

# Annual Report

**IGC**  
International  
Growth Centre

2018–2019



Directed by



The International Growth Centre (IGC) aims to promote sustainable growth in developing countries by providing demand-led policy advice based on frontier research.



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174

High-impact projects this year

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## Celebrating 10 years of the IGC and looking to the future

Jonathan Leape  
Executive Director, International Growth Centre



This year we celebrate the tenth anniversary of the IGC, reflecting on a decade of research and policy impact and setting an ambitious strategy for the future. In recent years, our policy impact has expanded beyond our 12 partner countries, the direct influence of our research on policy has reached new levels, and our global leadership in academic and policy arenas has grown.

Our success is built on a distinctive approach to tackling poverty – an approach based on collaborative research. We work closely with policymakers using frontier research to generate new ideas and innovative policy solutions. Armed with these tools, policymakers are better equipped to support the economic transformations necessary to generate productive jobs and move people en masse into higher productivity activities.

The UK Department for International Development has supported this vision throughout the life of the IGC, and we are delighted that DFID has this year committed to fund our research and policy work for the next seven years. We are pleased also to be working with new partners supporting important new areas of work (pg. 16).

In 2018–19, the IGC had 174 independently-audited cases of policy impact across 20 countries, where projects had significant influence on policy discussions and decisions.

On the global stage, our new policy initiative *Reducing State Fragilities* is taking forward the work of the *LSE-Oxford Fragility Commission*, including coordinating a forum of leading development finance institutions to better collaborate on investments in fragile settings (pg. 12). Our *Cities that Work* initiative expanded its research and policy engagement to 19 middle-income cities this year through exciting work with UN-Habitat (pg. 13).

In March, we launched the Small and Growing Business (SGB) Evidence Fund with the Aspen Network for Development Entrepreneurs to foster collaborations between researchers and practitioners to understand how best to support growth in small firms and to create quality jobs. We seek to enhance learning by combining practitioner insights with the rigours of academic research.

Our core research and policy engagement continues on the four drivers of economic transformation – effective states, productive firms,

functioning cities, and accessible and sustainable energy.

On state effectiveness, an IGC study published in the *American Economic Review* used mobile phone data to accurately predict wealth and other socio-economic characteristics in Afghanistan, demonstrating the potential for new, low-cost big data approaches to generating critical economic data. Data innovations were also important in our cities work. Research in Rwanda used electronic billing machine data to understand economic activity in cities and to map trade between cities and regions – a new approach that could change municipal policymaking.

On firms, IGC research in Ethiopia showed bank branches with better management practices disburse more credit and operate more widely. On energy, a randomised experiment in Bangladesh showed low-cost information campaigns can help households conserve energy (pg. 9).

As our first decade draws to a close, we enter a new phase of the IGC that will see us commissioning groundbreaking research in further areas and working collaboratively with new and existing partners to support transformative growth policies.

## Some milestones in our research and policy impact this year.

June 2018

### VoxDev.org's first year

IGC's development economics platform VoxDev.org, in partnership with the Centre for Economic Policy Research, celebrates its one-year anniversary by launching VoxDev Talks, featuring audio interviews with top policymakers, academics, and practitioners such as Rachel Glennerster (DFID), Abhijit Banerjee (MIT), and Louise Fox (USAID).

August 2018

### New research projects

We commission close to £2 million in new research projects across our four themes and 12 countries via a Special Commissioning Board targeted at IGC Research Affiliates and PhD candidates.

August 2018

### Pakistan Economic Advisory Council

After winning the 2018 general elections, the Pakistan Tehreek-e-Insaf administration appoints IGC Pakistan Country Director Ijaz Nabi and Co-Country Director Naved Hamid to the Economic Advisory Council to oversee national economic reform. Nabi and Hamid led the Council's work on fiscal policy.

October 2018

### Influencing global health guidelines

Findings from a seminal IGC study in Zambia on incentivising community health workers (CHWs) directly influences a World Health Organization (WHO) recommendation to offer career ladders to practising CHWs, as part of a major guideline document on managing CHW programmes.

January 2019

### Job incentives research published

An IGC study by Khan, Khwaja, and Olken examining the impact of incentivising Pakistani tax inspectors through performance-based job postings is published in the *American Economic Review*. Findings show the intervention increased annual tax revenue growth by 30–41%.

January 2019

### How information helps jobseekers

We publish our growth brief on labour market information authored by Stefano Caria and Theres Lessing. New analysis in the brief finds low-cost interventions certifying jobseekers' skills are particularly effective in helping people secure higher-paying jobs.

February 2019

### First DFI Forum

Following engagements with the major development finance institutions (DFIs) through the LSE-Oxford Fragility Commission, the IGC co-hosts the inaugural DFI Forum at Oxford with the International Finance Corporation, CDC Group, and Blavatnik School of Government. Participating DFIs agree to a series of pilot programmes to improve coordination and collaboration in fragile contexts.

March 2019

### Launch of SGB Evidence Fund

IGC jointly launches the Small and Growing Business (SGB) Evidence Fund with the Aspen Network for Development Entrepreneurs (ANDE) to support collaborations between researchers and practitioners. Funded research projects will generate knowledge on how to best support SGBs and their economic and social impact.

April 2019

### Yrjö Jahnsson Award in Economics

IGC Research Programme Directors Oriana Bandiera and Imran Rasul are awarded the Yrjö Jahnsson Award in Economics, considered the most prestigious in Europe. The award recognises their work on the role of social relationships in economics and pioneering field experiments in the workplace and social networks.

The IGC runs 12 country programmes and has ongoing engagements in a further six countries on key government priorities.

223

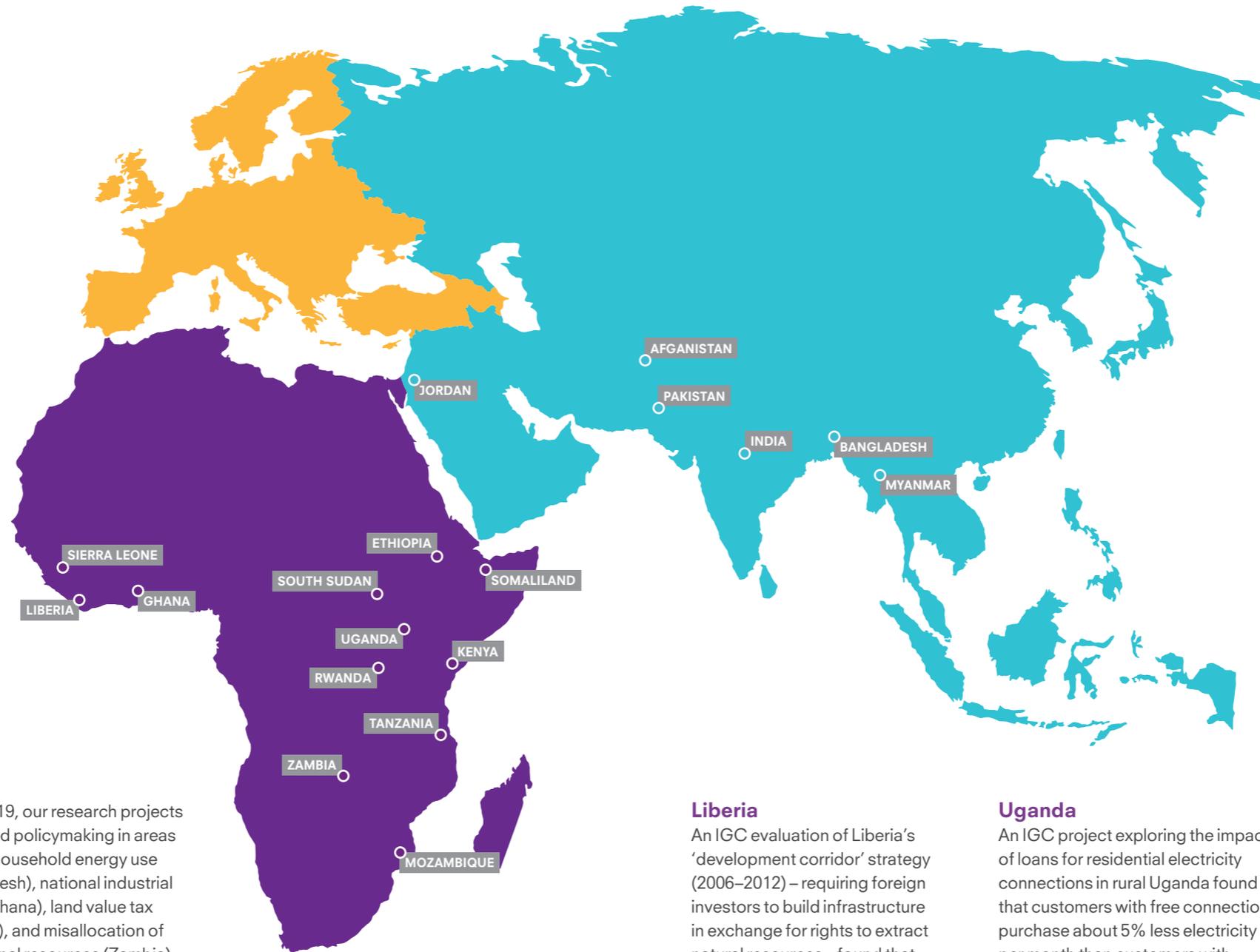
Active projects 2018–19

20

Countries where IGC influenced policy in 2018–19

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-renowned 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 2018–19, our research projects influenced policymaking in areas such as household energy use (Bangladesh), national industrial policy (Ghana), land value tax (Rwanda), and misallocation of educational resources (Zambia).



Jordan

An IGC study is using mobile phone data to analyse the patterns and impact of the large influx of refugees in Amman, and the implications on infrastructure and service delivery.

Afghanistan

Results from an IGC study testing the viability of using mobile phone technology to monitor teacher attendance in Afghanistan showed that fellow teachers were willing to report cases of absenteeism, with most reports also backed up by other sources.

Myanmar

IGC research evaluating the potential for community-based dispute resolution training found that the training increased people's knowledge of their housing, land, and property rights, and positively influenced their decision-making on common issues such as boundary and inheritance disputes.

Liberia

An IGC evaluation of Liberia's 'development corridor' strategy (2006–2012) – requiring foreign investors to build infrastructure in exchange for rights to extract natural resources – found that mining, particularly iron ore, and Chinese-backed concessions increased economic growth within 25 km of concession areas, whereas agriculture, forestry, and US-backed concessions did not.

Uganda

An IGC project exploring the impact of loans for residential electricity connections in rural Uganda found that customers with free connections purchase about 5% less electricity per month than customers with paid connections.

South Africa

The IGC's Cities that Work team provided instrumental input into the drafting of the City of Cape Town's research strategy, data strategy, and approach to human settlements.



## IGC in numbers

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

1,336

 Research projects commissioned

801

 High-impact projects\*

1,967

 Academics in our research network

### In 2018-19

174

 High-impact projects\*

34%

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

20

 Countries where we had policy impact

434

 Global media mentions

+389K

 People accessed 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.



## Unexploited resources can help Ghanaian policymakers build a new factory in every district.



**Firms  
Ghana**

**Researchers:** David Lagakos, James Dzansi, Henry Telli  
**Partner institutions:** Ghana Ministry of Local Government and Rural Development

**Industrialisation is a key requirement for sustainable growth and development. Ghana's ambitious 'One District, One Factory' (1D1F) policy aims to facilitate the building of a new factory in each of its 216 districts, but requires details of each district's industrial prospects to effectively evaluate factory proposals. An IGC project surveyed district officials and local property owners and found unexploited resources in almost every district in Ghana. Researchers compiled the findings into a guidebook, which is now being used to inform future decisions on the 1D1F policy.**

Ghana's industrial sector is the second largest contributor to GDP after services. However, the performance of the manufacturing sector in the years since independence has been weak, in spite of relatively steady economic growth. In response, the 1D1F policy aims to facilitate the establishment of a new privately-owned factory in each of Ghana's 216 districts.

In implementing this ambitious policy, policymakers have faced difficulties in obtaining crucial data on each district's comparative advantages and industrial prospects, which are needed for the governments to select the most promising projects.

On the request of the Ministry of Local Government and Rural Development, the IGC investigated the most viable types of factories in each district. Researchers surveyed district officials and local property owners in each of the 216 districts, enabling them to identify of each district's manufacturing capabilities and availability of local resources.

In almost every district, researchers found a substantial supply of at least one unexploited commodity, like fruit and textiles, that could be capitalised on as part of the 1D1F. The study also showed that beyond the building of the factories, issues of managerial capacity, including input procurement, labour management, and links with large international buyers, will be critical for sustainability. The findings were compiled into the *One District, One Factory Guidebook*.

The guidebook is now being used by the 1D1F Secretariat to inform decisions on the development of the policy. In addition, the findings of the project have been covered in national media outlets and discussed by Ghanaian President Nana Akufo-Addo in 2018 at a meeting where he was presented with a status update on 1D1F.



**Ghana's 'One District, One Factory' policy aims to build a new factory in each of its 216 districts.**



## Low-cost information campaigns can reduce household energy consumption in Bangladesh.



**Energy  
Bangladesh**

**Researchers:** Asadul Islam, Liang Choong Wang, Ahsanuzzaman  
**Partner institutions:** Bangladesh Ministry of Power, Energy and Mineral Resources

**Many developing countries face challenges generating sufficient energy supplies while also reducing greenhouse gas emissions, resulting in a need to conserve existing supplies. An IGC randomised experiment in Bangladesh examined how information campaigns that provide advice and address social norms can reduce levels of household energy use. The findings suggest information campaigns can be a powerful tool for reducing energy consumption, and this effect increases over time. The Ministry of Power, Energy and Mineral Resources (MPEMR) has expressed interest in partnering with the IGC to scale-up the use of information campaigns in further cities.**

The study surveyed over 2,300 households in Dhaka, Khulna, and Jashore to test three types of information campaigns on energy conservation. The first offered expert advice on electricity conservation (knowledge treatment); the second provided information on the average electricity consumption of other households in the city (suburb comparison), and the third gave information on the households' own electricity consumption relative to their neighbours (neighbour comparison).

The results showed a reduction in energy use across all three groups exposed to

the respective information campaigns. The strongest effects were observed with the knowledge treatment, suggesting that providing advice on saving energy could significantly reduce households' energy consumption.

The reduction in electricity consumption also increases over time as households receive repeat information. For example, a reduction of 8% after two months grows to a reduction of 14% after seven months. The study also tentatively estimated the levels of energy reduction if such an information campaign were to be scaled-up in other cities.

The MPEMR has expressed interest in scaling up the use of information campaigns through a collaboration between the IGC and the Sustainable and Renewable Energy Development Authority.

The Secretary of MPEMR's Power Division agreed with the researchers that other means of promoting energy conservation, such as carbon taxes and subsidies encouraging the use of environmentally friendly technology, are politically difficult and expensive to implement. Information campaigns could offer governments in developing countries a low-cost means of reducing energy consumption.



**A reduction of 8% in electricity consumption after two months grows to 14% after seven months.**

## Better data can help policymakers allocate teachers more equally across Zambian schools.



State  
Zambia

Researcher: Torsten Walter  
Partner institutions: Innovations for Poverty Action

Zambia has made significant progress in increasing access to education, but the allocation of resources within the school system remains a challenge. An IGC project analysed the distribution of teachers across public primary schools in Zambia and found large differences in pupil-teacher ratios (PTR). The Zambian government is taking forward proposals made by the study and is updating its data on where teachers are based.

The study assessed the equity of teacher allocations across schools as well as the relationship between teacher distribution patterns and educational outcomes. It found inequalities across public schools—16% of primary school children attended schools with ratios of more than 80 pupils to one teacher, while 10% attended schools with ratios below 30 pupils to one teacher. Although government guidelines state PTRs should not exceed 40 at any primary school, the researcher found that administrative challenges hinder the implementation of this rule.

The study found a disconnect between the information held by the government and the realities on the ground in terms of where teachers work. This is partly explained by centrally administered payrolls which tended to be incorrect because district

officials re-allocated teachers at the local level without updating central records. Such a major administrative problem means a school may be understaffed while its payroll does not show any vacancies, thus impeding deployment of teachers to the school.

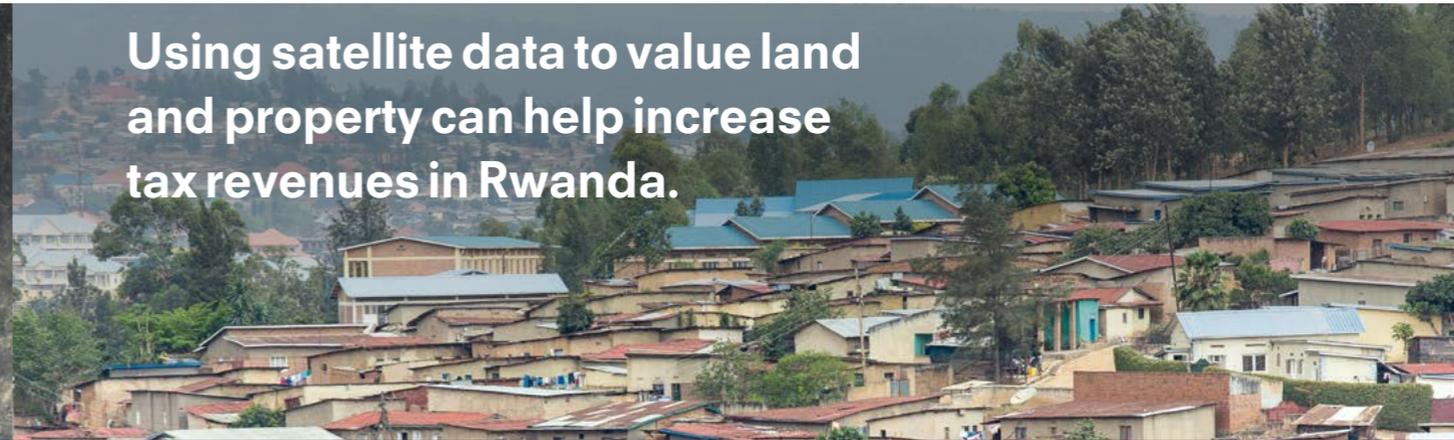
Overall, the findings pose a challenge for equality of education as children who attend schools with high PTRs do not have the same opportunities as those who go to schools with lower ratios, which has wider ramifications for educational outcomes.

As a result of this research and IGC engagement with the government, education authorities in Zambia are now taking steps to address the information mismatch underlying the current misallocation of teachers. The Ministry of Education is supporting a data collection exercise which will lead to updated information on the actual locations and pay points of all teachers. The government is also exploring options for reforming teacher allocation rules so that teachers are clearly linked to their allocated school.



of primary school children are in schools with ratios of over 80 pupils to one teacher.

## Using satellite data to value land and property can help increase tax revenues in Rwanda.



Cities  
Rwanda

Researchers: Felix Bachofer, Jonathan Bower, Andreas Braun, Paul Brimble, Mihaly Kopyani, Patrick McSharry, Sally Murray  
Partner institutions: Rwanda Ministry of Finance, Rwanda Revenue Authority, Rwanda Land Use and Management Authority

Land and property tax is a major potential source of revenue for developing country cities, but design and implementation is often insufficient to generate optimal revenue. An IGC project analysed the potential benefits of a proposed 1% land value tax in Rwanda as an alternative to its previous land fees system. The study found such a tax would increase revenues based on then-current policies. Following from this study, the IGC is collaborating with the World Bank to develop a system using satellite data on properties and their locations to predict land and building prices. The Rwandan government is interested in incorporating such a system into their administration of property tax.

The study used available data from Kigali to analyse the impact of a proposed 1% land value tax. Researchers also analysed alternative proposals identified through the course of the study, including: a 0.5–1% tax on 'land plus property'; an improved version of the previous land fees formula; and the proposed 1% land value tax, but supplemented by the mass appraisal of property and land values.

IGC researchers found the 1% tax could generate double the amount of revenues seen under the previous land fees system where citizens indefinitely lease their land from the

government and pay fees based solely on square metres. However, the 0.5–1% tax on 'land plus property' could raise more revenue and would be simpler to implement than a tax that separates land and property. The study also found a reformed land fee system would not sufficiently track land value and increase revenues.

Central to the researchers' recommendations was developing a satellite data-driven Computer Aided Mass Appraisal (CAMA) model to make property tax administration more accurate, transparent, and affordable. CAMA uses satellite data to identify the features of a given land plot to accurately value it. This type of model is possible through the availability of a complete, fully digitised land and property register, generated from Rwanda's land registration programme.

Following this study, the IGC began research to generate a prototype CAMA model for Kigali using sales transaction data combined with satellite data. The IGC and World Bank, which had developed an earlier property valuation model for Kigali, are now collaborating to combine their approaches and expand the updated CAMA model to secondary cities and rural areas, and support the model's incorporation into property tax administration.



land value tax could double the revenues seen under Rwanda's previous land fees system.

## Reducing State Fragilities

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State fragility is increasingly recognised as a key driver of extreme poverty, and of the mass migration, terrorism, and trafficking that has sparked global insecurity in an increasingly interconnected and interdependent world.

This year, the IGC launched its new initiative Reducing State Fragilities (RSF), which builds on the work of the *LSE-Oxford Commission on State Fragility, Growth and Development* to develop and promote robust and actionable policy recommendations to address dimensions of state fragility.

The Fragility Commission, established in March 2017 under the auspices of the IGC, was chaired by former UK Prime Minister David Cameron and co-chaired by former African Development Bank President Donald Kaberuka and IGC Research and Policy Director Adnan Khan. Professors Paul Collier and Tim Besley served as Academic Directors.

Building on the findings and recommendations from the Commission’s final report *Escaping the Fragility Trap*, published in April 2018, RSF aims to work with national, regional, and international actors to catalyse new thinking, develop more effective approaches to addressing state fragility, and support collaborative efforts to take emerging consensus into practice.

RSF will bring together robust evidence and practical insight to produce and promote actionable,

policy-focused guidance for national, regional, and international actors in the following areas: state legitimacy, state effectiveness, private sector development, and security.

One channel for achieving this will be RSF’s annual Development Finance Institution (DFI) Forum. The inaugural DFI Forum on 13–14 February 2019 – co-hosted by the IGC, International Finance Corporation (IFC), the CDC Group, and University of Oxford’s Blavatnik School of Government (BSG) – convened 27 multilateral and bilateral DFIs. Participants included the African Finance Corporation, the African Development Bank, the Japan International Cooperation Agency, and the French Development Agency.

At the forum, the attending DFIs agreed to a series of potentially transformational pilot programmes, each led by different DFIs to trial a collaborative approach to investments in fragile and conflict-affected environments, leveraging IGC support where necessary.

Future conferences, hosted by the IGC and BSG, in partnership with the IFC, CDC Group, and African Development Bank, will share learnings and assess the progress and impact of the pilot programmes.



Photo: The Reducing State Fragilities team meets with representatives of the Libya Presidential Council of the Government of National Accord.

The RSF team consists of Professors Tim Besley (LSE), Paul Collier (Oxford), and Adnan Khan (LSE), with Rafat Al-Akhali serving as the Global Engagement Lead and Sarah Logan as the National Engagement Lead.

## Cities that Work

“  
We have benefited from the analyses and policy recommendations regarding informal settlements. [Additionally]... the peer-review and the input [on the municipal law] is very timely, and we will be using that in many of our discussions and decisions.

Deputy Mayor of Kabul Shoaib Rahim, Cities that Work Council Member

IGC’s Cities that Work (CtW) initiative supports informed policy decisions by cities in low- and middle-income countries by acting as a bridge: both between researchers and policymakers, as well as between cities through facilitating cross-city learning.

Since CtW’s launch in 2017, it has created a strong network of leading academics, urban policy leaders, and important practitioners in low and middle-income countries. This has allowed CtW to help inform considerable policy change.

At a city-level this year’s highlights include:

- Support for the city of Mandalay, Myanmar to increase the tax compliance of city residents by providing a range of policy options.
- Continued engagement with the city of Kabul, Afghanistan, including a review of Afghanistan’s new municipal law and a synthesis of knowledge to inform a range of policy options to improve governance outcomes.

- Working closely with the city of Amman, Jordan to reform the city’s land development charges and to enhance the use of data in the city’s policymaking. This has included a range of written outputs and hosting a workshop in Amman with the municipal authority.

Deeper engagement has also continued with various other cities, including Kampala, Uganda; Cape Town, South Africa; Lagos, Nigeria; and Hargeisa, Somaliland.

As a further testament to CtW’s expanding influence on global urbanisation policy, the team worked closely with UN-Habitat, acting as a knowledge partner for the first phase of the Foreign and Commonwealth Office’s (FCO) *Global Future Cities Programme*. This collaboration allowed CtW to expand its geographical reach to all low- and middle-income regions and reflects CtW’s increasing relevance to multilateral organisations. A recent example is the UN-Habitat’s Advisory Group on financing urban development appointing CtW Council Member and IGC Director Professor Sir Paul Collier as its chair.

An IGC co-hosted event Amman: An engine of economic growth looked at the challenges and opportunities of population growth in Jordan’s capital.



Photo: Hazem Neimat, Deputy Mayor of Amman.

## The IGC held over 60 events in 2018–19, ranging from in-country research dissemination discussions and capacity building workshops, to research and policy conferences with a regional and global reach. Here are some highlights.

### Workshop on programmes for poverty alleviation and inclusive growth

Nay Pyi Taw, Myanmar, 5 July 2018

This event co-organised with Innovations for Poverty Action and the Myanmar Development Institute, convened academics, senior policymakers, and practitioners to discuss global experience and evidence on targeted poverty alleviation programmes and their implications for Myanmar. As an outcome of this event, the Department of Social Welfare is exploring further collaboration with the IGC.

### International experience in tax policy design and enforcement

Lusaka, Zambia, 11 July 2018

The IGC co-hosted a regional tax conference in Lusaka with Zambia's Ministry of Finance, bringing together leading IGC researchers, policymakers, tax administrators, civil society, and development partners on the subject of tax policy design and enforcement. The event explored a series of research projects and included panel discussions for researchers and tax authority representatives from six African countries to share lessons learned and experiences. A partnership between the IGC and Zambia Revenue Authority for research

and data sharing to strengthen the country's tax system was also launched.

### The underlying causes of fragility and instability in Sierra Leone

Freetown, Sierra Leone, 24 July 2018

The IGC hosted the African launch of the LSE-Oxford Fragility Commission report *Escaping the Fragility Trap* and the Sierra Leone case study *The underlying causes of fragility and instability in Sierra Leone*. Former Liberian President Ellen Johnson Sirleaf and former African Development Bank President and Fragility Commission Co-Chair Donald Kaberuka spoke at the event. The event frankly discussed how to promote resilience in Sierra Leone by addressing the root causes of state

fragility. IGC leadership met with Sierra Leone President Julius Maada Bio to discuss recommendations from the event and two reports.

### Balance for better: Advancing women's political leadership

London, United Kingdom, 6 March 2019

Ahead of International Women's Day 2019, the IGC convened a high-level panel to explore the challenges women face in aspiring to become political leaders, how to encourage women's political participation, and the benefits of more inclusive political systems. The panel featured former UK Secretary of State for International Development Clare Short and Kenya's Cabinet Secretary for Sports, Culture and Heritage Amina Mohamed.



Photo: IGC and the Zambia Revenue Authority establish a partnership for tax research.

## The IGC influences global debates through several channels including web platforms, film, media, and publications.

### VoxDev

VoxDev.org, our platform in partnership with the Centre for Economic Policy Research (CEPR), continues to be a leading outlet for development economics enthusiasts. The site now draws in 28,000 readers monthly with crisp, credible, and accessible articles by and interviews with development researchers and policy experts. This year, we launched VoxDev Talks, featuring audio interviews with top policymakers and academics such as Rachel Glennerster (DFID), Abhijit Banerjee (MIT), and Louise Fox (USAID). We also showcased perspectives on global debate issues including the 2019 Indian elections, the US-China trade war, and corruption in developing countries.

### Film

Our mini documentary *Ghana's infrastructure: The mystery of misspending* highlighted the misuse of public funds on incomplete infrastructure projects across the country. Viewed over 16,000 times since its launch, the film was shared widely amongst Ghanaian policymakers and aired on top national radio and TV stations. As a result of the awareness raised by the film, at the 2019 budget hearing of the Metropolitan, Municipality and District Assemblies in the Greater Accra Region, officials decided to halt all new school infrastructure projects, as a way to curb misspending in the region.

### IGC blog

The IGC blog has increased its reach over the last year and continues to be an important public platform for disseminating IGC research findings into global debates as well as sharing insights from researchers and policymakers on trends within development economics. For example, one of our popular blogs debated whether GDP is an adequate measure of development and another debated Zambia's major policy decision to abolish VAT in favour of a sales tax. Overall, the blog averaged 17,600 visitors per month, an increase of 26% from last year.

### Media & publications

This year, media coverage of the IGC included an op-ed from David Cameron in the *Guardian* on the recommendations of the LSE-Oxford Fragility Commission's final report, a *Wall Street Journal* article on our project in Myanmar examining local perceptions of Chinese investment, an *Economist* article highlighting our electrification projects in India and Kenya, and articles in the *East African* referencing our work on regional trade tariffs.

The IGC published over a dozen global publications synthesising our research findings, covering important topics such as the effectiveness of VAT for revenue collection, innovations in microfinance to increase impact on borrowers' lives, and the role of information in helping jobseekers.

## Our funders

The IGC has been majority funded by the UK Department for International Development (DFID) since its founding. We also receive funding for our research and policy engagement work from the following organisations.

### Bill & Melinda Gates Foundation

Our India programme, a partnership with the Bill & Melinda Gates Foundation, engages with government, research institutes, and other institutions in Bihar to build a strong, sustainable ecosystem of research and monitoring and evaluation in the state and throughout the country, and create the necessary local institutional capacity. This year, the programme commissioned over £800,000 of research across its four themes: agriculture; state capacity; health, gender, and adolescence; and firms, financial inclusion and labour markets. It also held its first Winter School in February 2019, delivering training to government counterparts on building data knowledge and evidence-driven decision-making.

### UN-Habitat

The IGC's Cities that Work (CtW) initiative acted as a knowledge partner to UN-Habitat in delivering the Strategic Development Phase of the Foreign Commonwealth Office (FCO)'s Global Future Cities Programme. The CtW team provided legal and financial analyses of 19 middle-income cities for the programme, which were used extensively by UN-Habitat and the FCO. CtW also presented research at programme workshops in South East Asia – in New Clark City, Philippines; Bandung, Indonesia; and Ho Chi Minh City, Vietnam.

### The Rockefeller Foundation

The Rockefeller Foundation has supported the IGC's partnership with the Government of Sierra Leone to build a more resilient national health system in the wake of the Ebola crisis through revising and implementing their national community health worker (CHW) policy. IGC research results suggested room for future improvements to the CHW programme and showed that the lack of capacity within the CHW programme had been hindering progress since the Ebola crisis. In the final two years of the grant, the IGC focused on supporting successful implementation of the revised CHW policy by building internal government capacity to monitor performance, piloting improvements to the revised CHW programme, and piloting assessments of potential improvements to incentives for CHWs.

### Argidius Foundation

Argidius Foundation is supporting the Small and Growing Business (SGB) Evidence Fund, a joint effort of the IGC and the Aspen Network for Development Entrepreneurs (ANDE) launched in March 2019. The three-year fund supports collaborations between researchers and practitioners to understand the most effective ways to support SGBs and the economic and social impact of SGB growth and will commission new research projects annually, beginning in late 2019.

## Our staff – Steering Group and Senior Management

The IGC is a partnership of the London School of Economics and Political Science (LSE) and the University of Oxford, led by a Steering Group of top international researchers and a Senior Management Team based at LSE.

### Steering Group

#### Professor Oriana Bandiera

*London School of Economics and Political Science*

#### Professor Robin Burgess

*IGC Director  
London School of Economics and Political Science*

#### Professor Sir Paul Collier

*IGC Director  
University of Oxford*

#### Professor Chang-Tai Hsieh

*University of Chicago*

#### Professor Jonathan Leape

*Executive Director*

#### Professor John Sutton

*London School of Economics and Political Science*

#### Professor Tony Venables

*University of Oxford*

### Senior management team

#### Professor Jonathan Leape

*Executive Director*

#### Oliver Baden

*Interim Chief Finance Officer*

#### Professor Adnan Khan

*Research Director*

#### Sarah Lyness

*Communications and Development Director*

#### Ella Spencer

*Impact and Learning Director*

#### Jo Underwood

*Chief Administrative Officer*

## Our staff – Research Programme Directors

In 2018–19, the IGC's research programmes were led by 13 Research Programme Directors (RPDs) who are each, respectively, world-renowned specialists in one of the IGC's four research themes: State, Firms, Cities, and Energy.

### State

#### Professor Oriana Bandiera

*London School of Economics and Political Science*

#### Professor Katherine Casey\*\*

*Stanford University*

#### Professor Eliana La Ferrara

*Bocconi University*

#### Professor Gerard Padró i Miquel\*

*London School of Economics and Political Science*

### Firms

#### Professor David Atkin\*\*

*Massachusetts Institute of Technology*

#### 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 Eric Verhoogen

*Columbia University*

#### Christopher Woodruff

*University of Oxford*

### Cities

#### Professor Gharad Bryan

*London School of Economics and Political Science*

#### Professor Edward Glaeser

*Harvard University*

#### Professor Nick Tsivanidis\*\*

*University of California, Berkeley*

### Energy

#### Professor Michael Greenstone

*University of Chicago*

#### Professor Mar Reguant\*\*

*Northwestern University*

#### Professor Nicholas Ryan

*Yale University*

\* Denotes RPDs who were in post for part of 2018–19 but have since left their positions.

\*\* Denotes new RPDs who took up their positions in Spring 2019.

## Our staff – Country Directors and Lead Academics

IGC in-country programmes are led by Country Directors working with dedicated Lead Academics, supported by locally-based Country Economists. They are based in the offices of the think tanks or government bodies of the relevant country.

### Bangladesh

**Dr Imran Matin**  
Country Director  
**Dr Hafeez Rahman**  
Senior Country Advisor  
**Professor Fahad Khalil**  
IGC Lead Academic  
*University of Washington*  
**Professor Mushfiq Mobarak**  
IGC Lead Academic  
*Yale University*

### Ethiopia

**Dr Alemayehu Taffesse**  
Country Director  
**Professor Douglas Gollin**  
IGC Lead Academic  
*University of Oxford*  
**Professor Pramila Krishnan**  
IGC Lead Academic  
*University of Oxford*

### Ghana

**Dr Nii Sowa**  
Country Director  
**Samuel Mensah**  
Senior Country Advisor  
**David Lagakos**  
Lead Academic  
*University of California, San Diego*  
**Christopher Udry**  
Lead Academic  
*Northwestern University*

### India

**Dr Pronab Sen**  
Country Director  
**Professor Sandip Sukhtankar**  
Lead Academic  
*University of Virginia*  
**Dr Shaibal Gupta**  
Bihar Lead  
**Professor Ashok Kotwal**  
Editor-in-Chief, Ideas for India  
*University of British Columbia*

### Mozambique

**Dr Claudio Frischtak**  
Country Director  
**Professor Sandra Sequeira**  
Lead Academic  
*London School of Economics  
and Political Science*  
**Professor Pedro Vicente**  
Lead Academic  
*Universidade NOVA de Lisboa*

### Myanmar

**Dr Ian Porter**  
Country Director  
**Professor Rocco Macchiavello**  
Lead Academic  
*London School of Economics  
and Political Science*

### Pakistan

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

### Rwanda

**Dr Richard Newfarmer**  
Country Director  
**Professor Andrew Zeitlin**  
Lead Academic  
*Georgetown University*

### Tanzania

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

### Sierra Leone & Liberia

**Dr Herbert M'cleod**  
Country Director  
**Professor Eric Werker**  
Senior Country Advisor  
*Simon Fraser University*  
**Professor Jonas Hjort**  
Lead Academic  
*Columbia University*

### Uganda

**Dr Richard Newfarmer**  
Country Director  
**Professor Nada Eissa**  
Lead Academic  
*Georgetown University*  
**Professor Jakob Svensson**  
Lead Academic  
*Stockholm University*  
**Professor Tessa Bold**  
Lead Academic  
*Stockholm University*

### Zambia

**Dr Anand Rajaram**  
Country Director  
**Professor Nava Ashraf**  
Lead Academic  
*London School of Economics  
and Political Science*  
**Professor Kelsey Jack**  
Lead Academic  
*University of California,  
Santa Barbara*

## Our staff – Policy initiatives

In addition to in-country engagements, the IGC runs two initiatives focused on specific policy areas that work at the national, regional, and global levels to deliver on engagements, facilitate cross-country learning, and influence global debates.

### Cities that Work

**Astrid Haas**  
Manager

### Reducing Fragilities

**Rafat Al-Akhali**  
Global Engagement Lead  
**Sarah Logan**  
National Engagement Lead

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

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.

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.

Our research themes



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.

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.

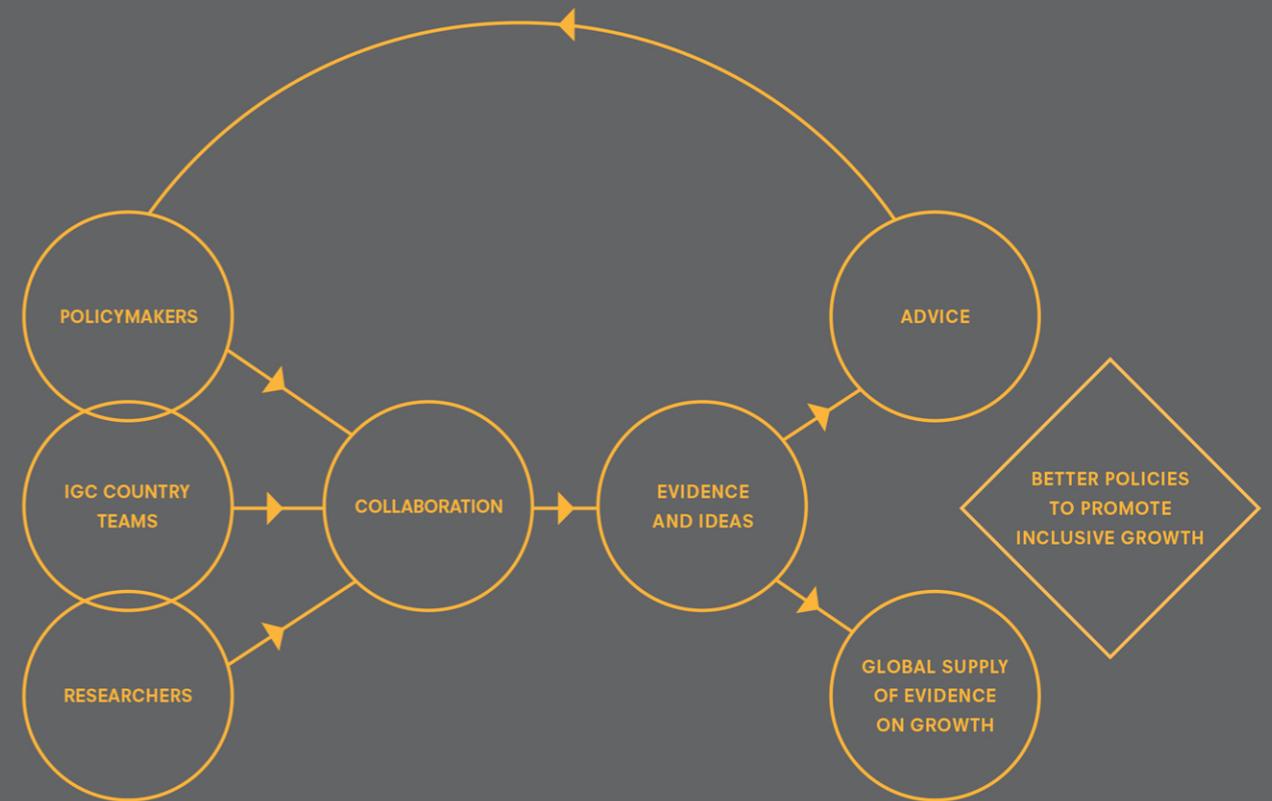
CITIES

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.

Our approach



POLICYMAKERS

Hundreds of senior policymakers from IGC partner countries.

COUNTRY TEAMS

Twelve 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.

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