

Impact Positive Improved Influence Results Medium  
 Policy Low Important Support Useful  
 Recommendation Fair

Exposure Substantial Valuable Colleagues Visibility Promotion  
 Reviewers Encouraging Significant PhD  
 Important Good Opportunity Impact  
 Professional Research Journal GDN Capacity  
 Positive Improved Early Stage Career Useful Higher  
 Publication Confidence

Knowledge Opportunity Countries Useful Important Low  
 Impact Significant Networking Fair  
 Researchers Dissemination GDN Medium  
 Globally Visible Positive Skills Experience  
 Contribute

Medium Valuable Generate New Ideas Strong  
 Excellent Exposure Important Allowed  
 Knowledge Mentor Research Analysis  
 Impact Level Positive Tools Useful Topics

LOCAL RESEARCH FOR BETTER LIVES

**The Global Development Network (GDN) is a public international organization that supports social science research in developing and transition countries for better policies and better lives.**

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Cover: Graphic based on a scientific word-cloud—a visual representation of a weighted list of responses—from GDN grantees who participated in the GDN Impact Survey, 2017.

# Global Development Network Annual Report 2017

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## Preface



**Pierre Jacquet**  
President

The year 2018 opens with a change at the helm of GDN. Professor Alan Winters, chair of GDN's Board of Directors from 2011 to 2017, has passed on the torch as of January 1, 2018 to Professor François Bourguignon after serving more than eight years on GDN's Board. He guided GDN amidst a difficult funding context and a rapidly changing development research landscape. He leaves an organization with a clear purpose and strategy, much better equipped to strive and take on the challenge of building the support it needs, yet also facing a much more difficult environment. In my own name, and that of the whole staff of GDN, I would like to express our deepest gratitude for his unwavering and inspired leadership during all these years. It was indeed a privilege for GDN's staff and President to serve under his dedicated and enlightened chairmanship.

Over the last years, and under Alan Winters' guidance, GDN has given much thought on its research capacity building mission in developing countries and on its meaning and importance. It has started documenting its impacts much more systematically. It has devised ways to mainstream quality and a focus on results at all levels of research capacity. It has also formalized its role as a provider of a whole package of research-related services, ranging from research design to management, quality control, capacity building, research communication, interpretation and dissemination. It has shaped demand-led programs specifically directed at institutions in Least Developed Countries willing to build their research capacity. It has raised the voices of developing country researchers in local and global policy debates. Last but not least, it has developed several funding as well as non-funding partnerships, thus adding its contribution to the SDG momentum and to the treatment of Global Public Goods. This, and much more, is amply illustrated in the pages of this annual report, in the strategy brochure that was published in 2017, in the impact brochure that came out early 2018, and of course throughout a totally revamped GDN website ([www.gdn.int](http://www.gdn.int)).

Development research has undergone a dramatic evolution over the last three decades. Scholarly research on development, focusing academic minds and methods on issues faced by developing countries, has progressively embraced a concern about results and impact, paving the way for research for development, or the mobilization of evidence and analysis to improve development policies and outcomes. It is GDN's conviction that this evolution

needs to be supplemented by a much more deliberate effort to build local research capacity. It is useful but simply not enough that the best experts and most promising scholars focus on the toughest development challenges. Using research insights to build policy solutions is not only, and even not essentially, a scientific process. It involves local politics, social mobilization and social change, institutions and cultural dimensions. The democratic debate in developing countries itself requires evidence-and-analysis-based contributions. For all these reasons, research in social sciences should be seen more as an integral part of development, mobilizing local researchers, than as an exogenous scientific input into devising solutions. Our task and challenge ahead is to further build that case and mobilize the support needed to ensure GDN's ability to pursue its mission. We rely on all our beneficiaries, partners and readers to be our ambassadors.



Image: GDN

*Professor Alan Winters completed his tenure as the Chair of GDN's Board of Directors, during which he spearheaded a major revamp of the organization.*

# Highlights

## Research Fellowships in Applied Development Finance

GDN inducted its first batch of ten research professionals from African, Caribbean and Pacific countries as Research Fellows to study the impact of social and economic development projects in the (ACP) region, in September, under a new program launched in partnership with the European Investment Bank (EIB). The fellowships provide young researchers with a practical opportunity to hone their impact assessment skills by working on projects under the guidance of top international experts in evaluation and impact assessment. The program will directly promote development by producing knowledge that informs large public investment decision making. Recruitment for the second annual batch of Fellows begins in 2018.

## Initiating a Natural Capital Accounting Network in the Pacific

GDN organized a regional workshop to design a Research and Practice Network for Natural Capital and Environment Accounting in the Pacific at the Oceania Ecosystem Services Forum, in Brisbane, Australia.



Image: Sarah Ackerman/Flickr

*The next steps of the PANCAnet initiative will focus on creating linkages between natural capital accounting research.*

The network will use environmental accounts to answer questions related to the environment and its exploitation, through collaborative projects. Participants included statisticians, civil servants, experts, researchers and activists from Fiji, Samoa, Solomon Islands, Australia, New Zealand and the Cook Islands. The next steps of the initiative will focus on creating linkages between NCA research, policy and investments. GDN also showcased lessons from its own natural capital accounting program in Africa at the forum. The event was organized in association with the World Bank-led Wealth Accounting and the Valuation of Ecosystem Services Global Partnership (WAVES), with inputs from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Pacific Office.

## Knowledge Systems for Development

The African Economic Research Consortium (AERC), the UK Department for International Development (DfID) and GDN hosted a roundtable discussion on 'Assessing Knowledge Systems to Strengthen Science and Development Policies' in Nairobi, Kenya, in July 2017. Experts, national actors and development partners met to discuss how to advance knowledge systems, and therefore knowledge-systems research, in East Africa, drawing on results from GDN's Doing Research program. Discussions centered around gathering evidence and designing knowledge systems to help shape science policy and economic growth and development.

## Evaluating Research Capacity in Bhutan

The Royal University of Bhutan is actively building its research efforts across its eight colleges through its research centers of excellence and by training academic staff and students to enhance their research skills. The university participated in a GDN program, funded by the International Development Research Centre, which provided tailor-made support to three institutions – in Bhutan, Cambodia and Ethiopia – to develop their own research capacity. A final, external evaluation of the GDN program found that the demand-driven, customized approach strengthened the activities of each participating institution. A film made by GDN, 'Research is Development | Testimonies from the Royal University of Bhutan,' captured the view of leaders, teachers and students who participated in the program.

## New Indicators for Sustainable Development

GDN organized a workshop in Dakar, in partnership with Université du Québec à Montréal (UQAM), the Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD), and the Senegal-based Centre de Suivi Ecologique (CSE) on the role of universities and research centers, mainly in West Africa, in the production and use of new indicators for sustainable development. The event served to sensitize research institutions to the concept of natural capital accounting, create synergies between potential research producers, and to explore ways to use natural capital accounts as an educational resource.

## GDN advocates for Climate Resilience

Experts from international organizations, NGOs, universities, think tanks and government departments gathered in New Delhi for a high-level consultation on climate resilience on 15-16 September to discuss the risks of climate change, with a keynote by Kamal Kishore, National Disaster Management Authority in India. Experts such as Youssef Nassef, from the UN Framework Convention on Climate



Image: Pexels

*The Sri Lankan parliament included two recommendations stemming from Kanchana Wickramasinghe's research, pertaining to climate insurance for dry-zone farmers.*

Change (UNFCCC), Jyotsna Puri from the Green Climate Fund, and Erik Kjaergaard from the African Development Bank attended this event hosted in collaboration with Action on Climate Today, Institute for Global Environmental Strategies, the Stockholm Environment Institute and the UNFCCC. With a report of these discussions, GDN later joined discussions on climate action at the COP23 in Bonn, contributing to dialogues on human settlements and adaptation, development and climate, and on the Lima Adaptation Knowledge Initiative, advocating for more local research to inform climate strategies.

## **Improving Public Services in Latin America**

GDN and the Group for the Analysis of Development (GRADE), a leading think tank in Latin America, co-hosted the launch of the book, 'Improving Access and Quality of Public Services in Latin America: To Govern and To Serve' in Lima, Peru, in June. During her opening speech, the Vice-Minister of Finance of Peru, Rossana Polastri, said the book is an important contribution to the implementation of the development agenda. The book, co-edited by GDN Director of Programs, Ramona Angelescu Naqvi, and GDN Board member, Guillermo Perry, captures lessons from governance and public service delivery from a 30-country project of education, roads and water services in Latin America. It can be ordered via Palgrave-MacMillan or Amazon.



## Using Evidence for Policy in India

Now a national priority in India, good governance relies upon accountability and sound, relevant data - in other words, the use of evidence for policy. Panelists at a half-day conference in New Delhi identified a variety of factors to enable the use of evidence for policy, including high quality, contextual research, multi-stakeholder engagement among policymakers and researchers, transparency, and a 'network of champions.' The event was jointly organized in New Delhi, at the India Habitat Center, by the Campbell Collaboration, GDN and the International Initiative for Impact Evaluation.

## Boosting Farmers' Resilience in Sri Lanka

Kanchana Wickramasinghe, Research Economist at the Institute of Policy Studies in Sri Lanka, and First Prize winner of the Japanese Award for Outstanding Research in 2014, has been influencing national farming policy in Sri Lanka. Her work with GDN showed that the uptake of crop insurance remains low despite the increased risk of natural disasters such as drought or flood. The 9 November, 2017 budget speech in the Sri Lankan parliament included two recommendations stemming from her research, pertaining to climate insurance for dry-zone farmers.

## Changes at the helm of GDN

Alan Winters, Professor of Economics at the University of Sussex, UK completed his term as the Chair of GDN's Board of Directors, during which he spearheaded a major revamp of the organization, including building a new strategy. Winters is succeeded by Dr. Francois Bourguignon, Emeritus Professor of Economics at the Paris School of Economics. In 2017, GDN's Assembly, made up of representatives of five member countries, appointed several new directors on GDN's Board including:

- Pulapre Balakrishnan, Professor of Economics, Ashoka University
- Shantayanan Devarajan, Senior Director Development Economics, The World Bank
- Francisco Ferreira, Senior Adviser, World Bank Development Research Group
- Heba Handoussa, Founder, Egypt Network for Integrated Development
- Habibul Haque Khondker, Professor Zayed University, Abu Dhabi, UAE
- Justin Lin, Director, New Structural Economics, Peking University
- Tham Siew Yean, Senior Fellow, ISEAS-Yusof Ishak Institute

# Strategy & Programs

The year 2017 was the first year of implementation of our new organizational strategy, 'The Road Ahead | Strategy 2017-2022.' The new strategy document was officially approved and circulated widely, amongst external stakeholders and staff, in July 2017. A video, featuring GDN's President Pierre Jacquet, outlines the thinking behind the new strategy, and sets out a refreshed vision and purpose for the organization – i.e., a world in which evidence and scholarly knowledge inform and inspire development and policy decisions.

The three pillars of the strategy – summarized as *local capacity, global research and sharing evidence* on our new website – now clarify three interrelated objectives: research capacity building, high-quality research, and research influence, and allow GDN to dedicate specific attention and resources to each one individually, including within a single program. This, in turn, advances GDN's added value as a global organization, on each one of these fronts.

## Local Capacity | Strengthening Research in Low Capacity Environments

GDN recognizes that the main players of research capacity building remain local universities, and that local research centers and think tanks, even more so than individual researchers, are the strategic actors in the production of research relevant to local development. Under this strategic pillar, GDN has been refining its approach to supporting stronger local institutions to conduct research and train new generations of researchers.

March 2017 saw the successful conclusion of an innovative pilot funded by the International Development Research Centre (IDRC). The program offered demand-driven support to select institutions in Least Developed Countries on the basis of their own, promising blueprints, thus helping to strengthen self-developed research training programs. The work with institutions in Bhutan, Ethiopia and a collaboration between Cambodia and Vietnam, showed that even small grants, if combined with tailored external support, can help teams of champions to change the way institutions organize and resource research and research training, and meaningfully support the development of a strong research culture. An independent external evaluation of the program pointed out that the demand-driven model piloted by the program has the potential to work at a much larger scale, and that the involvement of Scientific and Technical Advisors, and of GDN, in the teams' interaction with their own and other institutions, was instrumental in securing the sustainability and scale-up of the three projects, without further direct financial support. The pilot also threw new light on the role that GDN's Scientific and Technical Advisor can play beyond peer-review alone, i.e., to support the monitoring, internal evaluation and outreach of projects.

GDN also continued its work with the Inter-American Development Bank (IDB) in 17 smaller countries of Latin America and the Caribbean. The goal of this program is to strengthen the contribution of independent research centers to policy analysis and debates, in countries where the demand for independent policy research on government policies is comparatively low. Two independent research institutions in Ecuador and in El Salvador secured the direct support of their respective Ministries of Education to conduct new research on some of the country's key programs to boost the quality of



Image: A Majeed/AFP/Getty

*GDN recognizes the global nature of development challenges, and the ensuing need for high-quality comparative research to inform policy debates and development action.*

education, with GDN support. Despite important drawbacks for teams in other countries, where an agreement with the ministry on data access and use proved unviable, the projects in Ecuador and El Salvador now offer a new testing ground for a multi-partite collaboration between GDN, local institutions and the IDB. (See section on Sharing Evidence.)

In 2017, GDN also started systematically targeting institutions as opposed to research teams or individual researchers, throughout all its programs. An example of this new approach is GDN's work on aid effectiveness, in partnership with the African Economic Research Consortium (AERC) and supported by USAID. The goal of the program is to strengthen the voice of African research in debates about aid effectiveness in Sub-Saharan Africa. In 2017, GDN issued a call for proposals on aid effectiveness 'from a recipient's perspective.' GDN selected high-quality academic proposals from institutions or consortia interested in building a long-term research agenda on the topic.

## **Global Research | Delivering High-Quality, Global, Collaborative Research**

GDN recognizes the global nature of development challenges, and the ensuing need for high-quality comparative research to inform policy debates and development action. As part of GDN's work under this strategic pillar, GDN also sees the urgent need to develop effective formats for collaborative, North-South and interdisciplinary research, including increasing opportunities for qualified Southern researchers to be part of and influence debates and decisionmaking, with evidence that is locally relevant and locally produced, meeting world-class research standards. To support this objective, in addition to re-granting funds from its partners, GDN provides a set of services to the teams competing for GDN grants, including mentoring, grant management support, communications and outreach and rolling peer-review, some of which are offered in the early stages of proposal development.

Economic transformation remains a central challenge for governments in developing countries. GDN is currently running two two-year, multi-country research programs to document how this process is taking place. With the financial support of the Competitive Industries and Innovation Programme, and as the chosen partner of the Finance, Competitiveness & Innovation Global Practice of the World Bank Group, GDN is working with three teams in Africa (Ethiopia, Ghana and Ivory Coast) to understand



Image: DFID/Flickr

*Economic transformation remains a central challenge for governments in developing countries.*

how industrial policies work, by analyzing the determinants of their success or failure within their specific national contexts. The three teams are looking at three important aspects of competitiveness strategies, i.e., export promotion incentives, cluster formation and knowledge diffusion and the case of a private sector initiative in the Cocoa sector.

GDN is also conducting a joint research program with JICA-Research Institute on the effects of management methods on firm-level productivity, with a focus on Kaizen. The program started with a visit of selected teams from Brazil, Ghana, the Philippines and Vietnam, to Japan, to see Kaizen implemented in practice in Japanese firms. Four studies, one by each team, are now underway, and will converge in a book co-edited by Akio Hosono (JICA Research Institute), Go Shimada (University of Shizuoka), and John Page (Brookings Institution).

In July 2017, as climate change and its consequences continued to block sustainable and resilient development, GDN joined the global effort to address this important issue. GDN became a partner of the Nairobi Work Programme (NWP) of the United Nations Framework Convention on Climate Change (UNFCCC) to support the Convention to facilitate and catalyze the development and dissemination of information and knowledge that will inform and support adaptation policies and practice.

In September, GDN together with the Stockholm Environment Institute (SEI), Action on Climate Today (ACT), the UNFCCC and the Institute for Global Environmental Strategies (IGES), gathered 33 experts from 23 key institutions in New Delhi to discuss how resilience, adaptation and risk management interact with and contribute to each other, and to what extent the notion of a disaster resilience 'continuum' can advance and accelerate the implementation of the Paris Agreement and the SDGs.

Additionally, in November 2017, GDN was invited to participate and share experiences in the 11th NWP focal point forum on human settlements and adaptation and in the side event on the Lima Adaptation Knowledge Initiative at the COP23. During those meetings, GDN shed light on the importance of including social science researchers from developing countries, in the formulation, monitoring and evaluation of national and international adaptation plans and strategies.

GDN also conducted two research competitions this year: the Global Research Competition, and the Global Development Awards Competition. The former maintained its tradition to foster cross-country

research on pressing development challenges, and focused this year on the theme of ‘Development Aid Effectiveness From A Recipient’s Perspective.’ Three teams comprising researchers from Ghana and Nigeria, South Sudan-Egypt, and Botswana-Zimbabwe, are participating in this research program that will bear fruit in the first semester of 2018. GDN’s Awards Competition is in its 17th edition this year and focuses on ‘Skills Development and Employment Generation.’ Finalists have been selected following a rigorous, multi-stage selection process and will participate in GDN’s next Global Development Conference, where a high-level scientific jury will listen to their proposals and award the first, second and third prizes of the competition.

GDN has also taken up the question of what facilitates or hampers social science research in developing countries as a research topic, in and of itself. After a successful pilot, which ended in July 2017 with the publication of the ‘Doing Research Assessment: Understanding Research Systems in Developing Countries.’ This document, available on the GDN website, which proposes a framework to systematically analyze national research systems and identify structural barriers and levers of societal impact, is the result of a two-year pilot that looked at how research is organized across 11 developing countries, in close partnership with national research teams. The natural follow up to this program is a global scale-up, currently planned for 50 developing countries worldwide, which will boost the knowledge and data available to national governments, local institutions, and international agencies as they strive toward strengthening the role and contribution of local research to development efforts and, ultimately, better lives.

In partnership with the European Investment Bank (EIB), GDN rolled out the EIB-GDN Program in Applied Development Finance in 2017. Funded by EIB’s Impact Financing Envelope (IFE) for African, Caribbean and Pacific (ACP) countries, this major initiative is meant to be the proof of concept of a new model of systemic capacity building in developing countries. The program will provide highly qualified local researchers and research professionals an opportunity to hone their methodological and research management skills through hands-on assessments of the socio-economic impacts of the operations of companies the EIB has invested in. The program is initially slated to run for three years, with ten Fellows being inducted into each cohort. At the end of this period, the ACP region will collectively be able to



Image: EIB

*The first batch of researchers at the EIB headquarters.*



Image: GDN

The new GDN website offers a library of insights by topic.

draw upon the resultant core network of 30 operationally trained research professionals to conduct impact assessments of development finance projects without having to rely on external, foreign help. The advisors for the program are François Bourguignon (Paris School of Economics), Shahrokh Fardoust (Institute for the Theory and Practice of International Relations), Emmanuel Jimenez (International Initiative for Impact Evaluation), Arianna Legovini (World Bank), and Alexandros Sarris (University of Athens).

## Sharing Evidence | Putting Research to Better Use

GDN recognizes that the impact of research on policy, and further on, on society, is the result of the interplay of demand and supply of policy relevant knowledge, and that the interplay between potential users and producers of research requires attentive facilitation, dedicated spaces, and a degree of social engineering.

In 2017, GDN has invested significant effort in studying the incentives, formats and tools that can boost the demand for social science research on the one hand, and the relevance of the research produced for potential users, on the other. Alongside more traditional research translation and dissemination activities, which concentrate on research once it is complete, GDN has been increasingly investing in creating spaces for interaction between researchers and policy actors broadly defined at the earlier phases of research development, including during the key phase of the definition of research questions.

In March 2017, GDN launched the Pacific Natural Capital Accounting Network (PANCAnet), a user-driven online platform where national and international policy actors working on environmental issues in the Pacific region interact with researchers based in local universities. The platform is designed to facilitate interaction between user and producers of research towards the co-creation of research projects for which there is a clear policy or societal demand, and supports the ad-hoc ‘communities’ that emerge around policy-relevant research ideas to develop proposals appealing to research donors. This innovative platform is currently being tested, and has informed work on research-practice networks within other GDN programs under development.

The process of early engagement – from the very definition of research questions and methodologies – between GDN grantee institutions and the relevant Ministries, dealing with quality education in 17 smaller countries of Latin America and the Caribbean, has mobilized political interest in the research results. The ministries of Education in Ecuador and El Salvador expressed interest in working further

with the local teams, GDN and the Inter-American Development Bank to use the findings of the research underway to improve the quality of education. This is a first, in that GDN will directly support the translation of research findings into the design of new policies and programs.

Also during 2017, a new team at GDN prepared to launch a new blog, which will be a global platform for communicating development research to policy audiences – GlobalDev. The blog is a new multi-lingual platform supported by GDN, the Bill and Melinda Gates Foundation and the International Monetary Fund, that aims to redefine how research is communicated. Under the patronage of a mixed advisory board of eminent academics and policy actors, the blog seeks to publish insights from high-quality research to throw light on urgent development challenges. It was an intense preparation year for GlobalDev, and work behind the scenes confirmed our starting assumption in the project: that researchers lack both models and incentives to effectively communicate research to policy audiences. The blog offers strong editorial support to work with researchers interested in showcasing the societal value and policy contribution of their field. The launch is scheduled for January 2018.

Research supported by GDN has also been disseminated widely in 2017 and tailored for a variety of audiences. Findings from the Doing Research project pilot have been converted into infographics, highlighting the importance of assessing the research environment in developing countries and the wide disparities that exist between developed and developing countries.

Earlier research on Governance and Service Delivery in over 30 countries was synthesized in a volume called, 'Improving Access and Quality of Public Services in Latin America: To Govern and to Serve,' published by Palgrave-MacMillan. The book was co-launched with GRADE in a high profile event in Lima, Peru in June 2017 with officials from the Ministry of Finance, Education, water regulators, the World Bank, Banco de Desarrollo de America Latina (CAF) and other major local think tanks and academic institutions. Three successful elements of governance emerge from the book: better information for users, increased accountability through paid services, and an enabling political culture. The variety of case-studies examined in the volume focus on wider political economy questions, on the intricacies of political competition and governance reform, and on public spending efficiency in countries as varied as Chile, Colombia, Peru and Uruguay.



Image: Courtesy GlobalDev

*GlobalDev is a new blog developed with support from the Global Development Network, the Bill & Melinda Gates Foundation, the International Monetary Fund (IMF) and other development partners, offered in 3 languages.*



Image: Shutterstock

*Findings from a GDN supported study showed that losses in the tourism sector due to beach degradation will far exceed the revenue from sand mining.*

## Impact

Founded in 1999 in the aftermath of a landmark report by the World Bank on knowledge for development, GDN has since supported high-quality, policy-oriented, social-science research in developing countries. In 2017, GDN made an attempt to document its own impact over the last 17 years, drawing on both a series of independent evaluations commissioned to evaluate its various programs in years past, as well as on responses from an in-house survey of its rich cohort of grantees across the globe.

Overall, the evidence gathered through this exercise points to four complementary contributions by GDN to the knowledge-for-development agenda:

- **GDN supported research has informed and improved local development priorities and policy-making.** Almost half of all GDN grantees have been invited to share findings with policymakers in their countries and GDN supported research on public expenditures, education, health, governance and agriculture, to name a few, has informed national and global policy over the years.
- **GDN has strengthened regional centers of high-quality development research.** Under the global umbrella of GDN, many of GDN's Regional Network Partners have provided research capacity building, networking and cross-fertilization opportunities to early career researchers, and also established themselves as strong, independent and credible regional research centers. GDN has also contributed to building institutional capacity of research centers and universities in Least Developed Countries.
- **GDN's global network has amplified the voice of developing country research in global debates.** Many have become agents of change. GDN has encouraged the placement of insights from local researchers in developing countries in global debates amongst aid agencies, academics and national policymakers on topics as varied as aid effectiveness, migration, natural resource management, health or trade.



# Knowledge for Development

Making a difference



## Local Research for Better Lives

Image: GDN

*In 2017, GDN made an attempt to document its own impact over the last 17 years, in a booklet titled, 'Knowledge for Development - Making a Difference.'*

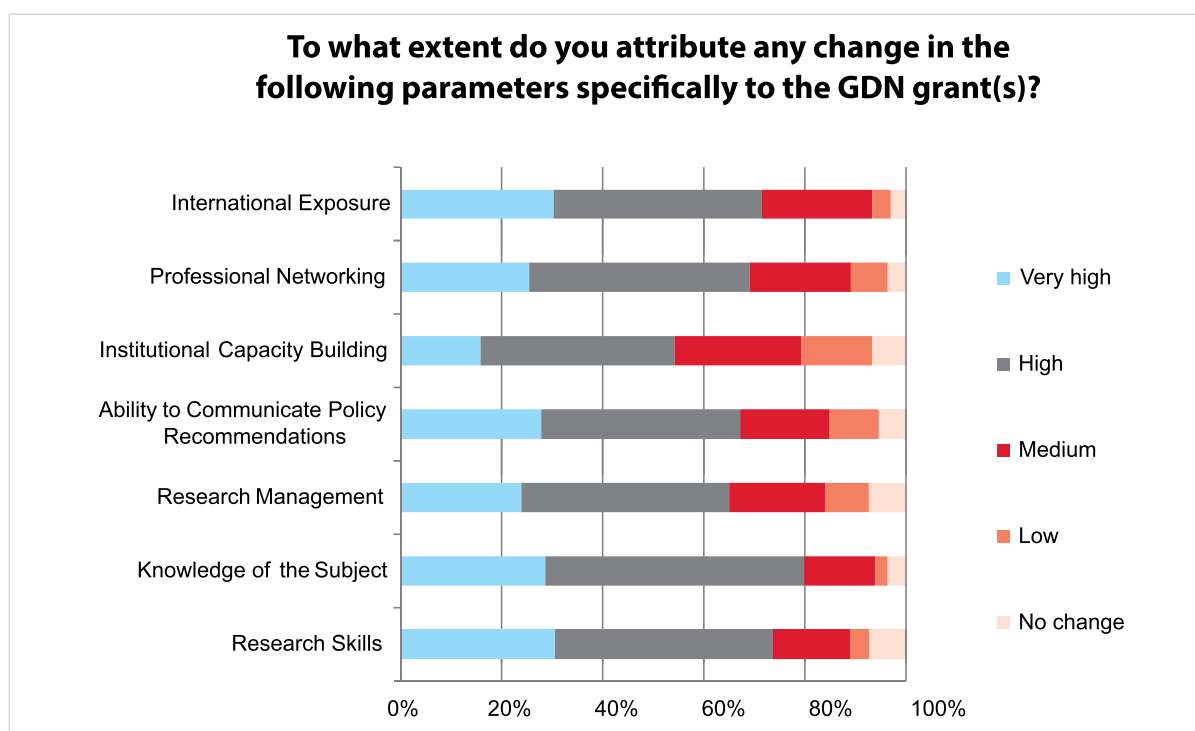
- **GDN has identified and nurtured talent around the world, through its research activities.** In 17 years, GDN has supported over 4,000 grantees from more than 140 countries through its various capacity building, comparative research and networking programs and platforms. Past GDN grantees include finance, education and development ministers in Colombia, Peru and Indonesia respectively, as well as governors of Central Banks in Africa and South East Europe.

The GDN impact survey was conducted in November 2017, through a post-grant, e-questionnaire circulated to its grantees. GDN received 256 responses to the survey, from a total of 1,704 recipients. Notably, consistently high percentages of grantees ascribed a number of changes directly to the GDN grant – international exposure, professional networking, the ability to extract and communicate policy insights, research management, knowledge of the subject and research skills – with the majority rating the change as ‘high’ or ‘very high.’ (See graph).

In another impact assessment activity, GDN launched a review of fifteen years of its longest running, acclaimed Global Development Awards Competition. Preliminary findings from an independent Dutch consulting firm show a predominantly positive impact, and often more than expected by the winners, and especially within the research arena, skills development and collaboration. Winners also reported positive impact in the area of visibility and recognition within national and international research circles.

Despite the well-known difficulties of attribution, it has been possible to trace the direct influence on policy in several cases. For example, the 9 November, 2017 budget speech in Sri Lanka included two recommendations from research by Kanchana Wickramasinghe of the Institute of Policy Studies on climate insurance for dry zone farmers, which she carried out after winning the first prize in the Award for Outstanding research for Development in 2014.

As Jaime Saavedra, Senior Director and Head of Global Practice (Education) at the World Bank puts it, “Policy implementation is a local endeavor in most cases, and (it) requires local talent to design, implement and evaluate policies. GDN has supported that talent in a global way.”



Source: GDN's impact document titled, 'Knowledge for Development - Making a Difference.'



Image: GDN Archives

*Eberechukwu Fortunate Uneze takes the microphone to explain the impact of his work in Nigeria.*

#### FROM THE ARCHIVES: PUBLIC EXPENDITURE ACCOUNTABILITY IN NIGERIA

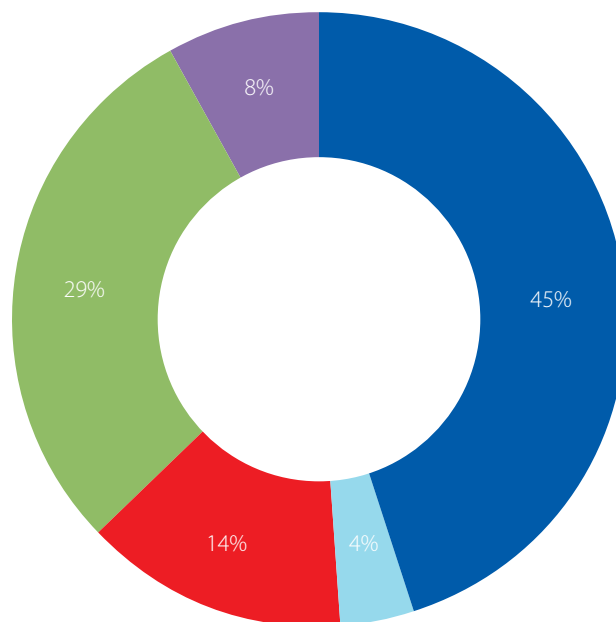
Eberechukwu Fortunate Uneze participated in GDN's global research program on Strengthening Institutions to Improve Public Expenditure Accountability in 2009. The research program not only helped him to acquire research skills, but also helped to inform civil society and organizations about the need for greater accountability in the management of public funds. Uneze confirms, "The Nigerian Federal Government's annual budget has moved to a performance-based budgeting system." He has since been advising a number of states on public expenditure management related to education. Uneze was from the Center for the Study of Economies of Africa (CSEA), Nigeria.

Not least, fresh impact stories from GDN's program were also featured on the new website, bringing to life several professional and policy level impacts emerging from GDN's programs on the ground.

GDN will continue to place an emphasis on documenting and sharing the impact of its programs in 2018. In particular, it will document its learning from across the three pillars of work outlined in its new strategy – strengthening research in low-capacity environments, delivering high-quality, global, collaborative research and putting development research to better use. Together, these efforts will address critical challenges in the knowledge-for-development agenda.

# Finances

## GDN Revenue Sources FY 2016-17



■ Governments ■ Foundations ■ Multilateral Agencies ■ Strategic Institutional Partnerships ■ Other Income

**Governments US\$ 1,554,200**

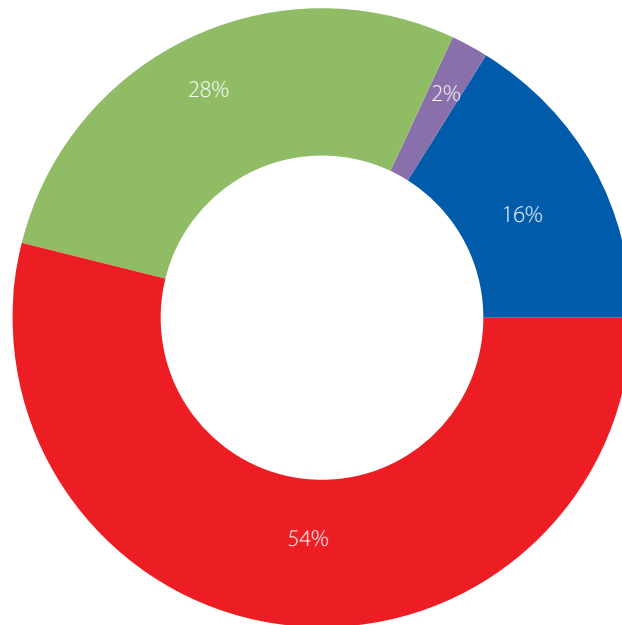
**Foundations US\$ 137,542**

**Multilateral Agencies US\$ 493,021**

**Strategic Institutional Partnerships US\$ 981,939**

**Other Income US\$ 256,406**

## GDN Program Expenses FY 2016-17



*Expenses incurred on behalf of 3<sup>rd</sup> party organizations such as Tulane University and Campbell Collaboration are excluded.*

- Global collaborative research
- Putting development research to better use
- Program development and M&E
- Strengthening research in low-capacity environments

**Strengthening research in low-capacity environments US\$ 197,337**

**Global collaborative research US\$ 670,978**

**Putting development research to better use US\$ 355,940**

**Program Development and M&E US\$ 24,281**

# Financial Statements

## Consolidated Statement of Financial Position

	2016-17	2015-16
	Amount (US\$)	Amount (US\$)
<b>Current assets</b>		
Cash and cash equivalents	5,516,108	6,332,297
Short term deposit	-	10,630
Contributions receivable	385,101	1,339,260
Prepaid expenses	93,388	61,207
Other current assets	25,933	8,968
<b>Total current assets</b>	<b>6,020,530</b>	<b>7,752,362</b>
<b>Property and equipment, net</b>	<b>4,605</b>	<b>6,462</b>
<b>Other assets</b>	<b>-</b>	<b>-</b>
Long term deposit and advances	16,576	41,440
Security deposits & Investment	86,396	157,913
Intangible Assets	16,131	-
<b>Total assets</b>	<b>6,144,238</b>	<b>7,958,177</b>
<b>Current liabilities</b>		
Grants payable	636,096	994,119
Accounts payable	139,147	61,752
Accrued expenses	811,580	632,602
Other current liabilities	-	18,676
Obligation in the Operating Cycle	-	-
<b>Total liabilities</b>	<b>1,586,822</b>	<b>1,707,149</b>
<b>Net assets</b>		
Unrestricted	3,420,912	4,524,911
Temporarily restricted	1,136,503	1,726,117
<b>Total net assets</b>	<b>4,557,415</b>	<b>6,251,028</b>
<b>Total liabilities and net assets</b>	<b>6,144,237</b>	<b>7,958,177</b>

NB: The tables on p.22-24 represent the consolidated financial position of two distinct legal GDN entities whose accounts are audited separately: GDN IO based in New Delhi and GDN Inc., based in Washington DC.

# Consolidated Statement of Financial Position

## Statement of Activities for FY 2016-17

	Unrestricted Amount (US\$)	Temporarily Restricted Amount (US\$)	Total Amount (US\$)
<b>Support and revenue</b>			
Grants, contracts, and contributions	(59,574)	1,500,158	1,440,585
In-kind contributions	-	-	-
Interest income	31,778	-	31,778
Foreign currency exchange gain / (loss)	5,689	-	5,689
Other income	22,107	196,832	218,939
Net assets released from restrictions	2,286,604	(2,286,604)	-
<b>Total support and revenue</b>	<b>2,286,604</b>	<b>(589,613)</b>	<b>1,696,990</b>
<b>Expenses</b>			
Program services			
Annual Conference	-	-	-
Regional Research Competitions/IRP	51,816	-	51,816
Global Development Awards	559,000	-	559,000
Research Capacity Building Program	608,073	-	608,073
Global Research Competition	10,298	-	10,298
Global Collaborative Research	943,384	-	-943,384
Other programs	19,348	-	19,348
Total program	2,191,920	-	2,191,920
<b>Supporting services</b>			
Donor coordination and fundraising	72,551	-	72,551
Secretariat (indirect costs)	1,126,132	-	1,126,132
<b>Total expenses</b>	<b>3,390,603</b>	<b>-</b>	<b>3,390,603</b>
<b>Change in net assets</b>	<b>(1,103,999)</b>	<b>(589,613)</b>	<b>(1,693,613)</b>
Transfer of Reserve	-	-	-
<b>Net assets (deficit)</b>			
Beginning of period	4,524,911	1,726,117	6,251,028
<b>End of period</b>	<b>3,420,912</b>	<b>1,136,503</b>	<b>4,557,415</b>

NB: The tables on p.23-24 represent the consolidated financial position of two distinct legal GDN entities whose accounts are audited separately: GDN IO based in New Delhi and GDN Inc., based in Washington DC.

# Consolidated Statement of Financial Position

## Statement of Activities for FY 2015-16

	Unrestricted Amount (US\$)	Temporarily Restricted Amount (US\$)	Total Amount (US\$)
<b>Support and revenue</b>			
Grants, contracts, and contributions	(150,613)	1,508,784	1,358,171
In-kind contributions	-	138,268	138,268
Interest income	27,710	-	27,710
Foreign currency exchange gain / (loss)	(14,006)	-	(14,006)
Other income	269,519	-	269,519
Net assets released from restrictions	4,478,906	4,478,906	-
<b>Total support and revenue</b>	<b>4,611,516</b>	<b>(2,831,854)</b>	<b>1,779,662</b>
<b>Expenses</b>			
Program services			
Annual Conference	440,898	-	440,898
Regional Research Competitions/IRP	238,451	-	238,451
Global Development Awards	649,625	-	649,625
Research Capacity Building Program	645,076	-	645,076
Global Research Competition	44,218	-	44,218
Global Collaborative Research	323,917	-	323,917
Other programs	100,474	-	100,474
Total program	2,442,659	-	2,442,659
<b>Supporting services</b>			
Donor coordination and fundraising	122,487	-	122,487
Secretariat (indirect costs)	798,446	-	798,446
<b>Total expenses</b>	<b>3,363,592</b>	<b>-</b>	<b>3,363,592</b>
<b>Change in net assets</b>	<b>752,074</b>	<b>831,853</b>	<b>1,583,929</b>
Transfer of Reserve	-	-	-
<b>Net assets (deficit)</b>			
Beginning of period	5,276,985	2,557,971	7,834,956
End of period	4,524,911	1,726,118	6,251,028

NB: The tables on p.23-24 represent the consolidated financial position of two distinct legal GDN entities whose accounts are audited separately: GDN IO based in New Delhi and GDN Inc., based in Washington DC.



## Awards & Grants

A listing of the new grants provided by GDN in 2017.

PROGRAM	STUDY OR PROJECT	COUNTRIES/ REGIONS	GRANT	NAME	AFFILIATION
EIB-GDN Program in Applied Development Finance, funded by the European Investment Bank (EIB) for €2.1 million from December 2016 to November 2019.	Deep Dive Report on Project Insights	Senegal	€27,500	Bassirou Sarr	
	Deep Dive Report on Project Insights	Ghana	€27,500	Charles Yaw Okyere	
	Deep Dive Report on Project Insights	Ethiopia	€27,500	Eleni Abaraham Yitbarek	University of Pretoria, South Africa
	Deep Dive Report on Project Insights	Cameroon	€27,500	Francis Hypolite Kemeze	International Food Policy Research Institute, Ghana
	Deep Dive Report on Project Insights	Rwanda	€27,500	Gloria Uwingabiye	
	Deep Dive Report on Project Insights	Ethiopia	€27,500	Kibrom Araya Abay	University of Copenhagen
	Deep Dive Report on Project Insights	Mali	€27,500	Mariam Sangare Rodrigues	CESSMA (Paris 7 Diderot University/ Institute for Research for Development-IRD)
	Deep Dive Report on Project Insights	Niger	€27,500	Oluwasola Emmanuel Omoju	
	Deep Dive Report on Project Insights	Ethiopia	€27,500	Yesuf Mohammednur Awel	United Nations Economic Commission for Africa (UNECA)
Global Research Competition 2016 funded by the United States Agency for International Development (USAID) for US\$103,500 from August 2016 to May 2018.	Aid Effectiveness from the Perspective of Recipient Countries: Evidence from Nigerian and Ghanaian Agricultural Sectors	Ghana and Nigeria	\$23990	Anthony Ojonimi Onoja	Agriultural Policy Research Network (APRNet)
				Freda Nkpilim Asem	Institute of Statistical, Social and Economic Research (ISSER), University of Ghana

PROGRAM	STUDY OR PROJECT	COUNTRIES/ REGIONS	GRANT	NAME	AFFILIATION
Mobilizing Local Knowledge To Improve Competitiveness Strategies funded by the World Bank for \$518,000 from September 2015 to December 2017.	Foreign Aid and Out-of-Pocket Health Expenditure in SSA Countries: Does Institutional Quality Matter	Sudan	\$21,505	Mohammed Elhaj Mustafa Ali	University of Khartoum Health Economics Centre, University of Khartoum
				Ebaidalla Mahjoub Ebaidalla	Health Economics Centre, University of Khartoum
				Reham Rizk Kamel	The British University in Egypt
	Understanding Institutional Management Arrangements: Successes and Challenges in the implementation of the Global Fund to Fight AIDS, Tuberculosis and Malaria in Botswana and Zimbabwe	Botswana and Zimbabwe	\$24,000	Tyanai Masiya Dintle Molosiwa	University of the Western Cape
				Dintle Molosiwa	Boitekanelo College, Botswana
				Godfrey Maringira	University of the Western Cape, South Africa
	Clusters, Knowledge and Firm Performance	Ghana	\$41,500	Charles Godfred Ackah	Institute of Statistical Social and Economic Research (ISSER)
				Frank Agyire-Tettey	Institute of Statistical Social and Economic Research (ISSER)
				Festus Ebo Turkson	Institute of Statistical Social and Economic Research (ISSER)
Cocoa sector in Cote d'Ivoire: Are private sector initiatives helpful?	Ivory Coast	\$35,255	Kanga Kouame Desire	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée (ENSEA)	
			Richard Moussa	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée (ENSEA)	
			Vassiki Sanogo	Ecole Nationale Supérieure de Statistique et d'Economie Appliquée (ENSEA)	
Evaluating the impact of export promotion policy incentives in the Ethiopian manufacturing sector	Ethiopia	\$41,500	Abdi Yuya Ahmad	Adama Science And Technology University	
			MogesTufa	Adama Science And Technology University	

PROGRAM	STUDY OR PROJECT	COUNTRIES/ REGIONS	GRANT	NAME	AFFILIATION	
Productivity Improvement in the Private and Public Sector: Roles and Lessons from Kaizen approaches funded by the Japan International Cooperation Agency – Research Institute (JICA-RI) for US\$ 558,150 from June 2016 to September 2018.	Brazil Productivity Challenges: Does Management Matter?	Brazil		Bernardo Pereira Cabral	Oswaldo Cruz Foundation (Fiocruz)	
				Filipe Lage De Sousa	Universidade Federal Fluminense (UFF)	
				Mauricio Canedo Pinheiro	Rio de Janeiro State University (UERJ)	
	Consequences of the Kaizen-like initiatives through the Manufacturing Productivity Extension Program for MSMEs in the Philippines	The Philippines			Vinicius Barcelos De Oliveira	Fundação Getulio Vargas (FGV)
					Mili-Ann Tamayao	National Engineering Center, University of the Philippines
					Nelson Cainghog	Department of Political Science, University of the Philippines
					Nestor O. Raneses	Department of Industrial Engineering & Operations Research, College of Engineering, University of the Philippines
	Kaizen and Productivity Improvement: An Experiment with SMEs in Vietnam	Vietnam			Hung Quang Doan	Foreign Trade University (FTU)
					Nguyen Thi Tuoan Anh	Faculty of International Economics, Foreign Trade University (FTU)
					Vu Hoang Nam	Faculty of International Economics, Foreign Trade University (FTU)
Management practices and performance improvement in manufacturing enterprises: The case of Kaizen adoption in Ghana	Ghana				Institute of Statistical, Social & Economic Research (ISSER)	

PROGRAM	STUDY OR PROJECT	COUNTRIES/ REGIONS	GRANT	NAME	AFFILIATION
Strengthening Research Capacity of Small Countries in Latin America and Caribbean to Promote Better Informed Policymaking funded by the Inter-American Development Bank (IDB) for US\$ 350,000 from July 2015 to April 2018.	Calidad y equidad en educación: Lecciones de la política de ampliación y mejora de los servicios de Desarrollo Infantil, Educación Inicial y Educación General Básica en Ecuador	Ecuador	\$25,000	Iván Marcelo Borja Borja	Centro de Transferencia Y Desarrollo de Tecnologías de la Universidad San Francisco de Quito (CTT-USFQ)
				Oleas Martin Sebastián	Centro de Transferencia Y Desarrollo de Tecnologías de la Universidad San Francisco de Quito (CTT-USFQ)
				Yáñez Arcos Andrea Salomé	Centro de Transferencia Y Desarrollo de Tecnologías de la Universidad San Francisco de Quito (CTT-USFQ)
				Albuja Arellano Adriana María	Centro de Transferencia Y Desarrollo de Tecnologías de la Universidad San Francisco de Quito (CTT-USFQ)
				Bellettini Cedeño Orazio José Humberto	Centro de Transferencia Y Desarrollo de Tecnologías de la Universidad San Francisco de Quito (CTT-USFQ)

# GDN Board of Directors, 2017

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**Chair of the Board**

Professor of Economics, University of Sussex, UK

**François Bourguignon**

Emeritus Professor, Paris School of Economics, France and Former Chief Economist, The World Bank

**Guillermo de la Dehesa**

Honorary Chairman, Centre for Economic Policy Research, UK and Chairman, IE Business School, Spain

**Joan Esteban**

Emeritus Research Professor, Instituto de Análisis Económico (CSIC) and Barcelona Graduate School of Economics, Spain

**Francisco H.G. Ferreira**

Senior Advisor, Development Research Group, The World Bank

**Heba Handoussa**

Managing Director, Egypt Network for Integrated Development (ENID)

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Professor, Humanities and Social Sciences, College of Humanities and Social Sciences, Zayed University, UAE

**Wahiduddin Mahmud**

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**Helen Milner\***

B. C. Forbes Professor of Politics and International Affairs, Princeton University and Director, Niehaus Center for Globalization and Governance, Princeton's Woodrow Wilson School, US

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**Guillermo Perry**

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**Biman Prasad\***

Former Professor of Economics and Dean of the Faculty of Business and Economics, The University of the South Pacific, Director of Fiji Institute of Applied Studies, Adjunct Professor at James Cook University and Member of Fiji Parliament

**Hiroshi Sato**

Chief Senior Researcher Inter-disciplinary Studies Centre Institute of Developing Economies (IDE), Japan

**Shlomo Weber**

Rector, New Economic School, Moscow Leading Scientist, Center for Study of Diversity and Social Interactions, Moscow and Professor Emeritus, Southern Methodist University, Dallas

**Tham Siew Yean**

Senior Fellow, ISEAS-Yusof Ishak Institute, Singapore; and Adjunct Professor, Universiti Kebangsaan Malaysia

*\* On leave from the Board in 2017.*

## New Board Chair from Jan 2018

**Leonard Alan Winters** CB, Professor of the University of Sussex, stepped down as the Chair of the GDN Board on 31 December, 2017. **Francois Bourguignon** was elected as the new chair of the Board as of 1 January, 2018.

## New Board Appointments in Dec 2017

**Pulapre Balakrishnan**

Professor of Economics  
Ashoka University

**Shantayanan Devarajan**

Senior Director, Development Economics (DEC),  
The World Bank

**Justin Yifu Lin**

Director of New Structural Economics  
Dean of Institute of South-South Cooperation & Development and Honorary Dean, National School of Development, Peking University

## GDN International Assembly Representatives, December 2017

Colombia	H.E. Mrs. <b>Clemencia Forero Ucrós</b> , Ambassador of Colombia to India
Hungary	H.E. Mr. <b>Gyula Pethő</b> , Ambassador of Hungary to India ( <i>Chair</i> )
India	Mr. <b>Sameer Kumar Khare</b> , Joint Secretary (MI), Department of Economic Affairs, Ministry of Finance, Government of India ( <i>Vice Chair</i> )
Spain	H.E. Mr. <b>José R. Barañano</b> , Ambassador of Spain to India
Sri Lanka	H.E. Mrs. <b>Chitrangane Wagiswara</b> , High Commissioner of Sri Lanka to India

## GDN Donors, Fiscal Year 2016-17

GDN gratefully acknowledges support from its donors and partners for local research in developing and transition countries in 2016-17.

1. Agence Française de Développement
2. Bill & Melinda Gates Foundation
3. European Investment Bank
4. Inter-American Development Bank
5. International Development Research Centre
6. Japan International Cooperation Agency
7. Ministry of Finance, Government of Japan
8. Ministry of Foreign Affairs, Government of France
9. The World Bank
10. United States Agency for International Development

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