

# Annual report

# IGC

2020–2021

DIRECTED BY



FUNDED BY



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COVER: Labourers work in a garment factory during a government-imposed lockdown in Bangladesh in April 2020.

# 1 Executive summary

This year was one fundamentally shaped by the COVID-19 pandemic, which has had a profound effect on the work of IGC and its in-country partners. Research activity and engagement has been significantly impeded by nationwide lockdowns across partner countries, with a large volume of the IGC's active research portfolio having to cease all activity at certain points in the year.

Amid a year of notable challenges presented by the COVID-19 pandemic and subsequent budget cuts to UK aid, the IGC has delivered a year of significant activity and impact across the 2020–21 financial year (April 2020–March 2021). IGC's work has delivered a combined total of 116 'impact cases' – projects that have significantly impacted policy discussions and/or decisions. Among these projects, 36 resulted in substantive policy change.

As laid out in the first section of this report, the IGC delivered notable policy impact relating to COVID-19, supporting our national policy counterparts with robust and timely data-driven insight to actively support policy decision-making. IGC has been careful and proactive not only to provide immediate support but also to work with in-country partners to build the structures, tools, and approaches required to stimulate, guide, and facilitate longer-term economic recovery. The breadth of activity and impact in this report highlight this scope of work.

## National and global influencing

Beyond activity specifically responding to the global pandemic, the IGC has continued to work with policy counterparts on their ongoing local, national, and regional policy priority areas. The third section provides highlights from our national and global influencing efforts, presenting the variety of policy outcomes the IGC helps achieve.

It is worth noting that while the IGC continues to engage effectively to produce a high level of policy impact, the nature of engagements and impact in 2020–21 are substantively different from other years. Reduced budgets for research commissioning, combined with rapidly changing and disrupted policy environments, has pushed the IGC to prioritise responsive work. To ensure more sustainable impact in the longer-term, the organisation will need to ensure the pipeline of research is restored and engagement on longer-term economic reforms are revived beyond the COVID-19 crisis.

One policy area of growing importance in countries where IGC works is adaption to climate change. Low-income countries have contributed minimally to global emissions so far but will suffer the most from climate change. Having already funded over 100 studies related to climate change, the IGC is continuing to build the evidence base to support effective policies that will allow households and firms to be more climate resilient.

# Our year in numbers

In 2020–21

116



High-impact projects\*

31%



Percentage of high-impact projects involving changes in policy or a policy decision

16



Countries where we had policy impact

373



Global media mentions

895,669



People visiting our website  
[www.theigc.org](http://www.theigc.org)

\* High-impact projects have significantly impacted policy discussions or decisions, based on IGC's rigorous evaluation criteria and independently audited by external evaluators. The lower number this year is attributed to much of our research activity and engagement being stalled due to COVID-19.







## 2 COVID-19 response

The COVID-19 pandemic stalled much of the IGC's research activity and engagement due to national lockdowns across partner countries. Although many research projects were able to re-start when conditions allowed, in many cases they did with significantly altered scopes and objectives. Many projects shifted focus to answer COVID-specific research and policy questions.

Alongside significant challenges to research implementation, usual policy engagement activities have been significantly impeded by national lockdowns and restrictions to movement and face-to-face meetings. The majority of the IGC's country teams have continued pre-existing engagements and relationships remotely, with in-person activity commencing to varying degrees throughout the latter half of the year. However, it is notable that restrictions have posed significant challenges in developing new relationships with in-country stakeholders. Policy stakeholders' attention has also been diverted from issues that were dominant pre-pandemic, meaning some significant engagements have had to be put on hold.

### 2.1 COVID-19: Research, impact, and IGC response

The IGC has demonstrated its ability to respond to the COVID-19 crisis quickly and effectively, ensuring business continuity during uncertain times as well as continuing to undertake policy engagements through our country programmes and supported by our policy initiative teams.

As part of the IGC's COVID-19 Risk Mitigation Strategy, the majority of London-based Hub and country teams have worked remotely across 2020–21, with all work-related travel stopped to safeguard staff. Workshops, conferences, and meetings that could not be conducted remotely have been delayed or cancelled. In a few exceptional cases, we have held events and meetings in-person, with the required social distancing and safety measures. Research activities that required face-to-face interactions were either put on hold or saw methodological change to enable remote data capture. Some in-person research has started again in the latter half of the financial year, but with strict protocols followed.

## **Special COVID-19 call for proposals**

Responding quickly to the developing COVID-19 pandemic, the IGC launched a special call for proposals on 27 March 2020 to ensure the availability of robust evidence and insight for key policymaker counterpart decision-making. The call was advertised to the IGC's large network of researchers who have extensive experience working closely with our policymaker partners. The call invited researchers to submit proposals with the potential to inform policy decisions in developing countries in response to the unprecedented economic crisis unfolding due to COVID-19.

Research priorities for the call were to:

- Measure the economic impact on people and firms
- Inform immediate policy responses
- Understand the pandemic's medium to long-term effects

## **IGC-IPA COVID-19 data initiative:**

### **Supporting policy decisions with evidence**

Access to reliable, real-time, and high-frequency economic data was one of the most essential, urgent needs to enable policymakers to make better informed decisions, evaluate the effectiveness of existing policies, and calibrate them in light of the pandemic. The IGC and Innovations for Poverty Action (IPA) jointly developed the COVID-19 economic impact survey module to help generate data on the economic activity of firms, farmers, and workers in low- and middle-income countries. The resulting [website](#) allows respondents to take the survey online and researchers to



Workers produce face masks at KICOTEC in Kitui, Kenya.

download data collected, with 32 groups of researchers in 16 different countries already incorporating this module in their projects. The survey datasets have additionally been developed into visual dashboards and are in the process of being published on the main IGC website.

## **COVID-19 ADVISORY GROUP TO DFID/FCDO**

The FCDO COVID-19 Economic Advisory Group was established to bring together evidence and experts in response to issues that have been raised by FCDO, and to guide effective response to the pandemic. It operated from April 2020 and was co-chaired by Rachel Glennerster, FCDO Chief Economist, and Jonathan Leape, IGC Executive Director. The group consisted of leading international experts convened by the IGC to provide a responsive forum for key emerging policy issues, with a focus on the economic implications of COVID-19.

IGC senior leadership has been pivotal in supporting policymakers to respond to the COVID-19 crisis effectively and in informing global discussions related to the pandemic. The IGC COVID-19 Guidance Note on containment strategies and support for vulnerable households was shared in advance of the first Advisory Group Meeting. Signed by over 30 top academics in economics and health, the note was published in April and shared with senior policymakers across our partner countries, leading to a series of requests for follow-up research and analysis.

The policy guidance note was notably shared with high-level government officials in Ghana (including the Vice President), Sierra Leone, Pakistan, and Myanmar. The note gained significant media traction in Mozambique, where it was shared with State Ministers and discussed on the nation's largest broadcast news outlet, as well as in the Kyrgyz Republic, where it has been used to inform the government's policy response to the crisis.

Advisory Group meetings have focused on macroeconomic implications of COVID-19, containment strategies, cities and density during pandemics, political economy considerations, and resilient supply chains and trade.

Content from these meetings were developed into public policy briefs. A policy brief on smart containment strategies for developing countries has gained significant traction across IGC partner countries and beyond, leading to follow-up discussions with the governments of Sudan and Côte d'Ivoire, supported by the African Development Bank.



## 2.2 Activity and impact highlights relating to COVID-19

The following section outlines key research findings and their corresponding uptake by policy counterparts, largely stemming from our special call for proposals.

### Informing key policy decisions

- **Informing Ethiopia's monetary responses to COVID-19.** IGC Ethiopia prepared a note on the channels of the pandemic's potential impacts on the Ethiopian economy. Key elements of the note were incorporated as part of a formal government report developed to inform the Government's response to the pandemic, which subsequently informed certain macroeconomic responses issued by government.
- **Productivity and allocation of public personnel and funds in Ghana.** This project built on an ongoing collaboration with the Ghana Health Service (GHS) to estimate the returns to personnel and finance inputs in public service delivery. GHS officials were involved in the design and delivery of the project, and have used its outputs as a principal guide in the deployment of health workers to the most in-need regions in light of COVID-19.
- **Reducing overcrowding in Mozambique's health facilities.** IGC research led by Lead Academic Sandra Sequeira directly informed the Ministry of Health's policy response to the COVID-19 pandemic, generating the evidence required to roll-out a health service appointment scheduling system that reduces overcrowding at health centres. The team continues to work with the Ministry of Health on COVID-19 vaccination acceptance and the Ministry of Economics and Finance (MEF) on issues relating to the economic recovery from COVID-19.
- **Rapid response to smart testing in Pakistan.** At the beginning of the COVID-19 pandemic, the IGC evaluated how the Pakistani government could deliver a rapid policy response to save lives and minimise economic costs. The research team developed systematic smart testing to collect data on virus prevalence and transmission. Insights from this system were disseminated across multiple levels of government, including to federal, provincial, and district-level policymakers. As a result of the finding that spread of the virus was localised, the team recommended partial and smart lockdowns to contain the spread, while preventing the more

damaging socio-economic ramifications of a blanket lockdown. As a result, the Punjab government revised its policy and instead began implementing smart lockdowns.

- **Revising incentives for investment in the post-COVID recovery of mining in Rwanda.** Building from a body of previous work with the Rwanda Minerals Board (RMB), the IGC responded to a direct request from the Board's CEO for support in revising its investment code – seen as a key aspect of post-COVID recovery of mining in the country. With the support of IGC's technical review, changes were made to the Law on Investment Promotion and Facilitation. These changes were designed to make Rwanda more attractive for international mining companies to conduct professional exploration studies.
- **COVID-19 and the Ugandan firms network.** This study investigates the impact of COVID-19 at the outset of the pandemic on Uganda's trade, and subsequently, the impact of this supply-side shock on the Ugandan firm network. The findings were shared with the Ministry of Finance, Planning and Economic Development (MOFPED) and with a wider audience at the Economic Growth Forum IV's session on Import Substitution and Export Promotion for Growth. Two recommendations of this work were integrated into the government's annual budget strategy published in late September 2020, including: the recommendation to lower tariffs on imports of critical intermediate inputs to enable competitive production, and; to strengthen electronic infrastructure that minimises human contact and reduces the cost of trading.

### **Supporting government decision-making with data and analysis**

- **Tracking economic consequences and response to COVID-19 in Sierra Leone.** The Government of Sierra Leone has developed a programme to respond to the economic impacts of the COVID-19 crisis called the Quick Action Economic Response Programme (QAERP). To support its development, IGC has engaged with counterparts at the Ministry of Finance, the Ministry of Planning and Economic Development, and other organisations including UNDP to develop a dashboard that provides real-time data on current economic conditions, as well as information on COVID-19. Part of the data from this study has been used to draft the UN recovery strategy. In addition, the data is being used as part of the monitoring and evaluation framework by the Ministry of Health and Sanitation and the Ministry of Finance. Data from this project is also being used to inform the national plan for the distribution of vaccines.

- Measuring the economic situation in Ghana in real time during COVID-19.** As the pandemic unfolded, the Central Bank and the Ministry of Finance were actively scouting for data to inform monetary and fiscal policy directions and packages. Although the Ghana Statistical Service (GSS) produces quarterly economic growth and inflation data, there was a critical gap on employment information. Filling this gap, an IGC Ghana project provided high-frequency information to policymakers in Ghana about economic conditions to guide decisions about lockdowns and other non-pharmaceutical measures to combat the COVID-19 pandemic. A related IGC report played a critical role in informing the Central Bank's thinking about the dynamics of the economy, particularly with respect to employment trends.
- Mapping urban overcrowding and pandemic risk hotspots in Rwanda.** An IGC project mapping urban overcrowding and pandemic risk hotspots in Rwanda gained notable traction across multiple stakeholders in the country, including the Ministry of Infrastructure, the Rwanda Biomedical Centre, City of Kigali, the World Bank, and FCDO Rwanda. Further research was suggested by the Rwanda Biomedical Centre; the World Bank requested inputs to a terms of reference for development of a National Urbanisation Strategy, a National Housing Strategy, and a National Sites and



Labourers work at their stations separated by partitions as a preventive measure against COVID-19.



Services Strategy; and an FCDO Cities Advisor has suggested funding similar studies in other countries. Findings from this project has been published in *Science Advances* and *Nature Medicine*.

- **Supporting Uganda's COVID Economic Recovery Plan.** An IGC project in Uganda assessed consequences of the COVID-19 pandemic's ensuing economic crisis on poverty and inequality, and carved out policy options to offset those effects. The final paper for this project explored four simulations for different transfer schemes that the Ugandan government might use to offset the poverty consequences of the crisis. One of these proposed scenarios, which involves the expansion of the Social Assistance Grants for Empowerment (SAGE) programme to those aged 65 and older, is currently being implemented as part of the government's Economic Recovery Plan in 15 pilot districts. The Government plans to gradually cover the other districts depending on the availability of financial resources.

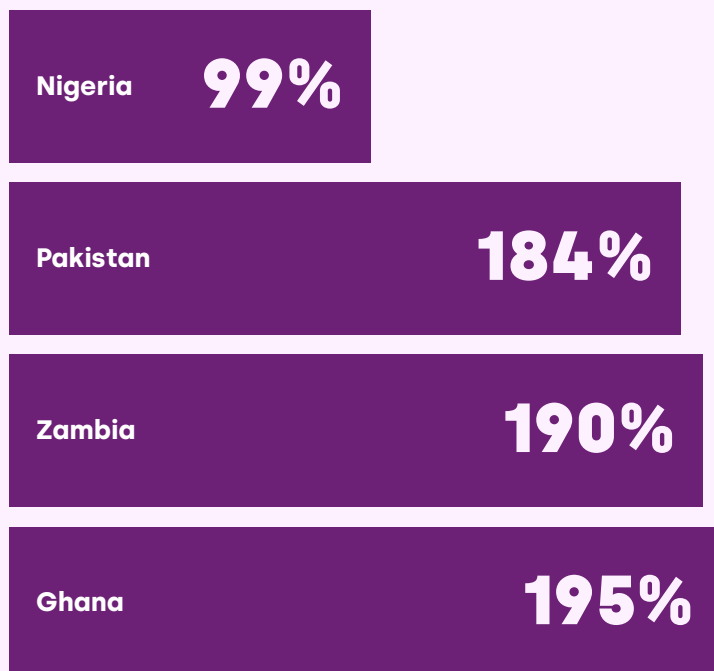
### **Building frameworks for post-COVID recovery**

- **Producing the COVID Economic Recovery Plan (CERP) for the UN.** Commissioned by the UN Country team in Sierra Leone, the IGC prepared a socioeconomic response plan to guide UN support to mitigate the impact of the COVID-19 pandemic and to build the basis for longer-term recovery in Sierra Leone. The team produced a Socio-Economic Response Plan (SERP) in September 2020. This has been fully adopted by the UN as one of four key pillars of support for the Sierra Leonean government. The SERP complements the Government of Sierra Leone's Quick Action Economic Recovery Programme (QAERP), amounting to a \$98 million package in total, \$27 million of which has been funded thus far.
- **Adapting Bangladesh's Eighth Five Year Plan in response to COVID-19.** The Government of Bangladesh was on track to release its Eighth Five Year Plan (8FYP) in 2020, however, the COVID-19 pandemic caused a marked disruption in the nation's underlying macroeconomic framework, with changes needed to respond to emerging public health and economic realities. Responding to the General Economics Division (GED), IGC supported a systematic assessment of the evolving economic conditions in the country and the subsequent identification of appropriate policy response. The amended 8FYP was published in December 2020, incorporating aspects of IGC's recommendations, in particular protection for cottage industry through the provision of low-cost loans via the banking sector.

# Key stats

## Web content

Increase in web users from notable countries  
(Apr–Dec 2020 vs previous period)



Increase in number  
of **IGC blogs**  
**published** from  
previous year

64%

Increase in **IGC**  
**content appearing**  
**in Google searches**  
from previous year

84%

Increase in **number**  
**of page views** for  
the IGC blog from  
previous year

100%

## Online events

19



Number  
of events  
organised

30+



Number of countries  
represented by  
attendees (on  
average, per event)

15



Number of countries  
represented by event  
speakers (from all  
events combined)

- **Informing Myanmar's Economic Relief Plan.** As part of a broader collaboration of researchers, IGC Myanmar provided guidance to the government to support identification of possible and appropriate policy responses to COVID-19. This included sharing a report that covered multiple aspects of the threat posed to Myanmar from COVID-19, and ways in which impacts could be mitigated or averted through prioritising certain responses. The note focused on how the government could prioritise and structure its response to the pandemic including focusing on interventions that could be expected to have a high impact on stopping the spread of the disease and improving treatment relative to their economic and social costs. It also focused on the institutional arrangements for handling the pandemic and the importance of using trusted channels of communications. Senior policymakers expressed gratitude for the report and for IGC's overall advice on the formulation of the final COVID-19 Economic Relief Plan (CERP).

### **COVID-19 events and communications**

The IGC has been working to support policymakers by increasing the supply of data and evidence and distilling relevant policy guidance through influential external publications and virtual events.

For IGC communications, this year was marked by an unprecedented increase in the volume of blogs, publications, and events – mostly related to COVID-19 – and expansion of our web audience, most notably in developing countries, where the number of web users almost tripled in some cases. Evidence of IGC being a key resource for information and data on COVID-19's impact on developing countries was seen on multiple fronts (see graphic below). Media coverage of IGC's analysis and policy responses to COVID-19 spanned 33 different sub-topics, including articles on school closures, food security, and the impact of the pandemic on women, tourism, and trade.

Notably, IGC quickly transitioned its in-person events programme to an online format, holding 19 online events (live and pre-recorded) this year. The shift to online events has allowed us to significantly diversify the voices we showcase and our geographic reach, and highlighted the need for a permanent online component of our events programme post-COVID.

While our communications efforts in the beginning of the pandemic focused much on disseminating data and policy guidance quickly and widely, we also delivered eight global communications campaigns around COVID-19 sub-topics and five non-COVID topics.





Pakistani women wearing masks stand in queue as they arrive at the National Database and Registration Authority office for new registration and biometric identification under Ehsaas Emergency Cash program.

### Notable webinars

Limited by restrictions in travel and in-person gatherings, the IGC was quick to build a collection of high-level webinars, bringing together government counterparts, practitioners, and researchers to discuss priority policy areas to support COVID response actions. Here we present a select few examples.

- **Global leadership to support Africa's response to COVID-19,** 24 April 2020. Participants included President Ellen Johnson Sirleaf, Dr Ngozi Okonko-Iweala, LSE Director Minouche Shafik, and IGC Director Professor Paul Collier. In this webinar, chaired by IGC Executive Director Jonathan Leape, speakers discussed the challenges facing African countries and lessons from the Ebola crisis, exploring how countries can best respond to the macro crisis caused by the collapse of natural resource prices and trade, capital flight, and disrupted global supply chains. The webinar was viewed by more than 1,000 people both on Zoom and Facebook Live.
- **The impact of COVID-19 on informal and migrant workers in India,** 13 May 2020. This webinar explored social policy measures and employment opportunities that can protect informal and migrant workers from hunger and extreme poverty. A related [recorded interview](#) with Professor Jean Drèze on the topic drew more than 2,900 views on Youtube.

- **Policies to address COVID-19's impact on Africa's informal sector,** 6 August 2020. This webinar, featuring Babatunde Fashola, Minister of Works and Housing in Nigeria, explored the impacts of COVID-19 on informal workers, discussing necessary policy measures to enhance social protection.

## Notable publications

The IGC produced a large volume of publicly accessible content over the year, aimed at supporting decision-makers in different contexts to bring about effective response to local challenges.

- **IGC COVID-19 Policy Guidance note:** [This note](#) received media coverage in IGC countries and has consistently been one of the top most downloaded COVID-19 publication throughout the year.
- **COVID-19 policy briefs:** Briefs were published covering several topics including: impact on the informal sector, summaries of economic survey results, social protection, impact of lockdowns, and remittances. The full suite of policy briefs are available on the [IGC website](#).
- **Pakistan's preparations and response to COVID-19.** IGC Country Economist Hina Shaikh's [blog](#) has been the IGC's most read blog on COVID-19, with over 62,500 views.
- **COVID-19 fight in Sierra Leone.** Sierra Leone Country Economist Niccolo Meriggi and Bangladesh Lead Academic Mushfiq Mobarak's op-ed was published in the [New York Times](#) in June 2020.
- **Sierra Leone research in ScienceAdvances.** IGC Sierra Leone research was published in *ScienceAdvances* as part of the [article](#) *Falling living standards during the COVID-19 crisis: Quantitative evidence from nine developing countries*.

## Features

In addition to webinars hosted by the IGC, senior IGC researchers have also been participating in external virtual events.

- Policy Director Astrid Haas and Cities that Work Chair Ed Glaeser were featured in a BBC World Service podcast on how the pandemic is changing cities.
- On 8 May 2020, IGC Director Paul Collier and Firms Research Programme Director Christopher Woodruff were panellists for an International Finance Corporation online workshop on Development Finance Institutions' Response to COVID-19.

# 3 National influencing

This year's total of 116 impact cases<sup>1</sup> compares to an achievement of 175 cases in 2019–20, 174 in 2018–19, and 164 in 2017–18. A lower impact achievement in 2020–21 compared to previous years was expected due to significant challenges already mentioned above. The quality of the 2020–21 impact achievement has remained high – in 2019–20, 21% of all impact resulted in substantive policy change, whereas in 2020–21, it was 31% of the total.

## 3.1 National influencing

This year presented challenges to our national engagements, not only because of COVID-19, but also through challenging socio-political and economic conditions. The most notable disruption in any one country has come from the February 2021 military coup in Myanmar. The coup and subsequent events have created deep fractures across the country's social and political landscape and led to many of the IGC's key partners being deposed and/or imprisoned. In response, IGC has ceased engaging with the government altogether while continuing to engage with and support a range of partners outside of government on issues of importance to the future of the country.

Additionally, tensions and disruptions caused by elections, conflicts, and civil unrest in Ghana, Mozambique, and Ethiopia have impacted and constrained IGC's engagements with policymakers, but also led to the scoping and development of new partnerships and work streams.

This section provides select examples of the IGC's national influencing activities and outcomes and impact during 2020–21 that stemmed from the IGC's resident country teams and its wider initiatives.

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**The quality of the 2020–21 impact achievement has remained high – in 2019–20, 21% of all impact resulted in substantive policy change, whereas in 2020–21, it was 31% of the total.**

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<sup>1</sup> Projects that have significantly impacted policy discussions and/or decisions.



## 3.2 Changes to policy

IGC research is purposefully identified, designed, implemented, and disseminated to provide policymakers with relevant and high-quality research to directly inform and support policymaking. As a consequence, much of IGC's research results in direct policy impact – whether in the development of a new policy, the revision of an existing policy, or in the decision to stop or reverse implementation of a retrograde policy. The following provides examples of instances where the IGC has had direct impact on a specific policy.

- **Reforming property tax in Freetown City Council.** An IGC project in Sierra Leone supported Freetown City Council (FCC) to improve revenue collection through strengthening of the property tax system. The central objective of this new system is to ensure that every property in the city is subject to the same valuation process through simplification and transparency. All of the recommendations were adopted by FCC and passed into law in March 2020. Notably, the FCC committed to move from an area-based taxation system to a more progressive points-based system. After the COVID-19 outbreak, this reform was pushed through but was amended and approved in April 2020 to be rolled out only to the top 50% most valuable properties in the city in an initial phase, in order to start collecting from those with the greatest ability to pay. This amendment came as a recommendation from IGC Sierra Leone Country Economists.
- **Export transitions, productivity, and the supply chain in Uganda.** This project considered how firms adapt when becoming exporters, and how this affects the exporters' supply chain. The work was presented at a policy workshop on export promotion and local content in March 2017 alongside the Ministry of Trade, Industry and Cooperatives (MTIC), which led to debate between the Minister of MTIC and the Governor of the Bank of Uganda on the *Buy Uganda Build Uganda* policy. In the months following this workshop, IGC Uganda engaged with both parties consistently and provided comments on the Local Content (LC) Bill, detailing how the protectionist measures proposed threatened to undermine the fundamental principles of economic integration in the East African Community (EAC). Ugandan Parliament approved the LC Bill 2019 in May 2020, which was then sent to President Museveni. Museveni rejected the bill, with some of the reasons for rejection echoing IGC's reservations around incompatibility of the proposal with EAC law and regulations. Correspondence suggests that the Governor of the Bank of Uganda had a role to play in the President's rejection of the LC Bill. This can be linked back to IGC's input highlighting the drawbacks of signing the Bill.

## **SUPPORTING MACROECONOMIC POLICY IN SUDAN**

The Sudanese Minister of Finance, the Economic Advisor to Prime Minister Hamdok, and DFID Sudan requested guidance from the IGC on the government's proposed fuel subsidy reform. The IGC report, sent to the Sudanese Government in March 2020, identified an urgent need to close the significant budget deficit, which was being monetised and driving inflation. This input directly informed the transitional government's successful removal of fuel subsidies, saving some estimated \$3.5 billion annually in government spending. This work was followed by a second request in November 2020 to advise the government specifically on exchange rate reform. The IGC held a series of discussions between the Sudanese government and a group of macroeconomic experts during November and December 2020. Based on these discussions, the Central Bank of Sudan established a FX reserve fund as part of the plan for exchange rate reform. In February 2021, the government unified the official and parallel exchange rates.

- **Harnessing the power of electronic fiscal devices for tax collection in Zambia.** Compliance by formal firms with consumption taxes such as VAT remains low in Zambia. One key policy intervention aiming to address this was the implementation of Electronic Fiscal Devices (EFDs) for all VAT-registered firms. The IGC evaluated the effectiveness of EFDs, with findings indicating that an increase in EFD share was associated with a reduction in VAT remittance. The Zambia Revenue Authority (ZRA) took the decision to institute measures to improve compliance. One of these measures was a consumer incentive scheme. Based on this decision, researchers offered policy recommendations on how to implement an effective consumer VAT lottery incentive scheme. These proposals were put forward by the Research Department of the ZRA to senior management. Proposals will now progress towards piloting and then implementation.

### **3.3 National strategy influence**

Often, IGC's engagements with stakeholders and subsequent support comes prior to the design and implementation of formal policy. Governments frequently require robust research and evidenced-based insights to answer big economic questions that shape national strategies. Engagement at this stage in policymaking often opens up multiple avenues

for further IGC engagement and research, embedding the IGC as partners in strategy development. The following provides examples of where the IGC has supported governments in their economic policy strategies.

- **Guidance on Ghana's flagship One District, One Factory initiative.** IGC research produced a 'guidebook' for Ghana's flagship initiative, One District, One Factory (1D1F), that has committed to building a new factory in each of Ghana's 216 administrative districts. The study was conceived in collaboration with the Minister for Local Government and Rural Development, and research for this project was undertaken in collaboration with the Office of the Head of Local Government Service with support from the National Development Planning Commission and the Fiscal Decentralisation Unit of the Ministry of Finance. The guidebook provides guidance on which types of factories would be most viable in each district. The Minister of Trade and Industry has confirmed that the guidebook is being used as it was conceived; a reference document for the government on shaping the 1D1F initiative as it evolves. Specifically, the government has taken up recommendations encouraging districts to facilitate and sponsor joint factories to leverage economies of scale, and has asked all 1D1F factories for a detailed succession plan to ensure their sustainability.



Dignity factory workers producing shirts for overseas clients, in Accra, Ghana.



People walking past a large building site in Addis Ababa, Ethiopia.

## **NEW TOOLS FOR THE EAST AFRICAN COMMUNITY'S COMMON EXTERNAL TARIFF TASKFORCE**

This IGC in-house project entails the extraction of all deviations from the Common External Tariff (CET) recorded by the East African Community (EAC) Secretariat since 2010 and the translation of these deviations into a digital dashboard. The dataset digitised ten years of tariff data and facilitates further research on the regularity of the CET, the levels of external protection in the region, the types of products with frequent exemptions, and the characteristics of firms within the Duty Remission Scheme. On 10 February 2021, IGC researchers presented the paper as well as the corresponding dashboard to the Secretariat of the EAC. Because of project findings, the EAC has decided to digitise all EAC exemptions going forward, and will share the tool with all EAC member states in the April meeting of the Committee of Customs. To support the future development of the database, the EAC have asked project researchers to work with a private company to provide the historical basis for the database. Already the dashboard is informing decision-making with regards to tariff structures and approaches in Rwanda.

- **Informing Cape Town's Inclusive Growth Strategy.** The City of Cape Town this year produced a draft Inclusive Economic Growth Strategy, intended to address the economic crisis they were facing. The IGC Cities that Work (CtW) team provided evidenced-based strategic guidance for the strategy, with CtW Council members Paul Collier (Oxford and Director of IGC) and Ed Glaeser (Harvard and IGC



Research Programme Director) acting as senior advisors, working with the city to lay the framework and structure of the strategy, as well as the key issues to be tackled. CtW economists then provided synthesis literature and evidence on those key questions. In April 2020, the City of Cape Town informed the team that the literature review had been incorporated into the draft strategy, and requested further input on various topics, including 'liveability' and the role that it plays in attracting firms to the city, and the linkages between the construction sector, a city's ability to build, and inclusive economic growth. Specifically, the strategy reflected IGC inputs on the framing of inclusive growth in relation to crime, contagion, and congestion, and the role new entrants to the city play as economic actors in the formal sector.

- **Review of Ethiopia's National Regional Development Framework.** Building on IGC Ethiopia's long-standing relationship with the Planning and Development Commission (PDC), IGC was requested to join a select group of stakeholders to review the Commission's National Regional Development Framework. The framework will provide an integrated approach to regional development across a number of different priorities. IGC was specifically requested to review elements relating to Spatial Dimensions of Manufacturing and Urban Development. IGC presented their inputs at a stakeholder workshop hosted by the PDC, with IGC comments subsequently incorporated into the Framework.

### 3.4 Agenda-setting

The IGC's network includes many of the world's top academics in their respective fields – a resource that makes IGC attractive to governments setting out long-term visions for economic development. Agenda-setting precedes the formulation of broader strategies and distinct policies, and often takes place at the highest levels of government. We provide some examples of IGC's agenda-setting activities in 2020–21.

- **Investigating macro- and microeconomic determinants of inflation in Ethiopia.** IGC Ethiopia has been engaging the highest levels of government to support macroeconomic agenda setting over the past two years. IGC research investigating monetary transmission and structural factors underlying inflation in Ethiopia was presented to members of the Government's Macroeconomic Committee. Additional analysis on the microeconomic drivers of inflation is being generated and IGC Ethiopia will continue to engage the Committee on this basis into 2021–22.

## **CO-DELIVERING UGANDA'S ECONOMIC GROWTH FORUM**

In September 2020, the IGC and the Ministry of Finance, Planning and Economic Development (MoFPE) hosted the fourth Economic Growth Forum to reflect on the state of the Ugandan economy in light of the recent global economic and health crises caused by COVID-19, and identify policy solutions to drive future economic growth. The conference provided an opportunity to discuss findings of recent IGC research on this topic, alongside other bodies of evidence. The event was attended by 450 people including more than 60 influential policymakers at the national and international level. Recommendations from the Forum were included in government's Budget Strategy for 2021–22 published on 24 September. By direct request of the Permanent Secretary of the Ministry of Finance, Keith Muhakanizi, IGC researchers are now producing the *Economic Growth Forum Book*, a collection of 13 articles co-generated by IGC and MoFPE on different topics presented at previous Economic Growth Forums. The book will be signed by the Permanent Secretary of the Ministry of Finance and will function as a guiding document to inform policymaking in Uganda moving forward.

- **Big Push for the Rural Economy in Pakistan.** To combat the issue of low productivity in the agricultural sector, the Punjab Government's Punjab Skills Development Fund (PSDF) initiated the Big Push for the Rural Economy scheme, designed to increase training in target districts. Evaluating the scheme, IGC research found strong evidence that coordinated interventions for training across the value chain increased the quantity, yields, and value of crop and milk production. In March 2021, the team disseminated findings during a roundtable, with the aim to instigate discussions between major stakeholders to implement learnings from this intervention in policymaking across different levels of the government and its programmes. The PSDF CEO co-hosted the roundtable event while the Provincial Secretary for Agriculture for the Government of Punjab was also present. The PSDF CEO highlighted the value of the evaluation conducted by the IGC and CERP and notified the team that they have begun work on programme designs that embed ICT-based advisory services. Later in March 2021, the PSDF extended the Big Push scheme to other districts in Pakistan, integrating the same design into other regional programmes and making small changes to the existing programme, both of which were informed by the findings of the evaluation.

### 3.5 Technological/process changes

Supporting evidenced-based policymaking can also take the form of building systems, processes, and tools that facilitate the use of better data and information for day-to-day insight and decision-making. Through the broad spectrum of expert research and support, the IGC not only influences formal policy, but also directly supports the design and implementation of organisational structures, process, tools, and functions to improve policy implementation, service delivery, and day-to-day practice and decision-making.

- **Data-driven, tech-supported policymaking for infrastructure development in Pakistan.** In previous work, IGC Pakistan supported the Government of Balochistan in developing a spatial strategy to guide the province's budgetary allocations and development priorities. This work has helped set the context for a new framework for growth in Balochistan based on a spatial and data-driven approach and is now forming the basis of the government's ongoing negotiations with the World Bank to finance a full-fledged spatial strategy. The work identified two key components a spatial strategy must entail, the first being a data development framework, and the second an IT-based Decision Support System (DSS) to make use of this data, with the objective of supporting evidence-based and responsive decision-making. In 2020–21, IGC provided additional support to ensure traction and uptake of the proposed spatial strategy, in particular to pilot a DSS with ability to support decision-making across various sectors. This work had direct support from the government and was developed in consultation with their core team. The conceptual framework was presented to the provincial Planning and Development Department in February 2021, following which feedback on DSS design was received and incorporated into the final system. As part of IGC's support, government officials will receive training on how to effectively use the DSS. Next steps are for the system to be implemented, scaled up, and used by other provinces and sectors. The expectation is that the work will help reform the entire management system and is likely to result in the overall reform of the provincial development portfolio.

## **TECHNOLOGY TO BOOST LOCAL TAX COLLECTION IN GHANA**

As part of a medium-long-term cluster of research relating to local tax collection in Ghana, IGC has supported the development and evaluation of a new technology-based tax collection system – an Enhanced Revenue Management System (ERMS) – designed to improve the efficiency and efficacy of revenue generation. The system has been evaluated in a randomised controlled trial (RCT) involving 65 Metropolitan, Municipal and District Assemblies (MMDAs). This year, the IGC delivered an impact evaluation of the system, finding that the ERMS helped improve local revenue mobilisation significantly. These results were shared with the Vice President of Ghana, who was interested in discussing the logistics and economics of rolling it out across all local governments. Subsequent to this engagement, the Vice President tasked the Economic Management Team Secretariat and ERMS software provider to work with the various local governments to deploy the ERMS nationwide. To date, two additional local governments have deployed the ERMS, with five more districts in discussion regarding deployment.

- **Informing property tax valuation in Uganda.** Working closely with the Kampala Capital City Authority, this project assessed a number of different valuation methods for property taxation. IGC findings informed KCCA's decision to input a mass valuation into a newly procured system for automated property valuation model in the next valuation roll, and to dedicate specific resources to build internal capacity for adjusting the models over time. Following this, KCCA published the "KCCA 5-year Strategic Plan" which institutionalises the revaluation process.
- **Supporting improvements in Mozambique's maize value chain.** Following previous research into Mozambique's pigeon pea value chain, the Ministry of Agriculture and Food Security (MASA) and the Mozambican Institute of Cereals (ICM) requested IGC to conduct a similar study on the country's most important staple food: maize. Results were presented identifying interventions that ICM can implement to stabilise the market price, with the benefit of rewarding small farmers and ensuring they receive minimum gains. One particular insight provided by the study was regarding how ICM infrastructure could manage cereals warehouses, having identified notable inefficiency in the management of silos and the lack of access to them by farmers. These insights have helped inform the ICM's management approach of silos – subsequent to the engagement, the Government of Mozambique passed



the management of silos to ICM, which has restructured the management using public-private agreements. By incorporating under-utilised infrastructure for storage, ICM's decision will help stabilise maize prices.

### 3.6 Private sector and non-government engagement and impact

Policy landscapes can involve the intersection of an array of different actors, from government and civil society to the private sector and donor organisations. Working in heterogeneous economic and policy environments requires a pragmatic and flexible approach to in-country engagement and research uptake. Often, convening multiple, diverse stakeholders is required to find appropriate sustainable and inclusive policy solutions.

- **Community engagement and social cohesion in humanitarian crises.** The Institute of Migration (IOM) and UNHCR sought IGC's help in generating evidence to inform a guided transition to formal governance models within Rohingya refugee camps in Bangladesh. IGC evaluated rollout of new planned governance interventions by studying existing structures – both formal and informal – which govern the distribution of aid among Rohingya households, finding that communities choose the rules by which they make allocative decisions, select and monitor their leaders, and resolve disputes. A key recommendation for UNHCR and IOM is that formal governance interventions may be more successful if they incorporate, rather than replace, existing informal structures of governance. The IOM has signed a memorandum of understanding (MoU) with the research team to continue the research collaboration, providing them full access to IOM's data – a significant decision given the IOM oversees management of approximately 500,000 people situated within the Rohingya camp at Cox's Bazaar. Research will continue into 2021–22, with influence over the IOM's governance approaches expected.

### 3.7 Capacity-building

IGC recognises that there can often be significant and sustainable capacity-building outcomes implicit within the research-to-policy process, irrespective of whether targeted and purposefully designed capacity-building activities have taken place. However, IGC does also deliver explicit mechanisms for building capacity for designing, generating, analysing, and utilising research and evidence for decision-making. Below are select examples from 2020–21 activity.

- **Building capacity to foster informed public debate in Sudan.** The IGC State Fragility initiative (SFi) has been assisting the Thomson Foundation with economic input to inform their training of journalists in Sudan to enable better coverage of economic issues to guide more informed public debate. Content has covered the country's reform agenda, including potential impacts and implications, with the aim of ensuring the training curriculum reflects current priorities and thinking. Thomson Foundation was pleased with IGC's support, noting that contributions were 'extremely useful' in providing grounded insight into Sudanese politics and the country's economic systems and structures.
- **Bureaucracy Lab in Ghana.** A long term engagement with the Office of the Head of the Civil Service in Ghana features a series of interventions around understanding productivity and improving management practices in the civil service. In 2019, the findings pushed forward the establishment of a Bureaucracy Lab to strengthen research and data use throughout the civil service. IGC Ghana country economists were appointed to the advisory group for the Lab. This year, one of the key outputs of this collaboration has been the training to improve the research capacity of 49 civil servants.



One of the largest markets in Khartoum, Sudan, is the Souq Arabi.

### 3.8 National events

The IGC hosts a broad spectrum of events. Events are important conduits to facilitating research uptake, maintaining existing and fostering new relationships, and bringing together diverse actors to collaborate on important policy challenges. The IGC has also demonstrated its significant value as a convener – bringing together diverse actors within government and across sectors, to discuss and move forward on priority policy areas that require the collaboration of multiple entities.

## **SUPPORTING YEMEN'S PEACE NEGOTIATIONS**

Between October 2020 and March 2021, the IGC held consultation sessions with Yemeni and international stakeholders regarding the issue of fuel imports through Yemen's Hodeidah port. The consultations aimed to better understand and document the views of different stakeholders regarding this critical issue, in an attempt to provide a structured framework and common base for discussion that could support the ongoing peace negotiations. The consultations provided valuable insights into the evolution of the fuel import process to Hodeidah during the conflict, including data on volume of imports. The final report was shared with the Deputy Head of Mission at the Office of the Special Envoy for Yemen in February 2021.

- **Convening actors to advance Rwanda's e-mobility ambitions.** Electric mobility is rapidly gaining traction around the world as an energy-efficient solution for transporting goods and people. Responding to policymaker requests, IGC Rwanda partnered with the Ministry of Infrastructure (MININFRA) to deliver a workshop that brought together a mix of the most relevant stakeholders from the Government of Rwanda, private sector, and development partners, to learn and exchange knowledge on scaling up transport systems in an environmentally and financially sustainable way. The workshop leveraged IGC research on e-mobility considerations for Kigali. Several recommendations came from the workshop, including: starting an 'e-mobility taskforce' to help solve problems related to scaling up e-mobility and monitor progress; incorporate e-mobility into a city-wide plan that covers all aspects of a fully functioning city transport landscape; test regulations and learn alongside the private sector; and design and implement demand- and supply-side fiscal- and non-fiscal incentives. To capture these recommendations, a policy brief was produced by IGC, which subsequently fed into government policy proposals on e-mobility.
- **Unlocking new cities for growth in Uganda.** As part of Uganda's Vision 2040 and third National Development Plan, the government has committed to creating 15 new cities in addition to the capital Kampala. Effective 1 July 2020, ten of these cities became operational. However, making them engines for growth and 'hubs of happiness' requires forward planning and proactive policies to enable job creation and rising living standards. In light of this, the Ministry of Local Government and IGC held a policy workshop to discuss best practice in the establishment of new cities and key

policy actions for unlocking their potential to drive economic growth and development in Uganda. The workshop provided a platform to discuss immediate and medium-term priorities to develop an action plan for future reform. The event is seen by the Ministry as the first in a series of 'knowledge forums' that can provide the basis for short- and medium-term strategic planning for new cities.

### **3.9 Flexible engagements**

During 2020–21, IGC continued engagements in countries without resident country teams, responding to requests received from governments and managing research projects commissioned in these countries. In May 2020, the flexible engagements team hosted a webinar on 'The economic and security implications of COVID-19 in the Middle East', with panel representatives from Yemen, Jordan, and Lebanon. Below, we highlight some country-specific engagements.

#### **Jordan**

The IGC commissioned a project analysing the impact of COVID-19 lockdown policies on mobility patterns, the labour market, and business activity in Jordan. Initial findings were disseminated through a series of webinars with the Department of Statistics. IGC and the Greater Amman Municipality (GAM) co-hosted a webinar in December 2020 that examined Amman's response to COVID-19, provided academic evidence on the role of planning for urban resilience, and explored challenges and opportunities for recovery. The event received strong media coverage through a number of articles published in leading Jordanian news outlets.

#### **Lebanon**

IGC and the Lebanese Centre for Policy Studies completed a project looking at the role that political connections play in public infrastructure procurement in Lebanon. Findings were presented to major donor organisations, and the report was referenced in a number of media articles. IGC participated in policy roundtable discussions hosted by FCDO's Lebanon Economic Enterprise Programme (LEEP) to identify barriers facing SMEs in the country. Recommendations produced by the roundtable discussions will be shared with government once a new government has been formed.



# 4 Policy initiatives

## 4.1 Cities that Work

Over 2020–21, the Cities that Work (CtW) initiative have represented the IGC on the global stage at many high-profile events. CtW's workshops, panels, and engagements, as well as generating direct policy impact and contributing to research and coordination around the COVID-19 pandemic, have attracted large audiences drawn from urban practitioners, NGOs, the private sector, and policymakers. Below are a number of highlights from the Cities that Work team's global engagements in 2020–21.

- **COVID-19 and cities.** In response to the pandemic, CtW initiated a blog series on 'Connecting back better' and produced a number of longer policy briefs. Policy briefs have focused on the topics of water, sanitation, and hygiene policy in the time of COVID-19; tax policy reforms to mitigate the effects of the COVID-19 pandemic; and how data can be leveraged to form an effective policy response. The blog series, initiated through the CtW Council, has helped CtW reconnect and share ideas with other researchers and development institutions, as well as policymakers in Sierra Leone, Liberia, Ghana, and Malawi. In addition, CtW Council Member Astrid Haas contributed to a number of global debates on cities and COVID-19, including the Big City Africa panel event at the University of Boston and the Institute on Municipal Finance and Governance panel on how COVID-19 has affected municipal fiscal health.
- **Global Future Cities.** CtW once again supported the Global Future Cities programme, a component of the UK's Prosperity Fund that aims to provide technical assistance for a set of targeted interventions to promote sustainable urbanisation in 19 middle-income cities, in 2020–21. The team contributed to four sessions in a series of weekly webinars, focused on the following topics: 1) 'Building back better' post-COVID-19 with Paul Collier alongside Mayor of Bristol, UK, Marvin Rees, 2) Governance and collaboration, 3) Evidence-based design and data for cities, and 4) Project finance and procurement. CtW also shared a number of policy framing papers and policy briefs with the 19 cities. Between them, the events had over 1,000 registered participants, with strong positive feedback that they were engaging and relevant. In addition, the UK Built Environment Advisory Group (UKBEAG) – the organisation

leading the capacity-building phase of the Global Future Cities programme – stated that the team's contribution had strongly enhanced their offering, and that the willingness of CtW to engage with attendees beyond the event was welcome and notable.

- **Urban October.** Urban October is a month-long, annual IGC communications campaign leading up to World Cities Day on 31 October 2020. During this month, CtW held two public events, the first held in partnership with New York University's Marron Institute, which focused on improved management of urban density post-COVID-19, and the second focused on placing cities at the centre of Africa's COVID-19 recovery, launching much-awaited policy framing papers on each topic (urban land use planning and the authorising environment of cities). This was also an opportunity to highlight the expansive portfolio of work on developing cities produced by IGC country teams and CtW over the past 12 months.
- **Urbanisation in China and Africa.** The end of 2020 saw the close of CtW's programme of work with FCDO China and Centre for International Knowledge on Development, comparing urbanisation in China and Africa. The four case studies, focussing on devolution in Mombasa, infrastructure and institutions in Nairobi, labour-intensive industrialisation in Hawassa, and land policy in Addis Ababa, as well as a synthesis report were published. An online webinar was held with all stakeholders involved and city experts to present the findings. Blogs on transport reforms in Kenya, housing in Hawassa, and what Africa can learn from China's experience summarised some of the key findings.
- **Financing sustainable urban development.** Phase 2 of the team's work with the UN-Habitat Advisory Group on enhancing the financial position of cities was completed early on in the 2020–21 financial year, with IGC having submitted the four case studies to UN-Habitat on 29 May 2020. The team received many positive responses from city and development partner counterparts including Mayor Abdirahman Mohamed Ayidid of Hargeisa who said he gained 'a new understanding of the merits of strengthening the financing position of his city.' The third phase of this work followed with a number of additional events (including a cities and experts webinar in November 2020) and a synthesis report. The final report and case studies will be presented at the European Parliament in May 2021, and at a technical event in June 2021.



A woman sells goods in traffic after the partial lockdown in parts of Ghana to halt the spread of COVID-19 was lifted in Accra.

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### CtW country support

- **Zambia.** In Zambia, CtW commissioned two projects to assist in the implementation of the new National Urbanisation Policy in close collaboration with the Ministry of Local Government. The first was with Patrick Lamson-Hall of the NYU Marron Institute, working on identifying and characterising informal settlements in Lusaka, their density and how they are growing over time. The second was with Ordnance Survey, supported by the Commonwealth Association of Architects, which focused on creating a base map of Lusaka city using automated techniques on aerial imagery. Together, the projects provided a solid foundation of spatial information, across both formal and informal parts of the city, that could be combined with other data to help in targeting vital infrastructure and services.
- **Uganda.** In partnership with IGC Uganda, CtW co-ran the first workshop as part of the knowledge forum for secondary cities, which focused on municipal finance and governance with the Ministry of Local Government as the key stakeholder. This also included the production of two policy briefs, the first on 'Unleashing the power of urbanisation for Uganda's new cities', and the second on 'Unlocking New Cities for Growth', outlining lessons from Zambia and Kenya.

## 4.2 State Fragility initiative

During 2020–21, IGC's State Fragility initiative (SFi) – formerly known as the 'Reducing State Fragilities initiative or 'RSF' – undertook a number of national and global-level engagements. At the national level, it deepened its engagement in Sudan and initiated work in Timor-Leste and Yemen. At the global level, SFi launched the Council on State Fragility, a group of eminent persons with deep understanding of the opportunities and challenges of state fragility. SFi also co-hosted the third annual DFI Fragility Forum with co-hosts CDC Group, the African Development Bank (AfDB), and the International Finance Corporation (IFC). The following are highlights of SFi's impact this year.

### **COUNCIL ON STATE FRAGILITY: POWERING UP ENERGY INVESTMENTS IN FRAGILE STATES CALL TO ACTION**

In September 2020, the Council discussed how to scale energy investments in fragile states. In February 2021, it launched a global call to action on the issue in partnership with the g7+ Group of fragile states. The call advocates for scaling energy access in fragile states by expanding investments in green, distributed generation systems. The call secured 50 signatories, including 15 current and former heads of state, development agencies, philanthropies, research centres, and private sector firms. The high-level panel event launching the call to action had attendees from over 50 countries and received wide media coverage from international and national news outlets.

- **DFI Fragility Forum.** The SFi team co-hosted the 2021 DFI Fragility Forum virtually on 23–24 March 2021 with co-hosts AfDB, CDC Group, and IFC. Approximately 28 DFIs attended. This year's forum covered three key areas: i) progress on inter-DFI collaboration ii) upstream collaboration and financing, and iii) scaling distributed renewable energy in fragile states. An assessment on the country pilots undertaken by SFi framed the first area and DFIs indicated appreciation for the report's findings. Next steps for all three areas have been agreed by Forum co-hosts.



## SFi country work

- **Sudan.** SFi supported key macroeconomic reforms in Sudan with analytical input on fuel subsidy removal and exchange rate reform. These contributions supported the government's thinking on lifting fuel subsidies over the course of 2020 and unifying the exchange rate in February 2021. Further detail on this is included in the impact highlights above. In January 2021, the Council met with Sudan's Prime Minister HE Abdalla Hamdok and senior government representatives to discuss the key challenges and opportunities facing Sudan and agree ways in which the Council could support Sudan's transitional government. High-level engagements on this work are underway.
- **Yemen.** Between October 2020 and March 2021, SFi held consultations with parties to Yemen's peace process on three key economic issues: civil servants' salaries, fuel imports through Hodeidah port, and what an economic track to the peace process could look like. The consultations aimed to better understand and document the views of different stakeholders to provide a structured framework and common base for discussion that could support the ongoing peace negotiations. This work was carried out with funding from FCDO Yemen.
- **Timor-Leste.** SFi analysed potential drivers of growth and sectoral transformation for Timor-Leste in a post-COVID-19 context. This work will be presented to the Prime Minister and Council of Ministers in June 2021 and will shape further government discussions on economic diversification.

# 5 Forward look

As we move into the 2021-22 financial year, IGC looks forward to building on momentum gained in core areas of strategy and delivery, as well as responding to new and continued challenges posed by budget cuts and limitations brought about by the global pandemic.

As COVID-19 continues to impact the globe, and notably IGC partner countries, we expect travel and in-person engagement limitations to persist throughout the next financial year. This will have a negative impact on IGC's ability to engage optimally with partners across the world, with a corresponding effect on our ability to achieve policy impact.

As an organisation, we are committed to driving forward improvements in equity, diversity, and inclusion (EDI) across all of our activities. This commitment will be reflected in the ongoing work of the IGC's EDI Taskforce, as well as embedded across the organisation through the inclusion of diversity as a core organisational value and the integration of EDI considerations across our strategic objectives.

To expand our commitment to learning, we will further establish and implement our 'Learning Framework', institutionalising learning across the IGC, and ensuring it feeds into decision-making.

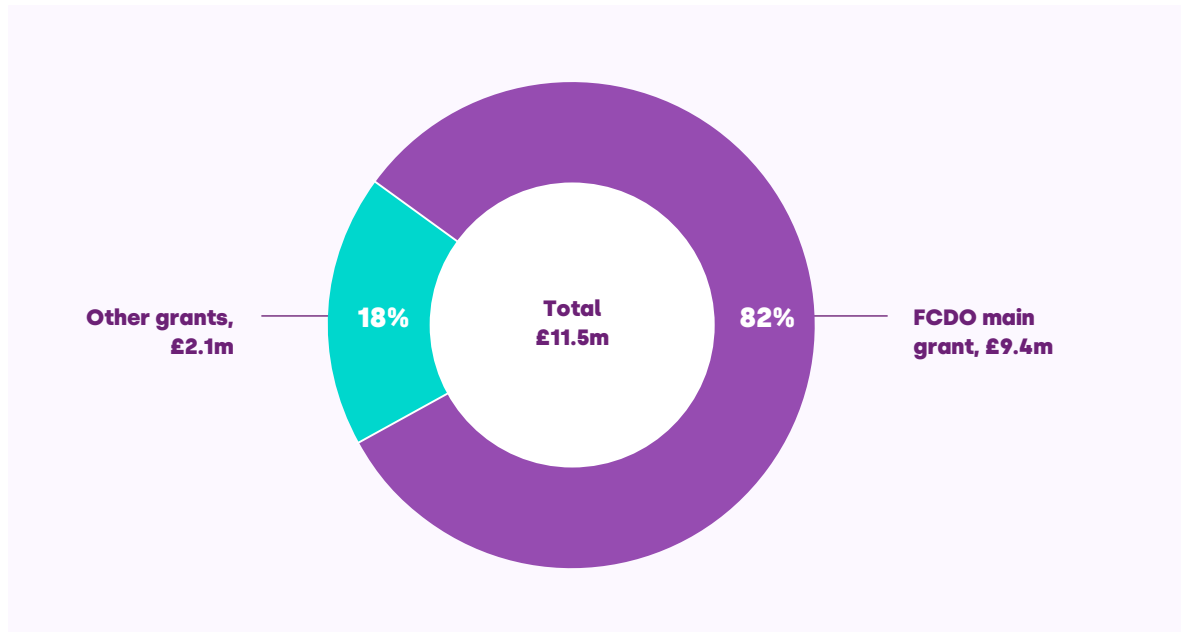
As countries turn their focus from the COVID-19 response to COVID-19 recovery, IGC will work with our partners in government, and more broadly, to put sustainable and inclusive growth at the core of 'building back better'. It is increasingly clear that creating jobs, raising incomes, and reducing poverty must go hand-in-hand with efforts to increase resilience to climate shocks and to accelerate the decarbonisation of energy supply and production to ensure that growth is truly sustainable.

Building resilience is an immediate challenge, given the acute vulnerability of developing countries to extreme weather events and rising sea levels. The innovation, infrastructure investment, and planning needed to accelerate decarbonisation mean that urgent action is necessary here, too, if lower income countries are to transition successfully to new growth trajectories and avoid imperiling growth by becoming the large emitters of tomorrow.

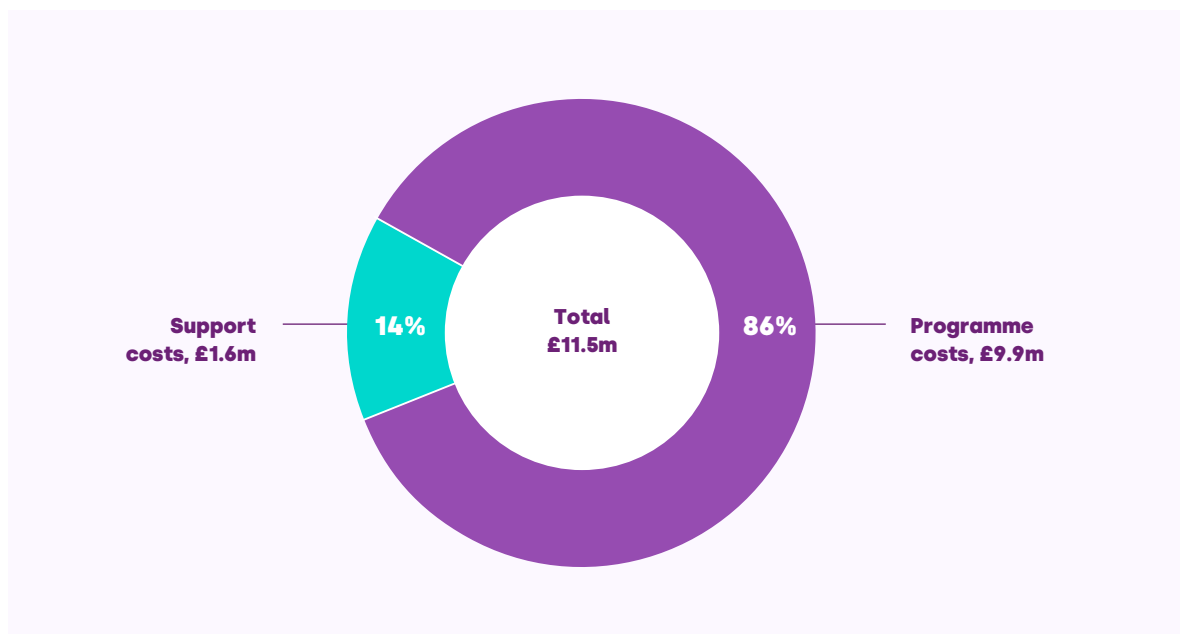
Achieving sustainable growth in developing countries will require broad-ranging systems change built on structural transformations across energy, production and employment, transportation, and land use systems. Bringing top researchers into deep partnerships with policymakers to analyse these transformations and develop innovative policy solutions can drive the change that is needed to address the climate crisis and eliminate extreme poverty.

# 6 Financials

**FIGURE 1. IGC FUNDING SOURCES FY 2020–21**



**FIGURE 2. IGC EXPENDITURE FY 2020–21**



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**[www.theigc.org](http://www.theigc.org)**

