID Bangladesh.

Ethiopia: Throughout the year, the Ethiopia team has maintained close relationships with a number of Ministries, for example holding regular meetings with H.E. Ato Ahmed Abteu at the Ministry of Industry and H.E. Ato Mekuria Haile at the Ministry of Urban Development, Housing and Construction. The Ethiopia team also maintains a strong relationship with Ato Fitsum Arega, the Director General of the Ethiopian Investment Commission and with the Ethiopian Economics Association (EEA), IGC Ethiopia's main partner in commissioning the Small Grants Scheme.

Ghana: IGC Ghana has had continued engagement with several senior government stakeholders, including the Deputy Ministry of Lands and Natural Resources (Ms. Barbara Serwaa Asamoah), Senior officials in the Bank of Ghana (including the Governor of the BoG) and the Ministry of Finance, as well as frequent interactions with the Head of the Civil Service and the Assistant Commissioner of the Ghana Revenue Authority. Within this period, IGC Ghana has also maintained regular communications and meetings with the DFID local office, represented by Andrew Keith and Ama Blankson-Anaman on IGC Ghana's ongoing activities. IGC also engages closely with civil society organisations such as the Institute for Democratic Governance.

India-Bihar: The IGC India-Bihar team has had regular interactions with Jitan Ram Manjhi, the Chief Minister of Bihar and continues to engage with several senior government stakeholders, including those at the Ministry of Labour (the Minister and the Principal Secretary), the Minister of Education and Principal

¹⁰ For a country to score against this indicator it must demonstrate regular engagement with contacts from at least two of the following four categories: civil society, private sector, donor and government

Secretaries of several departments, including Land Revenue, Food Security, Energy and the Department of Commercial Taxes. The IGC-Bihar team also maintains active engagement with private sector representatives. Mr. Satyajit Singh (a renowned local entrepreneur), for example, is a regular at most IGC India-Bihar events, and we maintain close relationships with Mr. Arun Agarwal, President of the Bihar Industries Association and Mr. KPS Keshari, the ex-president. In addition, IGC-Bihar regularly partners with the World Bank, for example through an ongoing joint lecture series, and other international organisations and NGOs such as Pratham and NIDAN.

India-Central: IGC India-Central continues to actively engage with high-level government stakeholders, including Dr. Subir Gokarn, Ex. Deputy Governor of the Reserve Bank of India, Dr. Arunish Chawla, Joint Secretary for the Department of Expenditure (Ministry of Finance) and Dr. T. C. A. Anant, Secretary for the Ministry of Statistics and Programme Implementation and Chief Statistician of India. All of the aforementioned stakeholders have participated in IGC events and have met with the India-Central team on several occasions. IGC India-Central has also closely interacted with Professor Kaushik Basu, Senior Vice President and Chief Economist of The World Bank. Professor Basu has written articles for the 'Ideas for India' website and has participated in a discussion with Professor Muralidharan on 'Big and Small Ideas in Development Economics', again for the 'Ideas for India' website.

Liberia: IGC Liberia continues to maintain close relationships with government departments including the Ministry of Finance and the Ministry of Commerce and Industry. A visit by the Country Director, Eric Werker, in June 2014 strengthened a number of these relationships. In addition, engagement on the Economics of Ebola has seen stakeholder engagement with a range of international organizations including IMF and WB, and donors including DFID and USAID.

Mozambique: Throughout the year, the Mozambique team has actively engaged with several high-level government stakeholders, including Amélia Nakara, Deputy Minister of the Minister of Economy and Finances, as well as Ernesto Gove, Governor of the Bank of Mozambique. The team has also had several interactions with DFID staff in Mozambique (Kobi Bently, Rogerio Ossemane), as well as representatives from UNICEF and other donor agencies. Finally, the team has also maintained frequent engagement with Hlpoletto Amela from the CTA, the Private Sector Association in Mozambique.

Myanmar: IGC Myanmar actively engages with several high-level government stakeholders, including the Deputy Governor of the Central Bank (U Winston Set Aung) as well as Economic advisors to the President (U Zaw Oo and U Myint). Other government stakeholders with whom IGC Myanmar have engaged include the Ministry of Commerce (Trade Promotion Department) and the Special Economic Zones committee (Thilawa SEZ). IGC Myanmar collaborates with research institutions including Myanmar Development Resource Institute and the Asia Foundation, and maintains frequent engagement with INGOs and private sector stakeholders including the EU Chamber of Commerce, Pyoe Pin and SMART.

Pakistan: The IGC Pakistan team continues to maintain a large number of relationships with provincial governments in Punjab and Khyber Pakhtunkhwa (KP). For example, members of the IGC's leadership team have met regularly with the Punjab Board of Investment and Trade and the Planning and Development Department, Government of KP. In addition, IGC Pakistan has fostered new relationships, such as with Pervez Khattak, Chief Minister, KP. Alongside government stakeholders, the IGC Pakistan team have maintained engagement with DFID Pakistan.

Rwanda: IGC Rwanda Country Economists and Country Director, Richard Newfarmer, have met with a number of senior government officials over the past year, including Ministers of Trade and Finance. As well as maintaining existing relationships, the team have built new relationships with government stakeholders such as Geraldine Mukahimana, Minister of Agriculture. Meetings have also taken place between the Rwanda team and international organizations such as the World Bank and IMF in both Washington and Kigali.

Sierra Leone: IGC Sierra Leone's Country Director, Herbert M'cleod, is in regular communication with a number of government ministries, including the Ministry of Finance and Ministry of Health and Sanitation. Meanwhile, engagement on the Economics of Ebola has led to a number of new relationships being established with a range of international organizations including WB, IMF, WFP and donors including DFID and USAID.

South Sudan: In spite of ongoing conflict in South Sudan, the IGC has managed to maintain relationships with senior government officials through several visits by the country leadership team. Aggrey Sabuni Tissa of the Ministry of Finance was met with in Washington DC by the IGC leadership team to advise on how the IGC programme could best support the government. In addition to governmental engagement, IGC South Sudan has actively engaged with the World Bank, notably through involvement in World Bank conferences in Juba.

Tanzania: IGC Tanzania has actively engaged with several senior government stakeholders, including the Governor of the Bank of Tanzania, Governor Benno Ndulu, to discuss programme and research requests, as well as several senior policymakers at the Ministry of Finance (Dr. Adolf Mkenda, Deputy Permanent Secretary), the Prime Minister's Office (RALG), the Ministry of Industry and Trade, the Ministry of Agriculture and the Ministry of Roads. Professor John Sutton continues his ongoing engagement with Juliet Kairuki at the Tanzania Investment Commission (TIC), working with her to begin a Relationship Building work programme at the TIC. The team has also met with Executive Director of the Tanzania Private Sector Foundation (TPSF), Godfry Simbeye, and has had several interactions with Professors at the University of Dar es Salaam, including Professor Jehovaness Aikaeli.

Uganda: IGC Uganda has effectively maintained relationships with a number of government stakeholders, including the Minister of Finance, Governor and Deputy Governor of the Central Bank and the Permanent Secretary to the Treasury. Each of the aforementioned stakeholders has been met with by the IGC Uganda's Country Director, Richard Newfarmer, to discuss IGC research. In addition, IGC Uganda has met with international organisations such as the World Bank and IMF over the past year in Washington and Kampala.

Zambia: IGC Zambia engages actively with several high-level government stakeholders including the Ministry of Health, the Cabinet Office (where the main counterpart is Permanent Secretary Bernard Kamphasa), the Commissioner General of the Zambia Revenue Authority Berlin Msiska, as well as the Governor of the Bank of Zambia, Dr Michael Gondwe, among other government bodies. IGC Zambia also collaborates with other think tanks and civil society organisations such as the Zambia Institute for Policy Analysis and Research, the National Economic Advisory Council, and Innovations for Poverty Action.

Appendix 3.2: LF1.2 - Number of IGC outputs (cumulative from baseline) that have substantially contributed to the policy process

2014/15 Performance:

DFID 2014-15 Milestone	50 (142 cumulative)
IGC Achievement March 2015	63 (163 cumulative)

Supporting Evidence:

#	Programme	Project Code	Title	Impact Level	Description of Impact
1	Bangladesh	31101	Taxpayer Recognition Programme	3	The Ministries of Finance and Planning will consider the note for incorporation in the budget speech and the Seventh Five Year Plan.
2	Bangladesh	31120	Linking Equity to Growth in Bangladesh	3	GED requested IGC to deliver a policy document based on the background paper.
3	Bangladesh	31808	Gender Empowerment and Productivity in the Garment Sector	3	The study has helped the government to validate their gender policies and they have requested a follow-up study.
4	Bangladesh	31107	Effect of e-Government Procurement (e-GP): Evidence from Bangladesh	3	The Ministry was very enthusiastic about the research and is strongly supporting a follow up study
5	Ethiopia	32200	Export Promotion	3	This project is confidential.
6	Ethiopia	32018	Continuation of Process of Reform at the Ethiopian Investment Agency (EIA)	4	This project is confidential.
7	Ethiopia	NA	Background Policy Papers for DFID	3	The background policy papers were one of the most important inputs for a policymaker retreat, and helped shape policy discussions between high-profile international researchers and selected high-ranking policy makers.
8	Ghana	33110	The Impact of Chinese Involvement in	3	The recommendations from this project are being used by the government to inform the new law.

#	Programme	Project Code	Title	Impact Level	Description of Impact
			Small-Scale Mining in Ghana		
9	Ghana	33112	The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	3	The recommendations from this project are being used by the government to inform their new mining law.
10	Ghana/ Research	89105+33802	Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	3	Some of the recommendations from this project have now been formally adopted by the Government.
11	India-Bihar	34203	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4	This project is confidential.
12	India-Bihar	34109	Lighting Up Bihar	4	This project is confidential.
13	India-Bihar	34114	Intervention design of Integrated Performance Management System (IPMS) for ICDS	4	The IGC's recommendations have now become established policy of the state government.
14	India-Central	5008	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches	4	The recommendations from this project have now been formally adopted by the Government.
15	India-Central	35114	Switching to sanitation in South Asia: A study of health technology adoption	3	The project gained good media coverage and a hand-out and pilot study based on the project's recommendations is underway.

#	Programme	Project Code	Title	Impact Level	Description of Impact
16	India-Central	NA	Big and Small Ideas in Development Economics: Theory, Evidence and Practice	3	This event got wide-ranging media coverage and part of the conversation was quoted in the Upper House of Indian Parliament.
17	India-Central	NA	Workshop on Firms, Industry and SME Data in India	3	Policymakers agreed to act on a number of requests from researchers to increase availability of official statistics.
18	India-Central	NA	The Use of Firm Data for Development Research around the World: Implications for India	3	The paper was widely disseminated and will be used in internal government training sessions.
19	Liberia	51115	Preparing the ECOWAS Common External Tariff (CET): Options for Liberia	3	Analysis requested by Ministry of Commerce and Industry. Confirmation from Assistant Minister that the results are currently being used to provide technical guidance for WTO tariff negotiations.
20	Liberia	51204	Economics of Ebola Initiative	3	Results have been shared with international organisations and government officials, all of whom have shown interest in follow-up work by the IGC.
21	Liberia	51113	Designing a Strategy for Resource Revenue Management in Liberia	3	The Legal Advisor to the President has been in regular contact regarding when to move forward with the proposal, and the Minister of Finance has read and internalized the work
22	Mozambique	36104	Developing a Local Content Unit for Mozambique	3	The government is currently assessing the scope for implementation of a Local Content Unit.
23	Mozambique	36112	Construction and Building Materials Industries in Mozambique	3	The recommendations are being used by the Ministry of Public Housing (MOPH) to inform their workplan.
24	Mozambique	36108	Management practices in the manufacturing sector in Mozambique	3	The institute for SMEs in Mozambique, IPEME, expressed interest in setting up set up a pilot project focusing on management practices in the construction sector.

#	Programme	Project Code	Title	Impact Level	Description of Impact
25	Mozambique	36205	Capacity-building and macro modelling with the DNEAP macro team	3	Novella Maugeri has provided training to DNEAP staff to improve their use of macroeconomic techniques when producing analysis. She also refined some of their macroeconomic models.
26	Myanmar	NA	Natural Resources and Sub-National Governments in Myanmar	3	The report was shared among a very broad audience and well received by stakeholders within the government. A Member of Parliament asked for the paper to be re-printed and shared even more broadly.
27	Myanmar	NA	SME Development: Issues and Action	3	This project is confidential.
28	Myanmar	NA	Gemstone Taxation Project	3	The brief is being used to inform the government's Gemstone Taxation Law.
29	Pakistan	37202	Sector Plans for Punjab Growth Strategy and MTDf 2018 – Agriculture and Health	4	This project is confidential.
30	Pakistan	37203	Sector Plans for Punjab Growth Strategy and MTDf 2018 – Urban Development, Industries and Skills	4	This project is confidential.
31	Pakistan	37201	Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	3	The findings are now informing the health roadmap of the provincial government.
32	Pakistan	37211	Phase II – Research on Garments Industry in Pakistan	3	The recommendations from this project have now been formally adopted by the Government.
33	Pakistan	37210	Development of Punjab Growth Strategy 2018	4	The recommendations from this project have now been formally adopted by the Government.

#	Programme	Project Code	Title	Impact Level	Description of Impact
34	Pakistan	37209	Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	3	The Secretary Education wants to sign an MOU with IGC to continue work on this. They also want a follow up project to use a new data set on government and private schools available to the government.
35	Pakistan	37109	Khyber Pakhtunkhwa's Economic Strategy	4	The recommendations from this project have now been formally adopted by the Government.
36	Pakistan	37120	Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts: A Field Study in Pakistan	3	Findings from the study were shared in high level meetings with Commissioner Lahore Division and DCO Lahore City. The government has expressed interest in follow up of the study.
37	Pakistan	37204	Monetary Policy Effectiveness in Inflation Control and Stabilization	3	The IGC's recommendations are being used by the State Bank in monetary policy forecasting.
38	Rwanda	38118	Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4	The study was summarized for the Minister of Finance and delivered in detail to executive management of the RRA, and Chief Economist and Minister MINECOFIN. They reported it was very useful and will influence RRA enforcement strategy. RRA requested that the IGC undertake a more in-depth study to analyse variations in EBM compliance to guide tax auditing and compliance monitoring.
39	Rwanda	38200	Comments on the draft Investment Incentives Law	3	These notes were requested by and conveyed directly to the Minister and Chief Economist MINECOFIN. The Chief Economist later explicitly acknowledged the IGC's work in a presentation he gave on trade liberalisation at an IMF convened meeting of African tax authorities.
40	Rwanda	NA	Financing the Expansion and Delivery of Urban Services	3	The World Bank urban mission and the Ministry of Infrastructure both praised the paper and used it in their work; the SPU briefed President Paul Kagame on its contents and noted that he wished to follow up on property transfer tax recommendations (this is now being enacted). This work helped catalyse a deeper review of property taxation and planning (including later IGC work with RRA/MINECOFIN).f
41	Rwanda	NA	The Role of Government in Sustaining Transport Mobility and Accessibility in	3	The President's Strategy and Policy Unit contacted IGC to say the President was interested by the conference, and they briefed him on the contents of this note. The government requested further work in this area, and it is now integrated into the IGC's on-going work on affordable housing in Kigali.

#	Programme	Project Code	Title	Impact Level	Description of Impact
			Rwanda		
42	Rwanda	38114	Public Sector Performance and Motivation	3	The findings were communicated in person to senior members of the MIFOTRA and SPU teams working on imihigo reform, both of whom gave in-depth comments and analysis and requested follow-up (a follow up has been commissioned).
43	Rwanda	38803	Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	3	The Government's draft coffee policy reflects many of the issues raised in the study and subsequent comments made by the researchers.
44	Rwanda	NA	Special Economic Zones	3	The brief was read and commented on by the Ministers of Trade and EAC, and discussed with the IGC country team.
45	Rwanda	38212	Government Support for Low Income Housing in Kigali	4	MININFRA provided detailed comments on the note, and some recommendations from this project have now been incorporated into the Ministerial Instructions.
46	Rwanda	NA	Aid for Trade (Aft) in the EAC (Rwanda Focus)	4	The recommendations from this project were incorporated into the Government's comments and official position on EAC regional aid for trade strategy.
47	Rwanda	38204	Coffee Conference	4	The discussion led to key recommendations which are now being incorporated into the Government's new coffee strategy.
48	Rwanda	38211	Local Revenue Reform in Rwanda	4	The Minister of Finance has indicated his desire to improve property taxes along the lines suggested in the paper. A senior policy-maker in RNRA, which manages the land registry, asked IGC to help enter and analyse data from the land registry and transactions databases, in order to facilitate modelling for tax brackets, and the mass valuation.
49	Sierra Leone	39200	Health Insurance Engagement	3	Researchers were embedded in the design, implementation and evaluation of the scheme, though it has been delayed by the Ebola crisis. Ongoing discussion of whether insurance is right response post-Ebola in which IGC researchers are involved.
50	Sierra Leone	39203	The Economic Impacts of the Ebola Crisis	4	The findings have been widely disseminated and are being directly used in the Government's Ebola Recovery Strategy.

#	Programme	Project Code	Title	Impact Level	Description of Impact
51	South Sudan	52803	Fiscal Decentralisation	3	A continuation of the research agenda to clarify the impact of possible scenarios was requested by Ministers.
52	South Sudan	52804	Civil Service Reform	3	The government requested follow-up studies on the basis of this discussion, and the IGC has prepared a paper to be circulated in April.
53	Tanzania	40201	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4	Some of the recommendations from this project have now been formally adopted by the Government.
54	Tanzania	40207	Investment Promotion in Tanzania	4	This project is confidential.
55	Uganda	43116	Options for financing priority development projects for macroeconomic stability	4	The recommendations from this project have now been taken into account by the Government.
56	Uganda	43203& 43804	Public investment and growth: implications of recurrent costs in Uganda	4	The paper was used as an argument in guarding against what was perceived as an excessive increase in recurrent spending, and the policy brief was requested for a meeting with the Prime Minister.
57	Uganda	43807	Uganda's Poverty Dynamics	4	The recommendations from this project have now been adopted by the Government.
58	Uganda	43805	Dealing with Fake Agricultural Inputs	3	The IGC has begun working with DfID Uganda and other donors to examine ways to translate the research insights into actionable policies.
59	Uganda	43803	Seminar on Mobile Money and the Economy	3	The impact of mobile money on inflation and regulatory issues were discussed at length and a number of policymakers supported the idea that regulations should be based on a market-friendly approach.
60	Uganda	43808	Capacity Transfer for Long-Term Macro-Fiscal Model	3	The model is being used as a key input to a reformed monetary policy decision making process.

#	Programme	Project Code	Title	Impact Level	Description of Impact
61	Zambia	41202	Scoping Study on Urbanisation in Zambia	3	Professors Ed Glaeser and Nava Ashraf addressed senior government officials convened by the Permanent Secretary for Policy Analysis and Coordination in the Cabinet Office of Zambia on urbanisation policy and strategy issues.
62	Zambia	41114	Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	3	Based on the findings of this study, the Ministry requested that IGC provide support in understanding how best to teach negotiation skills in its new educational curriculum.
63	Zambia/Research	5020	Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4	This project has influenced government recruitment and compensation policies and a scale-up project is in progress.

Appendix 3.3: LF1.3 - Number of IGC country programmes with at least 2 new outputs that have substantially contributed to the policy process

2014/15 Performance:

DFID 2015-15 Milestone	12 country programmes
IGC Achievement March 2015	15 country programmes

Supporting Evidence:

Country	Number of Impact Cases	Project Title	Impact Score
Bangladesh	4	Taxpayer Recognition Programme	3
		Linking Equity to Growth in Bangladesh	3
		Gender Empowerment and Productivity in the Garment Sector	3
		Effect of e-Government Procurement (e-GP): Evidence from Bangladesh	3
Ethiopia	3	Export Promotion	3
		Continuation of Process of Reform at the EIA	4
		Background Policy Papers for DFID	3
Ghana	3	The Impact of Chinese Involvement in Small-Scale Mining in Ghana	3

		The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	3
		Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	3
India-Bihar	3	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4
		Lighting Up Bihar	4
		Intervention design of Integrated Performance Management System (IPMS) for ICDS	4
India-Central	5	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches	4
		Switching to sanitation in South Asia: A study of health technology adoption	3
		Big and Small Ideas in Development Economics: Theory, Evidence and Practice	3
		Workshop on Firms, Industry and SME Data in India	3
		The Use of Firm Data for Development Research around the World: Implications for India	3
Liberia	3	Preparing the ECOWAS Common External Tariff (CET): Options for Liberia	3
		Economics of Ebola Initiative	3
		Designing a Strategy for Resource Revenue Management in Liberia	3
Mozambique	4	Developing a local Content Unit for Mozambique	3
		Construction and Building Materials Industries in Mozambique	3
		Management practices in the manufacturing sector in Mozambique	3
		Capacity-building and macro modelling with the DNEAP macro team	3
Myanmar	3	Natural Resources and Sub-national Governments in Myanmar	3
		SME Development: Issues and Action	3
		Gemstone Taxation Project	3
Pakistan	9	Sector Plans for Punjab Growth Strategy and MTDf 2018 – Agriculture and Health	4
		Sector Plans for Punjab Growth Strategy and MTDf 2018 – Urban Development, Industries and Skills	4
		Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	3
		Phase II – Research on Garments Industry in Pakistan	3
		Development of Punjab Growth Strategy 2018	4
		Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	3
		Khyber Pakhtunkhwa's Economic Strategy	4
		Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts: A Field Study in Pakistan	3
Rwanda	11	Monetary Policy Effectiveness in Inflation Control and Stabilization	3
		Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4
		Comments on the draft Investment Incentives Law	3

		Financing the Expansion and Delivery of Urban Services	3
		The Role of Government in Sustaining Transport Mobility and Accessibility in Rwanda	3
		Public Sector Performance and Motivation	3
		Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	4
		Special Economic Zones	3
		Government Support for Low Income Housing in Kigali	4
		Aid for Trade (Aft) in the EAC (Rwanda Focus)	4
		Coffee Conference	4
		Local Revenue Reform in Rwanda	4
Sierra Leone	2	Health Insurance Engagement	3
		The Economic Impacts of the Ebola Crisis	4
South Sudan	2	Fiscal Decentralisation	3
		Civil Service Reform	3
Tanzania	2	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4
		Investment Promotion in Tanzania	4
Uganda	6	Options for financing priority development projects for macroeconomic stability	4
		Public investment and growth: implications of recurrent costs in Uganda	4
		Uganda's Poverty Dynamics	4
		Dealing with Fake Agricultural Inputs	3
		Seminar on Mobile Money and the Economy	3
		Capacity Transfer for Long-Term Macro-Fiscal Model	3
Zambia	3	Scoping Study on Urbanisation in Zambia	3
		Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4
		Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	3

Appendix 3.4: LF1.4 - Number of non-partner countries, regional organisations or multilateral organisations that have been engaged with for policy advice and/or advice on regional issues that have been met by IGC engagement

2014/15 Performance:

DFID 2014-15 Milestone	4
IGC Achievement March 2015	12

Supporting Evidence:

Core engagements:

#	Name of country/organisation	IGC actor	Date of engagement	Description of engagement
1	Non-engagement country - Nigeria	Jonathan Leape	May 2014, June 2014	IGC Executive Director Jonathan Leape met with a number of government officials in May 2014, including Dr Bright Okogu (DG Budget Office), Dr Sarah Alade (Dep Governor, Bank of Nigeria), Dr Charles Mordi (Chief Economist, Bank of Nigeria) and Ben Akabueze (Commissioner for Economic Planning, Lagos State) to explore possible IGC engagements in Nigeria. Jonathan Leape also met with Hon. Ngozi Okonjo-Iweala (Nigerian finance minister) in June to continue discussions of possible IGC engagements.
2	International Monetary Fund (IMF)	Eric Werker	June 2014	Eric Werker has been collaborating with Corinne Delechat (Head of mission for Liberia) on designing an IGC project on strategies for Resource Revenue Management in Liberia. Most recently, Eric met with the IMF regarding this project at the World Bank Group Spring meetings in June 2014.
		Eric Werker, Nadia Hasham	December 2014	IGC Liberia held discussions with the Deputy Division Chief for Liberia on IMF plans for reviving economic growth and recovery after the Ebola crisis through debt relief, and to discuss data sources and research required in this area.
3	The World Bank	Jaime De Melo	November 2014	IGC researcher Jamie De Melo met with World Bank representatives at the 2 nd Annual Policy Forum in Juba to discuss IGC's work on regional trade.
		IGC India-Bihar	February 2015	The World Bank approached IGC India-Bihar to co-host a dissemination workshop and to seek the IGC's thoughts on the Indian power sector since the enactment of the landmark Electricity Act of 2003. The workshop highlighted the challenges faced in improving the performance of the power sector, particularly in distribution, and how they may be overcome.
		Eric Werker, Nadia Hasham	December 2014	IGC Liberia has been engaging with the Chief Economist for the World Bank's Africa Office, the Poverty Group and Country Economist for

				Liberia on IGC's Economics of Ebola Initiative. Discussions focussed on how IGC research can be best leveraged for post-Ebola health systems planning, data sharing, and emerging policy questions that require further research.
4	GIZ, ILO, UN Women	Chris Woodruff	November 2014	IGC Bangladesh and GIZ organised a seminar on the IGC and GIZ co-funded project 'Gender Equality and Productivity in the Bangladeshi Garment Industry: Evidence for Action'. Professor Chris Woodruff led the seminar which covered skills and managerial training programmes and the productivity of female garment workers. The ILO, UN Women and JICA were amongst other donors involved in the workshop.
5	Mano River Union	Herbert M'cleod	December 2014, March 2015	Herbert M'cleod (IGC Country Director, Sierra Leone) has been actively engaging with the Mano River Union, feeding IGC research into regional trade integration policy as well as regional Ebola recovery strategies that are being drafted.
6	Millennium Challenge Corporation (MCC)	Eric Werker, Nadia Hasham	December 2014	IGC Liberia held a meeting with the MCC Country Team Lead for Liberia in December 2014 to discuss MCC's support to the Liberian government in the Ebola Crisis. Eric Werker and Nadia Hasham shared findings of IGC's work on the Economics of Ebola to help inform MCC's strategy.
7	United States Agency for International Development (USAID)	Eric Werker, Nadia Hasham	December 2014	IGC Liberia held discussions with USAID's Chief Economist and Africa Bureau to compare the data on economic impacts of Ebola used by USAID and the data collected by the IGC. The structure of USAID's response to the indirect effects of the crisis (for example on economic growth and the private sector) was also discussed during this meeting.
8	World Food Programme (WFP)	Rachel Glennerster, Nadia Hasham	December 2014- present	IGC researcher Rachel Glennerster regularly participates in the WFP's food and agriculture working group, convened in response to the Ebola outbreak, while IGC Policy Engagement Manager and Nadia Hasham has regular communication with WFP's Policy Programme and Innovation Division. Discussions focus on sharing IGC research results, comparing IGC's results with WFP survey results, and identifying areas for mutual support.
9	Non-engagement country - Afghanistan	Jonathan Leape	January – March 2015	IGC Executive Director has held a series of Skype meetings to explore potential IGC engagement in Afghanistan, including with Clare Lockhart (Head of Institute for State Effectiveness), Scott Guggenheim (Advisor to Afghanistan President, Senior Advisor, AusAID-Indonesia Partnership Program), Claudia Nassif (World Bank Chief Economist for Afghanistan), Zoe Henby and Chris Eleftheriades (DFID Afghanistan), Michael Callen (Kennedy School of Government, Harvard University), Tarek Ghani (Berkeley).

10	Africa Governance Initiative (AGI)	Nadia Hasham	January 2015, February 2015	IGC had multiple meetings with AGI's lead on the Ebola response to discuss how IGC research can inform AGI's work and emerging policy questions. IGC also shared results on research from IGC's Economics of Ebola Initiative with AGI to inform their meeting with President Obama.
11	The East African Community (EAC)	Christopher Adam, Christopher Allsop, David Vines	January 2015	Together with David Vines and Christopher Allsop, Christopher Adam has drafted a proposal addressing the fiscal framework for regional integration in response to the EAC Secretariat and EAC Monetary Affairs Committee's request for guidance on fiscal issues associated with the EAMU Protocol.
		Nada Eissa, David Bevan, Benjamin Langford, Tim Ohlenburg, Sally Murray	Throughout 2014/15	IGC Uganda and Tanzania are conducting an analysis to improve revenue mobilisation in the EAC through a comparison of tax regimes across the partner countries. IGC presented the concept for the tax comparison study in a six-monthly meeting of the Commissioners General of the East African revenue authorities in Kigali.
12	United Nations Capital Development Fund (UNCDF)	Christopher Adam, Richard Newfarmer, Billy Jack, Pantaleo Kessy	February 2015	IGC Uganda co- hosted the East Africa mobile money forum, together with the UNCDF and the World Bank, to provide an integrated perspective on the impact of mobile money on the macro economy.

Other engagements:

#	Name of country/organisation	IGC actor	Date of engagement	Description of engagement
13	UNU-WIDER	Jonathan Leape	June 2014, September 2014	In June and September 2014, Jonathan Leape met with Tony Addison (Chief Economist and Deputy Director of the UN University's World Institute for Development Economics Research (UNU-WIDER)) to discuss potential collaboration with IGC in organising research dissemination events.
14	Africa Development Bank (AfDB)	Jonathan Leape	September 2014	Jonathan Leape met with Donald Kaberuka from the AfDB in September 2014 to discuss potential collaboration on research into financing private

				investment in infrastructure, amongst other policy areas.
		Nadia Hasham	January, February 2015	IGC Policy Engagement Manager Nadia Hasham held discussions with the Senior Country Economist for Liberia in which IGC gave advice on AfDB's support to the Liberian government. Discussions focused on short and long-term project development. The IGC also seeks similar advice from the AfDB on existing IGC-funded projects.
15	The UK Department for International Development (DfID)	Rachel Glennerster, Nadia Hasham	October 2014-March 2015	IGC researcher Rachel Glennerster held an internal seminar at DfID's London offices in January 2015 on the effect of poor data in the Ebola crisis. IGC results on how agricultural markets (prices, traders, health systems) have been affected by the crisis have been shared to inform both DfID's on-the-ground response and larger strategy to the Ebola crisis.
16	Centre for Global Development	Jonathan Leape	October 2014	In October 2014, Jonathan Leape met with Alan Gelb (Senior Fellow, CGD and former WB Chief Economist for Africa) to discuss potential IGC collaboration with the Centre for Global Development.
See above (3)	The World Bank	Jonathan Leape	October 2014	Jonathan Leape met with Shantayanan Devarajan (Chief Economist of the World Bank's Middle East and North Africa Region) in October 2014 to discuss potential IGC collaboration with the World Bank and strategies for IGC engagement with a broader group of stakeholders.
17	The Growth Dialogue	Jonathan Leape	October 2014	Jonathan Leape met with Danny Leipziger, Managing Director of The Growth Dialogue and former Vice President for the World Bank's Poverty Reduction and Economic Management (PREM) group to discuss potential IGC collaboration.
18	Cities Alliance	Jonathan Leape, Sarah Lyness	November 2014	Jonathan Leape and Sarah Lyness (IGC Communications and Policy Director) met with William Cobbett (Director of Cities Alliance) in November 2014 to discuss potential IGC collaboration with Cities Alliance.

Appendix 3.5: KPI1.1 - IGC country programmes to have dedicated communications points of contact in place and country programmes have defined and started implementing a country communications plan, as defined in the CSN implementation plan. Communications points of contact have received training and ongoing support from the hub.

2014/15 Performance:

Scoring Guidance	≥13 country programmes = 4, 12=3, 11=2, 10=1, <0-9=0
IGC Achievement March 2015	15 country programmes = 4

Supporting Evidence:

Country	Point of Contact	Training provided to Point of Contact?	Country Communications Plan defined and implemented?
Bangladesh	Filippo Sebastio	Y	Y
Ethiopia	Miska Daredia	Y	Y
Ghana	Henry Telli	Y	Y
India-Bihar	Chinmaya Kumar	Y	Y
India-Central	Noopur Abhishek	Y	Y
Liberia	Nadia Hasham	Y	Y
Mozambique	Novella Maugeri	Y	Y
Myanmar	Aaron Weisbrod	Y	Y
Pakistan	Sohaib Athar	Y	Y
Rwanda	Sally Murray	Y	Y
Sierra Leone	Nadia Hasham	Y	Y
South Sudan	Charles Beck	Y	Y
Tanzania	Anne Laski	Y	Y
Uganda	Charles Beck	Y	Y
Zambia	Muloongo Simuzingili	Y	Y

Appendix 3.6: KPI1.2 - Minimum number of new, final country outputs produced per country within the year (excluding events, scoping visits and data collection projects)

2014/15 Performance:

Scoring Guidance	≥13 country programmes having produced 3 new final outputs = 4, 11 = 3, 9 = 2, 7 = 1, 0-6 = 0
IGC Achievement March 2015	13 country programmes = 4

Supporting Evidence:

Country	Number of outputs	Title of Project	Type of output
Bangladesh	8	Effect of E-Procurement System: Evidence from Bangladesh	Policy Paper
		Infrastrucutre and well-being: Impact of Jamuna Multipurpose Bridge on jobs and livelihood in Bangladesh	Project Report
		Link Between Economic Growth and Equity in Bangladesh	Policy Paper
		Political Strikes and its impacts on trade: Evidence from Bangladeshi Transaction-Level Export Data	Project Report
		Reducing Inequality in Education and Health	Policy Paper
		Taxpayer Social Recognition Programme	Policy Paper
		Training Productivity, and Upgrading: Pilot of Evaluation of Female and Supervisor Training Programmes in the Bangladesh Apparel Sector	Policy Paper
		Training Productivity, and Upgrading: Pilot of Evaluation of Female and Supervisor Training Programmes in the Bangladesh Apparel Sector	Project Report
Ethiopia	2	Concept note for Minister of Urban Development, Housing and Construction	Policy Paper
		Export Promotion	Project Report
Ghana	9	Exchange rate and Macroeconomic Stability: Determinants and Pass-through Effects	Project Report
		Regional Analysis of Inflation Dynamics in Ghana: Persistence, Causes and Policy Implications	Policy Paper
		Regional Analysis of Inflation Dynamics in Ghana: Persistence, Causes and Policy Implications	Project Report
		Regional Analysis of Inflation Dynamics in Ghana: Persistence, Causes and Policy Implications	Project Report
		Regulatory Capital, Banking Efficiency and Macroeconomic Stability	Project Report
		Regulatory Capital, Banking Efficiency and Macroeconomic Stability	Project Report
		The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	Policy Paper
		The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	Project Report
		The Impact of Chinese Involvement in small-scale Gold Mining in Ghana	Project Report
India-Bihar	3	Community Driven Development and Elite Capture	Project Report
		Intervention design of Integrated Performance Management System (IPMS) for ICDS	Project Report
		Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	Project Report
India-Central	10	Defining Teacher Quality in India	Project Report
		Impact evaluation of school-based gender sensitization campaign	Project Report
		Switching to sanitation in South Asia: A study of health technology adoption (a seed study)	Policy Paper
		Switching to sanitation in South Asia: A study of health technology adoption (a seed study)	Project Report

		Piloting a novel delivery mechanism of a critical public health service in India: arsenic testing of tubewell water in the field for a fee	Project Report
		Pricing of Private Education Services in Urban India: Demand, Use and Impact	Project Report
		Social Identity and Aspirations	Project Report
		Impact of Elite Capture on the Provision of Public Services	Project Report
		Leveraging Patient's Social Networks to Overcome Tuberculosis Under-detection in India: A Field Experiment	Project Report
		The Use of Firm Data for Development Research around the World: Implications for India	Project Report
Liberia	4	Analysis of Alternatives Permissible under the ECOWAS Regulation on Supplementary Protection Measures	Project Report
		Comments on Draft Land Law	Policy Paper
		Designing a Strategy for Resource Revenue Management in Liberia	Policy Paper
		The Impact on Firms of the Ebola Outbreak	Project Report
Mozambique	3	Construction and Building Materials Industries in Mozambique	Policy Paper
		Enterprise Map of Mozambique	Project Report
		Management Practices in the Manufacturing Sector in Mozambique	Project Report
Myanmar	3	Gemstone Taxation in Myanmar	Policy Paper
		Natural Resources and Subnational Governments in Myanmar	Policy Paper
		SME Development: Issues and Actions	Policy Paper
Pakistan	22	Analyzing Punjab Data to Support Policymaking for Public Health and Sanitation	Project Report
		Development of Punjab Growth Strategy 2018	Policy Paper
		Development of Punjab Growth Strategy 2018	Project Report
		Metropolitan Lahore – Economic Geography Labour Markets and Growth	Project Report
		Metropolitan Lahore – Economic Geography, Labour Markets and Growth	Policy Paper
		The Interaction of Law and Economic Growth – Phase 1: Labor Laws in Sheikhpura	Project Report
		The Interaction of Law and Economic Growth – Phase 1: Labor Laws in Sheikhpura	Policy Paper
		Metropolitan Lahore – Economic Geography, Labour Markets and Growth	Project Report
		The Interaction of Law and Economic Growth – Phase 1: Labor Laws in Sheikhpura	Project Report
		Support to the Consortium for Development Policy Research (CDPR) phase II	Policy Paper
		Urbanization and Urban Agglomeration in Khyber-Pakthunkwa – Initial Reconnaissance	Policy Paper
		KP Economic Strategy Report	Project Report
		KP Economic Strategy Report	Policy Paper
		Sector Plans for Punjab Growth Strategy and MTDf 2018 – Agriculture and Health - SOHAIB	Project Report
		Sector Plans for Punjab Growth Strategy and MTDf 2018 – Urban Development, Industries and Skills	Project Report
		Sector Plans for Punjab Growth Strategy and MTDf 2018 – Urban Development, Industries and Skills	Project Report

		Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	Policy Paper
		Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	Project Report
		Non-tariff Barriers in Pakistan, India, and China: A Comparative Analysis of the Legal, Economic, and Policy Implications	Policy Paper
		Public Goods Provision and Socio-Economic Hierarchies in Lahore Slums	Project Report
		Public Goods Provision and Socio-Economic Hierarchies in Lahore Slums	Policy Paper
		Mapping Informal and Formal Providers on the Supply Side of the Livestock Market: Evidence from Punjab Economic Opportunities Programme	Project Report
Rwanda	14	Comments on the Aid for Trade Strategy	Policy Paper
		Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	Project Report
		Affordable Housing in Rwanda	Policy Paper
		Financing the Expansion and Delivery of Urban Services	Project Report
		Government Support for Low Income Housing in Kigali	Project Report
		Local Revenue Reform in Rwanda: Property Tax	Project Report
		Public Sector Performance and Motivation: Strengthening Performance Contracts in the Rwandan Judiciary	Project Report
		M-Declaration: The impacts of mobile-based declarations and financial incentives on tax reporting by Rwandan SMEs	Project Report
		Notes on Investment Law	Policy Paper
		Ensuring the Maintenance of the New Land Administration System	Policy Paper
		Public Sector Performance and Motivation: Rapid Response	Policy Paper
		Special Economic Zones	Policy Paper
		Strategic Bets	Policy Paper
		The Role of Government in Sustaining Transport Mobility and Accessibility in Rwanda	Project Report
Sierra Leone	4	Health Insurance Engagement	Project Report
		The Economic Impacts of the Ebola Crisis	Policy Paper
		Risk and Relationships: Ice Retailing in the Sierra Leone Fishing Industry	Project Report
		Incentivizing Service Delivery in Sierra Leone	Project Report
South Sudan	1	The Dynamics of Civil Service Reform and Demobilisation	Project Report
Tanzania	4	Firms Capabilities and Industrial Policy: scoping mission	Project Report
		Food Crop Production in Tanzania: Evidence from the 2008/09 National Panel Survey	Project Report
		Investment Promotion in Tanzania	Project Report
		The cost and benefit of maintaining Tanzania's road infrastructure - scoping note	Policy Paper
Uganda	8	Investigating the gender gap in agricultural productivity: evidence from Uganda	Policy Paper
		Investigating the gender gap in agricultural productivity: evidence from Uganda	Project Report
		Improving teacher attendance using a locally managed monitoring scheme: evidence from	Policy Paper

		Ugandan primary schools	
		Export big hits – self-discovery, demand shocks, or idiosyncratic?	Project Report
		Options for financing priority development projects for macroeconomic stability	Project Report
		Public investment, public finance and growth: the impact of distortionary taxation, recurrent costs, and incomplete appropriability on Uganda's economy	Project Report
		Public investment and growth: implications of recurrent costs in Uganda	Policy Paper
		Public investment and growth: implications of recurrent costs in Uganda	Project Report
Zambia	3	Scoping Study on urbanisation in Zambia	Project Report
		A Review Guide to the Establishment of a Venture Capital Framework	Project Report
		Sustained Adoption of Environmentally Friendly Agricultural Practices: A Follow-Up Study	Project Report

Appendix 3.7: KPI1.3 - Number of IGC country programmes with at least 3 examples of impact 3 or 4 scoring

2014/15 Performance:

Scoring Guidance	≥9 country programmes = 4, 7=3, 5=2, 3=1, 0-2=0
IGC Achievement March 2015	12 country programmes

Supporting Evidence:

Country	Number of Impact Cases	Project Title	Impact Score
Bangladesh	4	Taxpayer Recognition Programme	3
		Linking Equity to Growth in Bangladesh	3
		Gender Empowerment and Productivity in the Garment Sector	3
		Effect of e-Government Procurement (e-GP): Evidence from Bangladesh	3
Ethiopia	3	Export Promotion	3
		Continuation of Process of Reform at the EIA	4
		Background Policy Papers for DFID	3
Ghana	3	The Impact of Chinese Involvement in Small-Scale Mining in Ghana	3
		The 'Informalization' of Ghana's Small-Scale Gold Mining Economy: Drivers and Policy Implications	3
		Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	3
India-Bihar	3	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	4
		Lighting Up Bihar	4
		Intervention design of Integrated Performance Management System (IPMS) for ICDS	4

India-Central	5	Does Improved Regulatory Enforcement Reduce Industrial Pollution?: An Evaluation of Public and Private Sector Approaches	4
		Switching to sanitation in South Asia: A study of health technology adoption	3
		Big and Small Ideas in Development Economics: Theory, Evidence and Practice	3
		Workshop on Firms, Industry and SME Data in India	3
		The Use of Firm Data for Development Research around the World: Implications for India	3
Liberia	3	Preparing the ECOWAS Common External Tariff (CET): Options for Liberia	3
		Economics of Ebola Initiative	3
		Designing a Strategy for Resource Revenue Management in Liberia	3
Mozambique	4	Developing a local Content Unit for Mozambique	3
		Construction and Building Materials Industries in Mozambique	3
		Management practices in the manufacturing sector in Mozambique	3
		Capacity-building and macro modelling with the DNEAP macro team	3
Myanmar	3	Natural Resources and Sub-national Governments in Myanmar	3
		SME Development: Issues and Action	3
		Gemstone Taxation Project	3
Pakistan	9	Sector Plans for Punjab Growth Strategy and MTDF 2018 – Agriculture and Health	4
		Sector Plans for Punjab Growth Strategy and MTDF 2018 – Urban Development, Industries and Skills	4
		Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	3
		Phase II – Research on Garments Industry in Pakistan	3
		Development of Punjab Growth Strategy 2018	4
		Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	3
		Khyber Pakhtunkhwa's Economic Strategy	4
		Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts: A Field Study in Pakistan	3
		Monetary Policy Effectiveness in Inflation Control and Stabilization	3
Rwanda	11	Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration	4
		Comments on the draft Investment Incentives Law	3
		Financing the Expansion and Delivery of Urban Services	3
		The Role of Government in Sustaining Transport Mobility and Accessibility in Rwanda	3
		Public Sector Performance and Motivation	3
		Fully Washed Coffee Exports in Rwanda: Market Structure and Policy Implications	4
		Special Economic Zones	3
		Government Support for Low Income Housing in Kigali	4
		Aid for Trade (Aft) in the EAC (Rwanda Focus)	4
		Coffee Conference	4

		Local Revenue Reform in Rwanda	4
Sierra Leone	2	Health Insurance Engagement	3
		The Economic Impacts of the Ebola Crisis	4
South Sudan	2	Fiscal Decentralisation	3
		Civil Service Reform	3
Tanzania	2	Gains from Natural Gas: Local Content and Tanzania's Industrial Development	4
		Investment Promotion in Tanzania	4
Uganda	6	Options for financing priority development projects for macroeconomic stability	4
		Public investment and growth: implications of recurrent costs in Uganda	4
		Uganda's Poverty Dynamics	4
		Dealing with Fake Agricultural Inputs	3
		Seminar on Mobile Money and the Economy	3
		Capacity Transfer for Long-Term Macro-Fiscal Model	3
Zambia	3	Scoping Study on Urbanisation in Zambia	3
		Recruiting and Compensating Civil Servants: A Large-Scale Randomized Field Experiment in Zambia	4
		Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	3

Appendix 3.8: KPI1.4 - Disseminate summaries of IGC's approved work plan to local stakeholders (including research to be carried out/completed over the year, events etc.). This would be for information on work happening over the year (work that has already been commissioned).

2014/15 Performance:

Scoring Guidance	13 or more country programmes (before end of September) = 4, 12=3, 11=2, 10=1, 0-9=0
IGC Achievement March 2015	13 countries = 4

Supporting Evidence:

Country	Date of dissemination
Bangladesh	30/09/2014
Ethiopia	30/09/2014
Ghana	30/09/2014
India-Bihar	30/09/2014
India-Central	30/09/2014
Liberia	30/09/2014

Mozambique	30/09/2014
Pakistan	30/09/2014
Rwanda	30/09/2014
Sierra Leone	30/09/2014
Tanzania	29/09/2014
Uganda	30/09/2014
Zambia	30/09/2014
Myanmar	Verbal agreement with DFID that workplan would not be disseminated due to lack of Country Director
South Sudan	Verbal agreement with DFID that workplan would not be disseminated due to disruption caused by ongoing conflict

Appendix 3.9: KPI1.5 - Implementation and strategic use of the Policy Influence Plan form for all eligible IGC research projects commissioned June 2014 to March 2015*. Summary of responses by the end of the year sent to DFID.

*eligibility includes Rapid Responses and research projects but excludes non-research activities such as events, scoping visits, data collection, etc.

2014/15 Performance:

Scoring Guidance	PIP information collected for >80% of research projects = 4, 75-80% = 3, 70-75% = 2, 65-70% = 1, <65% = 0
IGC Achievement March 2015	86.6% = 4

Supporting Evidence:

Project Code	Country	Project Title	PIP Received?
32204	Ethiopia	Commodity Market Integration, Technology Adoption, and Agricultural Development in Ethiopia	Yes
32205	Ethiopia	Unemployment, self-employment and labour market functioning in Ethiopia	Yes
32206	Ethiopia	Rapid Assessment of the Ethiopian Industry Development Roadmap	Yes
33200	Ghana	Exchange rate and macroeconomic stability: Determinants and Pass-through effects	Yes
33203	Ghana	Agricultural Markets: The Formation of the Ghana Commodities Exchange	Yes
33204	Ghana	Formal and informal finance: Firm growth in Ghana.	Yes
33205	Ghana	The footprints of Galamsey in Ghana; the Western Region Under the Microscope	Yes
34200	India-Bihar	Maternal Hours of Work During Pregnancy: An Evaluation of a CCT program in India	Yes
34203	India-Bihar	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	Yes

35143	India-Central	The Impact of Climate and Pollution on Worker Productivity: Evidence from a Garment Factory in India	Yes
35201	India-Central	Rapid Response Project on Indian Firm Data	Yes
36109	Mozambique	Preventing Excess Female School Drop Out in Mozambique: Conditional Transfers and the Respective Role of Parent and Child in Schooling Decisions	Yes
36201	Mozambique	Improving the quality of antenatal care in Mozambique	Yes
36204	Mozambique	Does management training and consulting services improve working consulting services improve working conditions, worker skills and productivity, and firm performance in SMEs?	Yes
37202	Pakistan	Sector Plans for Punjab Growth Strategy and MTDF 2018 – Agriculture and Health	Yes
37203	Pakistan	Sector Plans for Punjab Growth Strategy and MTDF 2018 – Urban Development, Industries and Skills	Yes
37204	Pakistan	Monetary Policy in Pakistan: Effectiveness in Inflation Control and Stabilization	Yes
37205	Pakistan	How do trade costs impact trade composition of the export-oriented firms in Pakistan?	Yes
37206	Pakistan	Understanding the Efficiency Effects of a Credit Bureau through a Cluster Randomized Controlled Trial: A Baseline Study	Yes
37207	Pakistan	In it together: peer information, sorting effects and joint-commitment savings contracts for micro-entrepreneurs	Yes
37208	Pakistan	Out of Sight Out of Mind: Reducing Collusion in Customs Inspections Using Anonymization and Remote Clearance in Pakistan	Yes
37209	Pakistan	Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	Yes
37210	Pakistan	Development of Punjab Growth Strategy 2018	Yes
37211	Pakistan	Phase II – Research on Garments Industry in Pakistan	Yes
38202	Rwanda	Regional Value Chains in East Africa	Yes
38211	Rwanda	Local Revenue Reform in Rwanda: Property Tax	Yes
38213	Rwanda	Services, Firm Performance and Exports	Yes
39203	Sierra Leone	The Economic Impacts of the Ebola Crisis	Yes
39204	Sierra Leone	The Economic Impacts of Ebola on Firms in Sierra Leone	Yes
40202	Tanzania	Equity Finance for SMEs	Yes
40204	Tanzania	The cost of road construction in rural Tanzania: Random audits and contractor performance	Yes
40205	Tanzania	Fiscal Capacity and Tax Revenues in Tanzania - scoping mission	Yes
40207	Tanzania	Investment Promotion in Tanzania	Yes
40211	Tanzania	Population growth, internal migration and urbanisation in Tanzania - Phase 2	Yes
40212	Tanzania	Fiscal Institutions for East Africa Monetary Union	Yes
43205	Uganda	Regional Value Chains in East Africa	Yes
51202	Liberia	The Impact on Firms of the Ebola Outbreak	Yes

51203	Liberia	Population-Based Surveys to Inform Ebola Recovery	Yes
51206	Liberia	Using SMS data to Improve Ebola Models and Estimate the Impact of Ebola on Healthcare Seeking Behavior in Liberia	Yes
53200	Myanmar	Digitising Export Records with the Myanmar Garment Manufacturer's Association	Yes
53201	Myanmar	Impacts of Digital Technologies on Public Health: Project Development and Inception	Yes
89101	Research	Strategically Greasing the Wheels: The Political Economy of India's Rural Employment Guarantee Scheme	Yes
89200	Research	Mapping the Grid: Jumpstarting an Electricity Consumption GIS	Yes
89201	Research	Prepaid Electricity Metering: Costs, Benefits and Potential for Scale-up	Yes
89202	Research	Electricity and Rural Development: Insights from a Natural Experiment in Punjab, Pakistan	YES
89203	Research	Estimating the Demand for Electricity: Evidence from Urban Indonesia	Yes
89204	Research	Income Tax Evasion and Optimal Enforcement Policies: Evidence From 3rd Party Consumption Data and a Field Experiment in Pakistan	Yes
89206	Research	Elucidating Avenues for Corruption: Micronutrient Fortification Strategies in India's Midday Meals Program	Yes
89209	Research	Does choice of procurement contract matter for cost and quality of infrastructure?	Yes
89210	Research	State Capacity and Individual Preferences: Evidence from Rwanda	Yes
89212	Research	Public Programs, Growth, and Economic Inequality in Rural India	Yes
89214	Research	Exports, imported intermediate inputs and exchange rate volatility in Zambia	Yes
89215	Research	Barriers to Market Access for Smallholder Farmers	Yes
89216	Research	Labour Rationing and Forced Entrepreneurship in Village India: Estimates from Experimental Aggregate Demand Shocks	Yes
89217	Research	Women and Work in Rural India	Yes
89218	Research	Fading Choice: Market development and consumer good choice in remote markets	Yes
89219	Research	Repayment flexibility, contract choice and investment decisions among Indian microfinance borrowers.	Yes
89221	Research	Mark-ups and capital misallocation: a trade-off? Evidence from the Indian manufacturing sector	Yes
89222	Research	Measuring Innovation in the Textile Sector of Pakistan (Pilot project)	Yes
89224	Research	Adoption and Revenue Models for Clean Off-Grid Energy in Rwanda	Yes
89225	Research	The Impact of Electric Stoves and Electricity Subsidy on Charcoal Consumption in Urban Africa: Evidence from a Randomized Controlled Experiment in Tanzania	Yes
89227	Research	Measuring Performance of Urban Service Delivery Systems in Africa and South Asia	Yes
89229	Research	Proposed reallocation: Household characteristics and the elasticity of demand for water	Yes
89230	Research	Impact of low-cost urban land tenure formalization	Yes
89230	Research	Tanzania: Impact of Low-Cost Urban Land Tenure Formalization	Yes
89231	Research	Urban Transportation, Labour Markets and Access to Economic Opportunity: Evidence from Lahore's Bus Rapid	Yes

		Transit System	
89232	Research	Water Pricing to Promote Equity, Efficiency and Sustainability in the Growing City of Faisalabad	Yes
89233	Research	Mobile Banking and Remittances Among Garment Workers in Bangladesh: An Experimental Study	Yes
89234	Research	Monitoring Public Employees in Paraguay: Can Technology Adoption by the Government Improve Agricultural Extension Services for Poor Farmers?	Yes
89236	Research	Recruiting and Motivating Community Health Workers: Measuring Impact through a Nationwide Household Survey	Yes
89238	Research	Literacy Laboratory Project	Yes
31202	Bangladesh	Understanding Blackouts: Analysing detailed blackouts information of Dhaka, Bangladesh.	NO
33201	Ghana	The Twin Deficits Hypothesis in Developing Countries: Empirical Evidence for Ghana	NO
34202	India-Bihar	Lighting Up Bihar: Electrification to Sustain Economic Growth - Extension	NO
38203	Rwanda	The impact of performance pay and pedagogical training on test results, teacher behaviour and career choice in Rwandan primary schools	NO
38204	Rwanda	Delivering affordable housing and supporting infrastructure in Kigali, Rwanda	NO
38212	Rwanda	Government Support for Low Income Housing in Kigali	NO
41204	Zambia	Estimation of the VAT gap in Zambia	NO
41205	Zambia	Growth promotion through industrial strategies	NO
41206	Zambia	Credit constraints, trade credit and firm growth across interlinked markets in Zambia	NO
43206	Uganda	Market of Lemons Problem and Technology Adoption: Quality of Farmers' Belief about Quality	NO
51207	Liberia	De-dollarization in Liberia	NO

Appendix 4: Research Programme

Appendix 4.1: LF2.1 - Number of peer reviewed articles and IGC standard working papers and conference papers produced by projects funded by the IGC Research Programme in Phase 2, cumulative

2014/15 Performance

DFID Milestone 2014-15	2
IGC Achievement March 2015	3

Supporting Evidence

Project Code	Project Title	Research Theme	Type of Output	Title of Output
89104	Tax Administration Practices and Size-Based Policies: A Cross-Country Database and Comparative Study	State Effectiveness	Dataset and project report	Cross-country Dataset on Statutory Tax Structures and Tax Administrations
89105	Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	State Effectiveness	Working Paper	Bricks and Mortar Institutions Matter: Project Delivery and Unfinished Infrastructure in Ghana's Local Governments
89118	Risk, Savings and Rural-Urban Migration in the Developing World	Cities	Working paper	Risk and Rural-Urban Consumption Gaps: Evidence from Tanzania

Appendix 4.2: LF2.3_Cumulative number of peer-reviewed articles having achieved 10 or more citations in other academic articles, funded by IGC in Phase 1, (cumulative)

2014/15 Performance

DFID Milestone 2014-15	-
IGC Achievement March 2015	20 (27)

It has been agreed with DFID that the IGC will not be scored against this indicator this year. However, a list of peer-reviewed articles that have achieved 10 or more citation in other academic articles, funded by the IGC in Phase 1 is provided below for reference. 20 peer-reviewed articles have achieved 10 citations or more. Please note that this data was last updated at the end of February 2015.

Supporting Evidence

Academic Journals:

#	Project Title	PIs	Name of Academic Journal	Link to Peer-Reviewed Article	Number of Citations
1	Improving Access to Finance for Entrepreneurs in Developing Countries	Shawn Cole; Leona Klapper	Journal of Finance	http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2420470	17
2	Evaluation of the impact of microfinance in rural areas of Morocco	Esther Duflo; Bruno Crepon	American Economic Journal: Applied Economics	http://pubs.aeaweb.org/doi/pdfplus/10.1257/app.20130535	148
3	Encouraging Seasonal Migration to Mitigate the Consequences of a Seasonal Famine in Rural Bangladesh	Mushfiq Mobarak; Shyamal Chowdhury; Jashim Uddin	Econometrica	http://faculty.som.yale.edu/mushfiqmobarak/papers/migration.pdf	18
4	Does Improved Regulatory Enforcement Reduce Industrial Pollution? An Evaluation of Public and Private Sector Approaches	Michael Greenstone; Esther Duflo; Rohini Pande; Nicholas Ryan	Quarterly Journal of Economics	http://qje.oxfordjournals.org/content/128/4/1499.full.pdf	21
5	Land Acquisition for Business and Compensation of Displaced Farmers	Maitreesh Ghatak; Sandip Mitra; Dilip Mookherjee	Journal of Dev Economics	http://www.sciencedirect.com/science/article/pii/S0304387813000047	23
6	Clientelism and State Capacity: Persistence and Change in Sierra Leone and Colombia	James Robinson; Daron Acemoglu; Ana Maria Ibanez	Journal of Political Economy	http://www.jstor.org/stable/pdfplus/10.1086/674988?acceptTC=true	23
7	Growth and Informality in Urban Africa	Francis Teal	Journal of the European Association of Labour Economists	http://ac.els-cdn.com/S0927537111001023/1-s2.0-S0927537111001023-main.pdf?_tid=561e0a16-4e32-11e4-89f3-00000aacb360&acdnat=1412694062_0f851f1241ea0e3f660d82338dcc5d95	27
8	Long-run Effects of Repayment Flexibility in Micro-Finance: Evidence from India	Rohini Pande; Erica Field; John Papp	American Economic Review	http://pubs.aeaweb.org/doi/pdfplus/10.1257/aer.103.6.2196	40

9	Spatial Development and Local Technology	Klaus Desmet; Esteban Rossi-Hansberg	American Economic Review	http://www.eco.uc3m.es/~desmet/papers/SpatialDevelopment.pdf	69
10	Linkages among Capital Flows, Trade, and Growth in Developing Economies	Maurice Obstfeld	Journal of International Money and Finance	http://eml.berkeley.edu/~obstfeld/JIMF.pdf	74
11	Community-driven development in post-conflict Sierra Leone	Edward Miguel; Rachel Glennerster; Katherine Casey	The Quarterly Journal of Economics	http://qje.oxfordjournals.org/content/early/2012/09/09/qje.qje027.full.pdf+html	102
12	The Political Economy of Sovereign Debt Overhang	Mark Aguiar; Manuel Amador	The Quarterly Journal of Economics	http://qje.oxfordjournals.org/content/126/2/651.full.pdf+html	117
13	An experimental evaluation of Community Driven Reconstruction in northern Liberia: Follow up data entry and analysis	James Fearon	American Economic Review	http://pubs.aeaweb.org/doi/pdfplus/10.1257/aer.99.2.287	133
14	Market Institutions, Government Agency, and Capital Flows	Alberto Martin; Nicola Gennaioli	The Journal of Finance	http://onlinelibrary.wiley.com/doi/10.1111/jofi.12124/pdf	135
15	Developing and Analysing Firm Level Moments on Productivity and Reallocation	Eric Bartelsman; John Haltiwanger	American Economic Review	https://www.aeaweb.org/articles.php?doi=10.1257/aer.103.1.305	217
16	Creating a Data Legacy for the IGC Program: How firms differ between countries and how organizations are evolving over time	John van Reenen; Nick Bloom	The Quarterly Journal of Economics	http://cep.lse.ac.uk/textonly/_new/staff/vanreenen/pdf/QJE-2012-Bloom-1663-705.pdf	221
17	Management practices as technology: Evidence from India	Nick Bloom	The Quarterly Journal of Economics	http://qje.oxfordjournals.org/content/128/1/1.full	294
18	Making good management stick: Evidence from India	Nick Bloom; Benn Eifert; Aprajit Mahajan; David McKenzie; John Roberts	Quarterly Journal of Economics	https://web.stanford.edu/~nbloom/DMM.pdf	294
19	Enabling Microenterprise Development in Sub-Saharan Africa through the Provision of Financial	Pascaline Dupas; Jonathan Robinson	American Economic Journal: Applied Economics	https://www.aeaweb.org/articles.php?doi=10.1257/app.5.1.163	347

	Services				
20	Selling Formal Insurance to the Informally Insured	Mushfiq Mobarak; Mark Rosenzweig	American Economic Review	https://www.povertyactionlab.org/publication/informal-risk-sharing-index-insurance-and-risk-taking-developing-countries	14

Non-academic Journals:

#	Project Title	PIs	Name of Journal	Link to Peer-Reviewed Article	Number of Citations
1	The Introduction of Chinese Bullet Trains and the Integration of Local Real Estate Markets	Matthew Kahn; Siqi Zheng	Proceedings of the National Academy of Sciences	http://www.pnas.org/content/110/14/E1248.full.pdf+html	21
2	Rethinking the Effects of Financial Liberalization	Jaume Ventura; Fernando Broner	The National Bureau of Economic Research	http://www.nber.org/papers/w16640	58
3	Marketing of Stoves through Social Networks to Combat Indoor Air Pollution	Mushfiq Mobarak; Grant Miller	Proceedings of the National Academy of Sciences of the United States of America	http://www.pnas.org/content/109/27/10815	60
4	Understanding fiscal capacity in developing economies: Firms as third-party tax enforcers	Henrik Kleven; Claus Kreiner; Emmanuel Saez	The National Bureau of Economic Research	http://www.nber.org/papers/w15218	80
5	Transportation infrastructure and economic growth in China	Nancy Qian; Abhijit Banerjee; Esther Duflo	The National Bureau of Economic Research	http://www.nber.org/papers/w17897	126

Appendix 4.3: LF2.4 - Number of phase 2 commissioned research or country studies to be authored or co-authored by 'local researchers'* (cumulative)

*A 'local researcher' is understood to mean a researcher who is both a citizen and resident of a middle- or low-income country (not necessarily the same country). 'Local researchers' are highlighted in yellow in the table below.

2014/15 Performance

DFID Milestone 2014-15	50 (100)
IGC Achievement March 2015	66 (152)

Supporting Evidence

Country Programme:

#	Country	Title	PI	Co-PI	Co-PI 2	Co-PI 3	Co-PI 4
1	Bangladesh	Infrastructure, Mis-Allocation and Economic Growth in Bangladesh	Mark Pitt	Nazmul Hassan	Mark Rosenzweig	Joyce Chen	NA
2	Bangladesh	Managing Shocks: Worker's Well-being and Firm Productivity in the Bangladeshi Garment Sector	Christopher Woodruff	Rocco Macchiavello	Atonu Rabbani	Paula Lopez-Pena	Anik Ashraf
3	Bangladesh	Link Between Economic Growth and Equity in Bangladesh	Siddiqui Osmani	NA	NA	NA	NA
4	Ethiopia	Agricultural Cooperatives in Ethiopia: Do they matter?	Kibrom Araya Abay	Guush Berhane	NA	NA	NA
5	Ethiopia	Low Cost Housing for Africa's Cities? The Impact of the Government Condominium Scheme in Ethiopia.	Berihu Assefa Gebrehiwot	Simon David Franklin	Alebel Bayrau Weldesilassie	NA	NA
6	Ghana	Exchange rate and macroeconomic stability: Determinants and Pass-through effects	George Adu	Amin Karimu	Justice Tei Mensah	NA	NA
7	Ghana	The Twin Deficits Hypothesis in Developing Countries: Empirical Evidence for Ghana	Daniel Sakyi	Daniel Opuku	NA	NA	NA
8	Ghana	Formal and informal finance: Firm growth in Ghana.	Emmanuel Bentum Amissah	Agyapomaa Gyeke-Dako	NA	NA	NA

9	Ghana	The footprints of Galamsey in Ghana; the Western Region Under the Microscope	Jones Mantey	Kwabena Nyarko	Frederick Owusu-Nimo	NA	NA
10	Ghana	School Performance: The Role of Early Stage Learning Environments	Pearl Susana Kyei	Naa Dodua Dodoo	Nana Yaa Asantewaa Nyarko	NA	NA
11	India-Bihar	Outlays to Outcomes: Understanding pathways to improving learning outcomes	Yamini Aiyar	Ambrish Dongre	NA	NA	NA
12	India-Bihar	The Changing Face of Circular Migration in Bihar	Indrajit Roy	NA	NA	NA	NA
13	India-Bihar	Maternal Hours of Work during Pregnancy: an Evaluation of a CCT Program in India	Anjini Kochar	Prabhatl Prasad Ghosh	NA	NA	NA
14	India-Bihar	Social Justice in Education: Are School Uniform and Scholarship Schemes Marred with Discrimination in Bihar?	Pankaj Verma	Chinmaya Kumar	Abhimanyu Gahlaut	NA	NA
15	India-Bihar	The Effects of Food Policy on Cropping Patterns and Income Distribution in Rural Bihar	Rajnish Kumar	Rohini Somanathan	NA	NA	NA
16	India-Bihar; India-Central	Women's empowerment and changing social norms: Persistent effects of a one-time targeted in-kind transfer in India	Shabana Mitra	Karl Ove Moene	NA	NA	NA
17	India-Central	The impacts of making NREGA payments to UID linked bank accounts: A Study in Maharashtra.	Bharat Ramaswami	Siwan Anderson	Ashok Kotwal	Ashwini Kulkarni	NA
18	India-Central	Role of ICT Technologies in Combating Malnutrition: Increasing Transparency in India's Mid-Day Meal Program	Sheetal Sekhri	Sisir Debnath	NA	NA	NA
19	India-Central	The Impact of Climate and Pollution on Worker Productivity: Evidence from a Garment Factory in India	Achyuta Adhvaryu	Namrata Kala	Anant Nyshadham	NA	NA
20	India-Central	Markets for Drinking Water: How They Function and Consequences for Welfare	Sheetal Sekhri	Pinar Keskin	Sriniketh Nagavarapu	David Glick	NA
21	India-Central	Andhra Pradesh CM's Dashboard Pilot Project: Peception and usage of data in	Rwitwika Bhattacharya	Lakshmi Iyer	Noopur Abhishek	NA	NA

		governmental decision making					
22	India-Central	The Growth of Cities in India, 1870-2020	Chinmay Tumbe	NA	NA	NA	NA
23	India-Central	Adaptation to persistent drought and groundwater depletion: Evidence from Karnataka	Ram Fishman	K. V. Raju	V. S. Prakash	NA	NA
24	India-Central	Social influences and public health insurance utilization	Tarun Jain	Sisir Debnath	NA	NA	NA
25	Mozambique	Construction Industry and Construction Materials Industry	Rogério Quintella	Vasco Nhabinde	NA	NA	NA
26	Pakistan	Estimating the Impacts of Affirmative Action Policies in Public Service Hiring in Pakistan: A Regression Discontinuity Approach	Cyrus Samii	Saad Gulzar	Syeda Shahbano Ijaz	NA	NA
27	Pakistan	Microcredit and Microsaving for Microenterprises in Pakistan	Naved Hamid	Simon Quinn,	Giovanna d'Adda	Marcel Fafchamps	NA
28	Pakistan	Gender Mainstreaming in Productive Sectors of KP	Aroona Kamal	NA	NA	NA	NA
29	Pakistan	Analysing Punjab Data to Support Policymaking for Public Health and Sanitation	Jeffrey Hammer	Uzma Afzal	NA	NA	NA
30	Pakistan	Sector Plans for Punjab Growth Strategy and MTDf 2018 – Agriculture and Health	Ali Hasanain	Sajid Siddique	NA	NA	NA
31	Pakistan	Monetary Policy in Pakistan: Effectiveness in Inflation Control and Stabilization	Hamza Malik	Ehsan Choudhry	Asad Jan	NA	NA
32	Pakistan	How do trade costs impact trade composition of the export-oriented firms in Pakistan?	Salamat Ali	NA	NA	NA	NA
33	Pakistan	Understanding the Efficiency Effects of a Credit Bureau: A Cluster Randomized Controlled Trial	Aban Haq	Gharad Bryan	Jonathan de Quidt	NA	NA
34	Pakistan	Study on Teachers and Administrative Cadre Incentives in Khyber Pakhtunkhwa	Masooma Habib	NA	NA	NA	NA
35	Pakistan	Development of Punjab Growth Strategy 2018	Ijaz Nabi	Hamid Naved	Nasim Anjum	NA	NA
36	Pakistan	Phase II – Research on Garments Industry in	Ijaz Nabi	Naved Hamid	NA	NA	NA

		Pakistan					
37	Pakistan	Support to Government of Punjab in developing Medium Term Development Framework 2018 and Annual Development Programme 2014-15	Ijaz Nabi	Naved Hamid	Sohaib Athar	NA	NA
38	Pakistan	Impact assessment of start-up loans to female-run microenterprises	Farah Said	Mahreen Mahmud	Naved Hamid	NA	NA
39	Pakistan	Pro-Social or Career-Motivated Politicians? Evidence from Pakistan	Saad Ahmad Gulzar	Muhammad Yasir Khan	NA	NA	NA
40	Sierra Leone	Small Scale Mining Scoping Study	Herbert M'cleod	Joseph Kargbo	Ambrose James	NA	NA
41	Tanzania	Deliberative Democracy and Resource Rents in Tanzania	Nancy Birdsall	Abel Kinyondo	Justin Sandefur	NA	NA
42	Tanzania	From the Bottom Up: Firm Capabilities and the 'In Between' Sector in Tanzania	Margaret Stokes McMillan	Goodluck Charles Urassa	Hazel Sophia Gray	NA	NA
43	Tanzania	Furniture enterprises in Tanzania. Action research to improve firm capabilities and enhance livelihoods	Nsubili Isaga Mwalukasa	Geraldine Albogast Rasheli	Leornada Mwangike	NA	NA
44	Uganda	Investigating the poverty dynamics in Uganda since 2005	Andrew McKay	Sarah Ssewanyana	NA	NA	NA
45	Zambia	Economic Growth, Inequality and Poverty: Estimating the Growth Elasticity of Poverty In Zambia	Chrispin Mphuka	Joseph Simumba	Oliver Kaonga	NA	NA
46	Zambia	Management quality, productivity and profitability in manufacturing firms in Zambia	Koyi Grayson	Mushiba Nyamazana	NA	NA	NA

Research Programme:

#	Country	Title	PI	Co-PI	Co-PI 2	Co-PI 3	Co-PI 4
47	Democratic Republic of the Congo	The internal organization of extortion: Evidence from within the police administration in the Democratic Republic of the Congo	Raul Sanchez de la Sierra	Kristof Titeca	Albert Malukisa	NA	NA
48	Ethiopia	Fading Choice: Market development and consumer good choice in remote markets	Jan-Willem Gunning	Pramila Krishnan	David Stifel	Andualem Telaye Mengistu	NA
49	India-Bihar	Land acquisition and structural transformation in Bihar: an analysis of alternative approaches	Sanjay Jain	Chinmaya Kumar	NA	NA	NA
50	India-Central	Does choice of procurement contract matter for cost and quality of infrastructure?	Ram Singh	NA	NA	NA	NA
51	India-Central	Public Programs, Growth, and Economic Inequality in Rural India	Andrew D Foster	Hari K Nagarajan	Mark R Rosenzweig	Jai Pal Singh	NA
52	India-Central	Women and Work in Rural India	Abhiroop Mukhopadhyay	Farzana Afridi	Taryn Dinkelman	NA	NA
53	India-Central	Repayment flexibility, contract choice and investment decisions among Indian microfinance borrowers.	Giorgia Barboni	Parul Agarwal	NA	NA	NA
54	India-Central	Learning Lessons from Indian Growth Experience through IGC Visiting Professors in Practice	Isher Ahluwalia	Montek Ahluwalia	NA	NA	NA
55	Pakistan	Mapping the Grid: Jumpstarting an Electricity Consumption GIS	Sohaib Ahmad Khan	Ijlal Hussain Naqvi	NA	NA	NA
56	Pakistan	Electricity and Rural Development: Insights from a Natural Experiment in Punjab, Pakistan	Lauge Skovgaard Poulsen	Mahvish Shami	Hadia Majid	NA	NA
57	Pakistan	Pakistan KLEMS Database and	Abid Aman Burki	Mushtaq Ahmad	Syed Muhammad	NA	NA

		Productivity Measurement at the Industry Level		Khan	Hussain		
58	Pakistan	Measuring Innovation in the Textile Sector of Pakistan (Pilot project)	Waqar Ahmed Wadho	Azam Amjad Chaudhry	NA	NA	NA
59	Pakistan	Urban Transportation, Labour Markets and Access to Economic Opportunity: Evidence from Lahore's Bus Rapid Transit System	Hadia Majid	Katherine Vyborny	Ammar Malik	Mir Anjum Altaf	NA
60	Pakistan	Pressures from peers and spouses and self-control problems as constraints to microenterprise growth: Experimental evidence from Pakistan	Uzma Afzal	Giovanna d'Adda	Marcel Fafchamps	NA	NA
61	Pakistan	Public Transport and Urban Labor Market Integration: A Randomized Control Trial	Erica Field	Kate Vyborny	Ghulam Abbas	NA	NA
62	Tanzania	Monitoring and Real Authority in the Public Sector: Evidence from Tanzania	Florian Michael Blum	Longin Mbweru Paul Nsiima	NA	NA	NA
63	Uganda	Improving Teaching and Learning for Disadvantaged Students in Diverse Classrooms: Experiments on Teacher Incentives and Training in Uganda	Daniel Gillian	Naureen Karachiwalla	Addrienne Lucas	Derek Neal	Ibrahim Kasirye
64	Uganda	Literacy Laboratory Project	Rebecca Thornton	Alfred Ongom	Victoria Brown	Jason Kerwin	NA
65	Zambia	Exports, imported intermediate inputs and exchange rate volatility in Zambia	Neil Andrew Rankin	Joseph Simumba	Bernard Banda	NA	NA
66	Zambia	Recruiting and Motivating Community Health Workers: Measuring Impact through a Nationwide Household Survey	Nava Ashraf	Oriana Bandiera	Scott Lee	Mutinta Musonda	NA

Appendix 4.4: LF2.5 - Proportion of Research Programme grants (by value) research projects¹¹ having at least one PI outside the IGC research network* at the time of application

*The IGC research network is defined as those researchers having received an IGC grant in the past; the comprehensive list for 2009-2014 can be found in Appendix 8. Principal Investigators outside the IGC Network are highlighted in yellow.

2014/15 Performance

DFID Milestone 2014-15	20%
IGC Achievement March 2015	88%

Supporting Evidence

#	Project Title	RP funding (£)	PI	Co-PI	Co-PI 2	Co-PI 3	Co-PI 4
1	Mapping the Grid: Jumpstarting an Electricity Consumption GIS	19,636	Sohaib Ahmad Khan	Ijlal Hussain Naqvi	NA	NA	NA
2	Prepaid Electricity Metering: Costs, Benefits and Potential for Scale-up	77,056	Kelsey Jack	Grant Smith	NA	NA	NA
3	Electricity and Rural Development: Insights from a Natural Experiment in Punjab, Pakistan	16,288	Lauge Skovgaard Poulsen	Mahvish Shami	Hadia Majid	NA	NA
4	Estimating the Demand for Electricity: Evidence from Urban Indonesia	4,6752	Rema Hana	Benjamin Olken	Michael Greenstone	NA	NA
5	Income Tax Evasion and Optimal Enforcement Policies: Evidence From 3rd Party Consumption Data and a Field Experiment in Pakistan	61,655	Michael Carlos Best	NA	NA	NA	NA
6	Land acquisition and structural transformation in Bihar: an analysis of alternative approaches	15,950	Sanjay Jain	Chinmaya Kumar	NA	NA	NA
7	Elucidating Avenues for Corruption: Micronutrient Fortification Strategies in India's Midday Meals Program	40,212	Gauri Kartini Shastry	James Berry	Priya Mukherjee	Saurabh Mehta	NA
8	Do Political Dynasties Hinder Development?	8,550	Ayesha Ali	NA	NA	NA	NA
9	He is a Criminal But He is Our Criminal: Criminally Accused Politicians in India	18,443	Nishith Prakash	Marc Rockmore	Yogesh Uppal	NA	NA

¹¹ These are Research Programme-funded projects that were commissioned in CB2 and CB3

10	Does choice of procurement contract matter for cost and quality of infrastructure?	12,375	Ram Singh	NA	NA	NA	NA
11	State Capacity and Individual Preferences: Evidence from Rwanda	30,000	James Fenske	Leander Heldring	NA	NA	NA
12	Religion: Politicians and Voters in India	20,000	Sonia Bhalotra	Irma Clots-Figueras	Lakshmi Iyer	NA	NA
13	Public Programs, Growth, and Economic Inequality in Rural India	70,000	Andrew D Foster	Hari K Nagarajan	Mark R Rosenzweig	Jai Pal Singh	NA
14	Search frictions and firm and market growth in Liberia	100,000	Jonas Hjort	NA	NA	NA	NA
15	Exports, imported intermediate inputs and exchange rate volatility in Zambia	13,086	Neil Andrew Rankin	Joseph Simumba	Bernard Banda	NA	NA
16	Barriers to Market Access for Smallholder Farmers	118,695	Craig McIntosh	Paul Gertler	Lauren Falcao	NA	NA
17	Labour Rationing and Forced Entrepreneurship in Village India: Estimates from Experimental Aggregate Demand Shocks	99,884	Supreet Kaur	Emily Breza	Yogita Shamdasani	NA	NA
18	Women and Work in Rural India	19,920	Abhiroop Mukhopadhyay	Farzana Afridi	Taryn Dinkelman	NA	NA
19	Fading Choice: Market development and consumer good choice in remote markets	125,450	Jan-Willem Gunning	Pramila Krishnan	David Stifel	Andualem Telaye Mengistu	NA
20	Repayment flexibility, contract choice and investment decisions among Indian microfinance borrowers.	51,396	Giorgia Barboni	Parul Agarwal	NA	NA	NA
21	Pakistan KLEMS Database and Productivity Measurement at the Industry Level	20,000	Abid Aman Burki	Mushtaq Ahmad Khan	Syed Muhammad Hussain	NA	NA
22	Markups and capital misallocation: a trade-off? Evidence from the Indian manufacturing sector	2,690	Simon Galle	NA	NA	NA	NA
23	Measuring Innovation in the Textile Sector of Pakistan (Pilot project)	21,780	Waqar Ahmed Wadho	Azam Amjad Chaudhry	NA	NA	NA

24	The Impact of Electric Stoves and Electricity Subsidy on Charcoal Consumption in Urban Africa: Evidence from a Randomized Controlled Experiment in Tanzania	72,502	Yonas Alem	Peter Berck	Martin Chegere	NA	NA
25	Smart Meters for Promoting Energy Efficiency in Rural India	50,000	Meredith Fowlie	Catherine Wolfram	NA	NA	NA
26	Measuring Performance of Urban Service Delivery Systems in Africa and South Asia	36,590	Jamie Boex	Ammar Malik	Ben Edwards	NA	NA
27	Proposed Reallocation: Household Characteristics and the Elasticity of Demand for Water	38,250	Kelsey Jack	Seema Jayachandran	NA	NA	NA
28	Tanzania: Impact of Low-Cost Urban Land Tenure Formalization	90,000	Klaus Deninger	Ali Ayalew Ali	Justin Sandefur	Matthew Collin	NA
29	Urban Transportation, Labour Markets and Access to Economic Opportunity: Evidence from Lahore's Bus Rapid Transit System	73,900	Hadia Majid	Katherine Vyborny	Ammar Malik	Mir Anjum Altaf	NA
30	Water Pricing to Promote Equity, Efficiency and Sustainability in the Growing City of Faisalabad	40,000	Saleem Ali	NA	NA	NA	NA
31	Mobile Banking and Remittances Among Garment Workers in Bangladesh: An Experimental Study	45,320	Jonathan Morduch	Jean Lee	Abu Shonchoy	Hassan Zaman	NA
32	Monitoring Public Employees in Paraguay: Can Technology Adoption by the Government Improve Agricultural Extension Services for Poor Farmers?	168,166	Laura Schechter	Ernesto Dal Bo	Fred Finan	NA	NA
33	Measuring Civil Conflict: Should Newspaper Reports be Trusted?	44,770	Benjamin Crost	Daniel Rees	Joseph Felter	NA	NA
34	Recruiting and Motivating Community Health Workers: Measuring Impact through a Nationwide Household Survey	75,654	Nava Ashraf	Oriana Bandiera	Scott Lee	Mutinta Musonda	NA
35	Improving Teaching and Learning for Disadvantaged Students in Diverse Classrooms: Experiments on Teacher Incentives and Training	138,126	Daniel Gillian	Naureen Karachiwalla	Addrienne Lucas	Derek Neal	Ibrahim Kasiye

	in Uganda						
36	Literacy Laboratory Project	50,000	Rebecca Thornton	Alfred Ongom	Victoria Brown	Jason Kerwin	NA
37	Adoption and Revenue Models for Clean Off-Grid Energy in Rwanda	50,000	Ioana Popescu	Serguei Netessine	Bhavani Uppari Shanker	Rowan Clarke	NA
38	A Comparative Analysis of the Coffee Value Chain	110,975	Rocco Macchiavello	Arthur Blouin	Pepita Miquel-Florensa	NA	NA
39	Pressures from peers and spouses and self-control problems as constraints to microenterprise growth: Experimental evidence from Pakistan	46,611	Uzma Afzal	Giovanna d'Adda	Marcel Fafchamps	NA	NA
40	Transport Costs and Fertilizer Adoption in Tanzania	152,181	Johnathan Robinson	Alan Spearot	Shilpa Aggarwal	NA	NA
41	Innovation in dense marketplaces: the contagion of mobile banking among micro entrepreneurs	164,898	Edward Glaeser	Nava Ashraf	Bryce Millet Steinberg	NA	NA
42	Public Transport and Urban Labour Market Integration: A Randomized Control Trial	150,000	Erica Field	Kate Vyborny	Ghulam Abbas	NA	NA
43	A Global Database of Rural Electrification	22,040	Johannes Urpelainen	Michaël Aklin	Harish S.P.	NA	NA
44	Rural electrification: the potential and limitations of solar power	75,000	Tessa Bold	Anna Aevardottir	NA	NA	NA
45	Monitoring and Real Authority in the Public Sector: Evidence from Tanzania	40,000	Florian Michael Blum	Longin Mbwera Paul Nsiima	NA	NA	NA
46	Social Capital and Large Scale Land Investments: An Experimental Investigation in Central Zambia	80,000	Rainer Thiele	Menusch Khadjavi	NA	NA	NA
47	The internal organization of extortion: Evidence from within the police administration in the Democratic Republic of the Congo	20,000	Raul Sanchez de la Sierra	Kristof Titeca	Albert Malukisa	NA	NA
48	Liquidity Constraints, Presumptive Taxation, and Tax Compliance: Experimental Evidence from	41,564	Lorenzo Casaburi	Dina Deborah Pomeranz	NA	NA	NA

	Kenya					
Value of RP projects that have at least one PI outside the IGC network	£2,886,365					
Total value of RP projects 2014/15	£3,282,551					
% of RP projects with PI outside the IGC network at the time of application	87.9%					

Appendix 4.5: LF2.6 - Value of projects approved by commissioning boards in the IGC Research Programme Phase 2 and signed off by DFID, cumulative

2014/15 Performance

DFID Milestone 2014-15	£3,000,000
VIGC Achievement March 2015	£4,334,417

Supporting Evidence

Value of projects approved by commissioning boards and signed off by DFID: Commissioning Board 1: £1,051,866 Commissioning Board 2: £1,908,273 Commissioning Board 3 : £1,374,278 Total: £4,334,417

Appendix 5: Communications

Appendix 5.1a: LF3.1a - IGC demonstrates active participation in international debates, as demonstrated by number of IGC publications on a global debate/issue*

* These papers should be specific to the theme (not general synthesis papers)

2014/15 Performance

DFID 2014-15 Milestone	3
IGC Achievement March 2015	10

Supporting Evidence

#	Title of Publication	Delivery Date	Name of Author(s)	Description of Publication/link
1	OECD Website: "Infrastructure in Africa: A new Agenda"	15/07/2014	Paul Collier and Colin Mayer	This report fed into the OECD-AfDB-IGC workshop in Paris on resolving policy impediments in African infrastructure. It was run by Paul Collier and attended by a representative of the Country Programme, Jeremy Bowles.
2	The Guardian: "How can personality tests improve the health service in Pakistan?"	09/09/2014	Michael Callen and Aman Rezaee	This newspaper article by IGC researchers Michael Callen and Aman Rezaee draws on IGC work to discuss how personality tests can improve the health service in Pakistan .
3	IGC Blog	Launched September 2014	Various, including Jitan Ram and Jeffrey Sachs	IGC launched a blog in September 2014 to help articulate IGC ideas and to host other experts expressing their views on growth. So far we have posted 51 blogs by 67 authors. Highlights include blogs by Mthuli Ncube on entrepreneurship and Jeffrey Sachs on sustainable development.
4	The Huffington Post: Ebola Has Exposed Pre-Existing Fault Lines in the Health System, Economy and Governance of Sierra Leone	02/10/2014	Herbert M'cleod	IGC Sierra Leone Country Director Herbert M'cleod produced a newspaper article on how Ebola has exposed pre-existing fault lines in the health system, economy and governance of Sierra Leone , drawing on IGC's Economics of Ebola initiative.
5	The Conversation: "How to Plan for a Post-Ebola West Africa"	07/11/2014	Rachel Glennerster	This newspaper article by IGC researcher Rachel Glennerster discusses how to plan for a post-Ebola West Africa
6	Open Letter to the United Nations	14/11/2014	Various, including Paul Collier and Tim Besley	This IGC Open letter to Secretary General Ban Ki Moon argues that the SDGs process needed a stronger focus on economic growth as a core requirement for alleviating worldwide poverty. It was signed by a host of leading economists, most of who are affiliated with IGC.

7	The Huffington Post: "The UN Sustainable Development Goals Will Not Succeed Without an Emphasis on Economic Growth"	21/11/2014	Paul Collier and Tim Besley	This newspaper article, written by Paul Collier and Time Besley of the IGC's Steering Group, followed the open letter to the UN (above) and highlights the need for the Sustainable Development Goals to emphasise economic growth .
8	New York Times: "How Bad Data Fed the Ebola Epidemic"	30/01/2015	Rachel Glennerster, Herbert M'cleod and Tavneet Surji	Members of the IGC Sierra Leone team produced this newspaper article on how bad data fed the Ebola Epidemic .
9	Growth Brief: "Harnessing natural assets for inclusive growth"	24/03/2015	Paul Collier and Caroline Laroche	This is the first publication in the Growth Brief series, written by Paul Collier and IGC Hub Economist Caroline Laroche. The Brief presents a framework for natural resource management .
10	The Huffington Post: "Lessons Learned from the Ebola Outbreak"	20/03/2015	Herbert M'cleod	This newspaper article by Sierra Leone Country Director Herbert M'cleod outlines the lessons learned from the Ebola outbreak .

Appendix 5.1b: LF3.1b - IGC demonstrates active participation in external debates, as demonstrated by representation of the IGC at external events (such as WTO, IMF/World Bank Annual Meetings)

2014/15 Performance

DFID 2014-15 Milestone	4
IGC Achievement March 2015	6

Supporting Evidence

#	Name of Event	Date of Event	Name of Attendee(s)	Description of Event
1	Royal Economics Society Conference	09/04/2014	Paul Collier, Robin Burgess and John Sutton	The IGC hosted a plenary at the Royal Economics Society Conference focusing on the theme of "Africa Rising". Paul Collier discussed resource extraction and John Sutton discussed the prospects for advances in industrial development in Ethiopia, Ghana, Tanzania, Zambia and Mozambique.
2	International Economics Association World Congress	07/06/2014	Jonathan Leape, Adnan Khan, Tim Besley and Robin Burgess	The IGC held a special contribution session at the International Economics Association World Congress. Jonathan Leape and Adnan Khan presented the IGC model and Jonathan Leape, Tim Besley and Robin Burgess presented "New Approaches to Growth in Development".
3	The World Export Development Forum (WEDF)	14/09/2014 - 16/09/2014	Richard Newfarmer	Richard Newfarmer, Country Director of IGC Rwanda, Uganda and South Sudan, spoke at this event which explored how SMEs can become and remain competitive by addressing issues that impact their entrepreneurial capacity and operating environment. Developments in trade facilitation, regional integration, South-South cooperation and trade in services were examined.
4	World Bank Group -	10/10/2014 -	Jonathan Leape and	IGC representatives met with a number of influential attendees, including Shanta

	International Monetary Fund Annual Meeting 2014	12/10/2014	Richard Newfarmer	Devarajan (Chief Economist for Middle East and North Africa) to discuss how IGC can most productively interact with the World Bank, and Alan Gelb (CGD Senior Fellow) on potential collaboration with Centre for Global Development (CGD).
5	The World Bank Conference on New Growth Strategies	13/10/14 – 14/10/14	Richard Newfarmer	Richard Newfarmer, Country Director of IGC Rwanda, Uganda and South Sudan, spoke on 'Competitive Cities: New Growth Policies & Urban Development' at the World Bank Conference on New Growth Strategies.
6	World Economic Forum Annual Meeting 2015 (Davos)	21/01/2015 - 24/01/2015	Jonathan Leape	Jonathan Leape attended several events and met with a number of high profile attendees including Espen Barth Eide, Managing Director of the World Economic Forum. He had a follow up meeting in London with Marjo Koivisto, Senior Manager for Economics and Finance, who expressed a strong interest in John Sutton's work on industrialisation and in IGC work in mobile payments and banking.

Please note that the above table is just a sample of events at which the IGC has been represented and that Country Directors have represented the IGC at many more events.

Appendix 5.2a: LF3.2a - IGC communicates to a broad and local audience as demonstrated by increased number of unique visitors on the main IGC website (www.theigc.org)

2014/15 Performance

DFID 2014-15 Milestone	78,550 (20% increase from 2013/2014)
IGC Achievement March 2015	111,154 (70% increase from 2013/14)

IGC Comment

The number of unique visitors to the main IGC website has increased by 70% from 65,458 in 2013/14 to 111,154 in 2014/15. In addition to an increase in the number of unique visitors to the website, a number of other metrics indicate improved IGC communication. For example:

- Pageviews (the number of pages readers visit) have increased by 61% from 2013/14, indicating that once visitors have entered the IGC website they read more content.
- Referrals from Twitter have increased by 550%
- Referrals from Facebook have increased by 319%
- Referrals from Google have increased by 69%
- Direct traffic (the number of visitors who accessed the site by typing <http://www.theigc.org/> directly into their browser or by clicking on a link in their bookmarks/favourites) has increased by 58%.

All of these suggest a growing awareness and recognition of the IGC and a higher level of engagement with the website.

Appendix 5.2b: LF3.2b - IGC communicates to a broad and local audience as demonstrated by increased engagement (IGC newsletter)

2014/15 Performance

DFID 2014-15 Milestone	7,372 pre cleaning or 5,095 post cleaning (20% increase from 2013/2014)
IGC Achievement March 2015	5,702 (-7% vs uncleaned or + 34% against cleaned list from 2013/2014)

IGC Comment

The mailing list had 6,144 at the end of 2013/14. During 2014/15 the mailing list has been cleaned (with DFID communications support), removing 1,898 (31%) junk e-mail addresses that were included in the 2013/14 final figure, giving a new 'cleaned' base of 4,246. We have recruited 1,456 new subscribers, giving an increase of 34% against the cleaned list, or a decline of 7% against the uncleaned list. In addition, the new Ebola newsletter has 831 subscribers, which takes the combined newsletter list to 6,533 and a +54% against the cleaned list or +6% against the uncleaned list (not included above). After cleaning, the overall click and open rate has now increased to above the non-profit industry average. In addition, the unsubscribe rate is very low, with just 12 unsubscriptions since October 2014 and an average of 67 new subscriptions per month since September 2014, largely due to the pop-up subscription field that has been added to the website. Prior to September 2014, no more than four recipients had ever subscribed in a single month. The subscription field on the website requires email confirmation which means that junk emails are less likely to be successfully subscribed.

Appendix 5.3a: LF3.3a and KPI3.2a - IGC engages and communicates in-country, as demonstrated by number of countries that have built and maintained close relationships* with senior policymakers

* to qualify as a close relationship, the IGC leadership team must have met with the stakeholder at least once a year over at least two consecutive years, outside of official IGC events

2014/15 Performance

DFID 2014-15 Milestone	10 countries with at least 3 close relationships
IGC Achievement March 2015	12 countries

Supporting Evidence

Country	Number of close relationships	Stakeholder	Comments on Engagement
Bangladesh	2	Mr SM Mannan, Cabinet Division	In December 2014, Jonathan Leape (IGC Executive Director) and Adnan Khan (IGC Research Programme Director) met with Mr. SM Mannan State Minister of Finance, Ministry of Finance and Planning, to discuss a policy engagement strategy with the Government.
		Chairman, National Board of Revenues	Hafeez Rahman (IGC Bangladesh Country Director) met with the Chairman of the National Board of Revenues to discuss findings from study on Taxpayers recognition

			programme on three occasions (May, July and November 2014).
Ethiopia	2	H.E. Ato Newai Gebreab, Executive Director of EDRI & Chief Economic Advisor to the Prime Minister	Alemayehu Seyoum Taffesse (IGC Ethiopia Country Director) holds regular face-to-face meetings with H.E. Ato Newai Gebreab to gauge research demands and receive feedback. During these meeting, updates of IGC activities are given and research findings are shared.
		Ato Fitsum Arega, Director General of the Ethiopian Investment Commission	Ato Fitsum Arega and IGC Ethiopia Country Director Alemayehu Seyoum Taffesse have regular face-to-face meetings to discuss research demands, share feedback, discuss IGC activities and share research findings.
		H.E. Ato Mekuria Haile, Minister of Urban Development, Housing and Construction	IGC Ethiopia Country Director Alemayehu Seyoum Taffesse met with the Minister of Urban Development, Housing and Construction in September 2014 to discuss IGC work.
		H.E. Dr. Misrak Mekonnen, State Minister of the Civil Service	H.E. Dr. Misrak Mekonnen, State Minister of the Civil Service, was met with by IGC Ethiopia's Country Director in September to discuss IGC Ethiopia's workplan.
Ghana	3	Bank of Ghana	IGC Ghana (including Country Directors Nii Sowah and Naved Hamid) met regularly with the Bank of Ghana to collaborate in the organisation of the Africa Growth Forum in June 2014 and facilitated meetings between the Governor of the Bank and Governors of Zambia and Uganda.
		Ministry of Finance	IGC Ghana met regularly throughout 2014/15 with the Ministry of Finance to collaborate in the organisation of the Africa Growth Forum in June 2014.
		National Development Planning Commission	IGC Executive Director Jonathan Leape and Research Programme Director Adnan Khan met with the National Development Planning Commission in June 2014 to explore opportunities for collaboration and areas that IGC can provide research support.
India-Bihar	2	Mr. Rahul Singh, IAS, Director, Bihar Education Project	Shaibal Gupta (IGC India-Bihar's co-Country Director) met Mr. Singh to discuss various schemes that are implemented in primary and secondary schools, and to share results of the 'Social Justice in Education' project.
		Principal Secretary, Energy Department	The IGC India-Bihar team met the Principal Secretary of the Energy Department to present preliminary results from IGC-JPAL research study.
India-Central	5	Dr. Sindhushree Khullar, Secretary Planning Commission and CEO, NITI Ayog	Jonathan Leape (IGC Executive Director) met with Dr Kullar, Senior Secretary of the Planning Commission, in New Delhi to discuss IGC research and to listen to her views on policy priorities of the new government and topics for policy relevant research.
		Dr. T. C. A. Anant, Secretary, Ministry of Statistics and Programme Implementation and Chief Statistician of India	Jonathan Leape (IGC Executive Director) met with Dr Anant from the Ministry of Statistics in his office on 14 th July 2014 to discuss IGC work and the availability of different datasets and possibilities of different research using official NSSO data.
		Dr. Ila Patnaik, Principle Economic Advisor, Ministry of Finance,	Jonathan Leape (IGC Executive Director) met with Dr Patnaik in her office on 14 th July 2014 to discuss IGC work and hear her suggestions on how to deepen the policy

		Government of India	impact of IGC's work.
		Dr. Arunish Chawla, Joint Secretary, Department of Expenditure, Ministry of Finance, Government of India	Jonathan Leape (IGC Executive Director) met with Dr Chawla Meeting in his office in July 2014 to discuss IGC work and the new government's policy priorities.
		Sanjoy Mitra, Chief Secretary, Government of West Bengal	Dilip Mookherjee, Lead Academic for India-Central, met with Sanjoy Mitra, Chief Secretary of the Government of West Bengal, in December 2014 to discuss IGC work and potential collaboration with the Government of West Bengal.
Liberia	3	Ministry of Finance	In June 2014, IGC leadership met with the Minister of Finance to discuss a resource revenue management strategy and Ebola planning and recovery. IGC leadership also has regular phone conversations with Deputy Minister for Economic Affairs to provide updates on IGC work.
		Ministry of Commerce and Industry	IGC leadership met with the Minister of Commerce and Industry and senior staff in June 2014 to discuss IGC work on trade and small business and regulation of key commodities.
		Office of the President	In June 2014, IGC leadership met with the President, senior advisors, and the Economic Management Team to discuss IGC's work on resource revenue management and to follow up discussion on Ebola planning and response.
Mozambique	11	Jaime Matsinhe, National Director of the National Directorate of Construction Materials, Ministry of Public Works and Housing	IGC leadership held face-to-face meetings with Jamie Matsinhe from the Ministry of Public Work and Housing to discuss a targeted research project on the construction industry and to organise a workshop to present the findings, which will occur in the next fiscal year.
		Vasco Nhabinde, National Director of the National Directorate for studies and political analysis (DNEAP), Ministry of planning and development	IGC leadership held face-to-face meetings with Vasco Nhabinde of the Ministry of Planning and Development to discuss research collaboration and provide consultation on specific projects and issues. During these meetings, Dr Nhabinde requested a specific capacity-building project for DNEAP which took place shortly after.
		Amélia Nakhare, Deputy Minister of the Minister of Economy and Finances, previously in the MPD.	IGC researcher John Sutton met with Amélia Nakhare of the Ministry of Economy and Finances. IGC Mozambique team also held regular meetings with her former first secretary, Dr Cavadia, to discuss IGC work.
		Antuia Mogne Soverano, National Director at the Directorate of Primary education, Ministry of Education	IGC leadership has held several consultation meetings with Antuia Mogne Soverano of the Ministry of Education to discuss IGC work. Mrs Soverano is also in regular contact with the research team of the project on 'Female drop-out in Mozambique'.
		Dr Eduardo Gudo, Scientific Director of the National Health Institute	A number of consultation meetings have taken place between IGC leadership and the National Health Institute, focused on designing a research project and improving the data gathering capabilities of the institute.

		Ernesto Gove, Governor, Central Bank of Mozambique	IGC leadership have held face-to-face meetings with the Governor of the Central Bank of Mozambique to discuss projects related to mobile money, as well as the IGC's overall strategy.
		Esselina Macome, Executive Board Member, Central Bank of Mozambique	Esselina Macome has been engaged in regular meetings with IGC leadership over the last three years to discuss research on mobile money. Dr Macome's team at the central bank also collaborates on an IGC research project on the introduction of electronic means of payments in the Maputo area. The team has jointly organized a workshop relating to mobile money in Mozambique with the IGC.
		Pedro Couto, former Vice- Minister of Finance and now Minister of Natural resources	IGC Mozambique Country Director Claudio Frischtak has periodic face-to-face meetings with the Minister of Natural Resources to discuss IGC research. The Minister always shows strong interest in the work that the IGC does in-country.
		Salim Vala, former Permanent secretary of the Ministry of Planning and Development and now Counsellor of the new President of the Republic	Regular face-to-face and consultation meetings have taken place between IGC leadership and Salim Vala, Counsellor of the new President of the Republic, to discuss specific questions and IGC projects.
		Manuel Tomás Lubisse, Mozambican Ambassador in Brazil	IGC Mozambique Country Director Claudio Frischtak has held periodic face-to-face meetings with Manuel Tomás Lubisse, Mozambican Ambassador in Brazil to discuss IGC work.
		Luísa Dias Diogo, politician and former Prime Minister	Periodic face-to-face meetings have taken place between Claudio Frischtak, IGC Mozambique Country Director, and former Prime Minister Luísa Dias Diogo to discuss IGC research.
Myanmar	3	U Myint, Chief Economic Adviser to the President	In December 2014, Jonathan Leape (IGC Executive Director), Adnan Khan (IGC Research Programme Director) and Ian Porter (IGC Myanmar Country Director) met with U Myint to discuss IGC work. In addition, Ian Porter meets regularly with U Myint to provide updates on IGC research.
		Zaw Oo, Economic Advisor to the President	Throughout 2014/15 IGC leadership (particularly IGC Myanmar Country Director Ian Porter) has held numerous and frequent meetings between with Zaw Oo, Economic Advisor to the President, to provide updates on the IGC's work.
		Executive Committee of the Union of Myanmar Federation of Chambers of Commerce and Industry	In December 2014, Jonathan Leape (IGC Executive Director), Adnan Khan (IGC Research Programme Director) and Ian Porter (IGC Myanmar Country Director) met with the Executive Committee and held separate meetings with Garment and Timber associations to discuss ongoing IGC projects.
Pakistan	29	State Bank of Pakistan	The State Bank of Pakistan's work on monetary policy with IGC researcher Ehsan Choudhri included several meetings of the Project Investigators at the State Bank over the course of the project. IGC leadership has also been in regular engagement with the State Bank about the IGC project 'Management Practices in the Manufacturing Sector in Pakistan'.

	Tariq Bajwa, Chairman, Federal Board of Revenue (FBR)	IGC leadership met with Tariq Bajwa of the Federal Board of Revenue in October 2014 to discuss ongoing and potential engagement. IGC leadership has also attended an FBR event in February 2015.
	Punjab Board of Investment and Trade (PBIT)	A series of meetings were held between IGC leadership and the Punjab Board of Investment and Trade to discuss IGC garments work and prepare for an international conference on textiles and garments organized by PBIT, to which the IGC contributed.
	Excise and Taxation Department, Government of Punjab	IGC leadership held a series of meetings throughout 2014/15 to discuss several on-going IGC projects on property tax with the Punjab Excise and Taxation Department.
	Planning and Development Department, Government of Punjab	IGC Pakistan Country Director Ijaz Nabi has had continuous engagement with the Planning and Development Department of the Government of Punjab to discuss IGC work on the Punjab Growth Strategy 2018, Punjab Sector Plans 2018 and a study on garments in Punjab. Additionally, a number of meetings were held to provide off-budget support on the Government's Medium Term Development Framework 2014-17.
	Planning and Development Department, Government of KP	A series of meetings took place between IGC leadership and the Planning and Development Department of the Government of KP to discuss and disseminate IGC's report "Reclaiming Prosperity in Khyber Pakhtunkhwa".
	Federal Public Service Commission (FPSC)	Meetings at the FPSC took place in June 2014, August 2014 and December 2014 to discuss IGC work, attended by IGC leadership.
	Mian Mohammad Shahbaz Sharif, Chief Minister, Government of Punjab	IGC leadership held a number of meetings with the Chief Minister of the Government of Punjab to provide updates on multiple projects, including Punjab Growth Strategy 2018 and Sector plans. IGC researcher Jeffrey Hammer also held a series of stock taking meetings on IGC projects on water, sanitation and public health.
	Irfan Elahi, Chairman, Planning & Development Department, Government of Punjab	A series of meetings between the Planning and Development Department of the Government of Punjab and IGC leadership took place to discuss the Punjab Growth Strategy 2018, Sector plans and IGC study on garments in Punjab.
	Afzal Latif, Secretary Education, Government of KP	A meeting in October 2014 was held to discuss launch of the KP teacher incentives project with the Secretary of Education, Government of KP, and meetings in November 2014 were held to provide updates on IGC work.
	Dr Arshad Mahmood, former Secretary Housing Department, Government of Punjab	Multiple meetings were held with Dr. Arshad in his capacity as Secretary Housing & Urban Development Department to discuss the Urban Development Sector Plan, on which the IGC provided support.
	Aizaz Akhtar, Head of the Special Monitoring Unit, CM office, Government of Punjab	IGC leadership met with the Head of the Special Monitoring Unit, Government of Punjab, to discuss IGC work on the Punjab Growth Strategy and sector work plans, and IGC researcher Jeffery Hammers met to discuss work on water sanitation.
	Arif Baloch, former Secretary Industries Department, Government of Punjab	Multiple meetings were held in 2014/15 with Arif Baloch in his capacity as Secretary Industries, Commerce and Investment Department to discuss the Industries Sector Plan.
	Ali Sarfraz, CEO of Punjab Skills	Meetings between IGC leadership and Ali Sarfraz took place to discuss the Punjab

	Development Fund, former Secretary of Industries	Growth strategy, sector workplans and IGC's garments work.
	Nasir Javed, CEO of Urban Unit, Government of Punjab	IGC leadership held multiple meetings with Nasir Javed to discuss the Urban Development Sector Plan and the Punjab Growth Strategy.
	Ali Tahir, former Secretary Agriculture Department, current Secretary Excise & Taxation Department, Government of Punjab	Multiple meetings were held between IGC leadership and Ali Tahir in his capacity as Secretary Agriculture Department to discuss the Agriculture Sector Plan.
	Rashid Langrial, Ex-Commissioner of Lahore/ Secretary Agriculture	Multiple engagements took place with the former Commissioner of Lahore to discuss the IGC project "Using Preference Parameter Estimates to optimize public sector wage".
	Farasat Iqbal, CEO Saaf Paani Company, Government of Punjab	Farasat Iqbal met with IGC researcher Jeffery Hammer and the IGC team at the Saaf Paani office in June 2014 to discuss water supply and sanitation and public health in Punjab.
	Khalid Pervaiz, Additional Chief Secretary, Planning & Development Department, Government of KP	IGC leadership held multiple meetings with Khalid Pervaiz to discuss the IGC's KP report.
	Syed Zafar Ali Shah, Secretary KP, Planning & Development Department, Government of KP	Multiple meetings between IGC leadership and Syed Zafar Ali Shah were held to discuss the KP report.
	Atif Rehman, Chief Economist (now transferred), Planning & Development Department, Government of KP	IGC leadership held multiple meetings with Atif Rehman, then-Chief Economist at the Planning and Development Department, Government of KP, to discuss the IGC's KP report.
	Shahab Ali Shah, Chief Economist (transferred), Planning & Development Department, Government of KP	Multiple meetings between IGC leadership and Shahab Ali Shah were held to discuss the KP report.
	Zubair Qureshi, Ex-Executive Director, KP Urban Policy Unit	Multiple interactions took place between IGC leadership and Zubair Qureshi to discuss IGC's KP Urban Economies work.
	Qaisar Alam, Additional Secretary KP Education	IGC leadership held multiple meetings with Qaisir Alam, Additional Secretary, KP Education, to discuss IGC work.
	Imdadullah Bosal, Secretary to the Chief Minister, Govt. of Punjab	Various meetings took place between Adnan Khan (IGC Research Programme Director) and Imdadullah Bosal (Secretary to the Chief Minister, Government of Punjab) to garner support for various ongoing IGC research projects in Punjab.
	Jehanzeb Khan, Additional Chief Secretary (Energy), Govt. of Punjab	Adnan Khan (IGC Research Programme Director) and Naved Hamid (IGC Pakistan Country Director) held multiple meetings with Jehanzeb Khan in December 2014 to

			discuss potential research collaboration on the Government of Punjab's upcoming energy efficiency and conservation programme.
		Jawad Rafique Malik, Secretary Health Department, Govt. of Punjab	Multiple meetings were held with Jawad Rafique Malik in his capacity as Secretary Health Department and his previous capacity as Secretary Local Government Department to discuss the Health Sector Plan and the Punjab Growth Strategy 2018.
		Asad Umar, Member, National Assembly	IGC leadership met Asad Umar several times over the course of the year to discuss KP Economic Report and potential projects.
		Imran Khan, Chairman PTI, Member National Assembly	Findings from KP Economic report were shared with Mr. Imran Khan, Chairman PTI and Mr. Pervaiz Khatak, CM KP during a meeting in February 2015.
Rwanda	8	Claver Gatete, Minister, Ministry of Finance and Economic Planning	In October 2014 and February 2015 IGC Rwanda Country Director Richard Newfarmer and IGC Rwanda Lead Academic Andrew Zeitlin met with Minister Gatete to discuss IGC work and potential avenues for collaboration. The IGC is also in ongoing communication via email with Minister Gatete.
		Francois Kanimba, Minister of Trade and Industry	Multiple meetings took place throughout 2014/15 between IGC leadership and the Minister of Trade and Industry to discuss IGC work.
		Valentine Rugwabiza, Minister for the East African Community (until August 2014, CEO of the Rwanda Development Board)	Meetings between IGC leadership and the then-Minister for the East African Community took place in June and September 2014 to discuss IGC work, particularly the IGC's urbanisation conference papers and trade work.
		Thomas Kigabo, Chief Economist, National Bank of Rwanda	The IGC country team met with the Chief Economist of the National Bank of Rwanda in February 2015 to discuss the IGC's Financial Sector Development project.
		Silas Lwakabamba, Minister of Education (pre August 2014, Minister of Infrastructure)	In September 2014, Andrew Zeitlin, IGC Rwanda Lead Academic, met with the Minister of Education to discuss the IGC's Learning Evidence Advisory Panel and held a follow-up Skype conversation at the Minister's request.
		Diane Karusisi, Head of Policy, Strategy and Policy Unit, Office of the President	Diane Karusisi has attended multiple meetings with IGC Rwanda Country Director and Lead Academic to discuss IGC research.
		Imena Evode, Minister of State for Natural Resources (MINIRENA)	In February 2015, Imena Evode met with Ricahrd Newfarmer, IGC Rwanda Country Director, and Rocco Macchiavello, IGC researcher, to discuss IGC's mining projects.
		Richard Tusabe, Commissioner General, RRA	IGC leadership met with the Commissioner General in May 2014 to discuss IGC's proposed research into tax capacity in the EAC.
Sierra Leone	3	Ministry of Finance	Meetings took place June 2014 with the Minister and various senior staff to discuss resource revenue management strategy and Ebola planning and recovery. Regular phone conversations were also held with the Deputy Minister for Economic Affairs.
		Ministry of Health and Sanitation	Regular meetings took place between the Ministry of Health and Sanitation and IGC leadership to discuss health sector interventions.

		Sierra Leone Investment and Export Promotion Agency	Multiple meetings between IGC leadership and representatives of the Sierra Leone Investment and Export Promotion Agency took place throughout 2014/15 to discuss IGC work.
South Sudan	2	Aggrey Sabuni Tissa, Ministry of Finance	Meetings in Washington DC took place between IGC South Sudan Country Director Richard Newfarmer to discuss potential avenues for collaboration.
		Ministry of Labour	A closed-door meeting attended by a group of senior government members from the ministry was held by IGC Leadership to discuss IGC work.
Tanzania	3	Mr. Ndulu, Governor, Bank of Tanzania	The Tanzania Country Leadership Team attended a dinner with Governor Ndulu in December 2014 to discuss the IGC programme and research requests.
		Dr Adolf Ndulu, Deputy Permanent Secretary, Ministry of Finance	A meeting between IGC Tanzania Lead Academic Chris Adam and Dr Adolf Mkenda, Deputy Permanent Secretary, in September 2014 to discuss IGC work.
		Bank of Tanzania Forecasting Unit	IGC leadership held a meeting with Lusajo Mwankemwa, Deogratius Kimolo and Nicholas Kessy of the Bank of Tanzania Research Department in September 2014 to discuss IGC research.
Uganda	3	Emanuel Tumusiime-Mutebile, Governor, Bank of Uganda	Multiple meetings between the Governor of the Bank of Uganda and IGC Uganda Country Director Richard Newfarmer took place in Kampala to discuss government policy issues and IGC research.
		Louis Kasekende, Deputy Governor, Bank of Uganda	IGC Uganda Country Director Richard Newfarmer retains regular contact with Louis Kasekende to seek feedback and direction on IGC Uganda's research.
		Keith Muhakanizi, Permanent Secretary / Secretary to the Treasury	The Secretary to the Treasury Keith Muhakanizi provides feedback on IGC Uganda's research during regular meetings with IGC Uganda Country Director Richard Newfarmer.
Zambia	4	Permanent Secretary, Cabinet Office	The Permanent Secretary to the Cabinet Office met with IGC leadership in August 2014 to discuss IGC work on urbanisation.
		Stanford Musichili, Permanent Secretary, Ministry of local government and housing	IGC leadership met with Stanford Musichili in August 2014 to discuss the IGC's work on urbanisation.
		Wamunyima Muwana, Permanent Secretary	In August 2015, IGC leadership discussed IGC work with Wamunyima Muwana.
		Permanent Secretary, Ministry of Health	The Permanent Secretary of the Ministry of Health met with IGC Lead Academic Nava Ashraf in June 2014 to discuss IGC research.

Please note that many more engagements with senior policymakers have taken place which do not count towards this indicator, for example because 2014/15 was the first year of engagement or because the engagement took place between a policymaker and an IGC Country Economist.

Appendix 5.3b: LF3.3b and KPI 3.2b - IGC engages with the general public, as measured by the number of appearances in conferences, written press (print and web), radio or television*

*for a country to score against this indicator it must demonstrate the required total number of appearances as well as breadth of communication across at least 2 of the following 5 channels: conferences, the written press, the web press (including high-traffic blogs), radio or television

2014/15 Performance

DFID 2014-15 Milestone	10 countries with 4 appearances or more
IGC Achievement March 2015	13 countries

Supporting Evidence

Country	Number of appearances /number of different channels	Type of appearance	Name of media outlet	Title of appearance	Link
Bangladesh	36/4	Radio Appearance	Ekushey TV	N/A	N/A
		Television Appearance	SA TV	N/A	N/A
		Television Appearance	SOMOY TV	N/A	N/A
		Television Appearance	Jamuna TV	N/A	N/A
		Television Appearance	ATN Bangla	N/A	N/A
		Television Appearance	Desh TV	N/A	N/A
		Television Appearance	Maasranga TV	N/A	N/A
		Television Appearance	Gazi TV	N/A	N/A
		Television Appearance	Independent TV	N/A	N/A

	Television Appearance	BD News 24	N/A	http://bangla.bdnews24.com/bangladesh/article895185.bdnews
	Web Press	Financial Times Blog	Bangladesh: infrastructure, corruption and the struggle to diversify	http://blogs.ft.com/beyond-brics/2014/06/03/bangladesh-infrastructure-corruption-and-the-struggle-to-diversify/
	Web Press	The Daily Star	Know your market to diversify exports: experts	http://www.thedailystar.net/business/know-your-market-to-diversify-exports-experts-25802
	Web Press	The Daily Star	Labour force workshop starts for BBS juniors	http://www.thedailystar.net/labour-force-workshop-starts-for-bbs-juniors-41693
	Web Press	The Daily Star	Exploiting interest in social recognition to raise tax compliance	http://www.thedailystar.net/business/exploiting-interest-in-social-recognition-to-raise-tax-compliance-48474
	Web Press	Behind the Thread	N/A	http://www.behindthethread.net/
	Web Press	BD Reports 24	Dysfunctional governance remains serious problem	http://www.bdreports24.com/dysfunctional-governance-remains-serious-problem/
	Web Press	The Financial Express	Dysfunctional governance remains serious problem	http://www.thefinancialexpress-bd.com/2014/12/12/70638
	Web Press	Daily Ittefaq	N/A	http://www.ittefaq.com.bd/print-edition/second-edition/2014/12/12/20054.html
	Web Press	Daily Naya Diganta	N/A	http://www.dailynayadiganta.com/details.php?nayadiganta=OTMyMTE=&sec=1
	Web Press	Kaler Kantho	N/A	http://www.kalerkantho.com/print-edition/last-page/2014/12/12/162044
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	Written/Web Press	Prothom Alo	N/A	http://www.prothom-alo.com/economy/article/188530/%E0%A6%AC%E0%A

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	Written/Web Press	Bangla News 24	N/A		http://www.banglanews24.com/beta/fullnews/bn/293422.html
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Ethiopia	1/1	Conference	EEA/Economic Society Conference	IGC Ethiopia Growth Session	NA
Ghana	13/2	Radio Appearance	CitiFM	N/A	http://www.citifmonline.com/2014/06/17/citi-breakfast-show-tuesday-17th-june-2014/
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		Radio Appearance	CitiFM	NA	No yet available
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		Web Press	Hispanic Business	N/A	http://www.hispanicbusiness.com/2014/6/18/the_international_growth_centre_igc_africa.htm
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		Written/Web Press	Prabhat Khabar	N/A	http://epaper.prabhatkhabar.com/381729/PATNA-City/CITY#page/9/1
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		Written Press	Mercados	Moçambique poderá se tornar uma grande economia global	N/A
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		Web Press	World Cement	Public Sector Development Programme to drive Pakistani construction sector	http://www.worldcement.com/news/cement/articles/Public_Sector_Development_Programme_to_drive_Pakistani_construction_sector_267.aspx#.U4dbuvldV8E
		Web Press	The Financial	Pakistan's football factories score goal for innovation	http://finchannel.com/old/Main_News/B_Schools/130976_Pakistan's_football_factories_score_goal_for_innovation/
		Web Press	New Republic	Soccer Ball Manufacture Is Inefficient. Here's Why.	http://www.newrepublic.com/article/118087/soccer-ball-manufacture-inefficiency-pakistan

	Web Press	Phys.org	Economists use soccer balls to study the adoption of innovative technology	http://phys.org/news/2014-06-economists-soccer-balls-technology.html
	Web Press	The Atlantic	One City in Pakistan Makes Nearly Half of the World's Soccer Balls	http://www.theatlantic.com/business/archive/2014/07/one-city-in-pakistan-produces-nearly-half-of-the-worlds-soccer-balls/373802/
	Web Press	Harvard Kennedy School PolicyCast	Designing Smarter Policy	http://hkspolicycast.org/post/105437653395/hks-professor-asim-khwaja-co-director-of-the
	Web Press	LSE Website	Reward Pakistani Tax Collectors	http://www.lse.ac.uk/newsAndMedia/news/archives/2015/01/RewardPakistaniTaxCollectors.aspx
	Web Press	Dawn.com	Experts wonder why reforms in health, education sectors not working	http://www.dawn.com/news/1163321/experts-wonder-why-reforms-in-health-education-sectors-not-working
	Web Press	Business Recorder	FBR, IGC to hammer out tax and admin policy: MoU planned	http://www.brecorder.com/taxation/181:pakistan/1161961:fbr-igc-to-hammer-out-tax-and-admin-policy-mou-planned/
	Web Press	Dawn.com	Punjab's Growth Strategy	http://www.dawn.com/news/1171332/punjab-growth-strategy
	Web Press	Asia Development Dialogue	Stuck in the middle, going whither? The predicament of small cities in Pakistan's Punjab	http://asiadialogue.org/stuck-in-the-middle-going-whither-the-predicament-of-small-cities-in-pakistans-punjab/
	Written Press	Lahore School of Economics Blog	Pakistan's Football Factories Score	http://lahoreschoolofeconomics.blogspot.co.uk/2014/05/pakistans-football-factories-score-goal.html
	Written Press	Daily Times	Reward Tax Collectors to Boost Performance	http://www.dailytimes.com.pk/business/21-Jan-2015/reward-tax-collectors-to-boost-performance
	Written Press	The Nation	Reward Tax Collectors to Boost Their Performance	http://nation.com.pk/business/21-Jan-2015/reward-tax-collectors-to-boost-their-performance
	Written Press	Tribune	Coporate Corner: IGC	http://tribune.com.pk/story/824877/corporate-corner-

			Express	Highlights Salary Incentive for Tax Collectors	igc-highlights-salary-incentive-for-tax-collectors/
		Written Press	The Business Recorder	Incentives could raise amount of tax collection	http://www.brecorder.com/taxation/181:pakistan/1144073:incentives-could-raise-amount-of-tax-collection-new-igc-film/
		Written Press	Customs Today	Urban property tax collection up by 30% to 40%: Pak tax revenue just 9% of GDP as 15% in developing, 40% in developed countries	http://customstoday.com.pk/urban-property-tax-collection-up-by-30-to-40-pak-tax-revenue-just-9-of-gdp-as-15-in-developing-40-in-developed-countries/
		Written Press	The News	Punjab to achieve 8pc real GDP growth by 2018	http://www.thenews.com.pk/Todays-News-5-299886-Punjab-to-achieve-8pc-real-GDP-growth-by-2018
		Written/Web Press	Business Recorder	Pakistan needs to broaden the tax base,' Executive Director, International Growth Centre	http://epaper.brecorder.com/2014/04/11/2-page.html
		Written/Web Press	The News International	'China, India, Sri Lanka enact more NTBs than Pakistan'	http://www.thenews.com.pk/Todays-News-3-250465-China-India-Sri-Lanka-enact-more-NTBs-than-Pakistan
		Written/Web Press	World Bank Blogs	The Chief Minister Posed Questions We Couldn't Answer	http://blogs.worldbank.org/futuredevelopment/chief-minister-posed-questions-we-couldn-t-answer
Rwanda	14/2	Web Press	The New Times	New coffee policy in the offing, says agric minister	http://www.newtimes.co.rw/section/article/2015-02-10/185816/
		Web Press	Harvard Business Review	A Lean Startup Approach to International Development	https://hbr.org/2014/12/a-lean-startup-approach-to-international-development
		Web Press	IGIHE	Rwanda advised to use Evidences in formulating Education Policy	en.igihe.com/news/rwanda-advised-to-use-evidences-in-formulating.html
		Web Press	INSEAD Blog	How the Lean Startup Approach Can Alleviate Poverty	http://knowledge.insead.edu/blog/insead-blog/how-the-lean-startup-approach-can-alleviate-poverty-3783
		Web Press	The New Times	Coffee Policy Review Set for Today	http://www.newtimes.co.rw/section/article/2015-02-09/185780/

		Web Press	AllAfrica.com /The New Times	Rwanda: New Coffee Policy in the Offing, says Agric Minister	http://allafrica.com/stories/201502100107.html
		Web Press	East African Business Week	Rwanda adopts new coffee policy	http://www.busiweek.com/index1.php?Ctp=2&pl=2728&pLv=3&srl=%2084&spl=&cl=25
		Web Press	The New Times	Half of coffee washing stations operate below capacity-report	http://www.newtimes.co.rw/section/article/2015-02-25/186325/
		Web Press	The Economist	Big fish (or shark) in a small pond	http://www.economist.com/news/middle-east-and-africa/21645750-nigerias-ills-spill-across-its-borders-big-fish-or-shark-small-pond
		Web Press	The East African	Falling oil prices not entirely bad for Uganda	http://www.theeastafican.co.ke/business/Falling-oil-prices-not-entirely-bad-for-Uganda/-/2560/2645480/-/i9dcf7z/-/index.html
		Web Press	Entrepreneur	Adopting The Lean Startup Approach	http://www.entrepreneur.com/article/243728
		Web Press	The East African/Rwanda Today	Rwanda Treasury in dilemma over deficit	http://www.theeastafican.co.ke/Rwanda/Business/Rwanda-Treasury-in-dilemma-over-deficit/-/1433224/2652704/-/18rfjpz/-/index.html
		Written Press	The East African/Rwanda Today	Improving quality markets will benefit coffee farmers	http://www.theeastafican.co.ke/Rwanda/News/Improving-quality--markets-will-benefit-coffee-farmers/-/1433218/2607368/-/17f6p2/-/index.html
		Written/Web Press	The New Times	SMEs urged to embrace ICTs to expand market reach	http://www.newtimes.co.rw/section/article/2014-09-19/181050/
Sierra Leone	10/3	Television Appearance	CNBC Africa	Economic impact of Ebola on food & market prices in Sierra Leone	http://www.cnbcafrica.com/video/?bctid=3769155815001
		Television Appearance	Voice of America	Ebola Economic Toll Stirs W. Africa Food Security Concerns	http://www.voanews.com/content/ebola-economic-toll-stirs-food-security-concerns-in-west-africa/2526686.html

		Web Press	Awoko	Sierra Leone News: Responding to the economic threat posed by the Ebola outbreak in Sierra Leone	http://awoko.org/2014/08/21/sierra-leone-news-responding-to-the-economic-threat-posed-by-the-ebola-outbreak-in-sierra-leone/
		Web Press	The Conversation	How to plan for a post-Ebola West Africa	http://theconversation.com/how-to-plan-for-a-post-ebola-west-africa-33433
		Web Press	BBC News	Ebola outbreak: Latest news in 15 seconds	http://www.bbc.co.uk/news/world-africa-30088818
		Web Press	The Financial	The Economic Costs if the Ebola Crisis are Falling Most Heavily on the Informal Sector in Sierra Leone	http://finchannel.com/index.php/society/business-education/item/39955-the-economic-costs-of-the-ebola-crisis-are-falling-most-heavily-on-the-informal-sector-in-sierra-leone
		Web Press	SciDevNet	Ebola Food Crisis West Africa	http://www.scidev.net/global/food-security/news/ebola-food-crisis-west-africa.html
		Web Press	Africa at LSE	How Bad Data fed the Ebola Epidemic	http://blogs.lse.ac.uk/africaatlse/2015/03/17/how-bad-data-fed-the-ebola-epidemic/
		Web Press	The Huffington Post	The Lessons Learned From the Ebola Outbreak	http://www.huffingtonpost.co.uk/herbert-macleod/ebola-outbreak_b_6908580.html?utm_hp_ref=uk&ir=UK
		Written/Web Press	New York Times	How Bad Data Fed the Ebola Epidemic	http://www.nytimes.com/2015/01/31/opinion/how-bad-data-fed-the-ebola-epidemic.html?_r=2
South Sudan	2/2	Radio Appearance	91.0FM	Wake up Juba	NA
		Written Press	African Arguments	South Sudan at war: political failures, public expectations and how to bring peace	http://africanarguments.org/2014/12/15/south-sudan-at-war-political-failures-public-expectations-and-how-to-bring-peace-peter-biar-ajak/#comment-53805
Tanzania	7/2	Web Press	Daily News	Forum demands more local content in gas industry	http://www.dailynews.co.tz/index.php/biz/32454-forum-demands-for-more-local-content-in-gas-industry
		Web Press	AllAfrica	Tanzania: Forum Demands for More Local Content in Gas Industry	http://allafrica.com/stories/201406120207.html

		Web Press	The Citizen	Forum demands for more local content in gas industry	http://archive.dailynews.co.tz/index.php/biz/32454-forum-demands-for-more-local-content-in-gas-industry
		Web Press	The Citizen	Put local content unit to enjoy gas benefits, says expert	http://www.thecitizen.co.tz/Business/Put-local-content-unit-to-enjoy-gas-benefits--says-expert/-/1840414/2344862/-/1egy9c/-/index.html
		Web Press	Daily News	Tanzania: Forum Demands for More Local Content in Gas Industry	http://allafrica.com/stories/201501130409.html
		Written Press	The Citizen	Forum demands for more local content in gas industry	http://archive.dailynews.co.tz/index.php/biz/32454-forum-demands-for-more-local-content-in-gas-industry
		Written Press	IMF	The East African Community: Quest for Regional Integration	http://www.imfbookstore.org/ProdDetails.asp?ID=TQMUEA&PG=1&Type=BL
Uganda	9/2	Web Press	The Guardian (UK)	Fake seeds force Ugandan farmers to resort to 'bronze age' agriculture	http://www.theguardian.com/sustainable-business/counterfeit-fake-seeds-uganda-farmers-crop-failure?CMP=tw_t_gu
		Web Press	The Observer	Substandard inputs are hindering technology adoption	http://www.observer.ug/index.php?option=com_content&view=article&id=35571:-substandard-inputs-are-hindering-technology-adoption&catid=37:guest-writers&Itemid=66
		Web Press	The Independent	Mobile cash dash	http://www.independent.co.ug/business/business-news/9760-mobile-cash-dash
		Written Press	Daily Monitor	Address gender gap to promote economic growth in Uganda	N/A
		Written Press	New Vision	Women crucial in unlocking Uganda's economic potential	N/A
		Written Press	Daily Monitor	Mobile money account holders grow to 18 million	http://www.monitor.co.ug/Business/Mobile--money--account-holders--18-million/-/688322/2624768/-/91q9ohz/-/index.html
		Written Press	The East African	Regulation can only have limited impact on financial inclusion	http://www.theeastafrican.co.ke/OpEd/comment/Regulation-can-only-have-limited-impact-on-financial-inclusion/-/434750/2623786/-/qnp3c3z/-/index.html
		Written Press	The East	Falling oil prices not entirely	http://www.theeastafrican.co.ke/business/Falling-oil-

Zambia	5/2		African	bas for Uganda	prices-not-entirely-bad-for-Uganda/-/2560/2645480/-/i9dcf7z/-/index.html
		Written/Web Press	The Observer	Government advised to avoid expensive loans	http://observer.ug/index.php?option=com_content&view=article&id=31247:-government-advised-to-avoid-expensive-loans&catid=38:business&Itemid=68
		Television Appearance	Zambia National Broadcasting Corporation	N/A	N/A
		Web Press	Financial	Improving the recruitment of community health workers in Zambia	http://finchannel.com/index.php/world/georgian-news/health-beauty/item/37803-
		Web Press	From Poverty to Power (Oxfam)	Good research, great video: what's the best way to motivate community health workers?	http://oxfamblogs.org/fp2p/something-to-restore-your-faith-in-the-value-of-research-helping-recruit-community-health-workers-in-zambia/
		Web Press	The Post	Abuja Declaration and 2015 health budget: where does Zambia stand?	http://www.postzambia.com/news.php?id=3388
		Web Press	Zambia Daily Mail	ZRA collects K27m in taxes	https://www.daily-mail.co.zm/?p=18311

Appendix 6: Management

Appendix 6.1a: LF4.1a - Low number of vacancies across IGC core positions, as evidenced by average % of hub positions filled

2014/15 Performance

DFID 2014-15 Milestone	90% of hub positions filled
IGC Achievement March 2015	90%

Supporting Evidence

Position	Months in Post
Executive Director	12
Country Programme Director (incl. CPA interim)	8
Evaluation and Communications Director	12
Research and Policy Director	12
Chief Administrative Officer	12
Chief Financial Officer	12
Total months in post for Senior Management	68
Total possible months if all SMT posts filled all year	72
Percentage filled	94
8 Hub Economists (months in post)	83
Total possible months if all Hub Economists posts filled all year	96
Percentage filled	86
Combined (months in post)	151
Total possible months if all core Hub positions filled all year	168
Percentage filled	90

Appendix 6.1b: LF4.1b - Low number of vacancies across IGC core positions, as evidenced by number of country programmes where cores positions are filled for at least 83% of the year

2014/15 Performance

DFID 2014-15 Milestone	13 country programmes
IGC Achievement March 2015	13 country programmes

Supporting Evidence

Country	Position	Months in Post	% for position	% for country	Above 83%?
Bangladesh	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Ethiopia	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Ghana	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
India-Bihar	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
India-Central	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Liberia	Country Director	12	100		
	Country Economist	6	100		

	Lead Academic	12	100		
				83	Yes
Mozambique	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Myanmar	Country Director	5	42		
	Country Economist	12	100		
	Lead Academic	7	58		
				67	No
Pakistan	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Rwanda	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Sierra Leone	Country Director	12	100		
	Country Economist	7	58		
	Lead Academic	12	100		
				86	Yes
South Sudan	Country Director	12	100		
	Country Economist	0	0		
	Lead Academic	12	100		
				67	No
Tanzania	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes

Uganda	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
Zambia	Country Director	12	100		
	Country Economist	12	100		
	Lead Academic	12	100		
				100	Yes
TOTAL					13

Appendix 6.2: LF4.3 - IGC shows clear evidence of savings as set out in the Phase 2 bid (not including vacancies or unfilled posts)

2014/15 Performance

DFID 2014-15 Scoring Guidance	+£800K, or equivalent percentage of costs saved versus outturn (+£657K)*
IGC Achievement March 2015	+825K / 125%

* Savings as per the bid document indicated that we would save 6% of the total bid amounting to £3,094K. The target for this past year is therefore £10,950K x 6% which yields £657k. We have achieved savings of £825k or 125%.

Supporting Evidence

Post/Activity	Year 2 Savings (£)
Executive Director	32,956
Directors RB PC	19,701
Steering Group Member (LSE) TB	299
Steering Group Member (Oxford) TV	716
Hub Manager Oxford	119,275
Hub Co-ordinator Oxford	102,168
Hub IGC Economist Oxford	-63,000
Hub Assistant Oxford	-33,320
IGC Economist	23,990
IGC CFO	11,070
Finance Manager	12,498

Contract Administrator	31,064
Finance administrators	91,720
Programme coordinators	92,849
IGC PA	39,811
IGC Economist (Country Programme)	47,980
IGC Economist (Research Programme)	23,990
Communications Assistant	23,990
Communications Consultant	28,864
Systems/cash management/reporting – Annual cost Phase 1	256,644
Systems/cash management/reporting – Annual cost Phase 2	-80,540
Growth Week 2014	20,720
Expense claims rejected	21,810
Actual Savings	825,256
Target Savings	657,262
% Savings	125%

Appendix 6.3: KPI 4.1 - No. of months for which amount invoiced to DFID is within 5% of previous month's forecast for both the Research Programme and overall

2014/15 Performance

DFID 2014-15 Scoring Guidance	12 = 4, 11 = 3, 10 = 2, 9 = 1 <9 = 0 (NB 1 point will be subtracted from scoring if total F/Y outturn is out with 2% of the forecast at the end of March)
IGC Achievement March 2015	10 months and 1 point subtracted = 1

Supporting Evidence

It was agreed with DFID that the split forecasting was only to be measured from August onwards and that the accuracy before August was to be measured on the overall total only.

Month	Programme	Actual Amount	Forecast Amount	Variance
April	Growth Team ¹²	681,369.78	678,000.00	
	Research Programme	150,299.53	153,000.00	
	Overall	831,669.31	831,000.00	0.08%
May	Growth Team	636,220.72	625,000.00	
	Research Programme	87,893.28	125,000.00	
	Overall	724,114.00	750,000.00	-3.45%
June	Growth Team	680,300.77	700,000.00	
	Research Programme	138,159.41	125,000.00	
	Overall	818,460.18	825,000.00	-0.79%
July	Growth Team	789,748.60	703,948.00	
	Research Programme	136,744.35	246,052.00	
	Overall	926,492.95	950,000.00	-2.47%
August	Growth Team	705,025.76	759,263.00	
	Research Programme	205,741.72	196,285.00	4.82%
	Overall	910,767.48	955,548.00	-4.69%
September	Growth Team	805,679.36	1,066,571.00	
	Research Programme	86,061.82	123,474.00	-30.30%
	Overall	891,741.18	1,190,045.00	-25.07%
October	Growth Team	789,712.49	790,132.00	
	Research Programme	134,821.20	135,000.00	-0.13%
	Overall	924,533.69	925,132.00	-0.06%
November	Growth Team	970,797.78	1,019,483.00	
	Research Programme	379,272.11	399,025.00	-4.95%
	Overall	1,350,069.89	1,418,508.00	-4.82%
December	Growth Team	894,167.91	980,180.00	

¹² 'Growth Team' refers to all expenditure excluding Research Programme spend

	Research Programme	440,733.07	419,921.00	4.96%
	Overall	1,334,900.98	1,400,101.00	-4.66%
January	Growth Team	694,716.95	740,809.00	
	Research Programme	113,830.66	108,685.00	4.73%
	Overall	808,547.61	849,494.00	-4.82%
February	Growth Team	658,388.00	677,397.00	
	Research Programme	189,347.00	194,712.00	-2.76%
	Overall	847,735.00	872,109.00	-2.79%
March	Growth Team	389,627.15	664,862.00	
	Research Programme	191,771.47	240,658.00	-20.31%
	Overall	581,398.62	905,520.00	-35.79%
12 month summary	Growth Team	8,695,755.27	9,405,645.00	
	Research Team	2,254,675.62	2,466,812.00	-8.60%
	Grand Total	10,950,430.89	11,872,457.00	-7.77%
	Number of months for which variance was ≤5%			10 months
	Total Target	12,094,000		
	% difference between outturn and forecast	-9.5%		

Appendix 6.4: KPI 4.2 – Achievement of the cost reduction value as proposed in the bid document amounting to £3,094,660 over 4 years, or equivalent costs saved versus outturn

2014/15 Performance

DFID 2014-15 Scoring Guidance	100% = 4, 90% = 3, 80 = 2, 70 = 1, ≤60% = 0
IGC Achievement March 2015	125% = 4

Supporting Evidence

Post/Activity	Year 2 Savings
Executive Director	£32,956
Directors RB PC	£19,701
Steering Group Member (LSE) TB	£299
Steering Group Member (Oxford) TV	£716
Hub Manager Oxford	£119,275
Hub Co-ordinator Oxford	£102,168
Hub IGC Economist Oxford	-£63,000
Hub Assistant Oxford	-£33,320
IGC Economist	£23,990
IGC CFO	£11,070
Finance Manager	£12,498
Contract Administrator	£31,064
Finance administrators	£91,720
Programme coordinators	£92,849
IGC PA	£39,811
IGC Economist (Country Programme)	£47,980
IGC Economist (Research Programme)	£23,990
Communications Assistant	£23,990
Communications Consultant	£28,864
Systems/cash management/reporting – Annual cost Phase 1	£256,644
Systems/cash management/reporting – Annual cost Phase 2	-£80,540
Growth Week 2014	£20,720
Expense claims rejected	£21,810
Actual Savings	£825,256
Target Savings	£657,262
% Savings	125%

Appendix 7: Annual Review Recommendations

Annual Review Recommendations			
Recommendation	IGC Proposed Action	Implemented by	Brief Description of Action Taken
1.1/ Improved Internal management of country programmes	a/ Implement and regularly update the PPMT (Programme Portfolio Management Tool) to ensure that a clear work plan of activities and budgets is established.	a: PPMT up and running by end June 2014	The PPMT was up and running by the end of June 2014 and regular updates take place. In addition, improvements requested by DFID were addressed.
	b/ IGC country programmes should develop costed annual plans of activities which will include commissioned as well as pre-pipeline projects. These annual plans should contain reporting of delivery risks ¹³ .	b: July – September 2014	Strategy Implementation Plans (SIPs) were drawn up in September 2014 for all country programmes, listing all ongoing projects. Alongside, plans of activities were developed for pre-pipeline projects, taking into account risk of delivery; these are updated by country teams on a monthly basis.
	c/ Internal reporting (written and orally through country review meetings) of the country programme against target outputs and expenditure of the annual plans of activities, with the hub comparing progress across countries.	c: review meetings three times per year for each country programme, including written country level reports of activities to the hub.	The first round of country review meetings were held in the first quarter of 2014-15, followed by a second round during Growth Week (September 2014), and a final round at the end of the financial year in March 2015. In these meetings the Strategy Implementation Plans (SIPs) were discussed.
	d/ An annual appraisal system covering the performance of country office staff against post specific ToRs should be put in place.	d: Appraisal system in place by October; end of year staff performance evaluation carried	The appraisal system was finalised and put in place by the end of October 2014; end of year staff performance evaluations were carried out and completed by the end of December 2014.

¹³ Risk management to be understood as level of confidence with which the programme can be delivered (outputs) and policy impact can be achieved (outcomes) in country. This was a clear recommendation from the 2014 audit.

		out by April 2015	
1.2/ Engagement with a wider base of local stakeholders must improve in an institutionalised and consistent manner	Disseminate short summary of IGC's approved workplan to local stakeholders (including research to be carried out/completed over the year, events etc). This would be for information on work happening over the year (work that has already been commissioned).	Between June and September 2014 (following production of annual plans of activities).	IGC's approved workplan was disseminated to local stakeholders in 13 countries by the end of September. DFID country offices were copied into these emails and DFID UK verbally acknowledged this action. There was verbal agreement with DFID that workplans would not be sent out in September by Myanmar (due to lack of Country Director) and South Sudan (due to ongoing conflict).
1.3/ Linkages between the country and the research programme should be deepened further.	a/ Whenever there is central research that involves work in an IGC country, the IGC country office should be informed and involved in the work.	a/ From May 2014	As part of the second and third round of call for proposals for Phase 2, country feedback was sought for all relevant projects. A country economist is now introduced to the principal investigators of all research funded projects, acting as a point of contact for any country-related issues and research dissemination.
	b/ The Research Programme should participate in country review meetings.	b/ From May 2014	The Research Programme Director (Adnan Khan) participated in all country review meetings (during Growth Week 2014). This engagement allowed for proactive linkages to be made with research-funded projects, as well as the identification of synergies between projects funded by the different programmes.
	c/ Improved internal communications through a revamped (fortnightly) newsletter, covering news and updates and report back on country and central research work.	c/ From August 2014	The IGC staff newsletter was implemented in May 2014. This is sent every two weeks and shares important updates from the Hub and each IGC country team.
1.4/ Links to growth and policy recommendations need to be made clear in IGC outputs	For all projects commissioned after June 2014, the link to growth and policy influence to be specified in initial project documents (project proposals, Policy Influence Plan). Relevance to growth and policy recommendations to be featured in one of the final country outputs (Final paper, policy brief, Policy Influence Report, etc.).	All projects commissioned from June 2014 onwards	All projects commissioned during or after the July 2014 Commissioning Board are required to submit a Policy Influence Plan as part of the initial project deliverables, and a Policy Influence Report as part of the final project deliverables. New project proposal forms now specifically ask about the link to growth and policy influence. The Policy Influence Report asks about the policy influence achieved by the project upon completion, as well as the

			impact of the research findings on growth. Note that some projects are not required to submit the Policy Influence Plans and Reports; those include events, scoping visits and data collection exercises.
1.5/ Systematic tracking of gender related work should be introduced	Introduce gender marker of projects in PPMT (or other IGC project database) so that a list of gender work can be easily produced.	From August 2014 onwards	All projects have a gender marker in the IGC project database. When the Economist or Evaluation Manager enters the project in the database, s/he assesses the gender relevance of the project. A list of gender work can now be easily produced.
2.1/ Improved management and reporting of research	a/ Provide an updated database of IGC Research Programme projects commissioned during Phase I and Phase II. For each grant awarded in Phase II this should include: 1. Research proposal (where a proposal is not fully funded by a grant, specifying what elements of the proposal the grant will be used for). 2. Outputs – for each output, a timeline tracking status e.g. working paper produced, working paper revised, journal article published.	October 2014	A complete database of projects commissioned by the IGC research programme was submitted to DFID on 31 st October 2014. It included details of the project and outputs, as requested. Regular updates are also now made to the data collected on working papers and journal articles to allow us to better assess academic impact.
	b/ Include a summary of commissioning activity in the Annual Report	April 2015	There were 2 rounds of commissioning boards this year. The first call in May resulted in 237 proposals out of which 38 were commissioned from the research programme. The second call in November received 216 proposals. Of these, 17 were commissioned from the research programme. The annual report includes details of the improvements made to the commissioning process as part of the introduction to the research programme section of the report. What's more, the forward look provides additional information on how we expect the commissioning process to evolve and develop in the coming year.

2.2/ Better access to IGC research outputs	a/ update and improve the website.	End October 2014	The new IGC website went live on 16 September 2014. The defining feature of the new website is the project pages which contain all outputs for that particular project. All projects have now been checked by country teams and the Research Programme to ensure all outputs are available (as far as possible). In addition, broken links and 404s are actively monitored to reduce errors.
	b/ For Phase II commissioned Research Programme outputs being published in journals, IGC should choose open access publishing whenever available (in open access or hybrid journals), and in preference to self-archiving (in line with DFID Research Open and Enhanced Access Policy).	End November 2014	The IGC Research Programme recently finished publishing 100% of its Phase I projects and 76% of its Phase I outputs onto the Research for Development (R4D) website. In addition, all outputs are available on the IGC website. A similar procedure will be followed for Phase II outputs, once they become available.
2.3/ Timely and effective commissioning	a/ agree a new series of logframe milestones and targets for research outputs and products	September 2014	Revised targets were confirmed on January 20, 2015. The delay in approving the research programme logframe and KPI indicators was a result of multiple iterations of these indicators in light of the conceptually complex nature of considering how these best apply to the research programme. As such, it was mutually agreed to extend the discussion in order to approve the most appropriate measures
	b/ share details of the current commissioning cycle and agree details and deadlines of major activities under the research programme	October 2014	A report was shared with DFID on 31 st October 2014 detailing the current commissioning process. A list of all projects received and funding decisions was also included. We met with the DFID Research Division on 17 th November 2014 to discuss research programme activities and timelines. As per KPI 2.4, a report detailing the CB3 commissioning process was sent to DFID on 23rd March 2015. This provided a detailed summary of the commissioning process.

	c/ DFID and IGC to jointly appraise and discuss the commissioning process to see whether it has succeeded in funding a coherent body of Research Programme projects. This will involve a summary of commissioned work, and a meeting between DFID and IGC to discuss progress.	October 2014	A report mapping all IGC projects (Phase 1 and 2) to the research strategy was shared with DFID on 31 st October 2014. The report provided details on sub-themes in the research strategy the IGC has been building bodies of knowledge around and gaps in knowledge that are to be prioritized. A meeting was held with the DFID Research Division on 17 th November 2014 to discuss the report.
3.1/ More active management of country level communications activity	a/ Dedicated communications points of contact in country who will receive training and support by the central hub, underpinned by a clear communications framework ¹⁴	End September 2014 Training and support ongoing from September 2014	At the end of May 2014 the IGC established dedicated communications leads in country. They receive ongoing support in writing, editing, event planning, press liaison and research dissemination. In addition, they received dedicated writing and presenting training at Growth Week 2014 (September 2014). This work is supported by a wider communications strategic framework, formed out of work undertaken at the beginning of 2014.
	b/ More focused local communications activity and better promotion of existing products and new research. Each country should lay out their country communications plans to hit the logframe target (3.3b).	End December 2014	On 19 December 2014 the IGC delivered 13 in country communications plans to DFID which laid out strategies to promote and disseminate existing and new research. These plans were discussed with DFID on 12 th January 2015 and are currently in the implementation phase, closely monitored by the Hub.
3.2/ Improve communications outputs	a/ Review of newsletters, websites and digital channels to ensure products are fit for purpose and reaching the right audiences.	Review by end June 2014	At the beginning of 2014, the IGC communications team launched a thorough strategic review which looked at all our external and internal products to ensure they were targeting and reaching the right audiences. As a result, we have launched a new website, an internal newsletter, a revamped external newsletter, increased social media activity and launched a new IGC blog.
	b/ New website and communication products (country leaflets and issue briefings) produced to promote the IGC brand. This should build in user	New website by end October 2014 New publications	As discussed above, the new IGC website was launched on 16 th September 2014. Preliminary user testing was completed with policymakers and other stakeholders at

¹⁴ Note, rather than a static communications strategy, a flexible framework which supports short term and longer term goals will be utilised

	testing of the website (with country stakeholders) and policy products, (with DFID and country stakeholders).	rolled out from end September 2014 until end of fiscal year	Growth Week 2014, and revisions to the website made in January 2015. We produced country specific leaflets (among other uses, they were distributed during the country sessions at Growth Week). We have commissioned three Growth Briefs: natural resource management, tax and cities, the first of which has been completed and distributed to DFID and in-country stakeholders. We will produce an external facing Annual Report in April 2015.
	c/ IGC to submit plan on how Growth Week will be reviewed to assess its impact and relevance.	End August 2014 (need to agree upfront so collect right data)	The evaluation plan was submitted to DFID on July 17th, 2014, and approved by Viola Dub on August 5th, 2014.
	d/ Review of Growth Week submitted to DFID.	End January 2015	A review of Growth Week was submitted to DFID on January 23rd, 2015. The document was discussed during an IGC-DFID Technical Meeting on January 29th, with further discussions in March.
3.3/ Improve IGC outreach	Refine and build the IGC brand and roll out across IGC work to consistently promote the IGCs work internationally.	Rollout from October 2014	IGC has strengthened its brand and international profile through an improved website and increased communication activity. On 16 th September 2014 the IGC updated its logos, colours, typography and images. The new website (launched at the same time) used this new identity. It was also used to create country specific leaflets, a new Our Work brochure, new publications templates, new newsletter templates and the external facing Annual Report. Over the last six months, the IGC has been progressively re-branding old material. All working papers and policy briefs on the IGC website have now been rebranded, as have all internal documents and promotional material.
4.1/ Improve Percentage of the budget actively	IGC needs to implement a reporting tool to replace its Programme Portfolio Management Tool early in the 2nd year (high priority)	End June 2014	The PPMT was up and running by the end of June 2014 and regular updates take place. In addition, improvements requested by DFID were addressed.

completed on time			
4.2/ Improve project management	Formal reporting and monitoring at the country level through the PPMT (high priority), including analysis and discussion with DFID of countries falling behind	Quarterly submission to DFID (June, September, December 2014 and March 2015)	PPMT has been submitted on time and the six month performance improvement plan has enabled us to have more informed discussions with DFID about individual countries' performance.
4.3/ Competitive overseas vacancies	More than a single candidate should be considered for country level appointments. Where this is not possible, details of the search process should be documented (medium priority).	From May 2014	In 14/15 the LSE's open and competitive HR process was used in recruiting both Country Economists and Country Directors. This is now established as the default recruitment process for these posts. Applicants are required to submit covering letters and CVs, which are then scrutinised in shortlisting against the criteria captured in an advertised job description and person specification. Appointments are made on the basis of panel interviews, with panel members including senior hub and country staff.

Appendix 8: IGC Network List¹⁵

Abhay Kumar	Emmanuel Farhi	Lucas Coffman	Pushkar Maitra
Abhijit Banerjee	Emmanuel Saez	Lucie Gadenne	Qinghua Zhang
Abhinav Alakshendra	Eric Bartelsman	Luigi Pistaferri	Rachel Glennerster
Abid Burki	Eric Dodge	Luke Condra	Radek Stefanski
Abu Shonchoy	Ernest Aryeetey	Macartan Humphreys	Raffaella Sadun
Aditya Dasgupta	Esteban Rossi-Hansberg	Maitreesh Ghatak	Rahul Anand
Adnan Khan	Esther Duflo	Manuel Amador	Raj Chetty
Alakh Sharma	Eswar Prasad	Marc Muendler	Ram Fishman
Alberto Martin	Fernando Aragon	Marcel Fafchamps	Rasul Bakhsh Rais
Alberto Motta	Fernando Broner	Mark Aguiar	Raymond Guiteras
Ameet Morjaria	Fotini Christia	Mark Pitt	Renata Lemos
Ana Maria Ibanez	Francesco Caselli	Mark Rosenzweig	Richard Rogerson
Anders Jensen	Francis Teal	Marta Rubio-Codina	Rick van der Ploeg
Andrea Prat	Gareth Nellis	Martin J. Williams	Rikhil Bhavnani
Andres Rodriguez-Clare	Germano Mwabutu	Matthew Kahn	Robert Bates
Andrew Beath	Giacomo De Giorgi	Matthew Turner	Robert Darko Osei
Andrew Zeitlin	Giorgia Maffini	Maurice Obstfeld	Robert Sentamu
Anke Hoeffler	Giovanna Dadda	Michael Callen	Roberto Weber
Annie Duflo	Girum Abebe	Michael Devereux	Robin Burgess
Aprajit Mahajan	Gordon Hanson	Michael Greenstone	Rocco Macchiavello
Ashok Kotwal	Graeme Blair	Michael Kremer	Rohini Pande
Ashwini Kulkarni	Greg Fischer	Michael Walton	Ruben Enikolopov
Asim Khwaja	Henrik Kleven	Michael Waugh	Saad Gulzar
Ayesha Ali	Hilton Root	Miguel Urquiola	Sachin Kumar
Beatrice Kalinda Mkenda	Imran Rasul	Miriam Golden	Sahar Parsa

¹⁵ The IGC research network is defined as those researchers having received an IGC grant in the past

Bee Yan Aw-Roberts	Isaac Mbiti	Monica Singhal	Sam Mensah
Benjamin Marx	Isaac Osei-Akoto	Muhammad Yasir Khan	Sam Norris
Benjamin Olken	Jacob N. Shapiro	Mukhtar Abdi Ogle	Sam Schulhofer-Wohl
Benn Eifert	James Rauch	Mushfiq Mobarak	Sandip Mitra
Bentley Macleod	James Robinson	Mushtaq Ahmed Khan	Sandip Sukhtankar
Bharat Ramaswami	James Tybout	Mwangi Kimenyi	Sandra Sequeira
Bilal Siddiqi	Jaume Ventura	Nadine Riedel	Sendhil Mullainathan
Bram Thuysbaert	Jean Lee	Nancy Qian	Shawn Cole
Brian Min	Jeffrey Grogger	Nandita Gupta	Sheetal Sekhri
Bruno Crepon	Jeremy Foltz	Nathan Eagle	Shreya Sarawgi
Charity Moore	Jim Berry	Nathan Fiala	Simon Franklin
Chris Barrett	Jim Fearon	Nathaniel Baum-Snow	Simon Quinn
Chris Blattman	Joel Slemrod	Nazmul Hassan	Siqi Zheng
Chris Udry	John Campbell	Neil Rankin	Siwan Anderson
Chris Woodruff	John Haltiwanger	Nicholas Ryan	Sonia Bhalotra
Christine Fair	John Hassler	Nick Bloom	Sriganesh Lokanathan
Christopher Adam	John Roberts	Nicola Gennaioli	Stefan Dercon
Claus Kreiner	John van Reenen	Nicolas Berman	Stefano Caria
Clemens Fuest	Jonathan Eaton	Nikhar Gaikwad	Sujata Visaria
Conny Olovsson	Jonathan Morduch	Oeindrila Dube	Syedain Ali Hasanain
Costas Meghir	Jonathan Robinson	Oliver Vanden Eynde	Tarun Ramadorai
Craig McIntosh	Jose de Sousa	Orazio Attanasio	Taryn Dinkelman
Daniel Keniston	Joshua Abor	Oriana Bandiera	Tavneet Suri
Daniel Bruce Sarpong	Joshua Blumenstock	Pablo Querubín	Tessa Bold
Daniel Rogger	Juan Pablo Rud	Paolo Falco	Theresa Chaudhry
Daniela Scur	Justin Sandefur	Parul Aggarwal	Thierry Mayer
Daron Acemoglu	Kala M. Krishna	Pascaline Dupas	Thomas Walker
Dave Donaldson	Kalina Manova	Paul Collier	Tim Besley
David Atkin	Kanishka Balasuriya	Paul Jensen	Tony Smith

David Bevan	Katherine Casey	Paul Wasanga	Tristan Reed
David Lagakos	Kelly Bidwell	Per Krusell	Vernon Henderson
David McKenzie	Kelsey Jack	Philippe Aghion	Vivek Maru
Dean Karlan	Klaus Deininger	Philippe Martin	William Masters
Dean Yang	Klaus Desmet	Pia Raffler	Wojciech Kopczuk
Dilip Mookherjee	Kosuke Imai	Pierre Bachas	Yoto Yotov
Douglas Gollin	Lakshmi Iyer	Pierre Oliver Gourinchas	
Edward Miguel	Leona Klapper	Prabhat Barnwal	
Eli Berman	Loren Brandt	Pranab Bardhan	

Appendix 9: Country Reports: 2014-15

Bangladesh	2015/16
Programme Strategy	
<p>Bangladesh's commendable economic growth rate of about 6 percent per annum in the last decade has been powered by the expansion of manufacturing sector particularly the export oriented readymade garment industry (RMG), rapid growth of private sector, strong inflow of remittances from expatriate Bangladeshis, innovations led by NGOs in social service delivery, access to microcredit etc. Whilst growth has led to impressive reduction in poverty reduction, the absolute number of people below the poverty line remains significant – approximately 53 million. The major constraints to sustainable development in Bangladesh are demographic pressure, inadequate infrastructure, political instability and a slow implementation of economic reforms. To sustain the growth momentum the quality of public investment needs to be substantially enhanced to alleviate the infrastructure constraints and to expand service delivery. In the first quarter of 2015, Bangladesh experienced significant political unrest and strikes which has slowed down economic activity significantly. In this context, to contribute to growth over the medium term, IGC is focusing on providing research in selected aspects of its 4 themes:</p> <ul style="list-style-type: none"> • State effectiveness and economic governance: IGC has focused analyses in this area on enhancing revenue mobilization, improving the governance and efficiency of public expenditure and understanding the socio-economic differentials behind inequality in human capital in Bangladesh. The Taxpayer Recognition Program (31101) is an example that demonstrated the usefulness of leveraging social incentives to increase VAT compliance in selected tax circles in Dhaka. The National Bureau of Revenue is now investigating applying social recognition to other types of taxes. Managerial capacity and bureaucratic productivity within the government administration will be a promising area to engage going forward. IGC has begun piloting a research project which aims to investigate the managerial efficiency of public sector officials implementing development projects in physical and social infrastructure sectors. The IGC team is funding a study on the use of mobile cash transfers to increase the efficiency of post-disaster relief management activities. This preliminary study will assess the capacity of mobile cash transfer to reduce both transaction and support delivery costs and to improve households' welfare during post natural calamities period. • Firm capabilities: The economic growth potential of Bangladesh hinges on reaping the demographic dividend through sustained expansion of employment opportunities. Against the backdrop of the programme's strong work on increasing garment manufacturing sector productivity in Bangladesh (31808, 33110, 89122), other research areas include promoting export growth and diversification, to encourage a shift away from over reliance on the garment sector. Findings from 2 studies on the impacts of political strikes on firms (31108) and an analysis of the existing trade regime (31804) will be shared with policymakers. Increasing agricultural productivity for small land holders (31111) will continue to be a priority as the Ministry of Agriculture has requested an extension study on the cost-effective diffusion and sustained adoption of SRI technology (89309). • Cities and Urbanisation: Infrastructure deficiencies continue to be binding constraints on growing productive cities. IGC work in this area will address urbanisation challenges such as alleviating the effects of rural migration on infrastructure in overstressed urban area and infrastructure investment policies. Based on the evaluation of the impact of Jamuna Multipurpose Bridge (JMB) on jobs and livelihood (31106), discussions with the Bridges Division and the Ministry of Planning will be held on the impact of infrastructure on local employment patterns. A planned project will investigate how the provision and improvements in infrastructure to rural areas affects growth, by reducing spatial wage disparities and facilitating permanent and temporary migration (31104). • Energy: Bangladesh ranks the highest in Asia for the number of power outages, disrupting manufacturing growth and constraining planned investment in the industrial sectors. Work in this area will focus on analysing the constraints to power sector growth and possible reforms. The IGC project on 'Understanding Blackouts: Analysing detailed blackouts information of Dhaka' (31202), aims to understand the extent and distributive implications of the possible capture of power distribution in Dhaka. Data from this study can improve blackout management and prioritize the use of electricity, to address the power shortage and a policy discussion on power demand management. <p>IGC Bangladesh partners with the Bangladesh Institute of Governance and Development in Dhaka. Its key stakeholders within the government include the Cabinet Division, Ministry of Planning (Planning Commission and Implementation Monitoring and Evaluation Division), Bangladesh Bureau of Statistics, National Board of Revenue, Ministry of Finance, Ministry of Commerce, Ministry of Agriculture, Ministry of Power, Energy and Mineral Resources (Power Division), Ministry of Local Government, Rural Development and Co-operatives (Local Government Division). The country leadership team conducts policy dialogue and consultations at regular intervals and IGC is viewed as an independent development research network. IGC Bangladesh was successful in raising its profile through broader engagement of seminars, workshops and media engagement in 2014. In FY15-16, IGC leadership will hold targeted dialogues with high level policymakers on the projects in its portfolio.</p>	

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy Objective	Project Code	Project Title	Stakeholder
State Effectiveness			
Mobilising public revenues for investment	31101	<i>Taxpayer Recognition Program</i>	NBR, MOF
	31807	<i>Increasing Tax Compliance through Social Recognition in Bangladesh</i>	
Increasing managerial capacity and productivity of bureaucrats	31200	<i>Civil Service Reform Meetings</i>	MOP, MOPA, Anti-Corruption Commission, IMED
	TBD	Civil Service Management and Accountability	
Increasing state capacity in the post disaster relief activities	TBD	Natural calamities and social safety net programs: a field experiment on mobile cash transfers to vulnerable populations in Bangladesh	Ministry of Disaster Management and Relief, MOP
Improving governance and efficiency of public expenditure	31107	Effect of E-Procurement System: Evidence from Bangladesh	IMED, CPTU, MOP
Understanding the socio-economic differentials behind inequality in human capital	31201	<i>Linking Equity and Growth in Bangladesh</i>	GED, MOP
Inform future labour market dynamics	31806	<i>Labour Force Participation Projections Workshop</i>	BBS, MOL
Inform allocation and provision of subsidies of health products	31109	<i>Free Provision and Demand for health products: Evidence from follow-up of a randomized controlled trial of water treatment product in Bangladesh</i>	MOH, MOP
Firm Capabilities			
Promoting export Growth and Diversification	31108	<i>Political Strikes and their impacts on trade: Evidence from Bangladeshi transaction level export data</i>	MOC, Chambers of Commerce
	31804	<i>Reducing Vulnerability: The Export Diversification Challenge in Bangladesh</i>	
Increasing manufacturing productivity in the Ready-Made Garment (RMG) sector	31808	<i>Gender Equality and Productivity in the Garment Industry</i>	BGMEA, MOC, MOL
	33110	Managing Shocks: Worker's Well-being and Firm Productivity in the Bangladeshi Garment Sector	
	89122	Cross country measures of productivity dispersion in multi-product firms: Comparing RMG across IGC Countries	
Raising farm productivity and rural incomes	31111	Technology Adoption and Food Security in Rural Bangladesh	MOA, BRRRI
	89309	Technology adoption and diffusion: The System of Rice Intensification and Food Security in Bangladesh	
Financing Firm Growth	31300	Contractual Flexibility in the Credit Market, Selection into Borrowing and Firm Growth: Experimental Evidence from Bangladesh	BRAC, PKSF
Cities			
Infrastructure development to support productive cities	31106	<i>Infrastructure and well-being: Impact of Jamuna Multipurpose Bridge (JMB) on jobs and livelihood in Bangladesh</i>	<i>Bridges Division, MOP</i>
	31104	Infrastructure, Misallocation and Economic Growth in Bangladesh	LGED, MOP
Understanding Migration as a tool to reduce poverty	89118	Risk, Savings and Rural - Urban Migration in the Developing World	MDMR, PKSF, RDRS
	89233	Mobile Banking and Remittances Among Garment Workers in Bangladesh: An Experimental Study	GED, MOP
Creating productive cities	TBD	Urbanisation Webinar	MOLG
Energy			



Improving Effectiveness of Power Distribution	31202	Understanding Blackouts: Analysing detailed blackouts information of Dhaka, Bangladesh	Ministry of Power, Energy and Mineral Resources, MOF
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Ethiopia

2015/16

Programme Strategy

Ethiopia's growth remains consistently robust. According to the Ministry of Finance and Economic Development, real GDP grew at a rate of 10.3% registered in 2013/14, with services contributing 5.3%, followed by agriculture (2.3%) and industry (2.7%). The recent rapid growth seen in Ethiopia has been driven primarily by the expansion of the services and agricultural sectors. Furthermore, a 'big push' in public investment has contributed significantly to economic growth. On the other hand, the activities of the private sector continue to be constrained as a result of the government's state-led model. Other growth challenges include encouraging industrialisation and ensuring that urbanisation is controlled to support rather than hinder this process. Furthermore, there has recently been a significant contraction in exports (due to falling international prices and an undiversified export structure).

In the coming fiscal year, the key strategic themes for the Ethiopia country programme will be state effectiveness, agricultural development, industrial development and urbanisation.

- **State Effectiveness:** consultations with H.E. Ato Newai Gebreab have indicated that the IGC Ethiopia Country Programme can work on a number of new areas, one of which is macro policy. In particular, the significance of domestic savings has become increasingly apparent to policymakers, and there is growing desire to more accurately measure the savings rate, understand its determinants, and devise appropriate policies to raise it. IGC Ethiopia has agreed to work on policy options to promote higher savings. As part of this effort, a macro policy clinic is planned to take place this fiscal year. With regard to our agenda setting topic of the civil service, given the sensitive timing (with elections coming up in May) and disruptions to normal government activity (e.g. mandatory training sessions for civil servants), the country team believes it is best to wait until post-elections before conducting any sort of questionnaire or interview with civil servants. However, while we will not be conducting research on this area until post-elections, we plan to continue to engage and stimulate interest from policymakers in this area through, for example, seminars on the civil service and governance.
- **Firm Capabilities:** the basic thrust of the Government of Ethiopia's overarching economic policy framework, the Growth and Transformation Plan (2010/11-2014/15), is to achieve structural change through socially inclusive industrial transformation. The Ethiopia Country Programme has supported this agenda, for example through commissioning a critical review of the Ministry of Industry's Ethiopian Industry Development Roadmap, which is now complete and to be delivered to H.E. Ato Ahmed Abtey (Minister of Industry). This agenda will also be supported during 2015/16 through a range of projects such as our Export Promotion project, which puts in motion the implementation of an export promotion strategy that was set out by Professor John Sutton in a report delivered to H.E. Dr. Arkebe Orqubay (Advisor to the Prime Minister) and Ato Fitsum Arega (Director General of the Ethiopian Investment Commission) in July 2014.

Although agriculture's share of GDP has been steadily declining over the past ten years, agriculture remains the dominant sector of the economy, accounting for approximately 40% of GDP. While work on this theme is relatively limited (in large part due to an effort to avoid duplication of work in an area that is actively explored by other research organisations and stakeholders), the country programme has commissioned targeted work to address policymaker demands and pertinent policy-relevant issues. This includes a research project on the role of agricultural cooperatives in Ethiopia in response to a request for research on this topic from H.E. Ato Newai Gebreab. Furthermore, the country team is planning a macro-focused workshop on agriculture to take place in July 2015. The aim is to introduce top international researchers to Ethiopian research questions relating to agriculture, but from a macro perspective. This is an effort to extend our network of researchers, and address policy issues relating to agricultural value chains, agro-industrialisation and urbanisation.

- **Cities:** the critical role of cities in realising Ethiopia's overarching economic goal of achieving middle-income status by 2025 is clearly acknowledged by Ethiopian policymakers. This is to be reflected in the Growth and Transformation Plan II (2015/16-2019/20), which will focus on achieving structural change not only through industrialisation, but also urbanisation. The IGC Ethiopia team has been in an active consultation process with the Minister of Urban Development, Housing and Construction and his technical advisors to build a framework of IGC support for a recently released policy, the Ethiopian Cities Prosperity Initiative (ECPI). In addition, the country team recently commissioned a rigorous impact evaluation of the government's large-scale housing programme, the Integrated Development Housing Programme. The combination of this research being highly policy-relevant, and being conducted in collaboration with two Ethiopian Development Research Institute (EDRI) researchers means there is high potential for policy impact on a large-scale policy initiative that has not been rigorously evaluated thus far. Moreover, the country team, in collaboration with an LSE and Oxford University research programme on urbanisation, will be co-hosting a one-day workshop on cities on 2 July 2015, with the Ministry of Urban Development, Housing and Construction (MUDHCO) as its partner.
- **Energy:** Work under the theme of energy is being newly introduced to the country programme's portfolio this fiscal year, with a first project commissioned on the dynamic links between rural electrification policy, internal migration and structural change. This project will specifically target the key policy question of how best to spend scarce rural electrification funds to deliver the most economic growth.

A key component of the Ethiopia Country Programme is working with our partner institution, EDRI, to carry out research, communicate the results of research and to sponsor policy debate based on findings. EDRI's executive director, H.E. Ato Newai Gebreab (also Chief Economic Advisor to the Prime Minister), is the primary stakeholder of our programme and interlocutor. Furthermore, as we are housed with our partner institution, the country team has regular contact with a number of local and international researchers working on Ethiopia, providing opportunities to exploit synergies through joint work. For example, one of our recently funded projects is a collaboration between one of our Lead Academics, Dr. Pramila Krishnan, and an EDRI researcher.

The country programme also has a strong network of high-level policymakers. Given the current research focuses of the country programme's research agenda, we are building strong relationships with officials at the Ministry of Industry, the Ethiopian Investment Commission, the National Planning Commission and the Ministry of Urban Development, Housing and Construction. Other important stakeholders of our programme include international research organisations such as the International Food Policy Research Institute (IFPRI) and the World Bank. We also have active relationships with local institutions involved in economics research such as Addis Ababa University and the Ethiopian Economics Association. In particular, we have increased opportunities for collaborative research and policy analysis through targeted workshops and our 'Small Competitive Research Grants' scheme.

In addition to our usual forms of stakeholder engagement, a notable upcoming event to link researchers to Ethiopian issues and policymakers is the Africa Growth Forum, to be hosted in Addis Ababa on from 29 June to 1 July, 2015.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Raising the capacity of government macroeconomic policy experts	TBD	Macro Policy Clinic	EDRI, Government of Ethiopia
Understanding the structure, capacity and limitations of the Ethiopian civil service	TBD	Mapping the Structure and Capacity of the Civil Service	Ministry of Civil Service, Government of Ethiopia
Firm Capabilities			
Encouraging industrialisation and promoting export growth	32200	Export Promotion (and Investment Promotion)	Ethiopian Investment Commission
	89122	Cross-Country Measures of Productivity Dispersion in Multi-Product Firms: Comparing Ready-Made Garments across IGC Countries	Ministry of Industry, National Planning Commission
	32106/32108	Continuation and Implementation of Reforms at the Ethiopian Investment Agency (EIC) to Promote FDI	Ethiopian Investment Commission
	32206	Rapid Assessment of the Ethiopian Industry Development Roadmap	Ministry of Industry
Understanding farmers cooperatives and the role they play in raising agricultural productivity	32203	The Role of Cooperatives in Quality Upgrading in Exportable Commodities The Case of Ethiopian Coffee and the ECX Reform	Ethiopian Commodity Exchange, Ministry of Agriculture, Agricultural Transformation Agency
	32302	Agricultural Cooperatives in Ethiopia: Do They Matter?	Ministry of Industry, National Planning Commission
Policies to reduce youth unemployment and improve the functioning of labour markets	89116	Assisting Job Search in Low-Employment Communities: The Effects of Screening Intervention in Addis Ababa	Ministry of Labour and Social Affairs
	32205	Unemployment, Self-Employment and Labour Market Functioning in Ethiopia	Ministry of Finance and Economic Development (MOFED)
Improving consumer goods choice in rural areas	89218	Fading Choice: Market Development and Consumer Good Choice in Remote Markets	Ethiopian Development Research Institute (EDRI), Government of Ethiopia
	32107	Spatial Variation in Consumer Good Availability and Market Development	Ethiopian Development Research Institute (EDRI), Government of Ethiopia
Raising agricultural productivity and rural incomes	32204	Commodity Market Integration, Technology Adoption, and Agricultural Development in Ethiopia	Ministry of Agriculture, regional agricultural bureaus, Ministry of Trade and Industry
	89305	A Comparative Analysis of the Coffee Value Chain	Ministry of Agriculture
	TBD	Scoping Visit for Macro/Agriculture Researchers	
Cities			
Improving urban service delivery	89227	Performance of Urban Service Delivery Systems in Africa and South Asia	Ministry of Urban Development, Housing and

Effective implementation of the Ethiopian Cities Prosperity Initiative	TBD	Ethiopian Cities Prosperity Initiative (ECPI)	Construction (MUDHCO)
Understanding the impacts of a large-scale government housing programme	32300	Low Cost Housing for Africa's Cities? The Impact of the Government Condominium Scheme in Ethiopia	MUDHCO, City Housing Development Agencies, EDRI, Ethiopian Institute of Architecture, Building Construction and City Development
Energy			
Understanding links between rural electrification policy, internal migration and structural change	32301	Rural Electrification and Internal Migration in the Developing World	MOFED, EDRI

Ghana

2015/16

Programme Strategy

The Ghanaian economy has experienced significant growth in the last 10 years with an average growth rate of 7.75% in real GDP since 2007. However, over the last two years, the economy has been going through macroeconomic challenges that are beginning to threaten the medium term growth prospects of the country. The government's own growth projection for 2015 is relatively low at 3.9% after recording 4.2% for 2014, 7.6% for 2013 and 8.8% for 2012. The challenges include fiscal over-runs (compounded by falling oil prices), increasing inflation and currency depreciation which have forced the government to seek Balance of Payment support from the IMF. The most obvious constraints to growth in Ghana apart from the macroeconomic challenges are Energy (access to reliable and cheaper sources of power), Infrastructure and Governance (inefficiencies in public service delivery, corruption, and weak institutions). These constraints are reflected in the themes of IGC hence there are ongoing projects and engagements on some of those issues in Ghana.

- State Effectiveness:** IGC work under this theme in Ghana has centred on analysis to inform sound macroeconomic management particularly on the issues of inflation, exchange rates, banking efficiency, deficits and taxation. As a result, IGC-Ghana has had the opportunity to engage with and build a strong relationship with the Ministry of Finance, the Ghana Revenue Authority and the Bank of Ghana. Work in the area of State Effectiveness has also focused on education and skills acquisition particularly on understanding issues of skills mismatch, returns to secondary education, early stage learning and school performance. These have enabled some engagements with the Ministry of Education. Another crucial area under this theme for IGC-Ghana is Governance and Accountability. The studies have focused on how political parties are funded in Ghana and the issue of corruption. An IGC project on management quality and infrastructure delivery in Ghana generated a lot of interest from the Office of Head of Civil Services, the National Development Planning Commission (NDPC), the Ministry of Local Government and Rural Development as well as some development partners and Civil Society Organisations. Following a presentation of the preliminary results from the study to them, a high level public service group headed by the Head of the Civil Service has been set up to work out modalities for implementing some of the recommendations from the study. Work under this theme has also focused on generating knowledge and understanding on the issue of small scale mining, its nature, impacts and the attitudes of local people towards mining policies in Ghana. These have yielded interesting results that have informed the new mining law in Ghana and enabled IGC to establish working relationships with the Ministry of Lands and Natural Resources, the Minerals Commission and the Environmental Protection Agency. IGC-Ghana is looking forward to initiating some new projects in the area of taxation and macroeconomic management for the Ghana Revenue authority and the Ministry of Finance respectively.
- Firm Capabilities:** The work of the IGC in Ghana under this theme focuses on clearly identifying and addressing the constraints to firm growth and performance. The current projects are looking at the roles of finance (formal and informal), microfinance, physical and governance infrastructure as well as apprenticeships and labour constraints on private sector development. IGC is also examining how to improve agricultural markets in Ghana through Commodity Exchange markets. These projects will enable IGC-Ghana continue to engage more with the Ministry of Trade and Industry, the Ministry of Food and Agriculture, the Association of Ghana Industries and the Private Enterprise Federation.
- Energy:** Ghana has been facing an energy crises characterised by a nationwide load shedding (power rationing) due to a 600 MW installed capacity gap and this has become a major constraint to economic growth in Ghana. So far, IGC has not initiated any research in the area of Energy in Ghana. However, IGC-Ghana will organise a workshop in this FY to help identify the specific issues, bottlenecks and questions from the various stakeholders. This would help IGC to initiate the right projects in Ghana to provide a better understanding of the issue of electricity management (both in terms of power supply and demand) and its effects on the economy.
- Cities:** Following a workshop in Ghana on building effective cities for growth, the IGC is planning to initiate some projects in Ghana on cities, particularly looking at issues of urban planning – housing, transport and sanitation. As a lower-middle income country, Ghana has reached a stage where it needs to develop its cities to accommodate its current growth but more importantly to facilitate future growth.

The other activities of IGC in Ghana will include a quarterly Policy Seminar Series at the Ministry of Finance to present and discuss IGC research as well as other evidence based research with senior officials of the Ministry and allied government agencies. The terms of a Memorandum of Understanding between the Ministry of Finance and IGC-Ghana have been agreed and will soon be signed to cover the initiative. IGC-Ghana has also committed to providing technical support to the Ghana National Steering Committee on the Sustainable Development Goals. The Steering committee is the technical committee that is leading the Intergovernmental Negotiations at the UN on the post-2015 agenda for the West Africa sub-region. IGC Ghana will also continue to use the Newsfile articles as an outreach vehicle for disseminating completed research in the 2015-16 FY.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in *italics*)

Policy Objective	Project Code	Project Title	Stakeholder
State Effectiveness			
Supporting Macroeconomic Management for stable growth	33115	Regulatory Capital, Banking Efficiency and Macroeconomic Stability	MOF, BOG Trade Unions, MOTI
	33116	Regional Analysis of Inflation Dynamics in Ghana	
	33200	Exchange rate and macroeconomic stability: Determinants and Pass-through effects	
	33201	The Twin Deficits Hypothesis in Developing Countries: Empirical Evidence for Ghana	
	33207	On the Causes and Effect of Exchange Rate Volatility on Economic Growth	
	TBD	The Implication of the Declining Crude Oil Prices on the Ghanaian Economy	
Increasing managerial capacity and productivity of bureaucrats	33802	Workshop on Infrastructure Delivery and Management Practices 2015	Central Civil Service, NDPC, MOLG, GES
	33301	The Effectiveness of Government Bureaucracy: A Study of the Ghanaian Civil Service	
	89105	Variation in Infrastructure Delivery and Management Quality Among Ghana's Local Governments	
	89108	Can Raising Police Salaries Reduce Petty Corruption in Ghana	
Improving governance and efficiency of public expenditure	33111	Understanding the nature of funding political parties in Ghana: challenges and implications	GRA, BOG, MOLG, Electoral Commission
	33206	Informality and the Tax Gap: A case of non-farm enterprise in Ghana	
Encouraging more efficient skills development	33300	School Performance: The Role of Early Stage Learning Environments	GES, MOE
	33106	Returns to secondary education: Unpacking the delivery of senior secondary schooling in Ghana	
	33109	Panel study of Tertiary Graduates in Ghana	
Improving regulation for a productive small scale mining sector	33112	Informalization' of Ghana's Small-Scale Gold Mining Economy	MOLNR, GMC, Ministry of Energy, Ministry of Mines
	33107	The Impact of Chinese Involvement in small-scale gold mining in Ghana	
	33110	Attitudes of local people to mining policies and interventions	
Addressing environmental consequences of natural resource sectors for sustainable economic activity	33113	Recyclers at risk? Analysis of E-waste and Blood Lead Levels at Ghana's Recycling Hub, Agbogbloshie	EPA, MOLNR, MOH, Ministry of Environment, Science, Technology and Innovation
	33205	The footprints of Galamsey in Ghana; the Western Region Under the Microscope	
Firm Capabilities			
Relieving constraints for firm growth: Access to finance, supply of skilled labour force, productive investment opportunities, infrastructure support	33114	Microfinance Institutions and Micro and Small Enterprises in Ghana: The potential of the missing middle	MOTI, PEF, AGI, GAMC, COTVET
	33204	Formal and informal finance: Firm growth in Ghana	
	33202	Do Apprentices Alleviate Firms' Labour Constraints? Evidence from a Unique Experiment in Ghana	
	33108	Enhancing Productive Firm Assets: A Randomized-Controlled Trial on Marketing an Innovative Savings-Loan Product to 4,000 Small Businesses in Ghana	
	33208	The presence of foreign firms in Ghana: The role of physical, financial and governance infrastructure	



Increasing productivity of agricultural markets and food security	33203	Agricultural Markets: The Formation of the Ghana Commodities Exchange	GCX, SEC
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Programme Strategy

Historically, Bihar has been a slow growing state with growth rates amongst the lowest in the country. However, there has been a remarkable turnaround in Bihar's economic performance in recent years. Bihar's economy has been growing at on an average of 10.4% for the period 2004-05 to 2013-14, which is one of the highest among the states of India. While this double digit growth rate is likely to continue in the short run, Bihar faces several challenges in sustaining this rapid growth in the long run. The upswing in Bihar's growth has been primarily due to massive increase in public investment on physical infrastructure and human capital. In particular, the reconstruction of roads and bridges has been stepped up sharply. Observers of Bihar have also pointed to less tangible factors, namely, how the improvement in governance that reduced crime rates has helped increase private investment from both within and outside the state. While these policies have been successful in stimulating economic growth, there is a need for formulating policies that can help sustain this growth momentum. IGC Bihar has identified five policy areas that are likely to play a key role in sustaining Bihar's economic growth.

- **State Effectiveness, Governance and Political Economy:** This is of special relevance in Bihar, given the state's past track record. IGC Bihar aims to look at questions regarding what innovations in governance have led to a renewed confidence in the state, and what lessons policymakers can draw from these going forward. Questions regarding Governance and Political Economy hold a special relevance- the growth turnaround has come about only after improved administration and law and order, but no rigorous studies have been done regarding the exact pathways that led to this. A study on Political Change and Crime Reduction by Clement Imbert (Oxford University), Oliver Vanden Eynde (Paris School of Economics) and Nishi Prakash (University of Connecticut) looks into these questions, and is likely to lead to important conclusions about what lessons future governments in the state, and elsewhere, can draw from Bihar's experience in controlling crime and thereby influencing growth.
- **Firm Capabilities - Industrialization and Land Policy; Human Capital:** Bihar has large tracts of hugely fertile land, lending the state a competitive advantage in agriculture; however, given the changing aspirations of the young population, policy advice needs to be centred around what *kind* of industry is best suited to the state. A project by Abhinav Alakshendra evaluates the economic and administrative linkages in determining firm's location choice in Hajipur, where a large number of Industrial units are located and considered as Bihar's major Industrial hub. Another major constrain for industrial growth is lack of reliable power supply. IGC Bihar has commissioned a study – Lighting up Bihar-- by Michael Greenstone (MIT), Robin Burgess (LSE), Nicholas Ryan (Harvard), Anant Sudarshan (Harvard); they are working in close collaboration with the Department of Energy of the Government of Bihar to help the department in studying the relative effectiveness of various policy interventions to improve not only the access to power but also the financial position of the distribution companies. We need to understand how best to exploit Bihar's demographic dividend- rapid skill formation is imperative, and for this reason questions surrounding what best practises to follow in areas such as education and health remain at the core of economic transformation. We have funded a project 'Outlays to Outcomes' that attempts to assess the effectiveness of a Government of Bihar's programme –Mission Gunvatta – that is aimed at improving the learning outcomes of children attending elementary schools in the state. Final output of this project should help the government in designing a more effective programme to improve the quality of education in Bihar.
- **Cities and Urbanisation:** Bihar remains a primarily rural state, with only around 11.3% of the population living in urban areas as against the national average of around 31%. While there has been some pickup in the pace of urbanisation in Bihar between 2001 and 2011, the state still remains one of India's least urbanised. Pressure on the primary and secondary cities is going to increase, and to prevent bottlenecks which can discourage growth efforts, policy advice on how to better provide infrastructure to the cities, and generally ensure a better standard of living for the migrants, is much needed. We have recently recommended funding to a project that attempts to understand slum formation in Bihar and suggest housing policy for urban poor in Bihar. We have also funded studies on rural-urban migration that investigates the patterns of migration into Bihar's cities and towns.
- **Energy, Environment and Economic Growth:** The process of economic growth needs to be inclusive as well as sustainable. While research in areas such as human capital, governance and political economy, and urbanisation looks into the inclusiveness aspect of the growth process, a focus on environment is required to ensure that the growth process is sustainable. What kind of policies should the state adopt regarding use of natural resources? Are there renewable energy options available that are scalable across the state? Are there methods to improve the existing practises in areas such as agriculture, to make the processes more environmentally friendly, and hence conducive to long-term growth? To look into such questions, we have commissioned several studies- a study by Johannes Urpelainen (Columbia) will analyse the effects of adoption of solar technology by street vendors in urban Bihar, while another study by Avinash Kishore (IFPRI, New Delhi) will study the adoption of balanced use of chemical fertilisers in the state.

IGC Bihar benefits from an excellent relationship with policymakers cutting through various departments. The IGC is hosted at the Asian Development Research Institute (ADRI) which enjoys close proximity to visiting scholars, bureaucrats and policymakers, and has established itself as highly regarded non-political research institution. In particular, the program enjoys an excellent relationship with the chief minister's office, the office of chief secretary, Education, Finance and Rural Development. Mr. Sushil Kumar Modi (ex-Deputy chief minister of Bihar) gave a huge impetus to the program's visibility by attending Africa growth forum in Sierra Leone. This was followed by minister of water resource attending Growth Week in 2013 and the Chief Minister of Bihar, Shri. Jitan Ram Manjhi attending it in 2014 along with his principal secretary and chief secretary of Bihar. Regular interaction with top policymakers, lecture series and conferences ensures that IGC stays at the forefront of policy research. IGC Bihar program aims to maintain the same level of engagement with policymakers through abovementioned strategies in the following phase too.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy Objective	Project Code	Project Title	Stakeholder
State Effectiveness			
Political economy of development to understand impediments to growth	34108	Does political background of leaders matter for development?	ADRI, GoB
	34111	<i>Community driven development and elite capture</i>	<i>RDD, GoB</i>
Improve quality of education	34106	Outlays to Outcomes: Education	Dept. of Education, GoB
	34113	Choice and cost: The role of household decision making and spending on secondary education in rural Bihar	Pratham, ASER, GoB
	34203	<i>Social Justice in Education: Are school uniform and scholarship schemes marred with discrimination in Bihar?</i>	<i>Chief Minister, GoB</i>
Increasing efficiency of state monitoring and planning using technology	89100	Smart data: Can visualized administrative data help inform and hold public stakeholders accountable?	Dept. of Rural Development, GoB
	34114	<i>Intervention design of Integrated Performance Management System (IPMS) for ICD, Bihar</i>	<i>Dept. of Social Welfare, GoB</i>
Improve inclusive growth policies	34107	Evaluation of land transfer programs to Mahadalits	Bihar State Mahadalit Commission
	TBD	The effects of food policy on cropping patterns and income distribution in Rural Bihar	Dept. of Consumer Affairs, GoB
Understanding law & order as prerequisite to growth in Bihar	34110	Ending jungle raj and crime reduction in Bihar	Bihar Police
Firm Capabilities			
Improving firm productivity and rural income	34104	Promoting balanced use of chemical fertilizers	Dept. of Agriculture, GoB
	89115	Evaluating economics and administrative linkages in determining Firm's location choice in Hajipur (Bihar)	PMC, HMC, PIDA, GoB
Improving education as a precondition for farm productivity	TBD	Women's Empowerment and changing social norms: Persistent effects of a one-time targeted in-kind transfer in India	Dept. of Education, GoB
	TBD	Status reward and reduction in learning gaps between social groups	Dept. of Education, GoB
	34200	Maternal Hours of Work during Pregnancy: an Evaluation of a CCT Program in India	Bihar State Govt, Ministry for Women and Child Development
Cities			
Understanding migration as a tool to reduce poverty	34112	The changing face of circular migration in Bihar	Dept. of Labor , GoB
	89119	Do urban politicians discriminate against internal migrants? Evidence from a nationwide field experiment in India	ADRI, GoB
	TBD	Rural – Urban Migration in Bihar	
	TBD	Understanding Slum formation and designing and urban housing policy for poor in Bihar	Dept. of Urban development and Housing, GoB
Creating productive cities	89113	Growth, Urbanisation and Rural – Urban linkages in Bihar	GoB
	89205	Land acquisition and structural transformation in Bihar: an analysis of alternative approaches	Industries department, GoB
Energy			
Sustainable growth	34109	Lighting up Bihar: Electrification to sustain economic growth	Energy department, GoB

through electricity			
Improving decentralised electrification	34105	Benefits of solar technology adoption by street vendors	Dept. of Urban Development, GoB, NIDAN
	89112	Let them buy light: The welfare benefits of electricity for rural households and enterprise	Energy Dept, GoB, Husk Power Systems (HPS)

Programme Strategy

Following the mandate in the General Election in May 2014, the new government under leadership of the new Prime Minister is looking to develop new economic policies and reforms in India. Understanding that the mandate is based on high expectations, the government has been making efforts to improve investor sentiment and get back on the high economic growth trajectory. The renewed emphasis on growth is clearly visible in the maiden budget of the new government, where the government has outlined a bold vision to attain a growth rate of 7-8 percent through enhanced investment in infrastructure, a focus on the creation of an investor friendly environment, and fostering social inclusion and fiscal consolidation. This scenario provides an exciting and challenging opportunity for the IGC India Central programme.

As the new government was preparing to present its first full-year budget in last week of February, an air of optimism was visible: "India has reached a sweet spot- rare in the history of nations- in which it could finally be launched on a double-digit medium term growth trajectory" declared the annual economic survey of the Ministry of Finance. The optimism was not unwarranted. The macroeconomic fundamentals of India have dramatically improved over past two years: inflation has declined by over 6 percentage points since late 2013, the current account deficit has come down from 6.7% of GDP to an estimated 1 percent in the current fiscal year, the rupee has stabilised and based on the new series, real GDP growth is expected to accelerate to 7.4%, making India the fastest growing large economy in the world.

While the macroeconomic fundamentals look strong, the challenges India face are significant. To name a few, it has to (i) improve the quality of infrastructure, especially the logistical support and power that industry and services need, (b) develop a job creating manufacturing sector, (c) provide education and training to youth for the jobs that will be created, (d) design better business regulations, (e) develop a better financial system, and (f) manage its cities better.

Research

Alongside the initiatives outlined below, IGC India Central has a large portfolio of projects from which it anticipates strong performance. Since its inception, there have been over 50 research projects commissioned. The first Call for Proposals under Phase II was issued in July 2013, after which 35 research projects across the focus areas were commissioned. Some examples of research studies under different research themes are provided below. Going forward, the programme will increase its outreach efforts in the dissemination of existing research by conducting small workshops and seminars involving not only academics, but other stakeholders from the government, media and civil society as well. Over the coming years, the programme will look to partner with civil society organisations and media to co-host events.

In the new call for proposals, we aim to attract more projects in the areas of urbanisation and infrastructure provision (including issues related to infrastructure finance). Both of these issues are very high on the priority area of the new Government and some of the flagship programmes of the new government such as, the '100 new smart cities' programme (<http://indiansmartcities.in/site/index.aspx>) and 'Make in India' programme (<http://www.makeinindia.com/>) will benefit from research on Urbanisation and Infrastructure. IGC India Central also plans to prepare evidence papers/policy papers on urbanisation and infrastructure to initiate policy debates and attract more policy relevant research in these areas.

- **State Effectiveness and Governance:** IGC analysis in this area covers a range of topics from pricing of private education services in urban India, infrastructure provision in rural areas, health technology adoption and sanitation in South Asia, to social identity and aspirations. Projects including 'Impact of direct benefit transfer on leakage in cooking fuel subsidy' (35113), 'Impact evaluation of a school-based gender sensitization campaign', (35112) and 'Connecting the Red Corridor: Infrastructure Provision in Conflict Zones' (35119) are good examples of wide range of topics covered under this research area.
- **Firms:** Under this theme, example of studies include projects such as 'Foreign fund flows and stock returns: Evidence from India' (35127) and 'Foreign Borrowing by Indian Firms: Implications for Growth and Macroeconomic Stability' (35130). The first project studies the impact of foreign institutional investor (FII) flows on stock returns in India, finding that stocks with high innovations are associated with a coincident price increase that is permanent, whereas stocks with low innovations are associated with a coincident price decline that is in part transient, reversing itself within two weeks. The second project studies the effects of foreign currency borrowing (FCB) on firms, and finds that FCB has some limited positive impacts on subsequent Indian firm performance.
- **Cities and Urbanisation:** An example of a project under this theme is 'How Urban is India?' (35109). This project seeks to develop a dataset on the extent and location of de facto urbanisation – settlements with characteristics commonly thought of as urban – in India. The project tries to find out that how much of India's population lives in an urban-like environment and where this population resides. Another example is 'Urban Corridors: Strategies for economic and urban development' (35117).
- **Energy:** Topics under this theme range from analysis of adoption and use of micro irrigation systems in India, markets for drinking water, building environmental regulation that enables growth, to impact evaluation of rural electrification with off-grid community micro grids. 'Building Environmental Regulation that Enables Growth' (35138) is a good example of the research

agenda under this theme. In many regulated markets, private, third-party auditors are chosen and paid by the firms they audit, potentially creating a conflict of interest. This project reports on a two-year field experiment in the Indian state of Gujarat that sought to curb such a conflict by altering the market structure for environmental audits of industrial plants to incentivize accurate reporting. This study found that the status quo system was largely corrupt, with auditors systematically under-reporting plant emissions just below the standard. Additionally, the treatment caused auditors to report more truthfully and very significantly lowered the fraction of plants that were falsely reporting compliance with pollution standards; treatment plants, in turn, reduced their pollution emissions. Other projects under this theme include: 'From clean fuel to clean air in India's metropolitan cities' (35135) and 'Pollution externalities and health: A study of Indian rivers' (35116).

Policy

The IGC India Central Programme adopts a multi-pronged strategy to influence policy discourse in India, including engagement with the government - cutting across various ministries and departments, central and state governments and with the media and civil society. The unique character of the India Central Programme necessitates an active engagement strategy, including bilateral discussions with policymakers, academics and members of the civil society and dissemination of research outputs to relevant government ministries and in the public domain to affect policy debates; and a large number of workshops and conferences featuring interactions between researchers and policy makers.

Ideas for India is central to the IGC India Central engagement and dissemination strategy. The mission of the portal is to provide systematic evidence on key policy issues to promote the creation of more evidence-based policy. By serving as an ideologically neutral space for economists, other social scientists and practitioners to use their research to weigh in on key policy questions, Ideas for India hopes to change the way in which economic evidence filters into policy debates, and make these discussions more accessible to specialists and non-specialists interested in the growth and development issues in India. The portal targets a wide audience including policymakers, academics, researchers, NGOs, civil society and other advocacy organisations, and non-specialists that are interested in development and growth policy issues. Going forward, we plan to strengthen the portal through (a) having academics from different social science disciplines (apart from economics) write for the Ideas for India - this will help in widening the readership of I4I and have greater policy impact, (b) since the size and diversity of India, having collaboration only with national newspapers is not enough and therefore, we plan to engage extensively with regional media from different states - we have started the process by engaging with a regional newspaper from the state of West Bengal and we anticipate that we will have at least few additional engagements by February 2015, and (c) with the aim of widening the readership and making I4I easily accessible on mobile devices, we plan to have new generation website for the Ideas for India.

A strategic change in Phase II has been to escalate efforts to increase stakeholder engagement in research projects, soliciting the interest of stakeholders in project proposals and using that as one of the criteria to evaluate them and make funding decisions. This has been done for proposals received in response to the Call for Proposals issued by IGC India Central in July 2013 and the IGC Central Call for Proposals in November 2013, May 2014 and December 2014. We will directly connect researchers with stakeholders during the period of research, rather than only disseminate final results at the end of the project. We hope this will increase the proportion of projects with direct and continuous interaction between researchers and stakeholders, so that the likelihood of policy impact is increased. This will enable the research to be more demand driven with ongoing feedback from policy stakeholders incorporated in the project work.

A related new initiative is to connect with policymakers in state governments. Historically, our interactions have been limited to those in the central government, but state governments are increasingly playing a significant role in the growth process, providing scope for policymakers in different state governments to learn from each other's experiences. We plan to reach out to state policymakers with offers to provide analytical and research assistance on key issues. Representatives from state governments have been invited to IGC conferences and workshops. Going forward, we plan to lead/initiate engagement with state governments on specific projects, where possible; the process has already begun with the country team recently developing two small projects that engage extensively with state governments. In addition to the Annual Growth Conference held in Delhi, the West Bengal Growth workshop held in December 2015 provided a platform for discussion among researchers and policymakers on West Bengal's economy.

Another new initiative involves collaboration with the main government data generating agencies to promote interaction and dialogue between academic researchers who use official data and those responsible for generating these datasets. The objective is to attempt to address the problems researchers face while using official Indian statistics. In July 2013, a one day workshop was organised by IGC India Central, the Sampling and Official Statistics Unit of ISI Kolkata, and the Central Statistical Organisation (CSO). This generated discussions which may soon lead to an official government request to IGC to set up an advisory committee involving academic researchers and CSO officials that proposes changes in existing data collection and dissemination methods. This initiative was driven forward with a workshop on Firms, Industry and SME Data in India in March 2015. The central themes of the workshop were National Firms, Industry and SME data in India, comprising the Economic Census Survey, the Annual Survey of Industries and the NSSO Employment and Unemployment Survey, allowing researchers from different horizons: academics, policy makers (UNIDO, etc.), Government agencies, etc., to exchange on the difficulties they face in using or collecting these datasets and define a way forward to improve the quality of the data available in these areas.

In order to give promising young researchers who have the potential to conduct high quality policy relevant research an opportunity to interact with established senior researchers in the field, catch up with recent developments at the research frontier, and get feedback on their research, IGC India Central plans to continue offering Summer Schools in future years. Apart from building local research capacity, the summer school also aims to create a network of young researchers who will learn from and work with each other and to build the capacity of researchers working in the research division of the Ministry of Finance and Reserve Bank of India.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Understanding poverty as prerequisite to inclusive growth policies	35125	Food Security, Malnutrition and the Incidence of poverty in India	Rural Development Ministry
Input markets and economic growth	35144	Markets for Drinking Water: How They Function and Consequences for Welfare	Environment Ministry and Govt. of India
	35107	Colonial Origins of Restrictions on Land Transfer in India	Govt of India (Central and State)
Raising the productivity of public expenditures through better designed development programmes	35137	The impacts of making NREGA payments to UID linked bank accounts: A Study in Maharashtra	Min of Rural Development, Govt of Maharashtra and Govt of India
	35139	Role of ICT Technologies in Combating Malnutrition: Increasing Transparency in India's Mid-Day Meal Program	Min of Human Resource Development
	89101	Strategically Greasing the Wheels: The Political Economy of India's Rural Employment Guarantee Scheme	Ministry of Rural Development
	89102	Rural Infrastructure Provision in India: Mapping the Bharat Nirman Programme	Ministry of Rural Development
	89212	Public Programs, Growth, and Economic Inequality in Rural India	Ministry of Rural Development
Capacity building of decision makers for better public policies or tools for informed public policy	35202	Andhra Pradesh CM's Dashboard Pilot Project: Perception and usage of data in governmental decision making	Govt. of Andhra Pradesh
Better institutions for economic growth	35307	Why is Assam Left Behind in India's Economic Boom? A Behavioural Perspective on the Effect of Conflict	Govt of Assam
	35106	Informal Insurance under Group Lending with Individual Liability	Ministry of Finance
	89100	Smart Data: Can Visualized Administrative Data Help Inform and Hold Public Stakeholders Accountable?	Ministry of Rural Development, Ministry of Statistics and Programme Implementation
	89211	Religion: Politicians and Voters in India	Civil society and media
	89208	He is a Criminal But He is Our Criminal: Criminally Accused Politicians in India	Civil society and media
	89209	Does choice of procurement contract matter for cost and quality of infrastructure?	Ministry of Roads, Ministry of Finance, the Planning Commission
	TBD	Be the Change You Want to See: Leadership Training and Women's Political Participation	Govt of India
	TBD	Women's empowerment and changing social norms: Persistent effects of a one-time targeted in-kind transfer in India	Govt of Bihar
Increasing the returns to investment in education through better functioning	35108	Impact of Elite Capture on the Provision of Public Services	State governments of Andhra Pradesh and Telengana
	35110	Study of the Regulatory and Operational Structure of the Higher Education Sector in India	Min of Human Resource

educational regulatory institutes			Development
	35111	Can we select the right peers in Indian education? Evidence from Kolkata	Min of Human Resource Development
	35300	Improving School Governance at Scale: A Randomized Evaluation of the Madhya Pradesh School Quality Assessment Program	Govt of Madhya Pradesh, Ministry of Education
	89206	Elucidating Avenues for Corruption: Micronutrient Fortification Strategies in India's Midday Meals Program	Ministry of Human Resource Development, Govt of Odisha: School and Mass Education Department
	TBD	Status reward and reduction in learning gaps between social groups	Ministry of Health and Govt of Bihar
	35134	Defining Teacher Quality in India	Ministry of Human Resources
	35112	Impact evaluation of a school-based gender sensitization campaign	Ministry of Human Resource Development
	35120	Social Identity and Aspirations	Govt of India
Better public health for productivity growth	35136	Religion and Health in Early Childhood in India	Ministry of Health
	35304	Social influences and public health insurance utilization	Ministry of Health
	35114	Switching to sanitation in South Asia: A study of health technology adoption (a seed study)	Ministries of Drinking Water & Sanitation, Women & Child Development and Rural Development
	35129	Leveraging Patients' Social Networks to Overcome Tuberculosis Under-detection in India: A Field Experiment	Ministry of Health and Family Welfare, Civil society and media
Increasing the returns to investment in health	35302	Impact Evaluation of a Public Health Insurance Plan in India: Post Health Event Survey Pilot	Ministry of Health
Designing better tax and investment policies for higher public revenue	35203	Can Governments Increase Revenues By Lowering Taxes? A Study of Competing Policies To Reduce Tax Evasion During House Purchase in India	Ministry of Finance and Govt of Karnataka
	35204	Effectiveness for E-Auctions in Emerging Economies	Ministry of Finance
	35305	Tax, Lies and Red Tape	Ministry of Finance
	89106	Incidence and Efficiency of Commodity Taxes in Developing Economies: Evidence from India	Ministry of Finance and Govt of Bihar
Firm Capabilities			
Accessing foreign capital for private investment and economic growth	35130	Foreign Borrowing by Indian Firms: Implications for Growth and Macroeconomic Stability	Finance Ministry and RBI (Central Bank)
	35127	Foreign Fund Flows and Stock Returns: Evidence from India.	Finance Ministry and RBI (Central Bank)
Improving financial regulation and financial institutions for economic growth	35133	Used Vehicle Finance in India: Contract Enforcement and Collateralization	Finance Ministry and RBI (Central Bank)
	35121	A study on the impact of financial market reforms on investment, financing and governance structures of the publicly traded firms in India	Finance Ministry and RBI (Central Bank)
	35040	A study on the impact of financial market reforms on investment, financing and governance structures of the publicly traded firms in	Finance Ministry and RBI (Central Bank)

		India	
	89219	Repayment flexibility, contract choice and investment decisions among Indian microfinance borrowers	Govt of India
Raising firm productivity for rapid economic growth	35126	Explaining Variation in Performance of Labour Market Institutions and Its Impact on Economic Outcomes – A Subnational Study of India, 1991-2011	Ministry of Labour
	35124	Worker Sorting, Work Discipline and Development	Ministry of Labour, Ministry of Finance
	35308	Impact of Groundwater Accessibility on Performance of Firms	Ministry of Industry,, Ministry of Finance
	89221	Markups and capital misallocation: a trade-off? Evidence from the Indian manufacturing sector	Ministry of Industry
Availability of good data for better economic policies	35201	Rapid Response Project on Indian Firm Data	Corporate Affairs Ministry, Finance Ministry, Ministry of Statistics, Ministry of Commerce
	89122	Cross Country Measures of Productivity Dispersion in Multi-Product Firms: Comparing ready-made garments across IGC Countries	Ministry of industry, Ministry of textile
Increasing the returns to public and private investment in agriculture	35131	Adoption and Use of Micro Irrigation Systems in India	Rural Development Ministry, Min of Agriculture
Raising agricultural productivity and rural incomes through better agricultural finance	35132	Credit Constraints and Planning Problems in Sugarcane Farming: Designing an Innovative Financial Product for Sugarcane Farmers.	Rural Development Ministry, Min of Agriculture
	35306	Access to Credit and Female Labor Supply in India	Ministry of Finance, Ministry of Labour
	89217	Women and Work in Rural India	Ministry of Rural Development, Civil Society
	89120	Designing Micro-finance for Agricultural Growth	Ministry of Agriculture, Ministry of Finance
Infrastructure provision for productivity and economic growth	TBD	How do Rural Roads affect Development? Evidence from India	Min of Infrastructure, Finance Ministry, Ministry of Rural Development
	35141	Labor Market Frictions in India – Evidence from the Introduction of a Job Information Platform	Ministry of Labour
	89216	Labor Rationing and Forced Entrepreneurship in Village India: Estimates from Experimental Aggregate Demand Shocks	Ministry of Labour, Govt of Orissa
	35122	How do better-ranked colleges help meet India's skill shortages? Evidence using a regression discontinuity design	Ministry of Human Resource Development
Cities			
Green economic growth and green urbanisation	35049	Piloting a novel delivery mechanism of a critical public health service in India: arsenic testing of tubewell water in the field for a fee	Environment Ministry and Govt. of India
	35135	From clean-fuel to clean air in India's metropolitan cities	Ministry of Health & Family Welfare
Better managed urbanisation process for economic growth	35117	Urban Corridors: Strategies for economic and urban development	Ministry of Urban Development
	35309	Social Networks, Property Rights and Public Services in the Slums of Patna and Jaipur	Ministry of Urban Development and

			Govt of Karnataka
	89119	Do Urban Politicians Discriminate against Internal Migrants? Evidence from a Nationwide Field Experiment in India	Civil society and media
	35205	The Growth of Cities in India, 1870-2020	Ministry of Urban Development and Govt of Andhra Pradesh
	35109	How Urban is India?	Ministry of Urban Development, Ministry of Rural Development, Ministry of Housing and Urban Poverty Alleviation
Infrastructure provision for productivity and economic growth	35119	Connecting the Red Corridor: Infrastructure Provision in Conflict Zones	Ministry of Rural Development, Ministry of Home Affairs
	TBD	How do Rural Roads affect Development? Evidence from India	Indian Planning Commission, the Minister of Rural Development and members of the National Rural Roads Development Agency
Energy			
Improving availability of power	35115	Rural Electrification with Off-Grid Community Microgrids: An Impact Evaluation in Uttar Pradesh, India	Ministry of Power and Govt of Uttar Pradesh
	89226	Smart Meters for Promoting Energy Efficiency in Rural India	Ministry of Power and Govt of Rajasthan
Green economic growth	35116	Pollution Externalities and Health: A Study of Indian Rivers	Environment Ministry and Govt. of India
Better public health for productivity growth	35143	The Impact of Climate and Pollution on Worker Productivity: Evidence from a Garment Factory in India	Environment Ministry and Govt. of India
	35128	Household responses in 26 Bihar villages one year after tubewells were tested for arsenic for a fee	Environment Ministry and Govt. of Bihar
Environmental regulation to promote green growth	35138	Building Environmental Regulation that Enables Growth	Environment Ministry and Govt. of India
Factor markets and economic growth	TBD	Adaptation to persistent drought and groundwater depletion: Evidence from Karnataka	Environment Ministry and Govt. of India
Raising the productivity of public expenditures through better designed distributive programmes	35113	Impact of direct benefit transfer on leakage in cooking fuel subsidy	Environment Ministry and Govt. of India
	35303	Does restricting subsidized power and water supply reduce growth? - Evidence from the dark zones of Gujarat	Ministry of Power and Govt of Gujrat

Liberia

2015/16

Programme Strategy

The Liberian economy, prior to the Ebola crisis, had been on a strongly positive trajectory for several years, with annual GDP growth averaging just over 11% from 2008-2013. In spite of the government's reform agenda and this growth, Liberia remains the fifth poorest country in the world per capita. This year will see the continued withdrawal of UN peacekeepers but a new injection of Ebola-related aid. Estimates of the macroeconomic impact of the Ebola crisis indicate that GDP growth in 2014 has been revised downwards from 5.8% to 2.5%. Lower global commodity prices will add an additional headwind, but could potentially be an incentive for tackling harder reforms.

The Ebola crisis has significantly affected ongoing IGC projects in Liberia. Accordingly, several research projects have had to push back their deliverables to accommodate for the increased levels of uncertainty surrounding the resolution of the crisis. This also necessitated the evacuation of the programme's Country Economists which has reduced on-the-ground presence. In spite of these problems, the team has explored ways to best provide relevant and timely research to the Government which can help in the formulation of economic policy during and after the crisis.

This is being done in two ways: first, through the commissioning of research projects through the specialised Ebola call for proposals run in October 2014. So far, five research projects on this topic in Liberia have been approved. These projects are providing accurate data, beyond the speculation often assumed, about the impact of the crisis on several areas – including firms, trust in government, public service delivery, and political preferences. Each plays to the comparative advantages of the IGC model and complements the macroeconomic estimation work being done by the Government of Liberia and the IMF.

Second, we recruited a Policy Engagement Manager to maximize the policy impact of this research, while seeking new research opportunities that might fill important gaps in policymakers' knowledge. The team will position IGC's efforts within the context of larger organizations (like the World Bank and the WHO) who are already working on containing the epidemic. We have already stimulated new research from the IGC network on the economics of Ebola, and have catalysed the creation of a new platform (data4ebolarecovery.org) that can be useful to responders to the crisis. Our dialogue with the Government of Liberia is open-ended and we reinforced it with a specific request to government as well as other organizations responding to the crisis detailing our offer to help in any needed economics-related research.

As should be evident, pursuing the prior country strategy has to be put on hold until the resolution of the crisis. This strategy remains as it was defined in the CSN although the areas of focus have shifted somewhat over the last year. The IGC engagement with Liberia is designed around four thematic areas: natural resource management for inclusive growth; strengthening state capabilities and improving governance and accountability; macroeconomic management to empower the private sector; and urbanization: cities and housing. The Liberia programme has had successful engagements in the first three of these categories but is still missing work in the urbanization portfolio. Across each, a mixture of rapid responses and larger research projects delivered through the commissioning boards have developed, with good examples of pilot projects successfully generating more substantive research projects as well as highly effective applications of research to the Liberian case.

As the crisis comes under control, we look forward to the resumption of delayed research projects and to a new in-country team. There is still some uncertainty about whether, and when, to resume particular research projects but these include Oyebola Olabisi's work on property tax compliance, Jonas Hjort's work on the determinants of firm success, and a follow-up engagement on de-dollarization, which remains a priority area for the government.

We retain close contact and relationships with senior officials and younger technocrats in the Office of the President, the Central Bank, the National Investment Commission, Revenue Authority, National Bureau of Concessions, the ministries of finance, commerce and industry, public works, lands mines and energy, education, and the University of Liberia as well as the larger donors and some of the leading non-governmental organizations in the country.

Projects FY15/16 – Overview
(Projects completed FY14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Supporting recovery from the Ebola crisis	51203	Population-Based Surveys to Inform Ebola Recovery	All entities involved in Ebola response
	51205	A study of the economic impact of the Ebola crisis on Monrovia living on \$1 a day or less	
	51206	Using SMS data to Improve Ebola Models and Estimate the Impact of Ebola on Healthcare Seeking Behaviour in Liberia	
	51208	The Effect of the Ebola Outbreak on Political Trust, Attitudes, and Voting Behaviour	
Improving macroeconomic management	51207	De-dollarization in Liberia	Central Bank of Liberia
Strengthening state capacities	51110/51200	Increasing Property Tax Compliance in Liberia	Ministry of Finance, Liberia Revenue Authority
	51111	Building Trust in a Reformed Security Sector: A Field Experiment in Liberia	Ministry of Justice
	51114	<i>Comments on the Draft Land Law</i>	<i>Land Commission</i>
	51113	<i>Designing a Strategy for Resource Revenue Management in Liberia</i>	<i>Ministry of Finance</i>
Firm Capabilities			
Understanding how to support Liberian firms	51112/89213	Determinants and consequences of firm success in Liberia	Ministry of Finance
	51202	<i>The Impact on Firms of the Ebola Outbreak</i>	<i>Economic Management Team, Central Bank of Liberia</i>
Informing regional trade strategy	51115	<i>Analysis of Alternatives Permissible under the ECOWAS Regulation on Supplementary Protection Measures</i>	<i>Ministry of Commerce and Industry</i>

Mozambique

2015/16

Programme Strategy

Mozambique has been one of the fastest growing countries over the last decade. Such growth followed the discovery of large amount of natural resources, in particular natural gas, which has attracted important foreign direct investment inflows mainly in the extractive and energy industries. However, the growth has been accompanied by little (formal) employment creation. Moreover, Mozambique remains one of the poorest countries in the world, ranked 185 out of 187 in the 2013 Human Development Index. One of the main reasons for the lack of employment opportunities for Mozambicans is the mismatch between the low average level of technical skills of the Mozambican population and the demand for skills of the new jobs created by the growing sectors, including the mega-projects. Another challenge is the poor performance of Mozambique's health and education institutions, which disproportionately hurts women and other disadvantaged groups, and further impedes their inclusion in the productive sector and the economy at large. In addition, Mozambique will have to put in place a set of institutions to regulate the use of revenues generated from natural resources, the strength of which will define the country's prosperity for the decades to come.

In this context, the IGC is focusing on the following two important themes:

- **State Effectiveness:** We have recently widened our network of partners in Mozambique to include the Ministries of Health and Education. Our first set of projects focus on providing women with an opportunity to share in the country's growing prosperity. Recently funded research projects aim to identify strategies that can improve the quality of antenatal care and to reduce female school dropout rates. With this portfolio, we will be building strong expertise around the inclusion of women in the productive sector. Outside of our gender-focused programs, we are developing a new project on vocational training aimed at enabling the Mozambican workforce to better participate in the formal productive sector.

In addition, we are planning to ramp up our engagement in the area of Managing Resource Revenue as this is a topic of key importance to Mozambican growth. Indeed, with growing revenues from natural gas expected this decade, Mozambique will have to develop a strong set of institutional rules for sharing of the revenue across provinces (and eventually municipalities). We hope to engage with researchers from the IGC network to design policy workshops and academic research on the topic of resource revenue management. In particular, we plan to organise a country visit by Professors Claudio Ferraz and Filipe Campante to discuss policy responses with Pedro Couto, newly appointed Energy and Mineral Resources Minister. In addition, we are considering funding Pls Gerhard Towes and Jean-Pierre Vezina to look at a natural experiment produced by the exploitation of resources in Cabo Delgado, and assess how this has impacted infrastructure and overall economic activity. Finally, Pls Alex Armand, Alex Coutts and Pedro Vicente are hoping to look at the impact of information relating to future natural resource management.

- **Firm Capabilities:** In this sector, our main interlocutors are the Central Bank, the Ministry of Economics and Finance (MEF), the Ministry of Public Works and Housing, the CTA (a private sector civil society organization encompassing the majority of firms in Mozambique), the Institute for Small and Medium Enterprises (IPEME) and the National Institute for Employment and Vocational training (INEFP). Our goal is to help them promote the competitiveness of Mozambican firms, and ensure that these firms are able to respond to the demands of natural resource projects as well as demand from rising urban incomes, as in the case of the construction industry and its supply chain. We have recently supported an enterprise mapping of Mozambican firms and a study documenting the quality of managerial capital in Mozambique. Both of these studies provide important insights on the existing obstacles to firm-level growth, which is an essential first step to design more targeted policies aimed at supporting firm and sector productivity.

Data from the survey of management practices revealed that Mozambique has one of the lowest levels of managerial capital in the developing world. In response to this evidence, and in cooperation with IPEME, we are planning to support a randomized study assessing the impact on firm productivity of providing financial literacy and managerial training to medium-sized companies in Mozambique. In addition, the MEF has requested the IGC to advise on the design of local content policy, once the government collects and consolidates the views of different ministries. They have also requested our help to support the implementation of the National Development Strategy by designing an intervention plan for the cotton sector. We have also responded to the Ministry of Public Works and Housing demand to help define a general strategy and a set of supportive policies for the construction and building materials industry. The construction sector in particular is a significant employer and user of local inputs, and has historically had an important role in the economic development of most nations, particularly in the early phases of accelerated growth. Finally, and in close cooperation with the Central Bank, we are pursuing extensive research activities around the theme of financial inclusion, which is a necessary condition for households and small firms to fully and competitively participate in the productive sector.

The IGC programme in Mozambique benefits from excellent relations with central government institutions. The office is hosted by the MEF, a newly created Ministry resulting from the merger between the Ministry of Finance and the Ministry of Planning and Development. The new Vice-Minister of MEF, Amelia Nakhare, has recently reemphasized the importance of IGC's engagement in Mozambique, and her interest in ensuring that all IGC's outputs end up feeding into policy. We are therefore in a better than ever

position to ensure that the results of our work program – to the extent it is policy relevant and responds to government concerns and priorities - are heard at the highest levels of government.

In particular, Ms. Nakhare has asked us to work closely with MEF to design an implementation plan for the National Development Strategy (ENDE), a high-level cross-sectoral document that guides development strategy for the next 10-20 years, which the IGC helped designing back in 2013. We will be actively engaged together with the government in producing an integrated plan translating the ENDE into concrete policy actions to promote production on a competitive basis and support job creation in products value chains where Mozambique potentially has comparative advantages. In the first phase of the project, the cotton and poultry sectors have been identified as the main priority for analysis, which will be addressed in sequence, beginning with cotton. In addition to those strong relations with the MEF, the programme enjoys particularly good relations with the Central Bank of Mozambique, with both the Payments and Studies Departments. In particular, Dr Esselina Macome, Head of the Payments Department, has been our focal point for the projects in the area of Mobile Money. Dr Felisberto Navalha, Head of the Studies Department, is supporting us in the development of the project on the bank lending channel of monetary policy. Moreover, we have developed a close relationship with the Department of Construction Materials within the Ministry of Public Works and Housing: it is due to our joint work with their directors, first Jaime Matsinhe and now Brito Soca, that we produced a joint strategy and policy framework for the construction industry in Mozambique.

Other important stakeholders we work with include the CTA, the Private Sector Association, that has worked closely with us on the production of the 'Enterprise map of Mozambique' and the Institute for Small and Medium Enterprises (IPEME), who granted us access to their firms database in view of our upcoming pilot project on management training. Moreover, our lead academic Pedro Vicente has regular meetings with Mr Abubacar Chutumia, the chairman of mKesh (leading Mobile money platform in Mozambique) with which we have a partnership for some of our projects related to mobile money.

In addition, the programme is developing its contacts with the National Institute for Employment and Vocational training (INEFP), and is deepening its relationship with the Ministry of Education and the Ministry of Health, both counterparts of the above-mentioned specific projects. Finally, we also have regular interactions with the local DFID office and with other main donors in Mozambique such as UNICEF, USAID and the European Commission delegation.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Improving education policy	36109	Preventing Excess Female School Drop Out in Mozambique: Conditional Transfers and the Respective Role of Parent and Child in Schooling Decisions - Pilot	Ministry of Education
	36202	Preventing Excess Female School Drop Out in Mozambique: Conditional Transfers and the Respective Role of Parent and Child in Schooling Decisions – Research Project	Ministry of Education
	TBD	Education Policy Workshop – Sandra Sequeira, JPAL South Africa	Ministry of Education
Improving health services	36201	Improving the Quality of Antenatal Care in Mozambique	Ministry of Health – Directorate of Studies
	TBD	Antenatal Care Stakeholder Workshop	Ministry of Health – Directorate of Studies
Better understanding monetary policy	TBD	The Bank Lending Channel of Monetary Policy – Evidence from African LICs	Bank of Mozambique
Improving macro-economic modelling	NA	Macro Modelling for DNEAP: Refinements to the models already built and consequent adaptation to the Eviews software.	DNEAP, MEF
Improving modelling capacity	NA	<i>Capacity-building with the DNEAP macro team</i>	<i>Novella Maugeri</i>
Firm Capabilities			
Strengthening mobile money policy	36110	The Diffusion of Mobile Money: Evidence from a Lab Experiment in the Field	Carteira Movel
	TBD	Workshop on Financial Inclusion: Challenges and Innovations	Bank of Mozambique
	36111	<i>Electronic Payments in Mozambique: Diagnosis and Impact Evaluation of Dissemination</i>	<i>Bank of Mozambique</i>
Improving managing practices in Mozambique	36204	Does management training and consulting services improve working conditions, worker skills and productivity, and firm performance in SMEs? Evidence from the construction industry in Mozambique (Scoping Project)	Ministry of Public Works and Housing, IPEME (Institute for small and medium enterprises) and Ministry of Economics and Finance
	36203	Financial Literacy of Managers and the Efficiency of Capital Allocation in Corporations (Scoping Project)	Igor Cunha, Claudia Custodio, Daniel Metzger
	36108	<i>Management Practices in the Manufacturing Sector in Mozambique</i>	<i>Renata Lemos, Nick Bloom, John Van Reenen</i>
Strengthening the Labour Market	36300	Developing vocational training in the Mozambique labour market – Pedro Martins et al.	INEFP
Improving the policy framework in specific industries	TBD	Intervention Plan in the Cotton Sector in Mozambique	TBD
	36112	<i>A Strategy and Policy Framework to Support the Development of the Construction and Building Materials Industries in Mozambique</i>	<i>Rogério Quintella, Vasco Nhabinde and Novella Maugeri</i>

Myanmar

2015/2016

Programme Strategy

Emerging from decades of authoritarian military rule, Myanmar is embarking on an ambitious path of development entailing comprehensive economic and social reform. The new, civilian led, reformist government has begun to open the economy to foreign direct investment and undertake substantial reforms. The effect has been to accelerate growth to a 5-7 percent annual rate in recent years. Myanmar's economy has become unusually diversified for its level of per capita income. Services, growing steadily in recent years, now accounts for over 38 percent of GDP, while agriculture has been declining and now constitutes roughly one-third of GDP; industry contributes the remaining one-quarter or so of GDP. Growth challenges remain in private sector development, financial sector development, enhancing the capacity of the state and mobilizing domestic resources.

IGC Myanmar will aim to provide demand-led, high quality, and politically neutral analysis both of short-term policy priorities and longer-term reform options. The overall engagement strategy in FY14-15 will be focused on at building strong working relationships with the current government as well as the NLD, as general elections are due to be held in late 2015. Myanmar will also prepare a 1-year Country Strategy Note (CSN) which will reflect the discussions with policy makers and other stakeholders over the past few months and summarize the key policy focuses of the programme in the short term as well as the further work and discussions required to shape the programme for the medium term. After this year of continuing to expand our policymaker and stakeholder networks as well as our research network in country, the capacity for successful policy engagements will be significantly advanced. This combined with additional projects from two more rounds of IGC commissioning boards, will allow a substantially larger IGC Myanmar programme to emerge. A full three year CSN will then be prepared.

Moving Forward into FY15/16: On top of ongoing research in firm capabilities and state effectiveness, IGC Myanmar will aim to supply research and policy advice on issues under these 2 large umbrellas. As a result of a series of consultations with policy makers and other stakeholders in late 2014, the following topics have been identified as being of interest and will form the core of the programme going forward.

- **Firm Capabilities**
 - *Mobile Money*: Mobile money is an area that is poised to expand rapidly in Myanmar, and its potential uses are extremely varied, but potentially transformative. The IGC will continue to build on its current projects utilising mobile phone technologies, but will also explore further innovations which could lead to consumer benefits and cost savings on the part of consumers, providers, and government. Another focus will also be on the market itself, how it develops, and where various issues may arise in the near-to-medium future.
 - *Special Economic Zones*: SEZs are a relatively new idea in Myanmar. The IGC will be focusing on one of them, which is the Thilawa zone. These zones are viewed as incubators, where potential reforms can be trailed before being rolled out on a wider basis if they prove successful. The IGC will focus on the feasibility of this for these zones and how they can be potentially used to drive growth and reforms across Myanmar.
 - *Trade & Investment*: Building on existing policy interest and reform momentum, the IGC held preliminary conversations with the Ministry of Commerce and identified a team of experts to tackle short term policy issues revolving around trade promotion, tariff and non-tariff barriers to trade and enabling trade policies.
- **State Effectiveness**
 - *Taxation*: The IGC is continuing to pursue engagement with the Ministry of Finance (MOF). The goal is to bring our experience with tax studies in various of our other partner countries to bear on some of Myanmar's taxation related policy questions, but we are currently still in the planning and pre-engagement stages. Once links to the Ministry are firmly established, a more formal agenda is likely to emerge.
 - *Natural Resource (including Land) Management*: The IGC is continuing discussions with all concerned stakeholders around the complex and hugely important set of natural resource (including land) management issues in Myanmar. In view of both the complexity of the issues and the range of partners already involved, it is critical that IGC carefully defines its niche and the critical audiences for its work. One possible entry point being considered is through work on issues of land and natural resource taxation and linking closely with possible other work on taxation as noted above.
 - *Decentralisation*: In this area of engagement the team will continue working in partnership with the Asia Foundation and MDRI-CESD to produce policy papers exploring issues around fiscal decentralisation and, potentially, subnational natural resource management. This effort will provide the much need background for key policy decisions and more in-depth structured research.
 - *Social Welfare*: The Government of Myanmar's National Social Protection Strategy was launched in December 2014. It takes a universal approach to cash benefits and features 8 flagship programmes, including a maternal cash transfer program (MCT) for pregnant mothers. IGC is planning to collaborate with UNICEF and Save the Children, to examine the feasibility of MCTs in Myanmar and the potential for scaling up.

Projects FY 15/16 – Overview (Projects completed FY 14/15 in italics)			
Policy Objective	Project Code	Project Title	Stakeholder
State Effectiveness			
Improve PA management practices and health outcomes	TBD	Impact of Digital Health Records on Public Health: Barriers to Takeup and Impacts on Managerial Efficiency	MoH, Yangon General Hospital
Raise maternal and post-natal health outcomes	53201	Project title: Impact of Digital Technology on Public Health	MoH, PSI
Increase the cost-effectiveness and impact of social protection programs	TBD	Feasibility study for implementing a Maternity Cash Transfer Programme in Myanmar	MSWRR
Improve the growth impact of Constituency Development funds	N/A	Scoping Visit to Hlegu Township	MP Phyo Min Thein
Improve resource allocation and revenue mobilisation	N/A	An Overview of Myanmar's State and Region government's Taxation and Expenditure	President's office. MOF, PFM sector working group, state region governments, political parties
Revenue Mobilisation	NA	<i>Gemstone Taxation Law – Briefing Paper</i>	<i>MoM</i>
Better natural resource management, foster peace talks and decentralisation agenda	NA	<i>Natural Resources and Subnational Governments in Myanmar</i>	<i>President's office. MOF, PFM sector working group, state region governments, political parties</i>
Firm Capabilities			
Raise business opportunities for local entrepreneurs, foster employment	53106	Firm Capability Effects of Connecting Buyers and Sellers in Myanmar	Building Markets, MoC, MTMA
Increase trade and investment flows	TBD	Review of Trade and Investment Policy: Special Economic Zones in Myanmar	Chairman of Thilawa SEZ, MoC
Stimulate entrepreneurship and employment	NA	<i>SME s Development: Issues and Actions</i>	<i>Aung San Suu Kyi, NLD</i>
Improve access to finance	N/A	Mobile Money in Myanmar	Central banks' Deputy Governor, MDRI-CESD
Increase productivity of manufacturing sector	53200	Digitising Export Records with the Myanmar Garment Manufacturer's Association	MGMA, MoC
Increase productivity of manufacturing sector	89122	Cross country measures of productivity dispersion in multi-product firms: Comparing Ready-made Garments across IGC Countries	MGMA

Pakistan

2015/16

Programme Strategy

A strong revival in construction and steady expansion in the manufacturing and services drew growth in GDP close to 4.1% in FY 2014/15, from 3.7% in the previous year. In order to improve living standards and achieve political stability, Pakistan has to return quickly to its trend growth rate of 5 to 6% per annum. The government has made some progress in implementing macroeconomic and structural reforms to strengthen its fiscal position, alleviate energy shortages, and restructure and privatize loss-making public enterprises, but overall progress has remained slow due to the challenging political and security environment. Energy shortage has also emerged as one of the biggest constraint on growth. At the same time, weak private sector participation is also holding back the economy. Despite gains in poverty and shared prosperity, nearly three-quarters of the population are still either poor or vulnerable. Pakistan's progress against human development and MDG targets has also been poor. The increasing proportion of Pakistan's working-age population provides the country with a potential demographic dividend but also with the critical challenge to provide adequate social sector services and generate employment. Pakistan needs to develop a strategy to sustain reforms and move the country onto a higher growth trajectory to create more productive jobs.

IGC Pakistan believes that sustained high growth is the result of both high demand for workers (via macro-economic stability and new growth initiatives) as well as improved quality of the workforce (via adequately funded and appropriately designed health, education and skills development programs). The Pakistan program thus supports sustained high growth via its five CSN areas (State Capabilities, Macroeconomic Growth, Firm Capabilities, Urbanization and Energy). Following the 18th Constitutional Amendment, which has devolved key areas of governance (social service delivery, revenue collection etc.) other than overall macroeconomic management to the provinces, it is critical for IGC to have a regional strategy and approach for engaging in meaningful policy work. Hence, the program plans to work on federal issues while keeping a strong focus on regional and provincial strategies. It is difficult to envisage the implementation of effective growth policies without ownership and engagement of provincial governments. At the Federal level, IGC will continue to engage with the center on macroeconomic issues on both the fiscal and monetary side and on regional trade. All other growth issues will be centered on the provincial and local levels. Concerned stakeholders include younger, more articulate politicians in major political parties; the electronic media; a better organized private sector; and scholars/academics in universities and research centres both in Pakistan and abroad. The Pakistan programme is expecting to achieve substantive policy impact in several areas this year some of which are highlighted below.

- **Development of Government of Punjab's Growth Strategy and Sector Plans:** IGC has been engaged with the Government of Punjab in the development of the Punjab Growth Strategy for the next four years as well as Sector Plans for selected Line Departments. The Growth Strategy has been led by strong engagement from the IGC country leadership team, while the Sector Plans are being made through the assistance of sector experts brought on as consultants. The end outcome of the Sector Plans will be a roadmap for Line Departments in five sectors that guides their investment and reform strategy over the next four years.
- **Work in the Garments sector:** IGC-commissioned research has helped to guide policy in the garment sector, one of the critical manufacturing industries in Pakistan. The request arose at an Economic Advisory Council meeting in 2011 by the Finance Minister, from a concern about the recent lackluster performance of garments manufacturing given the opportunities arising in the international garments trade. Two studies were designed in the previous phase by IGC to respond to the request. Since then, IGC has commissioned a series of projects in this area involving a range of academics and the engagement of high-level policymakers from both the provincial and federal levels. An important outcome of the research on garments has been the strengthened relationship with the private sector as research findings get policy traction. IGC is currently engaged in re-connecting with the implementation committees formulated in response to the findings of the previous research, undertake a stock-taking of where execution currently stands and re-visit specific issues particularly in light of the attainment of the GSP+ status.
- **Engagement with the Federal Board of Revenue (FBR):** The Federal Board of Revenue (FBR) and the International Growth Centre (IGC) are planning to sign a Memorandum of Understanding (MoU) to bring together policymakers of the FBR and researchers affiliated with the IGC to formulate tax and administration policy on the basis of research and rigorous evidence. IGC has been working towards strengthening engagement with FBR on tax issues to solicit support for on-going projects (Ben Olken, Asim Khwaja, Adnan Khan & Michael Best) and make further inroads. Adnan Khan (LSE) and Michael Best (Stanford) presented to the Chairman FBR a policy note on tax reforms and policy lessons to be learnt from international best practices. The MOU is currently in the phase of being drafted with support from FBR staff. It is expected to be finalized within the next 2 months. The scope of the engagement is to involve researchers in research projects on specific policy issues in collaboration with the relevant officers and officials of the FBR. Each project would address a specific policy issue with an objective to expand the tax-base. All projects are to provide short, medium and long-term outputs that will feed directly to the FBR policy formulation, implementation and evaluation.

The team will also be ramping outputs and catalysing research interest in areas of energy, state capabilities, and urbanization by catalysing new proposals to be submitted during the coming call for proposals later this year.

Projects FY15/16 – Overview
(Projects completed FY14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Improving social sector service delivery	37209	<i>Study on Teachers and Administrative Cadres in Khyber Pakhtunkhwa</i>	<i>Education Department, Government of KP</i>
	37201	<i>Analysing Punjab Data to Support Policymaking for Public Health and Sanitation</i>	<i>Chief Minister's Special Monitoring Unit, Government of Punjab</i>
	37301	Marriage Institutions and Human Capital Investments: Experimental Evidence from Pakistan	Social Transformation and Rehabilitation Organization
Understanding the causes and consequences of public sector reform	37121	Estimating the Impacts of Affirmative Action Policies in Public Service Hiring in Pakistan	<i>Federal Public Service Commission</i>
	37120	Using Preference Parameter Estimates to Optimize Public Sector Wage Contracts	Government of Lahore Division
	37118	Motivating Bureaucrats: Autonomy vs Performance Pay for Public Procurement in Pakistan	Government of Punjab
	89207	Do Political Dynasties Hinder Development?	Policy forums
	37303	Networks-based allocation of jobs across civil servants and incentives for public service delivery: Empirical Evidence from Punjab, Pakistan	Punjab Board of Revenue
	37302	Pro-Social or Career-Motivated Politicians? Evidence from Pakistan	Free and Fair Election Network Pakistan
	37117	The Political Economy of Public Sector Reform: Evidence from Teacher Hiring in Pakistan	Government of Punjab
Mobilizing revenue to improve public finance	37208	Out of Sight, Out of Mind: Reducing Collusion in Customs Inspections Using Anonymization and Remote Clearance in Pakistan	Federal Board of Revenue
	89109	Tournaments for Postings: Using Transfers and Postings as an Incentive for Property Tax Inspectors in Pakistan	Department of Excise & Taxation, Government of Punjab
	89204	Income Tax Evasion and Optimal Enforcement Policies: Evidence from 3rd Party Consumption Data and a Field Experiment in Pakistan	Federal Board of Revenue
	37204	Pilot Study on the Effect of Political Connections on Tax Payment Compliance	Federal Board of Revenue
	37125	Support to the Consortium for Development Policy Research (CDPR) Phase II	Local researchers
Growth strategies to improve provincial economic policymaking	37210	<i>Development of the Punjab Growth Strategy 2018</i>	<i>Government of Punjab</i>
	37201, 37202	<i>Sector Plans for Punjab Growth Strategy and Medium Term Development Framework</i>	<i>Government of Punjab</i>
	37200	Gender Mainstreaming in Productive Sectors of KP	National Commission for Women in Pakistan
	37211, 37110, 37109, 37108	<i>Khyber Pakhtunkhwa Economic Growth Strategy</i>	<i>Government of KP</i>
Informing macroeconomic policy	37102, 37204	<i>A Model for Monetary Policy Analysis in Pakistan: Role of Foreign Exchange and Credit Markets</i>	<i>State Bank of Pakistan</i>
Firm Capabilities			
Understanding the	37116	Management Practices in the Manufacturing Sector in Pakistan	Government of Punjab,

management and productivity of firms			State Bank of Pakistan, Pakistan Bureau of Statistics
	89220	Pakistan KLEMS Database and Productivity Measurement at the Industry Level	State Bank of Pakistan, Pakistan Bureau of Statistics
Improving the effectiveness of microenterprises in Pakistan	37206	Understanding the Efficiency Effects of a Credit Bureau: A Cluster Randomised Controlled Trial	Pakistan Microfinance Network, PPAF
	37300	Impact assessment of start-up loans to female-run microenterprises	Kashf Foundation
	37207	In it together: peer information, sorting effects and joint-commitment savings contracts for micro-entrepreneurs	National Rural Support Programme
	37122	Microcredit and Microsaving for Microenterprises in Pakistan	NRSP Microfinance
	89308	Pressures from peers and spouses and self-control problems as constraints to microenterprise growth: Experimental evidence from Pakistan	NRSP Microfinance
Increasing the productivity of the garments sector	37211	Phase II – Research on Garments Industry in Pakistan	Government of Punjab
	37119	Understanding Productivity in the Pakistani Garment Sector: Comparisons with Bangladesh	Government of Punjab, Ministry of Commerce
Increasing exports to grow	37205	How do trade costs impact trade composition of the export-oriented firms in Pakistan?	Ministry of Commerce, Trade Development Authority, FBR
	37103	<i>Non-tariff Barriers in Pakistan, India, and China: A Comparative Analysis of the Legal, Economic, and Policy Implications</i>	<i>Ministry of Commerce</i>
Cities			
Understanding agglomeration	37112	<i>Urbanization and Urban Agglomeration in Khyber-Pakhtunkhwa – Initial Reconnaissance</i>	<i>Government of KP</i>
	37305	Khyber Pakhtunkhwa Urban Economies	Government of KP
Improving labour market Integration	89231	Urban Transportation, Labour Markets and Access to Economic Opportunity: Evidence from Lahore's Bus Rapid Transit System	Government of Punjab
	37106	<i>The Interaction of Law and Economic Growth – Phase 1: Labour Laws in Sheikhpura</i>	<i>Government of Punjab</i>
	89300	Public Transport and Urban Labor Market Integration: A Randomized Control Trial	Lahore Transport Company
	37105	<i>Metropolitan Lahore – Economic Geography, Labour Markets and Growth</i>	<i>Government of Punjab, Lahore Development Authority</i>
Boosting urban social service delivery	37107	<i>Public Goods Provision and Socio-Economic Hierarchies in Lahore Slums</i>	<i>Government of Punjab</i>
	89232	Water Pricing to Promote Equity, Efficiency and Sustainability in the Growing City of Faisalabad	LEAD Pakistan
Energy			
Analysing the barriers to better energy provision	89200	Mapping the Grid: Jumpstarting an Electricity Consumption GIS	Federal Ministry of Water and Power
	89202	Electricity and Rural Development: Insights from a Natural Experiment in Punjab	Government of Punjab

Rwanda

2015/16

Programme Strategy

Rwanda's gross domestic product has grown at more than 8% per year over the past decade, with parallel improvements in human development: the share of population living below the poverty line has dropped by 12% in five years; child mortality has decreased by more than two thirds; and the fertility rate fell from 6.1 to 4 between 2005 and 2012. However, the resilience and magnitude of economic growth in Rwanda faces certain key challenges: trade performance is weak, with poor integration and exports that are little diversified and only 14% of GDP. Domestic savings and government revenues are also low, while development assistance will attenuate sooner or later. Rwanda is urbanising rapidly, and cities need to be designed to productively absorb rural migrants.

The Ministry of Finance and Economic Planning (MINECOFIN) has asked the IGC in Rwanda to "strengthen the evidence base for policy-making relevant to Rwanda's long-run growth", and thus the current work of the International Growth Centre in Rwanda focuses on export promotion and diversification, urbanisation, tax policy and administration, and the efficiency of the public sector.

- **Trade and Diversification:** Rwanda targets 18 percent export growth per year. To achieve these goals, the government aims to reform regional policies for the trade in goods and services, reduce transport costs, improve the productivity of key export sectors through sector-specific policies, and encourage export diversification. The IGC is working closely with the Ministry of Trade and Industry and the Ministry of EAC to undertake research into the impact of imports on firm productivity, the effect of services policy on firm efficiency, transportation costs at the regional level, and the economic and political benefits of further regional integration at the EAC level. The IGC will also provide sector-specific analysis to help the government optimise three regional value chains (maize, tourism, and dairy), as well as mining and coffee.
- **State Effectiveness:** With ambitious investment plans and declining foreign aid, Rwanda needs to raise domestic savings through increased tax revenues and more efficient spending.
 - **Tax Policy and Administration:** We are generating new work- and building on a strong past portfolio- to inform the Rwanda Revenue Authority's tax administration, and the Ministry of Finance's tax policy. This work includes an analysis of the effectiveness of the electronic billing machines and e-tax declarations, two studies of tax policy in the microenterprise sector, and an analysis of options for local government revenue collection (property tax). In addition, we continue to collaborate with Ministry of Finance with a regional study of tax policy within the EAC and monetary transmission (led out of IGC-Uganda).
 - **Public Sector Performance Management:** To improve the effectiveness and efficiency of public spending, we are informing the government's effort to improve public servants' performance, through detailed work in education, and a paper on the government's system of performance contracts for central civil servants and government institutions. These projects will provide the basis for specific policies designed to improve the performance of the public sector.
- **Urbanisation:** Rwanda is only 18% urbanised, but targets 35% urbanisation by 2020, due to a forthcoming youth bulge, shrinking rural plot sizes, and need for economic diversification. The IGC have worked with the Ministry of Infrastructure, President's Office, and Ministry of Finance, to help Rwanda avoid pitfalls suffered by other countries in housing policy, and lay the foundation for transportation-efficient, climate-resilient, sustainably-funded cities, particularly in Kigali. Following up on our March conference co-sponsored by the World Bank, we have issued several policy briefs and developed a new affordable housing project, and another on urban finance, that will open up a more detailed and specific agenda beyond the new work we did in March.

The IGC program serves a broad client base within government. The Minister of Finance has been a demanding client of IGC services in tax policy, expenditure effectiveness, and has shaped the overall program. The IGC's work in firm capabilities and trade has been in response to continuing interactions with the Minister of Commerce, Industry, and Trade as well as more recently the Minister of EAC. In addition, the program has worked closely with other ministries at the ministerial and staff level, including Education, Agriculture, and Infrastructure. The Office of the Presidency and the Central Bank have also played key roles in the program of the IGC in Rwanda.

Projects FY15/16 – Overview
(Projects completed FY14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
Firm Capabilities			
Strengthening strategic regional value chains	89305	A Comparative Analysis of the Coffee Value Chain in East Africa	MINAGRI, MINICOM, MINEAC
	38202	Regional Value Chains in East Africa	MINICOM, MINEAC, RDB and OP
Boosting value added and sustainability in key export sectors	38214	Monitoring the Market- Ideas for the Rwandan Coffee Sector from Columbia and Costa Rica	MINAGRI, MINICOM, MINEAC
	TBD	Monitoring Mine Performance in Rwanda	MINEAC, MINICOM, RDB and MINIRENA
	38019	<i>Competition and Efficiency of Rwandan Coffee Washing Stations</i>	<i>MINAGRI, MINICOM, NAEB, MINECOFIN</i>
Deepening trade integration in the East African Community	TBD	Preferential Trade Arrangements and the Pacification of Eastern Africa	MINEAC, MINAFFET and MINICOM
	TBD	Monitoring Transport Costs in the East African Community	MINEAC, MINAFFET and MINICOM
	NA	<i>Comments on the Draft East African Community Aid for Trade Strategy</i>	<i>MINICOM, MINEAC</i>
Increasing firm productivity through cheaper, higher quality inputs	38119	Imports in a Low-Income Country	MINICOM, MINEAC and RDB
	38213	Services, Firm Performance and Exports	MINICOM, MINIEAC and RDB
State Effectiveness			
Understanding and improving tax compliance	38302	Tax Capacity and Public Goods in Rwanda	RRA, MINECOFIN, MINALOC, MININFRA
	NA	Increasing Property Tax Compliance in Rwanda	RRA, MINECOFIN, MINALOC, MININFRA
	38301	The Impacts of an Innovative Audit Strategy	RRA, MINECOFIN
	NA	Impact of the SME Flat Tax	RRA, MINECOFIN
	38113	M-Declaration: The Impacts of Mobile-Based Declarations and Financial Incentives on Tax Reporting by Rwandan SMEs	RRA, MINECOFIN
	NA	State Capacity and Individual Preferences: Evidence from Rwanda	RRA, MINECOFIN, MINALOC
	38211	<i>Municipal tax policy</i>	<i>MINECOFIN, RRA, MININFRA, City of Kigali</i>
	38118	<i>Evaluation of Electronic Billing Machines: Effectiveness of Tax Administration</i>	<i>RRA, MINECOFIN</i>
	38200	<i>Notes on Investment Law</i>	<i>MINECOFIN, RRA, MINICOM, MINEAC</i>
Refining incentives for public servants	38114	<i>Public Sector Performance and Motivation- Recommendations for Imihigo Performance Contracts</i>	<i>MIFOTRA, Office of the Presidency, OPM</i>
	38117	<i>Improving Education Quality-Ideas for Rwanda</i>	<i>MINEDUC, Office of the President</i>
Identifying underexploited opportunities for revenue mobilisation	38209	Revenue Mobilisation in the EAC: Research Paper	RRA, MINECOFIN, MINEAC

Generating evidence to enhance the quality of education	38203	Teacher Incentives and Training in Rwanda Primary Education	MINEDUC, Office of the Presidency, OPM
	NA	Learning Evidence Advisory Panel (LEAP)	MINEDUC
Understanding the macroeconomic impacts of monetary policy	38208	Monetary Transmission in Sub-Saharan Africa: Research Paper	BNR
	NA	Comments on the role of the National Bank of Rwanda in promoting employment in Rwanda	BNR, MINECOFIN
	38111	<i>Monetary Transmission in Rwanda</i>	<i>BNR</i>
Cities			
Improving urban planning for effective city expansion	38300	The Spatial Dynamics of Land Use Change in Kigali: Calibration, Impact, and Policy Implications	MININFRA, City of Kigali, Districts in Kigali, MINECOFIN, MINALOC
	38204	Delivering Affordable Housing and Supporting Infrastructure in Kigali, Rwanda	MININFRA, City of Kigali, MINECOFIN, MINALOC
	38206	Urbanization: Policies for the Future	MININFRA, City of Kigali, MINECOFIN
	38116	<i>The Role of Government in Sustaining Mobility and Accessibility in Rwanda</i>	<i>MININFRA, City of Kigali, MINECOFIN, RTDA</i>
	38116	<i>Financing the Expansion and Delivery of Urban Services: International Experiences and Rwanda Challenges</i>	<i>MININFRA, City of Kigali, MINECOFIN, RRA, Office of the President</i>
	38116	<i>Affordable Housing in Rwanda: Opportunities, Options, and Challenges</i>	<i>MININFRA, City of Kigali, MINECOFIN, Office of the Presidency</i>
Increasing access to energy and mitigating climatic risks	38205	Adoption and Revenue Models for Clean Off-Grid Energy in Rwanda	MININFRA, City of Kigali, MINECOFIN
	39207	Low Carbon Cities	MININFRA, City of Kigali, MINECOFIN

Sierra Leone

2015/16

Programme Strategy

The Ebola crisis has significantly affected the entirety of the IGC programme in Sierra Leone. Many projects have been delayed, just as the opportunity has arisen for work to facilitate the government's response to the unprecedented crisis. Accordingly, several research projects have had to push back their deliverables to accommodate for the increased levels of uncertainty surrounding the resolution of the crisis. During this difficult time, the Country Team aims to provide rapid, accurate research responses to the Government, working primarily with the Ministry of Finance, to help the design of relevant policy responses and medium term planning. The pressing need for accurate data rather than speculation will here play to the organisation's strengths. In so doing, the programme will continue to deliver relevant, high quality research targeted at key policymaking concerns in Sierra Leone.

The programme strategy during this time focuses on the provision of accurate data to the government and donors about the economic consequences of the crisis and what this implies for policy. This takes the form of the high-impact work done by Glennerster et al. on the impacts on agricultural markets, and Herbert M'cleod's engagement with the Ministry of Finance on the post-Ebola recovery strategy, where he is feeding research results directly into the Government's recovery planning.

We have taken two actions regarding country team capacity. First, following the evacuation of country economists in July, we recruited a Policy Engagement Manager to maximize the policy impact of our research, while seeking new research opportunities that might fill important gaps in policymakers' knowledge. As part of this, Nadia Hasham has been in Sierra Leone for much of March and April to meet with stakeholders and understand evolving research demands. Second, to improve our in-country capacity, we have recruited an in-country consultant – who we previously worked with at the Ministry of Health – on a consultancy basis for six months to support the country leadership's engagement and help resume some dormant projects.

In terms of new projects since September, in the specialised call for proposals on the economic implications of Ebola, we funded one large project in Sierra Leone (firm-level impacts, project 39204), but there are several additional areas of promise which are being explored by the team. This includes discussions with researchers interested in the implications on alluvial mining in the region, discussions on trade implications where we look to engage SLIEPA, and research on the trustworthiness of government information.

Additional areas of priority in the next year will be the continuation of the team's engagement with the Ministry of Health and Sanitation on its potential health insurance scheme. This was looking to become a high-profile engagement before the onset of the crisis, which substantially shifted Ministry priorities, but the team are continuing to provide advice now on the new priorities of improving relations between communities and health workers and on the design of the new Community Health Worker program, issues on which there has is highly relevant IGC funded research in Sierra Leone and Zambia. Prior work on the mining sector should resume in the coming months.

Projects FY15/16 – Overview
(Projects completed FY14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Supporting recovery from the Ebola crisis	39203	The Economic Impacts of the Ebola Outbreak	Agencies involved in Ebola crisis
Strengthening state capacities	39103	Local Knowledge and Central Power: Alternative Mechanisms for Improving State Capability and Accountability in Sierra Leone	National Elections Commission, Ministry of Education
	39200	Engagement on Health Insurance	Ministry of Health and Sanitation
Harnessing natural resources for sustainable growth	39201/39202	Mining Scoping Studies	Members of Parliament
Firm Capabilities			
Understanding how to support Sierra Leonean firms	39204	The Economic Impacts of Ebola on Firms in Sierra Leone	Agencies involved in Ebola crisis
Improving agricultural productivity and the effectiveness of agricultural markets	39107	Shortening the Hungry Season: the Impact of Shorter Rice on Consumption and Health in Sierra Leone	Ministry of Agriculture
	39104	<i>Risk and Relationships: Ice Retailing in the Sierra Leone Fishing Industry</i>	<i>Private sector stakeholders</i>
Energy			
Understanding how to improve the effectiveness of energy provision	39106	Power to the People: Prospects for Decentralized Electrification in Sierra Leone	Ministry of Energy

South Sudan

2015/16

Programme Strategy

Since December 2013, a power struggle between the President Salva Kiir and ex-Vice President Riek Machar has split the country apart, revealing deep divisions along ethnic Dinka and Nuer lines. The civil war has decimated the economy and condemned its citizenry, already among the poorest in Africa, greater deprivation. As the war has interrupted planting for the agricultural season, UN agencies are warning of the prospect of widespread famine. The peace process in Addis has stalled.

The war has consumed the entire attention of the senior leadership, and prevented action on pressing challenges. In the near term, the dual exchange rate is creating distortions that hobble private investment and give rise to rent seeking and corruption, with the parallel rate rising to over SSP8.0:US\$1.00, more than twice the official rate; war expenditures have pushed reserves to dangerously low levels, reportedly down to less than two weeks of imports; and recent reports of monetary infusion to finance fiscal deficits raise the prospect of accelerating inflation. Meantime, lack of basic infrastructure such as paved roads, electricity and water supply compound relief efforts at the same time they constitute a medium term obstacle to growth.

After evacuating staff in December 2013, for the first nine months of the conflict, the IGC maintained a channel of communication to government through the engagement of our Country Co-director in Juba and through meetings with officials in venues outside of Juba, including with the Minister of Finance in April in Washington and the Deputy Minister in June in Accra. We held a lengthy – if unproductive -- dinner meeting with a senior official from the Presidency in London in September during Growth Week. However, the fighting, though mainly in the north, has contributed to a level of lawlessness in Juba that has made it too risky for the IGC to reopen its office. We therefore shifted resources out of South Sudan, and reduced the country staff time working on South Sudan from two full time economists to one working half time from Kampala.

In October, the Country Leadership Team visited Juba for the first time since the war began to ascertain whether further engagement was feasible and if so in what form. The visit concluded that the IGC could make a contribution, if modest, by maintaining an engagement that focused on influential members of civil society likely to play an important political role in a post-peace environment. Beginning with that visit we have held three in-country events on politically salient topics. In October, Nada Eissa made a presentation on fiscal federalism in a meeting convened by Luka Biong, a senior professor of economics at the University of Juba and Director of the Center for Peace and Development, (CPD) and Peter Ajak, country co-director. The meeting of about 20 people included senior officials from the Ministry of Finance, senior representatives of the SPLM, former senior officials in the government (including a former Minister and Deputy Minister), representatives to various local NGOs, a representative of the press (Bloomberg), and the World Bank, and produced a energetic debate on issues of fiscal federalism. Prof. Eissa is preparing a paper on fiscal federalism. In March, 2015. Barbara Nunberg spoke on civil service reform and demobilization with a similar group; later, Nunberg and Peter Ajak also spoke to a group of senior military officers that are taking a senior executive course from Professor Biong. Prof. Nunberg has subsequently prepared a paper. In November, Prof. Jim de Melo spoke on regional trade strategy at the Economic Policy Forum, a large conference event organized by another leading private economist, Lual Deng.

Looking forward, our strategy is to stage six or so visits to Juba and work primarily with civil society groups in academia, the NGO community, and government officials at the technocratic level. The Deputy Minister of Finance has asked for our continued efforts on civil service reform, tax and fiscal policy, fiscal federalism, and macroeconomic management. Each visit will produce policy papers on the general theme of “restructuring the post-conflict state”. Tax policy and exchange rate management will likely figure prominently. Once peace is re-established issues of debt management and energy resource management will come to the fore. In the event, peace is re-established with a government capable of launching a credible reform program, the IGC will propose to senior management an accelerate program of policy papers and engagement that could help form the basis of immediate policy action.

Projects FY15/16 – Overview (Projects completed FY14/15 in italics)			
Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Informing the design of resilient post-peace institutions	52803	<i>Fiscal Federalism in South Sudan</i>	<i>Ministry of Finance</i>
	52804	<i>The Dynamics of Civil Service Reform and Demobilization</i>	<i>Ministry of Labour</i>
	52106	<i>A New Start for South Sudan: Building Institutions and Effective Government</i>	<i>Various</i>
	TBD	Advisory Panel	Ministry of Finance, Labour, and Central Bank
Understanding constraints for public finance mobilization	TBD	EAC Tax Harmonisation	Secretariat for EAC Accession
Firm Capabilities			
Informing regional trade strategies	52802	<i>Regional Dynamics for South Sudan's Trade Policy</i>	<i>Ministry of Trade, Industry and Investment; Secretariat of EAC Accession</i>

Tanzania

2015/16

Programme Strategy

Tanzania saw steady growth (~7%) and stable price levels (~5%) during 2014. The country's per capita income (\$950) is very close to that for middle-income status since the GDP rebasing. Expectations for growth continue to be high, despite a recent financial scandal in the energy sector and subsequent freezing of donor support. The approximately \$500 million of donor funds that have yet to be released underlie the government's central challenges of simultaneously executing prudent fiscal policy and constructing essential infrastructure, particularly as the country rapidly urbanises and before natural gas enters the production stage. Meeting this challenge requires improving government revenue collection, and closely managing an already sizeable level of arrears. In addition, the government looks set to issue a Eurobond in FY2015/16. Economic risks in 2015 include accumulating much higher levels of government arrears, sharp downturns in commodity export prices, and lower than expected government revenues. Finally, 2015 will see both a national referendum on the constitution in April as well as the general election in October.

- **State Effectiveness:** Work in this portfolio in the past has included research on monetary policy and inflation forecasting for the Bank of Tanzania. As Tanzania enters an era of enormous potential growth and structural change following the discovery of offshore natural gas, the country programme continues to maintain a strong presence in the area of macroeconomic management, with work expanding into revenue mobilisation and exchange rate determination. Building on IGC TZ's strong relationship with the BoT and close engagement in the formation of the EAC monetary union protocol, and the IGC's broader country presence in the region, we will continue to support work relating to improving macroeconomic management and the process of preparing for monetary union. Ongoing projects both continue the relationship with BOT and aim to deepen our relationship with broader stakeholders, including the Ministry of Finance and the Tanzania Revenue Authority.
- **Firm Capabilities:** Building on IGC's successful 'Enterprise Map of Tanzania', we are embarking on a wider research programme taking stock of and identifying how to improve the capabilities of Tanzanian firms, and providing strong support to the government on linking this into the gas industry. In order to maximise the potential benefits of the oil and gas sector for Tanzanian industry, Professor John Sutton (LSE) contributed a report for government on a local content unit (LCU), which has since gained traction, and culminated in the recent formation of the LCU. The country programme will support this work as well as its evaluation. In addition, IGC-TZ has recruited Professor Margaret McMillan of Tufts University to lead what is intended to be an extensive programme of research into how to build Tanzania's firm capabilities.
- **Cities:** During 2014, IGC made strides in our urbanization work, building relationships with the Prime Minister's Office—Regional Administration and Local Governance and the Ministry of Lands, Housing, and Human Settlements. In addition, Dar es Salaam was the pilot city for the African Cities project led by Paul Collier, Tony Venables and Vernon Henderson, in which the country office has been involved generally as well as contributing individual work. The office expects at least two urbanisation focused projects to come online in 2015 as well as to receive large and small proposals on this topic over the course of the year.
- **Energy:** Tanzania faces both an enormous challenge of unmet demand for energy as well as the obvious potential of its upcoming gas industry. The office expects the upcoming country projects to be complemented by research funded out of the research programme. In addition, the office has been communicating with the Oxford Energy Institute regarding potential research on power pricing.

In the early years of the programme, IGC-Tanzania's work focused primarily in areas of macroeconomic management, and around strong partnerships with the Bank of Tanzania (BOT) and the President's Office Planning Commission (POPC). Major objectives for Phase II have been to broaden the areas of the IGC's work, and broaden and deepen local relationships. This includes expanding areas of work on urbanisation, firm capabilities, and energy, and strengthening our stakeholder network, including key line ministries (which to date has included the Tanzania Investment Centre, the Ministry of Lands and the Ministry of Finance), the Tanzanian private sector (in particular, through the Tanzania Private Sector Foundation), think tanks (in particular the preeminent organisation in Tanzania, REPOA) and academia (particularly the Economics Department at the country's top university, the University of Dar es Salaam).

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Supporting Macroeconomic Management and Regional Integration	40212	Fiscal Institutions for East African Monetary Union—Allsopp, Vines, and Adam	Bank of Tanzania Monetary Affairs Committee
	40209	Exchange Rate Determination-- Adam, Kessy, and Langford	Bank of Tanzania
	40603	"Policies for Prosperity" volume on Tanzania—Adam, Collier, Ndulu (editors)	Bank of Tanzania; Ministry of Finance; University of Dar es Salaam
	NA	Monetary Policy in Low Income Countries—the Tanzanian Experience—Adam, Kessy, and Langford	Cobham
Improving efficiency in resource mobilisation and public service delivery	40204	The cost of road construction in rural Tanzania: Random audits and contractor performance—Novosad, Asher, and Kirchberger	Tanzania Roads Fund Board
	40208	Revenue Mobilisation Project—Langford and Ohlberg	Bank of Tanzania
	89315	Monitoring and Real Authority in the Public Sector: Evidence from Tanzania--Blum and Nsiima	Ministry of Livestock and Fisheries Development
	40200	<i>The cost and benefit of maintaining Tanzania's road infrastructure – scoping note—Novosad, Asher, and Kirchberger</i>	<i>Tanzania Roads Fund Board</i>
Firm Capabilities			
Coordinating markets and enhancing supply chain integration	40301	Furniture enterprises in Tanzania: Action research to improve firm capabilities and enhance livelihoods-- Mwalukasa, Rasheli, and Mwagike	Ministry of Industry and Trade
	40302	From the Bottom Up: Firm Capabilities and the 'In Between' Sector in Tanzania—McMillan, Gray, and Charles	Ministry of Industry and Trade
	40110	Expanding Agricultural Production in Tanzania: Phase II—Morrissey and Leyaro	Ministry of Agriculture
	89307	Transport Costs and Fertilizer Adoption in Tanzania--Robinson, Spearot, Aggarwal, Giera	Ministry of Agriculture
	40203	<i>Firms Capabilities and Industrial Policy: scoping mission—McMillan</i>	<i>Ministry of Industry and Trade</i>
	40100	<i>Local Content Unit—Sutton</i>	<i>Bank of Tanzania</i>
Strengthening investment climate	TBD	Tanzania Investment Centre--Sutton	Tanzania Investment Centre
	40207	<i>Investment Promotion in Tanzania-- Sutton, Zhang, and Olomi</i>	<i>Tanzania Investment Centre</i>
Targeting growth potential and value addition of local firms	40202	Equity Finance for SMEs—Olomi	Bank of Tanzania
	89305	A Comparative Analysis of the Coffee Value Chain--Macchiavello, Blouin, Miquel-Florensa	Tanzania Coffee Board
Cities			
Managing the urbanisation phenomenon	89230	Impact of Low-Cost Urban Land Tenure Formalization-- Deninger, Ayalew; Sandefur, and Collin	Ministry of Lands, Housing, and Human Settlements Development
	40113	Displacement and Urbanisation: Assessing the Levels of Vulnerability of the Refugee and Urban Slum Populations in Dar es Salaam, Tanzania-- O'Loughlen, Bwami, and Ndezi	Ministry of Lands, Housing, and Human Settlements Development
	40211	Population growth, internal migration and urbanisation in Tanzania - Phase 2—Wenban-Smith	Prime Minister's Office—Regional Administration

			and Local Governance
	89277	Measuring Performance of Urban Service Delivery Systems in Africa and South Asia-- Boex, Malik, and Modisaatsone	Ministry of Lands, Housing, and Human Settlements Development; Prime Minister's Office—Regional Administration and Local Governance
Designing sustainable cities	NA	<i>African Cities Project Background Report - Laski</i>	<i>Prime Minister's Office—Regional Administration and Local Governance; Ministry of Lands, Housing, and Human Settlements Development</i>
Energy			
Promoting sustainable energy as a driver of poverty alleviation	89225	The Impact of Electric Stoves and Electricity Subsidy on Charcoal Consumption in Urban Africa: Evidence from a Randomized Controlled Experiment in Tanzania-- Alem, Berck, and Chegere	Tanzania Electric Supply Company, the Ministry of Energy and Minerals, the Ministry of Natural Resources and Tourism
	89302	Rural Electrification: The Potential and Limitations of Solar Power--Bold and Aevardsdottir	Tanzanian Rural Energy Agency

Uganda

2015/16

Programme Strategy

The economy of Uganda looks back at a quarter century of stability and poverty reduction. In a remarkable display of economic reform, Uganda's share of the population below the national poverty line has fallen consistently, coming down from 56% in 1992 to 22% in 2013. Average GDP growth has lately slackened somewhat, falling to 5.3% on average over the past four years, but it is expected to pick up to 6.2% in 2015/16 and gradually climb further from there, reaching 7.0% by 2018/19. However, challenges are now looming. A rapidly growing population without job opportunities in the formal sector is a major issue the country will have to address as it pursues structural transformation. A lack of infrastructure and low productivity in agriculture may drive premature urbanization and diminish the power of this potential engine of growth. The prospect of new oil production offers a chance to spur industry and raise funds for transport and power projects, but good resource and debt management will be key for the country's future success. In this context, the IGC is focusing on selected aspects of its four core themes:

- **State effectiveness:** IGC work has centered on analysis to inform sound macroeconomic management, improving the productivity of public sector expenditures and fiscal policy and monetary policy, and mobilizing public sector revenues. Building on work last year in fiscal policy, a new project to measure and assess the maintenance and operations cost implications of the planned large volume of public investment spending is one example. The implementation at Bank of Uganda and also the finance ministry of a long-term macro-fiscal model is another example, where an academic model is becoming a practical tool. Projects around East African integration are also growing as an area of interest for policymakers in which the IGC can add great value. Work on monetary policy transmission in the region, as well as the design of fiscal stabilisation institutions will further this agenda. The IGC is also undertaking further work on poverty dynamics to enable better understanding and therefore policies to make growth inclusive.
- **Firm capabilities:** Against the background of a strong track record in trade-related research projects, new IGC work includes projects in agriculture, a sector that employs around two thirds of Uganda's workforce. Work on fake inputs that limit adoption rates of new technology may contribute to unlocking Ugandan agricultural productivity. Second, work on regional value chains, and in particular coffee value chains, may contribute to new agricultural reforms. In addition, the office is exploring an evaluation of the impact of IT in offering the potential for credit-relevant information that can allow banks to extend loans to previously unbankable farmers. A project on trade in services will highlight the importance of efficient services for the productivity of firms, and make policy suggestions on ways to improve services. The programme highlights increasing efforts to combine cutting edge academic research with private sector dynamism in developing growth insights that are relevant beyond Uganda's borders.
- **Cities:** Much like other cities in Africa, Kampala, which accounts for one-third of the Uganda's urban population, is bracing for a coming deluge of pressures rural urban migration. The IGC Uganda programme is seeking to understand these dynamics by deepening its involvement with Kampala Capital City Council. The African Cities project led by Paul Collier, Tony Venables and Vernon Henderson seeks to understand across countries and within cities why urbanisation and cities' spatial development is taking a different path in Africa, and the project has become the foundation for our work in this area and the country office has been involved broadly with this project, as well as leading individual pieces.
- **Energy:** The IGC would like to scale up its work in energy. The IGC has completed analytical work on the strategic choices confronting the government as it manages new oil discoveries. Our macro modelling work has looked at the impact of oil-finance public investment surge on the Ugandan economy. The IGC is now turning its attention to power and will approach the electricity distribution company to explore data access that could lead to a better understanding of energy demand, with an increased emphasis to be put on this important field of policy and investigation. In addition, Uganda is scheduled to participate in a study on electricity metering. Finally, the team is working with Paul Collier's initiative on private financing of infrastructure – and power in particular – to perhaps deepen our activity in this critical area. The expansion of this research pillar is a priority for the country programme.

The IGC programme in Uganda benefits from excellent relations with central government institutions. The office is hosted by Bank of Uganda, a highly regarded and economically influential institution at the heart of macroeconomic policy making. The programme enjoys particularly good relations with the research department under the leadership of Executive Director Adam Mugume and with the Deputy Governor Dr. Louis Kasekende, both of whom are regular attendees of IGC events. The other key relationship is with the Ministry of Finance, Planning and Economic Development. The Commissioner Macro Dr. Albert Musisi is an important stakeholder, and regular meetings with the Permanent Secretary/Secretary to the Treasury Mr. Keith Muhakanizi give policy direction on momentum to research on public policy topics. Other important government agencies with which the program works are the Uganda Bureau of Statistics, which is a partner in a large evaluation, and the Uganda Revenue Authority, with which an increasing number of projects are in the making. In addition, the programme is developing its contacts with the Kampala Capital City Authority, the Ministry of Trade and Industry, the Ministry of Agriculture, and other actors as indicated by research and policy engagement activities. The interaction with the local DfID office is another part of the network, as highlighted by the hosting of an IGC/Bank of Uganda speaking event for DfID Chief Economist Prof. Stefan Dercon. Regular meetings with the Head of Office and his staff support joint initiatives and information exchange.

Projects FY15/16 – Overview
(Projects completed FY14/15 in italics)

Policy objective	Project code	Project title	Stakeholder
State Effectiveness			
Mobilizing public revenues for investment	43118	Fiscal capacity and tax revenues in Uganda	URA, MoFPED
	43202	EAC Tax Comparison	URA, MoFPED, EAC Commissioners
	TBD	Scoping areas for improved tax collection	URA, MoFPED
Monetary and financial policies to encourage savings and investment	43204	The Bank Lending Channel of Monetary Policy – Evidence from African LICs	Bank of Uganda
	43803	<i>East Africa Mobile Money Forum</i>	<i>MoFPED, BOU, UCC</i>
	TBD	The regulation of mobile money	Bank of Uganda
Raising the productivity of public expenditures	43117	Budget Transparency and Political Oversight in Uganda	MoFPED
	43203	Public investment and growth: implications of recurrent costs in Uganda	MoFPED
	TBD	Operations and maintenance implications of public investment	MoFPED
	43116	<i>Options for financing priority development projects and implications for macroeconomic stability</i>	<i>MoFPED</i>
	43809	<i>Falling Oil and a Rebased Economy: Implications for Uganda's Growth and Employment</i>	<i>MoFPED</i>
Increasing the returns to investment in education	43102	Improving Services Delivery: An Assessment of Absenteeism Data	Min. of PS & Min. of Ed
	43109	Optimal Design of Mobile Monitoring	Min. of Education
	89237	Improving Teaching and Learning for Disadvantaged Students in Diverse Classrooms: Experiments on Teacher Incentives and Training in Uganda	Min. of Education
	89238	Literacy Laboratory	Min. of Education
Understanding poverty as prerequisite to inclusive growth policies	TBD	Follow up project to 'Investigating the poverty dynamics in Uganda since 2005'	MoFPED
	43201	<i>Investigating the poverty dynamics in Uganda since 2005</i>	<i>MoFPED, UBOS</i>
	43110	Impact Evaluation of NUSAF II	Office of the Prime Minister
Firm Capabilities			
Raising farm productivity and rural incomes	43008	Market of lemons problem and technology adoption: Evidence from the market for fertilisers in Uganda	Min. of Agriculture
	TBD	Input and output market constraints: A clustered randomized trial on technology adoption and agricultural productivity in Uganda	Min. of Agriculture
	TBD	A Comparative Analysis of the Coffee Value Chain	Min. of Agriculture
	43010	<i>Investigating the Gender Gap in Agricultural Productivity: Evidence from Uganda</i>	<i>Min of Agriculture</i>
Increasing exports to grow	43205	Regional Value Chains in East Africa	Min. of Commerce & Trade, Min. of Ag.
	TBD	Scaling up Policies for Agricultural Trade	Min. of Agriculture
	38213	Trade in Services	MoFPED, Min. of Trade, MEACA
	43108	<i>Big Hits within the EAC</i>	<i>Min of Trade, MEACA</i>
Cities			

Creating productive cities	43200	Citizen Scorecards for Raising Productivity of City Management: the Case of Kampala City Council Authority	Kampala Capital City Authority (KCCA)
	TBD	African Cities Project Background Report	KCCA
	89277	Measuring Performance of Urban Service Delivery	Gov of Uganda
Energy			
Improving availability of power	89201	Prepaid Electricity Metering: Costs, Benefits and Potential for Scale-Up	Gov of Uganda

Zambia

2015/16

Programme Strategy

Zambia is one of the poorest countries in the world with roughly 60 percent of population living below poverty line. In recent years, Zambia's economy has been growing rapidly – with growth in the 6-8 percent range for the last half decade --due to expansion of copper mining industry. However, widespread poverty, mainly caused by fast population growth, systemic youth unemployment, low productivity in agriculture and the urban informal sector which employs the largest proportion of the labour force and low spread effects of growth dominated by natural resource exports, remain Zambia's main economic challenge. The IGC's work will aim to address key constraints to inclusive growth in Zambia, concentrating on:

- **State Effectiveness:** Improving tax revenue collection continues to remain a priority for IGC work in this area, building on our prior research. IGC has continued to strengthen its relationship with the Zambian Revenue Authority ZRA by working alongside them and the relevant PIs on the project on Property Taxation, Capital Gains Tax and Mining Rights systems in Zambia (41201) as well as follow-up research on VAT Gap analysis (41204). These projects will suggest an appropriate reform strategy with specific focus on the policy and administrative dimensions and develop an actionable implementation strategy that the ZRA will use to bring out the reforms needed. IGC's work in motivating and recruiting civil servants has received strong support from both government and the Zambian research community and the country team will continue to provide a strong platform for policy engagement on this work. Ministries have now begun recognising the wider validity of their findings for other civil service posts. Initial discussions with the Ministry of Labour and Social Security and the Cabinet Office have yielded positive support and request for studies in measuring public sector productivity in the public sector. These will be followed up with concretisation of specific research projects that should be implemented by the IGC.
- **Firm Capabilities:** Building on existing projects, IGC will seek to strengthen its firm capabilities research portfolio by introducing an industrialisation research umbrella. This will focus particularly on how to drive growth sectorally, by delving deeper into industrial clusters and by building a more in-depth and nuanced view of Zambian industry across specific (and potential) areas for high growth. Discussions are underway with ZIPAR around a flagship agenda focusing on generating jobs. The IGC and ZIPAR will look to work collaboratively to build a network of relevant stakeholders in this space for research dissemination and to inform the direction of the research, with the IGC also looking to undertake research specifically for this agenda. The IGC is scheduled to launch its research findings on Growth through industrial strategies (41205), from which follow-up research will also be informed by projects on clusters and firm competitiveness.
- **Cities and Urbanisation:** In this area, the IGC aims to generate a knowledge base on the role of urbanisation in Zambia which we believe will have application across Africa. This research will look to be innovative and inclusive. Identified research topics have an overarching aim of identifying policy solutions which aim to reduce the socially harmful contagion that inhibits cities and to encourage the beneficial contagion that makes cities vibrant and economically productive. The cities and urbanization research area has gained significant momentum with the launch of an agenda of work on urbanisation, to support the Zambian government's strategy of 'Promoting principles of good urbanism' strategy. Following a highly successful visit in August 2014 led by Ed Glaeser and Nava Ashraf, important relationships with high-level policymakers and local government authorities were forged, to identify specific policy needs in this area. Resultantly, three projects have been commissioned from the November 2014 call for proposals focusing on the urbanisation theme. Two, funded by the country-programme, will be conducted in collaboration with Lusaka Water and Sewage (LWSC) and the Ministry of Health to consider informal settlements in Lusaka, household characteristics and the elasticity of demand for water (41209, 41300). The third, funded by the research programme, looks at innovation in dense areas (41300). These projects will begin a significant new body of research.

For the first quarter of 2015, 5 new projects have been approved for funding under the country programme and 2 under the research programme; these are expected to be commissioned in April 2015. For on-going projects which are due for conclusion, we generally aim to have public dissemination events to increase IGC's visibility in Zambia as well as generate ideas for possible follow-up research. These events are beginning to gain significant momentum, bringing about thoughtful and thorough discussions around the research. In particular, the dissemination of Oriana Bandiera's and Nava Ashraf's work on community health worker recruitment on 17th March 2015 was well-received with high numbers of attendees and enthusiastic discussion following the presentation. Because of the larger number of projects in the pipeline for the next 18 months or so, broader and public dissemination activities will have to be clustered for economies of scale and to maximise impact. These will be interspersed with smaller, low-key interactions with policy makers as projects progress. In building a cluster for industrialisation research, for example, we will use the dissemination of the Growth through industrial strategies paper to garner stakeholder buy-in for continued research around industrialisation in Zambia.

IGC Zambia recognises the need for effective engagement with policy makers for greater relevance and impact of our outputs. There has been continuous engagement with the Cabinet Office, Bank of Zambia, Zambia Revenue Authority, Zambia Development Agency, Ministry of Trade Commerce and Industry, Ministry of Education, the Ministry of Health and the Ministry of Finance. The team is planning to target activities towards responsive departments and members of government who have shown strong prior engagement and interest in informing policy with evidence, also building relationships with relevant personnel operating in departments key to the core research themes prioritised by the team. There appears to be strong demand for capacity-building with respect to evidence-based perspectives on policy development. Though the IGC will not support these initiatives financially, they will work alongside J-PAL Africa and the IPA team in Zambia to offer advice on where this capacity-building might best be targeted. However, this is of great interest to the IGC as it increases the chance of research uptake into policy by stakeholders.

Projects FY 15/16 – Overview
(Projects completed FY 14/15 in italics)

Policy Objective	Project Code	Project Title	Stakeholder
State Effectiveness			
Supporting macroeconomic management for growth stability	41203	The Implications of Nominal Exchange Rate Changes for Fiscal Outcomes in Zambia	MOF
	41112	Update of Optimal Real Exchange Rate Determination and its effects on Competitiveness	BOZ, MOF
Understanding poverty as prerequisite to improving inclusive growth policies	41304	Understanding Growth-Income Inequality Interactions in Zambia, 1996-2010	MOF, Bank of Zambia, National Economic Advisory Council
	41302	Economic Growth, Inequality and Poverty: Estimating the Growth Elasticity of Poverty In Zambia	
Improving schooling outcomes to increase labour productivity	41114	Negotiating a Better Future: The Impact of Teaching Negotiation Skills on Girls' Health and Educational Outcomes	MOE
Mobilizing public sector revenues for investment	41201	Property Taxation, Capital Gains Tax and Mining Rights in Zambia: Current Performance and Options for Reform	MOF, ZRA
	41204	Estimation of the VAT gap in Zambia	
Firm Capabilities			
Designing effective industrial policies for economic diversification and industrial development	41205	Growth promotion through industrial strategies	MCTI
	89214	Exports, imported intermediate inputs and exchange rate volatility in Zambia	MOF
Designing effective industrial policies for economic diversification and industrial development	41113	A Review Guide to the Establishment of a Venture Capital Framework for the ZCCM-IH	MOF, ZCCM-IH
Relieving constraints to firm growth: Access to finance	41206	Credit constraints, trade credit and firm growth across interlinked markets in Zambia	MCTI
Increasing manufacturing productivity	41303	Management quality, productivity and profitability in manufacturing firms in Zambia	MCTI, MOL
Raising agricultural labour and firm productivity	41106	Sustained Adoption of Environmentally Friendly Agricultural Practices: A Follow Up Study	Ministry of Agriculture, Department of Forestry
	41803	IGC/UNZA joint seminar on Ganyu Labour Paper	MOL
Cities			
Understanding the benefits from industrial clustering for Lusaka	41208	Innovation in dense marketplaces: the contagion of mobile banking among micro-entrepreneurs	Government of Zambia (Urban Agenda), MOH, MCA, LWSC, Millennium Challenge Corp
Improving basic service delivery for productive cities	41300	Supplementary request: Household characteristics and the elasticity of demand for water	
	41209	Water Connections in Urban Zambia: Measuring the Private and Social Benefits of Water	
	41301	Upgrading Sanitation in Informal Settlements in Lusaka	
-Both of the above-	41202	Scoping Visit on Urbanisation in Zambia	
Energy			
Improving access to electricity and assessing optimal mode of service delivery	89201	Prepaid Electricity Metering: Costs, Benefits and Potential for Scale-up	Zambia Electricity Supply Corporation