Our model is built on deep engagement in partner countries, pathbreaking research, and collaboration with policymakers.

**Our research themes**

- **ECONOMIC GROWTH**
  Economic growth is the only route to achieving sustained reductions in extreme poverty. Yet there remain many unanswered policy questions on how to promote economic growth in developing countries. The IGC works with policymakers to find answers to these questions.

- **FIRMS**
  Strong firms form the core of economic activity and create productive jobs. For developing economies to grow, so must the opportunities for their businesses and entrepreneurs.

- **CITIES**
  Emerging cities have the potential to be either the greatest drivers of growth or the largest group of missed opportunities for the developing world.

- **ENERGY**
  Much of the developing world remains unconnected to reliable energy access, despite its potentially transformative effects.

- **STATE**
  At the centre of poverty reduction efforts must be an able and reliable government. It is critical to increase the resources and effectiveness of governments.

**Our approach**

- **POLICYMAKERS**
  Hundreds of senior policymakers from IGC partner countries.

- **COUNTRY TEAMS**
  Fourteen country programmes in South Asia and Africa.

- **RESEARCHERS**
  Over 1,000 top researchers from over 100 institutions.

- **IDEAS**
  Research generates new knowledge and ideas to help answer policy questions.

- **ADVICE**
  Researchers and country teams engage policymakers and the wider community with pro-growth policy ideas.

- **A COLLABORATIVE APPROACH**
  The IGC approach builds collaboration in all aspects of policymaking and research – identifying growth challenges, commissioning research that addresses policymaker needs, and advising on policy implementation. Central to this collaboration are our country teams who work with policymakers to identify key growth challenges and country priorities, liaising throughout the policymaking and research process. This allows for responsiveness in country and strong, lasting relationships with decision makers.

Engaging policy stakeholders from the beginning ensures that demand-led research feeds directly into policymaking. This approach is guided by the principle that for research to foster policy impact, it must be conceived, developed, and embedded within local policy contexts.
The International Growth Centre (IGC) aims to promote sustainable growth in developing countries by providing demand-led policy advice based on frontier research.
The need is pressing for developing country governments to reduce their reliance on aid and build their own paths out of poverty.

Countries are redefining their role in a new global environment where scepticism about the benefits of global trade and foreign aid is growing, along with calls to close borders. The need is pressing for developing country governments to reduce their reliance on aid and build their own paths out of poverty.

To support our partners in building paths to prosperity, IGC engages at the heart of government. We collaborate closely with policymakers to identify critical gaps in policy knowledge, develop new research to address these needs, and apply this evidence to policy decisions.

This year, we achieved a new milestone in policy impact, with a total of 171 projects having a significant influence on policy discussions and decisions, up from 128 cases last year – reflecting the strength of our partnerships with policymakers and the quality and relevance of our research.

We are also translating our collaborative model into global influence in new ways, launching two initiatives to amplify our work in helping policymakers address state fragility and develop cities that catalyse growth.

With the global community grappling with a migration crisis and the catastrophic effects of conflict in places like Syria and South Sudan, we recognise that extreme poverty cannot be eliminated without addressing fragility.

We launched the LSE-Oxford Commission on State Fragility, Growth and Development, chaired by former UK Prime Minister David Cameron, to set out a new policy framework to guide national policy and international engagement on state fragility, drawing on a series of evidence sessions and reports.

We set up the new initiative Cities that Work to bring together cutting-edge urban research and the practical insights of policymakers and practitioners to identify key policy lessons for developing country cities.

More broadly, we continue our research and policy engagement on the four key drivers of inclusive growth – productive firms, functioning cities, accessible and sustainable energy, and effective states.

Our work on firms focuses on supporting job creation through policies to raise productivity and expand high value-added activities. In Rwanda, our research demonstrating the key role of imported inputs in making domestic firms competitive helped inform the new Made in Rwanda initiative.

On cities, our research in Lusaka created a GIS data set linking water disruptions to health and employment indicators, shedding new light on last mile problems in water and sanitation. A project in Addis Ababa is assessing how job-search support can help match up businesses and young job-seekers (see pg 6).

In energy, our research has shown how better monitoring of pollution emissions in India can help reduce emissions and lower compliance costs to firms. In Africa, we’re helping cities weigh the cost-benefit of introducing low-carbon measures to reduce emissions (see pg 6).

Underpinning this is our work on state effectiveness, focusing on how governments can best raise the revenues and deliver the services necessary for growth. In Ghana, we’re working closely with the Civil Service to understand the links between management practices and productivity in the public sector and integrating these learnings into training and human resource policies (see pg 9).

We are excited to see how our long-term research and policy partnerships are helping governments make the policy decisions that will support sustained and inclusive economic growth and lift millions out of poverty.

The need is pressing for developing country governments to reduce their reliance on aid and build their own paths out of poverty.

Some of our most memorable achievements this year in using our evidence to impact policy nationally and globally.

**Country programmes**

**April 2016**

**Taxing to develop**
Our growth brief on innovative tax policies for developing countries is published, authored by Henrik Kleven, Adnan Khan, and Upasana Kaul, along with an accompanying opinion piece in the Financial Times.

**May 2016**

**Signing of Kampala Declaration**
City leaders from 13 countries adopt the Kampala Declaration on Building Inclusive Growth and Liveability in African Cities, which we played a key role in developing. It sets the policy priorities for cities in East, Central, and Southern Africa.

**March 2017**

**Launch of Fragility Commission**
Former UK Prime Minister David Cameron launches the LSE-Oxford Commission on State Fragility, Growth and Development, which he is chairing, at an evening event at the LSE.

**June 2016**

**Regional trade integration**
Our research on the benefits of the East African Community (EAC) for its member countries is featured in the Economist. Results show the EAC customs union has increased bilateral trade among members by 213% on average.

**January 2017**

**Cities that Work initiative**
Our new initiative Cities that Work is established. It synthesises research and the practical knowledge of policymakers/practitioners to provide clear policy solutions to the pressing issues governments face in rapidly growing cities.

**March 2017**

**57 new research projects**
We commission 57 new research projects across four thematic areas – firms, cities, energy, and state effectiveness – with potential for both high academic and high policy impact.

**June 2016**

**Growth Week 2016**
We host our annual Growth Week conference, bringing together nearly 300 policymakers, academics, and international organisations to share innovative growth ideas, discuss policy implications, and develop new research projects.

**February 2017**

**Benefits of exporting**
Our randomised experiment on how exporting impacts small firms is published in the Quarterly Journal of Economics. Results show Egyptian rug companies produce higher quality rugs and see a 26% increase in profitability when given the opportunity to export.

**March 2017**

**Opening of Kenya office**
Our newest country programme launches in Nairobi, Kenya, with an event showcasing our research on foreign direct investment, small and medium enterprises, firm growth, and trade in East Africa.
The IGC runs 14 country programmes and has ongoing engagements in a further three countries on key government priorities.

**Afghanistan**
IGC is collaborating with the government to analyse the effectiveness of paying government employees electronically through mobile phones.

**India Central**
IGC researchers are conducting a randomised experiment to assess if improving the monitoring of pollution emissions for firms in Gujarat has an impact on reducing emissions.

**Mozambique**
An IGC study recommended actions for the government and private sector to increase investment in the poultry sector. Results were presented at a national poultry meeting led by President Filipe Nyusi.

**Myanmar**
Responding to a request from the Ministry of Planning and Finance, the IGC recommended strategies for creating jobs and reducing inflation, two of the country’s main economic concerns.

**Pakistan**
The IGC advised the Government of Punjab on how it can update its growth strategy to reap the most benefits from the China-Pakistan Economic Corridor initiative.

**Sierra Leone**
Through a Rockefeller Foundation grant, the IGC is continuing its collaboration with the government in developing a community health worker programme that contributes to a resilient national health system.

The IGC promotes sustainable growth in developing countries by providing demand-led policy advice based on frontier research. The IGC directs a global network of world-renown researchers and in-country teams in Africa and South Asia and works closely with partner governments to generate high quality research and policy advice on key growth challenges.

In 2016–17 our research projects influenced policymaking in areas such as women’s roles in firms (Bangladesh), renewable energy in cities (Rwanda), urban youth unemployment (Ethiopia), modernisation of infrastructure (Pakistan), mobile money (Afghanistan), resilience in fragile situations (Sierra Leone), agriculture (Mozambique), and civil service reform (Ghana).
Impact case studies

Job-search support could help more young people find permanent jobs in cities.

Cities
Ethiopia

In Africa, where young people often struggle to find good jobs, the cost of searching for jobs and lack of information can prevent businesses from matching up successfully with young job-seekers. A randomised evaluation of two job-search programmes for young people in Addis Ababa aimed to address this problem. Findings suggest that young job-seekers who attend job application workshops or receive transport subsidies to travel to interviews are more likely to get a permanent job than those who did not.

As the urban population continues to grow rapidly in Africa, the number of young people looking for formal jobs is increasing. In particular, this presents a challenge for policymakers where poorly-educated young people with little work experience, often women who have left school early, struggle to find work.

Through the project, one group of young job-seekers was offered job application training at a workshop and the other group was offered transport subsidies to attend interviews. Both groups were compared against a control group who did not receive training or subsidies.

Eight months after the end of the programme, individuals invited to the job application workshop are nearly 60% more likely to have permanent employment and 31% more likely to have formal employment compared to individuals in the control group. The group receiving transport subsidies are 25% more likely to have formal employment.

The results indicate that transport subsidies allow job-seekers to search for work more intensively and the application training in particular was effective in enabling less educated workers to better communicate their skills to employers. However, there was not a clear link between the quality of the candidate, as measured by their education level, and their success in the job market. Further work is required to determine whether the programmes have a positive effect on matching job-seekers with businesses.

Engagement with policymakers on preliminary findings of this project continues, including with the Ethiopia Ministry of Labour and Social Affairs. The findings have also directly influenced a labour market component of the World Bank’s social safety net programme in Ethiopia.

Researchers: Girum Abebe, Stefano Caria, Marcel Fafchamps, Paolo Falco, Simon Franklin, Simon Quinn
Partner Organisation: Ethiopia Ministry of Labour and Social Affairs
Impact case studies

Low carbon measures could dramatically reduce emissions and pay for themselves.

Impact case studies

Understanding links between management practices and productivity is crucial to reforming public sector.

Energy
Rwanda

Across the developing world, city authorities face rapidly growing energy demand and climate change adaptation needs, but often lack the expertise to identify the best policy measures. This project forecasted Kigali’s future energy needs, and assessed its options for low carbon energy development. The report was well received by policymakers, resulting in continued collaboration with the Rwanda Environment Management Authority (REMA) to action the findings.

The study delivered an evidence-based, prioritised list of economical low carbon interventions for government by evaluating the performance and scope for deploying energy efficient, renewable energy, and low carbon measures across the electricity, commercial, residential, transport, and waste sectors.

Researchers estimate that Kigali could by 2032 reduce emissions by 39% – relative to business as usual levels – by exploiting cost-effective measures that would pay for themselves in commercial terms. This would require an investment of $921 million but would cut Kigali’s annual energy bills by $173 million, paying back the investment in a little over five years.

The Director of Climate Change at REMA described the research as “vital” to the government’s national development plan, and there was high-level interest in the calculation of the City Energy Bill. Collaboration with REMA is on-going, with the agency reviewing the study’s models and comparing them to their internal models and projections, and a high-level workshop has been proposed by REMA to validate the research findings.

Researchers found that if current trends continue to 2032, Rwanda would see total energy use and emissions in Kigali rising by over 185%.

The study found that granting civil servants more autonomy is associated with more effective organisations, but management practices related to providing incentives or stricter monitoring of employees are associated with less effective organisations. The findings are already being used by the Civil Service to influence management and human resource policies.

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The study found large differences in management practices and project completion rates across organisations within Ghana’s public sector. It also found that granting civil servants more autonomy is associated with more effective bureaucracies (i.e., more projects being completed).

Surprisingly, researchers found that management practices related to providing incentives or stricter monitoring of employees are associated with less effective bureaucracy. The researchers had previously found the same pattern in a study of Nigeria’s Federal Civil Service, suggesting that the focus of civil service reforms on introducing stronger incentives for civil servants could backfire.

Ghana’s Head of Civil Service stated that the government is already using the evidence to influence policy on management and human resource practices, and implementing a training programme based on the findings of this study.

A follow-on IGC project is using the project findings to further design a training programme to improve the productivity of civil service employees and evaluate its impact on participants.

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**Commission on State Fragility, Growth and Development**

We can't tackle global poverty or, indeed, improve our own security at home, unless we address the challenges caused by state fragility. The Commission aims to generate innovative ideas to help tackle state fragility and state failure, and I am delighted to be working with such a talented team of people.

David Cameron, Commission Chair

Violent disorder stemming from state fragility has led to the current migration crisis where 65 million people globally – including 11 million Syrians – have fled their homes, becoming either internally displaced or refugees, the highest number since 1945. The Commission aims to generate innovative ideas to help tackle state fragility and state failure, and I am delighted to be working with such a talented team of people.

The Commission is chaired by former UK Prime Minister David Cameron. Former African Development Bank President Donald Kaberuka and IGC Research and Policy Director Adrian Khan serve as co-chairs, and Professors Sir Paul Collier and Tim Besley serve as its academic directors. Throughout 2017, the Commission is drawing on evidence given in sessions by policymakers, business leaders, academics, and other practitioners with expertise in fragile and conflict situations to address the following key dimensions of fragility:

- Building legitimate government
- Generating effective state capacity
- Promoting private sector development
- Establishing security and reducing conflict
- Building resilience to shocks

The commission is also encouraging new research by highlighting critical areas of knowledge that are missing. It will produce a final report detailing the findings of the Commission will also feed directly into IGC’s work in fragile and conflict situations.

**Cities that Work**

By 2050, the urban population in Africa is expected to triple. Policymakers across the developing world are at a critical juncture, where well-implemented, evidence-based urban policies have the potential to unlock a process of sustainable economic growth that can rapidly lift millions out of poverty.

The IGC launched its Cities that Work initiative in 2017 to build on our work to translate economic research and practical insights into clear urban policy guidance. Cities that Work combines new evidence and analysis of urban economics with the hard-won knowledge of urban planning practitioners and policymakers. Its aim is to develop a policy-focused synthesis of research, and a global network of individuals with a shared vision for urban policy.

Research results and the practical knowledge of practitioners and policymakers are synthesised and presented in a manner that can inform decision making in four key areas:

1. Urban land use
2. Housing and infrastructure
3. Firms and employment in cities
4. Municipal finance and urban governance

This synthesis of knowledge forms the basis of three key tools for policymakers:

- Policy workshops allowing policymakers and researchers to collaborate in further developing this policy-oriented body of knowledge.
- A policy-friendly, web-based tool setting out practical knowledge organised according to specific challenges policymakers face.
- A series of targeted IGC publications on particular urbanisation issues that highlight how this new synthesis of knowledge can help policymakers.

Cities that Work will also support executive training opportunities that will bring together the ideas and experiences of urban policymakers and leading researchers from across the world.

The initiative is led by a Council chaired by Professor Ed Glaeser. Current council members are Professor Sir Paul Collier, Professor Tony Venables, Mayor of Cape Town Patricia de Lille, and Executive Director of the Kampala Capital City Authority Jennifer Musisi.

Ed Glaeser, Council Chair

65 million

Global number of refugees and internally displaced people, including 11 million Syrians
Impact case studies

Promoting more women to management positions could improve productivity in garment firms.

Within Bangladesh’s garment sector, women make up 80% of workers but less than 10% of managers. Researchers piloted a study that provided training to employees and evaluated their rates of promotion and performance as managers. They found female trainees are as or more effective managers than the male trainees, but promotion rates for the female trainees are significantly lower (55%) than for male trainees (85%). This research has led to the funding of a project to support the promotion of women, and a training programme being taken up by garment companies.

Garment production accounts for 80% of Bangladesh’s exports and 13% of its GDP. This study, a randomised controlled trial, was a pilot for a larger research project examining women’s inclusion in management positions in Bangladesh’s apparel sector and the first of its kind in the country.

In addition to the results outlined above, there was some indication that female managers reduce worker absenteeism and increase efficiency slightly, while male managers have relatively lower rates of quality defects.

In 2016, this study led to researchers’ engagement with key private sector firms and international organisations, including the International Finance Corporation (IFC) and the Better Work programme. This engagement led to the funding of a new project, a ‘Female Promotion Toolkit’ to assist garment factories to promote and retain female talent. If successful, the programme will be scaled up by Better Work.

The IFC and Better Work Bangladesh are also rolling out a tailored training programme which draws from the training intervention used in the study. Similarly, there are two firms, including EcoTex, one of Bangladesh’s larger garment firms with 60 production lines, that have voluntarily incorporated the training programme as part of their standard management practice.

Researchers: Christopher Woodruff
Partner Organisation: Innovations for Poverty Action

Firms
Bangladesh

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The IGC was founded in 2009 and since then has seen impressive impact and growth across a range of activities. We present below some of IGC’s top achievements in numbers.

Since our founding

996
Research projects commissioned

481
High-impact projects*

1,742
Academics in our research network

In 2016–17

171
High-impact projects*

+250K
People accessed our website
www.theigc.org

34%
Increase in high impact projects over last year

408
Global media mentions

*High-impact projects have significantly impacted policy discussions or decisions, based on IGC’s rigorous evaluation criteria.
The IGC held over 60 events in 2016–17, ranging from in-country research dissemination discussions and capacity building workshops, to research and policy conferences with a global reach. Here are some highlights.

**South Sudanese Young Leaders Forum**
Nairobi, Kenya, 9–10 January 2017

The IGC brought together over 50 young leaders representing a cross-section of South Sudanese ethnic groups, and representing government, NGOs, media, and academia, to determine what role they can play in mitigating ethnic violence in the country, particularly within their ethnic groups. Co-hosted with the USAID-funded VISTAS programme, the event established the South Sudanese Young Leaders Forum (SSYLF) to continue this dialogue.

**FDI, SMEs, firm growth, and trade in East Africa**
Nairobi, Kenya, 29 March 2017

The IGC launched its Kenya country programme at an event focused on firms, foreign direct investment, and trade in East Africa. Some of the policy issues highlighted at the event include the constraints to the growth of small and medium enterprises, and the role of technology in the growth of firms in Kenya and the wider region. Our research on how structural transformation in East Africa can be promoted was also showcased.

**Transforming a broken refugee system – public lecture**
London, UK, 29 March 2017

Presenting their new book at an IGC public lecture at the LSE, Professors Sir Paul Collier and Alexander Betts discussed how the world is facing its greatest refugee crisis since the Second World War, yet the institutions responding to it remain virtually unchanged. They argued international policymakers should be focusing on delivering humane, effective, and sustainable outcomes both for Europe and countries bordering conflict zones.

**Growth Week 2016**
London, UK, 1–3 June 2016

The IGC hosted its annual Growth Week conference on 1–3 June 2016 at the LSE. The event, which brought together close to 300 attendees including policymakers, academics, and representatives from the private sector, NGOs and multilaterals, research organisations, and the media, aimed to set research agendas with policymakers from IGC countries, and initiate projects through active collaboration between policymakers and researchers.

Networking opportunities at the conference allowed for learning and coordination across countries and sectors. Growth Week 2016 also introduced new sessions featuring young, promising economists. Matchmaking of researchers and policymakers led to direct discussion of project development in over a dozen different cases. For example, a project in Myanmar examining the country’s electrification plan and a portfolio of work with tax authorities in Zambia on tax revenue generation stemmed from initial engagements at Growth Week.
The IGC is managed by a Steering Group of top researchers from around the world. Our staff – Steering Group and Senior Management

**Steering Group**
- Professor Robin Burgess
  - IGC Director
  - London School of Economics and Political Science
- Professor Sir Paul Collier
  - IGC Director
  - University of Oxford
- Professor Chang-Tai Hsich
  - University of Chicago
- Professor John Sutton
  - London School of Economics and Political Science
- Professor Tony Venables
  - University of Oxford

**Senior Management Team**
- Professor Jonathan Leape
  - Executive Director
- Dr Adnan Khan
  - Research and Policy Director
- Sarah Lyness
  - Evaluation and Communications Director
- Hugh Cole
  - Country Programme Director
- Jo Underwood
  - Chief Administrative Officer
- Mike Cole
  - Chief Finance Officer

Our staff – Country Directors and Lead Academics

All IGC country engagements are led by a country leadership team. Our country programmes include a Country Director working with dedicated Lead Academics, supported by locally-based Country Economists.

**State**
- Professor Oriana Bandiera
  - London School of Economics and Political Science
- Professor Eliana La Ferrara
  - Bocconi University
- Professor Gerard Padró i Miquel
  - London School of Economics and Political Science
- Professor Gerard Padró i Miquel
  - London School of Economics and Political Science
- Professor Oriana Bandiera
  - London School of Economics and Political Science

**Firms**
- Professor Nicholas Bloom
  - Stanford University
- Professor Dave Donaldson
  - Stanford University
- Professor Greg Fischer
  - London School of Economics and Political Science
- Professor Imran Rasul
  - University College London
- Professor Andres Rodriguez-Clare
  - University of California – Berkeley
- Professor Tavneet Suri
  - Massachusetts Institute of Technology
- Professor Christopher Udny
  - Yale University
- Professor Eric Verhoogen
  - Columbia University

**Cities**
- Professor Gharad Bryan
  - London School of Economics and Political Science
- Professor Edward Glaeser
  - Harvard University
- Professor Michael Greenstone
  - University of Chicago
- Professor Nicholas Ryan
  - Yale University
- Professor Muhammad Islam
  - London School of Economics and Political Science
- Professor Arun Sundararajan
  - London School of Economics and Political Science
- Professor Christopher Udny
  - Yale University
- Professor Eric Verhoogen
  - Columbia University

**Energy**
- Professor Michael Greenstone
  - University of Chicago
- Professor Nicholas Ryan
  - Yale University
- Professor Anjan Mukherji
  - Country Director
- Professor Shalabh Gupta
  - Country Co-Director
- Professor Mahtab Alam
  - IGC Lead Academic
- Professor Ashok Kotwal
  - IGC Lead Academic
  - University of British Columbia

**Indonesia – Central**
- Dr Pronab Sen
  - Country Director
- Professor Dilip Mookherjee
  - IGC Lead Academic
  - Boston University
- Professor Eswar Prasad
  - IGC Lead Academic
  - Cornell University

**Kenya**
- Dr Komal Bhattacharya
  - Country Director
- Professor Tavneet Suri
  - IGC Lead Academic
  - Massachusetts Institute of Technology

**Liberia**
- Herbert McLeod
  - Country Director
- Professor Eric Werker
  - IGC Senior Advisor
  - Simon Fraser University
- Professor Jonas Hjort
  - IGC Lead Academic
  - Columbia University
- Dr Chris Gruber
  - Resident Director
- Professor Andrew Zeitlin
  - IGC Lead Academic
  - Georgetown University

**Mozambique**
- Dr Claudio Frischknecht
  - Country Director
- Professor Sandra Sequeira
  - IGC Lead Academic
  - London School of Economics and Political Science

**Myanmar**
- Dr Ian Porter
  - Country Director
- Rooco Macchiavello
  - IGC Lead Academic
  - University of Warwick

**Pakistan**
- Professor Ijaz Nabi
  - Country Director
- Professor Naved Hamid
  - Resident Director
- Professor Ali Cheema
  - IGC Lead Academic
  - Lahore University of Management Sciences
- Professor Asim Khwaja
  - IGC Lead Academic
  - Harvard University

**Rwanda**
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  - Country Director
- Professor Andrew Zeitlin
  - IGC Lead Academic
  - Georgetown University
- Professor Edward Glaeser
  - Harvard University
- Simon Fraser University
- Professor来源: IGC Lead Academic
  - Harvard University

**Sierra Leone**
- Herbert McLeod
  - Country Director
- Professor Rachel Glennerster
  - Abdul Latif Jameel Poverty Action Lab (J-PAL)
- Professor Andrew Zeitlin
  - IGC Lead Academic
  - Georgetown University

**South Sudan**
- Dr Richard Newfarmer
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- Peter Biar Ajak
  - Senior Advisor
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- Professor Ashok Kotwal
  - IGC Lead Academic
  - University of British Columbia
Our staff – Country Directors and Lead Academics

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Dr John Page
Country Director
Professor Christopher Adam
IGC Lead Academic
University of Oxford

Uganda
Dr Richard Newfarmer
Country Director
Professor Tessa Bold
IGC Lead Academic
Goethe University Frankfurt
Professor Nada Eissa
IGC Lead Academic
Georgetown University
Professor Jakob Svensson
IGC Lead Academic
Stockholm University

Zambia
Dr Anand Rajaram
Country Director
Dr Dennis Chiwele
Country Manager
Dr Robert Liebenthal
Country Advisor
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