TTI: PHASE 1 IN REVIEW
THINK TANK INITIATIVE REPORT (2008-2014)
The Think Tank Initiative supports independent policy research institutions, or think tanks, in the developing world. These think tanks contribute to stronger policy responses to the most challenging social and economic problems in their countries.
TTI TERMS

Think tank
An independent, non-governmental organization that conducts rigorous and impartial research; is not financially dependent on a single source of funds; is nonpartisan and politically neutral; is committed to publishing research findings in the public domain; and has the ability to set an independent research agenda.

TTI core funding
General support funding in the form of a four- to five-year grant from IDRC that allows organizations the flexibility to achieve improvements in organizational development, research quality, and policy engagement.

Organizational capacity development
The process by which think tanks improve their organizational ability to identify and analyze development challenges, and to conceive, conduct, manage and communicate research that addresses these challenges over time and in a sustainable manner.

Organizational performance
Think tank efficiency and effectiveness in terms of governance, management, staffing and leadership, the sustainability of the organization’s business model (through resource mobilization), and the ability to engage in strategic planning and self-assessment.

Quality research
Research and analysis that is evidence-based, robust and rigorous; relevant and up-to-date; and situated in relation to existing research literature and findings, nationally and internationally; and that has clear links to policy actors through various methods of dissemination.

Policy engagement
The process by which think tanks develop an understanding of, and take part in, the policy-making process by being viewed as credible producers of high quality, objective research and analysis on important policy issues. This includes interacting with stakeholders and directly or indirectly informing the policy debate, as well as synthesizing, packaging and distributing results throughout the research cycle.

Policy influence
The process by which think tanks and other actors achieve one or more of the following: framing debates and getting issues onto the political agenda; encouraging policy-related commitments from policy actors; securing procedural change at the national or international level; affecting policy content; and influencing behaviour change in key policy actors. Think tanks, typically, aim to achieve this by providing research-based evidence and advice that is, in turn, taken up by policy actors. Other actors may also draw on this evidence and advice to achieve policy influence through public campaigns and advocacy, or through lobbying and negotiation.

TTI Opportunity Funds
A flexible funding mechanism developed by the Think Tank Initiative for think tanks to promote peer learning and collaboration towards the achievement of their long-term objectives, across targeted areas of capacity development or on policy issues of common interest. This emerged from another TTI funding mechanism, the Matching Funds, which required a monetary or in kind contribution from the collaborators. TTI continues to develop creative, effective complementary funding opportunities to support the work of think tanks, particularly through collaboration.

Pakistan’s Social Policy and Development Centre (SPDC) has applied a gendered lens to its work, conducting much-needed research on female employment.
Welcome to the Think Tank Initiative Phase 1 Report.

This publication comes at a very important moment for the program. Think tanks in Africa, South Asia and Latin America are producing more and more exciting, relevant and timely research and analysis, and the demand for the evidence and findings by a wide range of policy actors is steadily increasing. For the Think Tank Initiative (TTI), and for the International Development Research Centre (IDRC) as its implementer, not only has another year of programming been accomplished, but October 2014 sees us reach the end of TTI Phase 1, and the launch of Phase 2. We look back with some satisfaction on what has been achieved, whilst recognizing that there is still much more to do as we move towards a new five year Phase of TTI.

As this Report aims to show, a great deal has been accomplished during the last five years of TTI support. The 48 think tanks engaged with TTI at the end of Phase 1 have made significant contributions to national public policy debates through their research and analysis on a broad range of social and economic themes. You will find in the following pages many concrete examples which reveal how think tanks really do make a difference on issues of economic policy, health, education and the environment, to name but a few key areas of their work. The stories and cases provided in this report identify some of the most crucial policy areas where data and analysis is needed. They also reveal how think tanks have worked hard to find, and sometimes to create, policy windows that offer the best possible chances for reflection, dialogue and further analysis of complex social and economic challenges. We believe that the core funding and complementary technical support that TTI provides has been an important contributor to think tanks’ organizational ability to respond flexibly and creatively as they bring forward “local solutions to local problems”.

Finally, we share some of the perspectives that other stakeholders have provided on TTI itself. An important source of feedback for the program and for IDRC has been an external evaluation that was completed mid-2013. We appreciate the importance of listening to the views and insights of those who also share a commitment to the growth of a sustainable community of independent policy research institutions in developing countries; and we are committed to learning from our own experiences, as well as those of others.

We invite you to read this report and to share with us your own perspectives on the role and future of think tanks as national, regional and global development actors. Thank you for your continued interest in TTI as five eventful years of implementation come to an end.

Peter Taylor
Program Manager
The think tanks supported by TTI in Phase 1 are all very different, but each has a track record of robust research and a keen desire to stimulate broader public policy debate in its country. In the next pages, we introduce TTI’s Phase 1 cohort and share some of their wisdom on key elements of becoming a successful think tank.

The Institute for Social and Environmental Transition-Nepal (ISET-N) was instrumental in creating a financial lending institution for organized local groups in the country.
AFRICA

Ethiopia
- Ethiopian Economic Association/Ethiopian Economic Policy Research Institute (EEA/EEPRI)
- Ethiopian Development Research Institute (EDRI)

Kenya
- Institute of Economic Affairs – Kenya (IEA Kenya)
- Kenya Institute for Public Policy Research and Analysis (KIPPRA)

Rwanda
- Institute of Policy Analysis and Research – Rwanda (IPAR Rwanda)

Tanzania
- Economic and Social Research Foundation (ESRF)
- Research on Poverty Alleviation (REPOA)
- Science, Technology and Innovation Policy Research Organization (STIPRO)

Uganda
- Advocates Coalition for Development and Environment (ACODE)
- Economic Policy Research Centre (EPRC)
- Makerere Institute of Social Research (MISR)

Benin
- Institute for Empirical Research in Political Economy (IERPE)

Burkina Faso
- Centre d’études, de documentation de recherche économiques et sociales (CEDRES)

Ghana
- Institute of Economic Affairs – Ghana (IEA Ghana)
- Institute of Statistical, Social and Economic Research (ISSER)

Nigeria
- Center for the Study of the Economies of Africa (CSEA)
- Centre for Population and Environmental Development (CPED)
- African Heritage Institution (AfriHeritage)

Senegal
- Initiative prospective agricole et rurale (IPAR)
- Consortium pour la recherche économique et sociale (CRES)

Think Tank Initiative Institutions’ Research Themes:
- Economy
- Governance
- Environment & Natural Resources
- Food & Agriculture
- Health
- Information & Communication
- Science & Technology
- Social Policy

We need to pursue young researchers actively – for example through internships targeted at university students in the diaspora. The things that attract quality researchers are market-related pay, flexible hours and long-term job assistance.

Think tanks need to network with various stakeholders, including interest groups, local communities, policymakers and other actors. It’s a two-way street – you have to be prepared to give and receive information.

If the think tank’s agenda is to bring about policy change, it cannot completely contract out advocacy.

We need to undertake direct policy outreach towards citizens and local leaders.
### Latin America

<table>
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<tr>
<th>Country</th>
<th>Think Tank Institutions</th>
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<tr>
<td><strong>Bolivia</strong></td>
<td>- Fundación ARU (ARU)</td>
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<td>- Instituto de Estudios Avanzados en Desarrollo (INESAD)</td>
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<tr>
<td><strong>Guatemala</strong></td>
<td>- Asociación de Investigación y Estudios Sociales (ASIES)</td>
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<td><strong>Honduras</strong></td>
<td>- Foro Social de Deuda Externa y Desarrollo de Honduras (FOSDEH)</td>
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<td><strong>Paraguay</strong></td>
<td>- Centro de Análisis y Difusión de la Economía Paraguaya (CADEP)</td>
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<td>- Instituto Desarrollo (ID)</td>
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<td><strong>Peru</strong></td>
<td>- Grupo de Análisis para el Desarrollo (GRADE)</td>
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**Ecuador**

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- Instituto Desarrollo (ID)

**Peru**

- Grupo de Análisis para el Desarrollo (GRADE)
- Instituto de Estudios Peruanos (IEP)

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**Evidence is a stock of knowledge, created through a flow of quality research – one piece of research is not enough to count as evidence.**

Fundación ARU (ARU), Bolivia

**Think tank leaders not only need to be masters of their own fields, but also to have sufficient knowledge of all fields of research under their leadership. They also need to have a high level of emotional intelligence and be able to engage with staff and identify those who may need extra motivation.**

Fundación para el Avance de las Reformas y las Oportunidades (Grupo FARO), Ecuador

**Success of a think tank is also based on strong academic contributions to knowledge.**

Instituto de Estudios Peruanos (IEP), Peru

**Embrace media and civil society as research allies! The media is looking to think tanks as a source of fresh, up to date, and concrete information. Adapt materials for different media formats, like Facebook and radio.**

Foro Social de Deuda Externa y Desarrollo de Honduras (FOSDEH), Honduras

**Criteria for selecting commissioned work should include publication potential, synergies with existing projects, relationship building, North-South collaboration, time and money.**

Instituto de Estudios Avanzados en Desarrollo (INESAD), Bolivia
## SOUTH ASIA

### Bangladesh
- Centre for Policy Dialogue (CPD)
- BRAC Institute of Governance and Development (BIGD)

### India
- Center for Study of Science, Technology and Policy (CSTEP)
- Centre for Budget and Governance Accountability (CBGA)
- Centre for Policy Research (CPR)
- Centre for the Study of Developing Societies (CSDS)
- Indian Institute of Dalit Studies (IIDS)
- Institute of Economic Growth (IEG)
- Institute of Rural Management (IRMA)
- National Council of Applied Economic Research (NCAER)
- Public Affairs Centre (PAC)

### Nepal
- Institute for Social and Environmental Transition – Nepal (ISET-N)

### Pakistan
- Social Policy and Development Centre (SPDC)
- Sustainable Development Policy Institute (SDPI)

### Sri Lanka
- Centre for Poverty Analysis (CEPA)
- Institute of Policy Studies of Sri Lanka (IPS)

### Think Tank Initiative Institutions’ Research Themes:
- Economy
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- Food & Agriculture
- Health
- Information & Communication
- Science & Technology
- Social Policy

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> **Staff [of a think tank] must have confidence in their leader and understand the decision-making process.**
> Centre for Policy Dialogue (CPD), Bangladesh

> **Metrics for think tanks are difficult and it can be hard to measure the change made by think tanks. Therefore, boards need to be educated about the differences in performance measurement issues.**
> National Council of Applied Economic Research (NCAER), India

> **A quality research culture is one where mistakes are seen and corrected quickly through a system of internal peer review.**
> Centre for Poverty Analysis (CEPA), Sri Lanka

> **It is important to access only donors or funders who have values aligned to those of the institution.**
> Public Affairs Centre (PAC), India
PHASE 1 ACHIEVEMENTS

Research on market-based mechanisms by the Center for Study of Science, Technology and Policy (CSTEP) is helping India meet its increasing demand for energy more efficiently.

In the next few pages we provide a retrospective of TTI's first phase showing some of the work we are most proud of and what we've learned along the way.
**TIMELINE**

**2007**
- The William and Flora Hewlett Foundation approaches IDRC with the idea of providing long-term flexible funding to think tanks around the world

**2008**
- The Think Tank Initiative is officially launched by IDRC (14 million) and the Hewlett Foundation (42 million)
- An open invitation for think tanks in Africa is disseminated and almost 300 applications are received

**2009**
- The Bill & Melinda Gates Foundation (42 million) joins the Initiative
- The African cohort is selected and announced in Dakar, Senegal
- A second open invitation is launched for Latin American and South Asian think tanks. Over 300 applications are received

**2010**
- The UK Department for International Development (DFID) (9 million) and the Ministry of Foreign Affairs of the Netherlands (DGIS) (6 million) join the Initiative
- The African and South Asian cohorts are selected and announced in Buenos Aires, Argentina and New Delhi, India

**2011**
- TTI in full implementation mode, providing capacity development support in all regions

**2012**
- The TTI Exchange, the program’s flagship gathering of all its funded think tanks, takes place in Cape Town
- An external evaluation of TTI gets underway

**2013**
- TTI’s Phase 1 evaluation results come in and TTI donors agree to continue supporting the program into a second phase
- Phase 2 is officially announced (October 2014 to October 2019)

**2014**
- Selection of Phase 2 think tanks begins, from the existing cohort of think tanks
- The Norwegian Agency for Development Cooperation (Norad) (1.8 million) joins the Initiative
- Phase 2 think tanks are selected
- Phase 1 officially ends on September 30th, and Phase 2 begins on October 1st
- Call for proposals for Phase 2’s external evaluation is announced

**2019**
- End of Phase 2

**Funding Sources**

- **$14M** International Development Research Centre (IDRC)
- **$42M** William and Flora Hewlett Foundation
- **$42M** Bill & Melinda Gates Foundation
- **$9M** UK Department for International Development (DFID)
- **$6M** Netherlands Directorate-General for International Cooperation (DGIS)
- **$1.8M** Norwegian Agency for Development Cooperation (Norad)

**Total Funding**

- **$114.8M**
The think tanks supported by the program are drivers of change: they work for better policies in their countries and they experiment with new approaches to help solve the most challenging problems of their fellow citizens.

The defining feature of the Think Tank Initiative is that it provides these think tanks with core, flexible funding that is not earmarked for specific projects. This support has allowed the institutions to develop an independent research program, attract, retain and build local talent, and invest in public outreach to ensure that their research informs and influences national and regional policy debates.

There are many examples that reveal how the think tanks supported by TTI in Phase 1 have seized this support to make a difference. Here are a few:

• Research on Poverty Alleviation (REPOA) demonstrated how investing in agriculture and rural infrastructure could extend the benefits of economic growth to Tanzania’s rural population.

• The Education and Collective Memory project of the Instituto de Estudios Peruanos (IEP) is helping Peruvian schools remember past conflict in order to construct a more democratic future.

• High quality research by the Indian Institute of Dalit Studies (IIDS), and a diverse engagement and dissemination strategy, led to affirmative action for India’s marginalized castes and tribes.

• The Institute for Empirical Research in Political Economy (IERPE) is bolstering mathematics education as a means of supporting Benin’s economic development.

• The Centro Ecuatoriano de Derecho Ambiental (CEDA)’s efforts to promote multi-stakeholder decision-making in environmental matters led Ecuador to ratify a regional declaration on public participation.

• Pakistan’s Social Policy and Development Centre (SPDC) applied a gendered lens to its work, conducting much-needed research on female employment.

We find ourselves in a very dynamic space. We are propelled by the work, challenges and achievements of the think tanks, and enriched both by our joint work and the lessons learned. By the end of Phase 1 we see that:

• Think tanks continue to make a difference;

• National and regional collaboration blossoms;

• Global partnerships are forged;

• Technical support opportunities are seized; and,

• We continue to share research and learning.
Smoking is the largest preventable epidemic worldwide, placing far ahead of AIDS and malaria in terms of mortality. According to the World Health Organization (WHO), tobacco use kills over six million people annually, most of them in less developed countries. Beyond the health risks, there are also clear economic and social repercussions.

In West Africa tobacco taxation is considered the measure most effective to curb its consumption. However, some challenges that countries such as Senegal face include a lack of national data on tobacco taxation as well as a lack of synergy between research, advocacy and policymaking decisions on the control of this substance. Until 2013, Senegal did not have a law aside from the WHO Framework Convention on Tobacco Control, which it ratified in 2005. This led CRES to take action and engage on the issue of tobacco control in West Africa.

Since 2010, CRES has engaged in research and outreach activities related to tobacco control, aiming to convince decision-makers to increase the tax on cigarette products. These efforts initially sought to change public policies on smoking in Senegal, but later expanded to include additional West African countries.

One of CRES’ directed efforts took place in Touba, Senegal – the country’s second largest city. Since the 1970s, Touba has been a smoke-free city. However, as there is no legal backing for this, offenders cannot be prosecuted. In order to help the community continue its tobacco control efforts, CRES set out to provide a legal basis for this unofficial ban. CRES established a team of lawyers and activists who developed a proposed Bill on the production, consumption and distribution of tobacco, which would also provide a legal basis for the prohibition of smoking in certain areas such as the city of Touba. This Bill was adopted by the government of Senegal in July 2013.

CRES has since expanded its work on curbing tobacco use to include target populations in the 15 countries of the Economic Community of West African States (ECOWAS). Whereas previous studies have been limited to the national level, CRES successfully engaged in the topic across West Africa, providing reliable and current data.

Read more about CRES’ story and watch the documentary at www.thinktankinitiative.org/results.

Rapid economic growth in India has been accompanied by a surge in demand for energy that has increased greenhouse gas emissions and heightened concerns about adverse impacts on climate-sensitive sectors such as agriculture, water and forestry.

CSTEP worked with India’s Bureau of Energy Efficiency to design the Perform, Achieve and Trade (PAT) mechanism, which promotes energy efficiency among large energy-intensive industries by allowing trade in Energy Saving Certificates. CSTEP worked particularly on developing energy consumption norms for the cement and iron and steel industries. As part of its research, CSTEP also conducted a study to re-assess the potential of wind energy.

CSTEP’s research enabled the Government of India to design and implement PAT, the first market-based mechanism of its kind in India. The government is also planning to broaden the scope of the PAT mechanism by applying it to other sectors and industries. In addition, CSTEP’s research in wind energy led to the government’s announcement of the National Wind Mission, which is expected to promote wind energy generation.

CSTEP is currently in the process of developing a computation-intensive decision support platform that will enable modelling of energy scenarios to study their impact on India’s economy, environment and security. This platform is intended to aid policy makers in exploring India’s long-term energy strategies and the feasibility of renewable energy. Its capabilities have been presented to India’s government, which has expressed interest in using it to develop a national energy-forecasting model.

Read more about CSTEP’s story and watch the documentary at www.thinktankinitiative.org/results.
INESAD: Testing policy alternatives for reducing deforestation

The Instituto de Estudios Avanzados en Desarrollo (INESAD) is generating policy evidence with simulation tools to help combat deforestation in Bolivia.

With more than 50 million hectares of tropical forest, Bolivia is one of the most biodiverse countries in the world. Unfortunately, it also has one of the highest levels of deforestation.

This makes Bolivia a prime candidate for participating in the international mechanism Reducing Emissions from Deforestation and Forest Degradation (REDD+). This mechanism is still under negotiation, but the main idea behind it is to use market and financial incentives to reduce greenhouse gas emissions from deforestation and forest degradation in developing countries.

However, Bolivia has strongly and repeatedly rejected a mechanism based on carbon emissions trading and offsets, and has instead started developing an alternative mechanism which assumes a much more holistic view of forests. INESAD is generating policy evidence with simulation tools to help combat deforestation in Bolivia.

ITES then helped design Bolivia's alternative mechanism for reducing deforestation, the Joint Mitigation and Adaptation Mechanism for the Integral and Sustainable Management of Forests. The strong technical arguments provided by the tools also helped the Bolivian government negotiate financial support for the further development of this mechanism.

Read more about INESAD's story and watch the documentary at www.thinktankinitiative.org/results.

PROMOTING NATIONAL AND REGIONAL COLLABORATION

An unexpected but welcome outcome of TTI's support to think tanks across three regions has been the emergence of collaboration of these institutions with each other as well as with non-TTI supported think tanks and different actors. We share a few examples that showcase national and regional collaboration.

National Collaboration: Advocating public debate in Paraguayan politics

Public debate and large-scale civil society participation in political processes in Paraguay are uncommon, in large part due to the country's authoritarian history. Recognizing the need for a change in political practices, the Centro de Análisis y Difusión de la Economía Paraguaya (CADEP) and Instituto Desarrollo (ID) partnered in 2012 to monitor the electoral process and advocate for public debate to be a key part of it. The two institutions hosted a series of roundtable meetings with the technical staff of the major political candidates and monitored the candidates themselves to identify their proposals and themes. CADEP and ID also created an NGO consortium that formulated an agenda for public debate, using an election information website and social media as popular communication channels. The institutions recorded their experience in order to share with think tanks in other countries.

Promoting peace in the Niger Delta

Since 2005, the Centre for Population and Environmental Development (CPED) has implemented a research program on peace building in the Niger Delta, with the aim of influencing existing policies in the fragile and conflict-ridden region. In 2013 and in collaboration with the Council for Women in Africa and Community Projects against Poverty, CPED set out to strengthen the capacity of the local indigenous communities to monitor the implementation of the amnesty program agreed to by the local government and militant groups. Over 200 community members are now conscious of their civil and political rights, which has made public officials, especially the police, become careful in handling cases involving individuals in these communities.

Moreover, community leaders are now in a position to participate in monitoring the implementation of the amnesty program and interact with policy makers on how to improve it. Journalists were also targeted by CPED and its partners, and reporters from ten different media houses now have increased knowledge of the challenges of implementing the program and are advocating to key actors. Overall, this project has demonstrated that collaboration with civil society organizations and community groups can further enhance knowledge generation and policy influence by TTI-supported institutions.
Regional Collaboration: Reimagining development: continuing the discourse

As a follow-up to a symposium on Reimagining Development, the Centre for Poverty Analysis (CEPA) partnered with the Centre for Policy Dialogue (CPD) in 2012 to create a forum for inter-regional discussion on new development paradigms that are relevant and achievable, and reflect convergence between the Millennium Development Goals (MDGs) and the Rio+20 Sustainable Development Goals (SDGs). The partners organized a number of activities, including a focus group and roundtable discussions, lectures on ethics and development, a gender-feminist theory reading group, and a short film competition, with the aim of exploring and understanding the diversity of disciplines and their intersection with development. They also launched a website for the project, published scholarly and media articles and columns, and collaborated with other organizations to widen the discussion base across South Asia. The debate on Reimagining Development continues to be of strong interest among think tanks and others in South Asia and beyond.

Supporting Think Tanks: a South Asian Debate

The issue of the sustainability of Indian and South Asian policy research institutions has been the subject of an ongoing debate in the region. Sustainability is an ongoing concern for TTI and we have sought an active dialogue with the think tanks we support in the region as well as with government representatives in an effort to encourage more government funding to social science research organizations. A three-day conference in March 2014, co-organized with the Indian Council of Social Science Research (ICSSR) brought together over 200 participants from Asia including representatives from research granting councils, international/bilateral donors, think tanks, government stakeholders, university scholars, private/public philanthropists, and the media. The conference was an opportunity for participants to discuss the region’s research capacity, including aspects related to financing, institutional frameworks, and the delivery of high quality research. ICSSR is now proposing to carry out an extensive scoping study on the status of the social sciences in India, which would provide further evidence to support this effort.

Uniting to Improve Public Policies in Latin America

TTI-funded Latin American think tanks formed a network in late 2013 called the Latin American Initiative for Public Policy Research (ILAIPP). ILAIPP’s purpose is to contribute to improving the quality of public policies in Latin America and in other regions through 1) carrying out pertinent policy research on key issues in the regions, and 2) exchanging knowledge in order to strengthen the centers that participate in the network. For example, ILAIPP’s first public activity was a conference on social inclusion designed as a space for junior researchers to have their research reviewed and commented upon by senior panelists from the different institutions forming the network. The results of the conference were a robust set of research findings on different areas of social inclusion. Some of the activities ILAIPP has planned for the near future include creating a virtual exchange platform for ILAIPP researchers; assembling a portfolio of research proposals for which ILAIPP will seek funding; and launching a revamped website by the end 2014. In addition, an ILAIPP delegation conducted a promotional visit to Washington D.C. in October 2014 to showcase its publication, which comprises the studies presented during its first international conference in 2013.

Felix Seuffert
In 2012, TTI hosted the Think Tank Initiative Exchange in Cape Town, South Africa. This was a key event for us, for the think tanks we support, and for our donors. This first-time global gathering of the TTI-funded think tanks drew primarily on the experiences and wisdom of the think tanks themselves. As its name suggests, the purpose of the Exchange was to learn more about what makes a think tank successful and to share concrete actions and strategies for achieving success. This global-level interaction encouraged networking and collaboration among TTI-funded think tanks, experts and donors, and led to three dynamic global partnerships:

**Southern Voice: Taking Action on the Post-MDG Agenda**

Southern Voice is a network of the 48 think tanks supported by TTI that has identified a unique space and scope to contribute to the post-MDG dialogue. Southern Voice seeks to infuse evidence-based policy perspectives from the Global South in the ongoing discourse on post-2015 international development goals – input that has traditionally been missing from international discussions. By providing quality data, evidence, and analyses derived from Southern research, these think tanks seek to inform the discussion on the post-2015 framework, goals, and targets, to help give shape to the debate.

In one of its first outputs, First Approximations, Southern Voice articulates several key points of departure regarding the content and framework of the upcoming global arrangement for international cooperation. In late 2013, at the “Dialogue on Advancing Regional Recommendations on Post-2015” Dr. Debapriya Bhattacharya (of CPD and Southern Voice lead) was invited to speak about these points during closing remarks along with the Honourable Amina Mohammed, Special Adviser to the UN Secretary General on Post-2015, and Hungarian Ambassador His Excellency Csaba Körösi, Co-Chair of the Open Working Group on Sustainable Development Goals. The Open Working Group is currently working on a set of recommendations to be provided to the General Assembly of the UN for a decision in September 2015. One of the seventeen proposed Sustainable Development Goals is to “strengthen the means of implementation and revitalize the global partnership for sustainable development”. Two of the targets for this goal relate to data, monitoring and accountability, on which Southern Voice will continue to be well-placed to provide advice.

**Think Tanks Funders’ Forum: Harmonizing Donor Support**

The Think Tanks Funders’ Forum is a working group that creates opportunities for funders and supporters of think tanks to share experiences, learn from each other, and think concretely about how best to provide our support, including how to better coordinate our initiatives. Participants include programs that directly support think tanks such as the Think Tank Fund, the Knowledge Sector Initiative, and the African Capacity Building Foundation; as well as Australia’s Department of Foreign Affairs and Trade (DFAT), the Bill & Melinda Gates Foundation, the Climate and Development Knowledge Network, the UK Department for International Development (DFID), the Netherlands Directorate-General for International Cooperation (DGIS), the Global Development Network, the Norwegian Agency for Development Cooperation (Norad), the William and Flora Hewlett Foundation, and the International Development Research Centre (IDRC).

**Partnership to Improve Research Capacity in Africa**

Policy actors are increasingly expecting research from think tanks that is high-quality, engaging, relevant and practical. Together with the African Capacity Building Foundation, and the Economic Policy Research Centre (EPRC) Uganda, TTI supported a first discussion by African research institutions to identify and share strategies for strengthening the quality of policy research. This roundtable took place on May 19-20th, 2014 in Nairobi with over 100 participants, comprising experts, directors of think tanks, development partners, and specialists from African, South Asian and Latin American think tanks, as well as representatives from various universities. This is a first step towards a more concerted effort to bolster system-wide high-quality research in Africa, and beyond.

**Participants at the 2012 TTI Exchange.**

**Felix Seuffert**

**Dr. Debapriya Bhattacharya, Southern Voice**

**TTI: PHASE 1 IN REVIEW THINK TANK INITIATIVE REPORT (2008-2014)**
As we have seen, think tanks need to ensure their research is relevant and of high quality; they have to engage with the right actors so that this research can contribute to policy change; and they have to do both while functioning as effective organizations in contexts that may not always be the most favourable.

Throughout Phase 1, TTI has provided technical support opportunities to think tanks to help them address some of the challenges that they face as organizations. Here are some examples of how the institutions have taken advantage of these.

**Peer Review Mechanism**

Peer review still is the most common, valuable and credible mechanism available for researchers to assess the quality of academic work. In the case of think tanks, there is a growing interest in conducting policy research that is more systematically reviewed by peers — with many think tanks creating their own peer review systems. TTI funded a pilot peer review mechanism in Latin America to help institutions enhance their research findings and better understand what the specific needs of think tanks are when it comes to review. Eighteen products were submitted and peer-reviewed by eleven think tanks. In addition to the pilot, a study documenting the experience was carried out.

**Research Exchange Program**

This partnership between the Think Tank Fund, the Knowledge Sector Initiative, and TTI, is facilitated by On Think Tanks and the Centre for Economic Policy Research, and seeks to learn how think tanks collaborate, especially across regions. It seeks to address several questions. What factors drive or hinder collaborations? What are the positive and negative effects of collaborating? How can and should collaborations be best supported in the future? The Exchange has brought together ten researchers from nine countries. Over a two year period, these participants will work on:

- Collaborative projects with fellow participants;
- An action learning project focused on collaboration that involves all participants;
- A series of online/virtual webinars and online discussions; and
- Face to face meetings to support and encourage stronger personal links between the participants.

The project began in early 2014, and insights are already emerging, including on what some of the barriers to think tank collaboration might be.

**On producing quality research:**

For TTI, producing high quality research is a key element (if not the most important) for the sustained success of a think tank. Research that draws on local evidence, based on the best available methods, and recognized by peers, allows a think tank to make important contributions to knowledge, stimulate ideas and creativity, and build its own credibility in the process.

TTI’s focus on enhancing the quality of research has been undertaken mainly at an individual institutional level. Emerging from interest in wider exchange of lessons and experience between institutions, TTI helped launch initiatives in two particular areas: peer review and research exchange.

**On engaging more strategically:**

TTI sees the strength of a think tank’s relationships with key policy actors and its ability to network as vital to its success. Engaging effectively with different stakeholders also means that think tanks need to be able to communicate well with diverse audiences. In order to address these needs, TTI launched a dedicated line of support:

**Policy Engagement and Communications (PEC) Program**

PEC is a one-year program that supports TTI-funded institutions to promote their research in ways most likely to have policy influence. The program provides think tanks with customized capacity development through the support and ongoing input of a facilitator. PEC also gives think tanks the opportunity to join in a community of practice where they can share experiences, learn together and ultimately improve how they can communicate their research.

Now that PEC is wrapping up, a set of lessons is beginning to emerge.

**On being effective organizations:**

Producing high quality research in a way that will influence a range of key stakeholders is a complex task that can only be accomplished by an effective and sustainable organization — one that has strong leadership and governance, a clear vision and goals, competent staff and reliable funding. For TTI, sustainability is one of the most important goals for institutions. TTI works and will continue to work with the institutions to help them strengthen their overall ability to attract, manage and retain resources.

**Workshops**

Throughout Phase 1, regional workshops have been held on Monitoring and Evaluation, Resource Mobilization and Financial Management. These events have provided opportunities for non-research staff of TTI-supported institutions to learn from each other and from field experts; identify capacity gaps; and lead the implementation of key activities within and across their institutions.

**Opportunity Funds**

Workshops and other face-to-face events have kick-started further initiatives by the think tanks. For example, Fundación para el Avance de las Reformas y las Oportunidades (Grupo FARO) and Centro de Análisis y Difusión de la Economía Paraguaya (CADERP) developed and implemented a fundraising project aimed at drawing financial support from the Paraguayan and Ecuadorian diaspora in the U.S. and Argentina. The partners formulated a fundraising strategy with the assistance of a consultant, created a database of potential individual and corporate donors both in their respective countries and in the diaspora, and developed a communications strategy for engaging them.

The Sustainable Development Policy Institute (SDPI) and CPD organized peer exchange and training visits for non-research staff in order to foster greater inter-organizational cooperation at the non-research level and encourage the development of administrative capacity.
SHARING RESEARCH AND LEARNING

Throughout Phase 1, TTI has supported research to capture lessons about what think tanks need to succeed. A body of work on think tanks is now emerging:

**On building organizational capacity:**

**Organizational Capacity Building for Quality Research**

Led by CEPA, Grupo FARO, IEA-Ghana, IPAR-Rwanda, SDPI, and IDRC

A book that showcases the experiences of a collaborative action research process led by five think tanks. In it, they reflect upon the nature of the processes they have undertaken in order to develop their organizational capacity for quality research.

**On measuring and articulating success:**

**Analyzing and measuring success of think tanks**

Led by GRADE

A paper that explores whether improvements in organizational performance can be monitored through the construction of appropriate indices.

**Stories of Influence Series**

A growing set of stories (so far 48) that combine two approaches to evaluation: IDRC’s Categories of Influence (Expanding Policy Capacities, Broadening Policy Horizons, and Affecting Policy Regimes) and ODI’s RAPID framework which allows us to assess the mechanics of the research-to-policy process of these profiled institutions.

**Impact Graphic Stories Series**

These stories set out to test a quantitative approach that combines aspects of cost-benefit analysis with interviews on the think tank’s particular contributions in a complex policy process.

**Stories of successful influence – the impact of think tanks’ work on policy**

Led by Grupo FARO

This paper maps examples of successful influence of the work of think tanks and analyzes what characterizes “success.”

**On the external environment:**

**How does context affect the success of think tanks?**

A report that explores the opportunities and challenges facing think tanks in different contexts so that they can position themselves, and be supported, effectively.

**Policy Community Surveys**

A series of regional and global reports that investigate the kinds of information policy actors need and how they access it, and their perspectives on the quality of that information once it is available to them.

**How do Policy Actors Assess Think Tanks?**

A report that investigates factors affecting senior policy actors’ perceptions of Southern think tanks, both within and across different domestic policy communities.

**Understanding Donor Commitments to Strengthening Think Tanks**

A report that aims to understand how donors support policy research and how TTI can help “shift” these funding practices towards more support.

**Think Tanks and Universities:**

**Complementers or Competitors?**

A series of reports that aim to understand the relationship between think tanks and universities as complementing and/or competing stakeholders in the national policy arena.
Implementing an innovative and complex program such as TTI has generated many lessons. At the end of TTI’s first phase, we are reflecting on some big questions such as: what has happened as a result of TTI’s support? How have we done as a program? And what can we improve on, now and in the future?

Through our own ongoing reflection, we have identified several areas of learning:

- We have taken risks: from the start we knew that TTI was betting on the performance of some institutions that were either very small or very large, that worked in tough contexts or that faced serious organizational challenges. However, at the end of Phase 1, we can say that the bet has largely paid off. 52 institutions were initially selected for TTI support, of which 48 formed the cohort at the end of Phase 1.
- We need to share what we're learning more effectively and more widely: throughout Phase 1 we have striven to capture and communicate what we've learned. However we can still do more in this regard. We're addressing this by being more open about our own learning, engaging directly with others and being present in the spaces where knowledge and ideas on how best to support think tanks are being shared.
- We have encouraged collaboration: TTI began as a program focusing only on individualized institutional support. As we began implementing TTI, we saw a real interest by the think tanks to engage more and more with each other, and with other stakeholders. As a result, we piloted a modality of support called Matching Funds, which allowed think tanks to work together on a project, contribute some funding (monetary or in-kind) with a matching contribution provided by TTI. As the mechanism became more familiar and streamlined, these funds became a dynamic way for TTI-supported think tanks to seize windows of opportunities and to collaborate in 'real time' with each other, and with other non-TTI supported think tanks.
- We have identified several areas of learning: Through our own ongoing reflection, we have identified several areas of learning:

An External View

In order to gain further insights including on the above reflections, TTI’s donors selected an independent evaluation team, led by the European Centre for Development Policy Management (ECDPM) and the Overseas Development Institute (ODI). The team set out to evaluate TTI’s design, assess its implementation, determine its impact, and suggest improvements for the program’s second phase. The approach was comprehensive – involving literature reviews, examination of TTI’s own monitoring data, interviews, workshops, visits to 17 institutions and three regional offices in eight countries, the collection of 65 “Stories of Change”, and online follow-up surveys.

The evaluation revealed many lessons, about what has worked well, what has worked less well, and some of the areas where we can strengthen our approach. It highlights a number of successes, most important of which is that TTI’s strong formula combining core funding and technical assistance is proving effective. For example, the evaluators observe that “the programme is clearly very well positioned to contribute to knowledge about how best to strengthen the capacity of Southern think tanks and how they can most effectively contribute to better policies and programmes in developing countries. There are no other similar capacity development support programmes that have such a wide geographic spread, allowing lessons to be compiled from very different contexts.”

In terms of the think tanks in the cohort, the evaluators observed that through TTI support, there is:

- Enhanced organizational effectiveness: clear signs are emerging that think tanks are using their core funding to strengthen their organizational performance. For example, the Centre for Population and Environmental Development (CPED) in Nigeria used core funding to bolster its administration, finance, and communications, while also strengthening its governing board.
- Effective policy influence: Think tanks are having an increasing impact on policy, for example, Instituto Desarrollo (ID) in Paraguay increased its role in policy processes by winning a contract to develop Paraguay’s regional development plan, while analysis produced by Grupo de Análisis para el Desarrollo’s (GRADE) of a government initiative resulted in the Peruvian government retargeting its funding to bolster the programme to benefit rural communities.
- Investments in research quality: Think tanks are investing in, and strengthening, the quality of their research. For example, the Indian Institute for Dalit Studies (IIDS) doubled its number of staff holding PhDs, restructured its research unit, appointed senior research staff, and set up a network of external researchers for collaborative research and peer review.
While acknowledging these successes, the evaluators also identified areas where TTI can do more to improve its efforts. We have already begun to address these:

• Understanding better how TTI is helping to strengthen research quality: We’ll test and adapt alternative methodologies to help us understand how TTI support makes a difference. We will also increase our efforts to help think tank researchers access, and use, a range of complementary research approaches that they can use to address challenging questions.

• Monitoring and evaluating on an ongoing basis: We are reviewing the way we implement our M&E strategy so that we can learn continuously from our experiences, and strengthen and adapt TTI to meet the needs of the think tanks we support. We’ve already begun to streamline our monitoring approach by improving the tools we use, including upgrading our database. We will continue to minimize the burden that M&E can place on the think tanks themselves.

On Capacity Development

Beyond the evaluation, we have reflected on the program’s approach to Capacity Development. Beyond the provision of core funding, we have tried different mechanisms throughout Phase 1 to support think tanks, ranging from tailored and focused support from TTI’s Program Officers and external experts to individual institutions (such as the PEC program), to facilitating global exchanges, we have tried different mechanisms throughout Phase 1 to support think tanks beyond core funding. A number of lessons have emerged, including the following:

• We have an immense diversity in the cohort of TTI-supported institutions: The 48 think tanks supported are all of different ages, sizes, affiliations, and research advocacy focus. These differences highlight the need for continued, and increased, individualized support.

• We need to balance the offer and demand for Capacity Development: TTI has taken primarily an offer-based approach, through the provision of learning and exchange opportunities along our three areas of focus – Research Quality, Policy Engagement and Organizational Performance. But at the end of Phase 1 we also find ourselves supporting more and more demand-driven learning and exchange, where think tanks themselves ‘pitch’ their ideas to TTI for support, taking advantage of the complementary funding mechanisms that TTI has introduced. Balancing both types of Capacity Development is key, and we aim to do more of this in Phase 2.

• We have striven to engage Southern expertise: TTI has not aimed specifically to strengthen the capacity of Southern service providers, but during Phase 1 we have observed, and engaged with, a growing pool of expertise emanating directly from the regions where TTI works. Through our extensive programming, involving competitive international procurement standards, we have been able to access an ever-growing pool of expertise and talent in Southern countries which is helping think tanks to meet their different needs and aspirations.

• We are moving more towards ‘horizontal’ learning: While we do engage a number of consultants, we are finding more and more that our sources of expertise are coming from the think tanks themselves. This is a great opportunity to support effective, meaningful peer learning.
INTRODUCING PHASE 2

Six years after TTI was conceived, core financial support by domestic sources and international donors to Southern think tanks is still in short supply. At the same time, Southern governments are expected more than ever to build policies based on objective, high-quality evidence.

Given that these conditions remain, and because TTI was initially thought of as a ten-year program, our funders have agreed to support a second phase, starting on October 1, 2014.

Phase 2 maintains TTI’s main goal of strengthening a group of high-performing Southern think tanks to enable them to better provide objective, high-quality research that both informs and influences policy.

TTI’s Phase 2 objectives are:

1. Renew a group of promising think tanks from the Phase 1 grantee cohort and assist them to maintain effective strategies to improve organizational performance and monitor progress;

2. Provide a combination of core funding and access to capacity development support to enable think tanks, both individually and collectively, to achieve improvements in organizational performance, research quality, and policy engagement; and,

3. Facilitate and share learning about strategies for defining, building, and managing successful, sustainable think tanks with a wide range of policy research organizations and interested stakeholders.

The Economic Policy Research Centre (EPRC) is helping the Government of Uganda increase farmers’ yields with a new fertilizer strategy.
PHASE 2 APPROACH

Based on the principle of long-term funding that guides TTI, our donors decided to continue supporting high-performing think tanks from the Phase 1 cohort, rather than open up funding for new institutions and countries. Therefore, existing Phase 1 institutions were invited to apply via a closed competitive selection process for Phase 2 funding.

TTI undertook a careful review of each applicant institution. This comprised an assessment of proposals detailing institutional plans and budget envelopes, as well as separate institutional visits by TTI Program Officers and External Assessors to each applicant. Our donors made the final decisions resulting in 43 institutions selected to continue on to Phase 2.

Core Funding
In Phase 2, TTI will continue to prioritize core support to think tanks. The program’s external evaluation has demonstrated that core funding benefits think tanks much more than project funding. It fills the gap between a restricted supply of core support and the ever-increasing demand for high quality research outputs. It allows think tanks to engage in long term planning, establish their own research priorities, strengthen their policy engagement and communication capacity, and pursue research and engagement that is responsive to national needs and opportunities, all of which contribute to the organization’s sustainability. As in Phase 1, about 60% of TTI’s total program funding will be dedicated to core grants.

Capacity Development
In Phase 2, we will design a Capacity Development program based on our learning from the first phase (see page 30). We aim to help think tanks capitalize on their strengths, and diagnose their weaknesses as they strengthen the quality of their research and their policy engagement.

We will continue to offer Opportunity Funds and also anticipate introducing a new dedicated line of support focusing on climate change. Nearly half of the think tanks supported by TTI explicitly program on the social and policy aspects of climate, energy and the environment, and many of them are emerging as contributors to policy dialogue on these themes at national and global levels. TTI support would help them generate new high quality research on climate related development challenges and strengthen their national and international policy engagement and influencing strategies.

Sustainability
TTI is a time-bound program, and as such cannot provide an indefinite funding source. Given that TTI grants will come to an end in April 2019, all of our support and activities in Phase 2 will deliberately integrate a component that focuses on ensuring that the institutions are best set up to be sustainable by the time the program ends.

Phase 2 supported think tanks are well aware of this and have all demonstrated that they are thinking seriously about sustainability and taking actions such as reducing their overall core expenses, engaging with new partners and seeking larger project funding in order to reduce the proportional administrative costs.

While we work with think tanks to help them set themselves up for sustainability, we also plan to engage directly with Southern donors in order to raise their awareness on the value of think tanks in their countries.

Sharing our Learning
A key lesson from Phase 1 (see page 28) is that we need to share what we are learning more widely. In Phase 2 we are keen to be a “go to” resource for think tanks (and perhaps other organizations) given the extensive learning we have gained from working closely with around 50 think tanks. In collaboration with others, we will develop and share more widely our practical knowledge, tools, and insights, on developing successful business models; core operations such as having strong governance systems and implementing quality assurance mechanisms; and financial and project management.

We want to be a resource for donors and the development community more broadly, by continuing to facilitate exchange and learning on how best to provide our support, and how to better coordinate our initiatives.

We are also in a unique position to help demonstrate the value of strong local think tanks, and how they can be important players in developing new research to inform and shape the regional and global development agendas, just as they have done in Phase 1 (for example, see Southern Voice, page 22).
Moreover, a number of IDRC colleagues in Ottawa, New Delhi, Nairobi, and Montevideo have contributed immensely to TTI’s development and implementation. Their input has been critical in meeting the program’s objectives.
TTI DONORS

Six donors contributed a total of almost $115 million to TTI’s first phase:

**William and Flora Hewlett Foundation**
The William and Flora Hewlett Foundation has been making grants since 1967 to help solve social and environmental problems at home and around the world. The Foundation concentrates its resources on activities in education, the environment, global development, performing arts, philanthropy, and population, and makes grants to support disadvantaged communities in the San Francisco Bay Area.

**Bill & Melinda Gates Foundation**
Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people’s health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people – especially those with the fewest resources – have access to the opportunities they need to succeed in school and life.

**UK Department for International Development (DFID)**
The UK Department for International Development (DFID) manages the UK’s aid to poor developing countries and leads its fight against world poverty. DFID works with governments in developing countries to help them lift their citizens – the poorest and most disadvantaged – out of poverty by providing proper health care and education, fostering good governance and promoting equitable economic growth.

**Netherlands Directorate-General for International Cooperation (DGIS)**
The Directorate-General for International Cooperation (DGIS) is responsible for development cooperation policy, its coordination, implementation, and funding. The Netherlands works with the governments of other countries and with international organizations such as the United Nations, the World Bank, and the European Union. DGIS themes include gender, AIDS, education, sustainable economic development, and the environment.

**Norwegian Agency for Development Cooperation (Norad)**
Guided by the belief that every life has equal value, the Norwegian Agency for Development Cooperation (Norad) gives aid for the purpose of empowering recipients to achieve their own development goals. The agency is a directorate under the Norwegian Ministry of Foreign Affairs (MFA) and focuses on alleviating poverty and promoting societal change. Norad does this by both financing NGOs as well as conducting its own research and projects.

**International Development Research Centre (IDRC)**
Canada’s International Development Research Centre (IDRC) supports research in developing countries to promote growth and development. IDRC also encourages sharing this knowledge with policymakers, other researchers, and communities around the world. The result is innovative, lasting local solutions that aim to bring choice and change to those who need it most.

FINANCIAL SUMMARY

<table>
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<tr>
<th>Contributions</th>
<th>Dec 2007 Mar 2014</th>
</tr>
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<tbody>
<tr>
<td>William and Flora Hewlett Foundation</td>
<td>34,810,122</td>
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<td>Bill &amp; Melinda Gates Foundation</td>
<td>35,352,620</td>
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<td>DFID</td>
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<td>DGIS</td>
<td>5,430,545</td>
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<td>IDRC</td>
<td>11,836,325</td>
</tr>
<tr>
<td>Norad *</td>
<td>1,582,453</td>
</tr>
</tbody>
</table>

| Expenditures | 97,484,238 |
| Operational Costs | 13,109,801 |
| Application and Selection Process | 548,777 |
| Monitoring and Evaluation | 1,365,269 |
| Research Expenses | |
| - Core Grants Programme | 62,499,540 |
| - Organizational Development Programme Funds | 6,930,592 |
| - Learning, Synthesis, Publication and Networking | 3,048,982 |
| - International Advisory Board | 463,920 |
| Administrative Cost Recovery | 9,517,357 |

**Research Expenses by Region**

| Research Expenses by Region | 72,943,035 |
| East Africa | 16,698,901 |
| West Africa | 16,129,787 |
| South Asia | 20,171,117 |
| Latin America | 16,430,328 |
| Global | 3,512,902 |

* Norad’s contribution began in November 2013.
THE THINK TANK INITIATIVE SUPPORTS INDEPENDENT POLICY RESEARCH INSTITUTIONS OR “THINK TANKS” IN THE DEVELOPING WORLD. THESE THINK TANKS CONTRIBUTE TO STRONGER POLICY RESPONSES TO THE MOST CHALLENGING PROBLEMS IN THEIR COUNTRIES.

For more information, please visit www.thinktankinitiative.org

ECONOMY
- Foreign direct investment
- Growth
- Labour markets
- Macroeconomic policy
- Poverty measurements
- Trade & Regional integration

ENVIRONMENT & NATURAL RESOURCES
- Carbon markets
- Climate change
- Disaster management / risk reduction
- Energy
- Green growth
- Water management

FOOD & AGRICULTURE
- Agricultural innovation
- Food security
- Rural development
- Rural livelihoods

GOVERNANCE
- Accountability and transparency
- Budget responsiveness
- Contribution to decentralization
- Fiscal policy
- Taxation
- Tracking public spending

SCIENCE & TECHNOLOGY
- Clean technologies
- Collaborative platforms
- Industry
- Innovation
- Technology applications

SOCIAL POLICY
- Citizenship &igration
- Discrimination and vulnerability
- Education & culture
- Gender
- Social accountability
- Social audit
- Social protection

INFORMATION & COMMUNICATIONS
- Appropriate technologies
- Development information
- e-learning
- Open data
- Open source applications

HEALTH
- Access to health
- Health care
- Health equity
- Health insurance
- Public health
- Systems approach
- Tobacco control

- Promoting equitable and inclusive growth: the better management of government revenues and expenditures; appropriate fiscal policies; putting economic integration on the policy agenda - and much more.
- Working towards the better management of natural resources and the environment, focusing on agricultural policies in their countries and bringing better infrastructure to the rural poor.
- Helping reduce rural poverty and improve quality of life, focusing on informing the debate on agricultural policies in their countries and bringing better infrastructure to the rural poor.
- Promoting policy on local participation in decision-making; making government more transparent; getting citizens involved in national budgeting processes; and using research and policy engagement to advocate for self-government.
- Using innovation to drive inclusive growth in areas such as agriculture and agro-processing industries, which have the power to reduce poverty.
- Mobilizing civil society organizations to propose new legislation; putting large-scale educational reform on their country’s national agenda; and increasing employment opportunities for migrant workers, women and castes.
- Opening borders with better data; building peace in conflict regions; helping public services improve; and coming up with alternative ways of budgeting for transparency and inclusivity.
- Helping reduce the absurd mortality rate; curbing tobacco use by advocating for increased taxation; and using research to support the extension of insurance coverage.

IPAR Rwanda
Institute of Policy Analysis and Research
RWANDA
http://www.ipar-rwanda.org

ALSO WORKS IN...
- Food & Agriculture, Governance

FEATURED PROJECT
- Supporting household enterprises in Rwanda.
  Using research to draw attention to growth and employment prospects in the informal economy. IPAR Rwanda, spurred the government to promote productivity among youth and women, including training on micro-enterprises, the provision of capital through business development funds, and a national entrepreneurship competition.

CSEA
Centre for the Study of the Economies of Africa
NIGERIA
http://www.cseafrica.org

ALSO WORKS IN...
- Economics, Environment & Natural Resources

FEATURED PROJECT
- Supporting the government of Nigeria’s oil boom.
  CSEA’s research showed that ending a sovereign wealth fund (SWF) in Nigeria would promote transparency in managing oil revenues and also enhance social equity. This sparked huge national interest in, and debate on, oil revenue management, which culminated in the establishment of a Nigerian Sovereign Wealth Fund legislation.

EPRC
Economic Policy Research Centre
UGANDA
http://www.eprc.or.ug

ALSO WORKS IN...
- Environment & Natural Resources, Social Policy

FEATURED PROJECT
- Increasing income and food security in rural Uganda.
  EPRC is helping the government of Uganda increase farmers’ yields with a new fertilizer strategy that aims to ensure the appropriate and sustainable use of fertilizers, increased farm productivity, and the equitable access to fertilizers for all farmers.

FUNDENANGO
Dr. Guillermo Manuel Ungo Foundation
EL SALVADOR
http://www.fundenario.org.sv

ALSO WORKS IN...
- Governance, Social Policy

FEATURED PROJECT
- Making municipal government more transparent.
  With its Transparent Municipality program, FUNDENANGO is helping make local governments in El Salvador more open and accountable. After the government passed the Law of Access to Public Information, FUNDENANGO has been working at the municipal level to both increase citizens’ awareness and ability to exercise this law, and the local government’s ability to implement it.

CSTEP
Center for Science, Technology and Policy
INDIA
http://www.cstep.in

ALSO WORKS IN...
- Economics, Social Policy

FEATURED PROJECT
- Modelling scenarios to inform policy.
  CSTEP is developing a computational modelling platform that will model energy scenarios to study its impact on India’s economy, environment, and security. This platform will aid policy makers in exploring India’s long-term energy strategies and the feasibility of renewable energy.

IPS
Institute of Policy Studies of Sri Lanka
SRI LANKA
http://www.ips.lk

ALSO WORKS IN...
- Economics, Social Policy

FEATURED PROJECT
- Helping Sri Lankan migrant workers get better jobs.
  With its extensive knowledge of labour issues, IPS convinced the government to promote foreign employment, which provides an important source of remittances to the country, while protecting its citizens abroad. As a result of IPS’ contributions, the government expanded vocational training for migrant workers and dedicated additional funding to keep their records current.

CADEP
Centro de Análisis y Difusión de la Economía Paraguaya
PARAGUAY
http://www.cadep.org.py

ALSO WORKS IN...
- Economics, Information & Communication

FEATURED PROJECT
- Opening borders with better data.
  The Observatory of International Economics, founded by CADERP, is giving Paraguay the evidence it needs to embrace world trade. The Observatory features databases, research publications, and videos that contribute to a more accurate and evidence-based debate on the future of trade in Paraguay.

ISSER
Institute of Statistical, Social & Economic Research
GHANA
http://isser.uer.edu.gh

ALSO WORKS IN...
- Economics, Environmental & Natural Resources, Food & Agriculture, Governance, Science & Technology, Social Policy, and Information & Communications

FEATURED PROJECT
- Improving maternal health outcomes.
  Recommendations from ISSER on abortion, the most common cause of maternal mortality, were adopted by the Ghana Health Service resulting in the establishment of protocols for the provision of safe abortion services. This has led to the reduction of the abortion mortality rate in the country.

THEMATIC SUB-FOCUS
- Food & Agriculture
- Science & Technology
- Environment & Natural Resources
- Governance
- Social Policy
- Information & Communications
- Health
To make decisions people need evidence, and that is what we are here to provide.

Antonia Mutoro, former Executive Director, Institute of Policy Analysis and Research (IPAR), Rwanda