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Center for Global Development:
Evaluation of Impact

PRODUCED FOR:

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Arabella
PHILANTHROPIC INVESTMENT ADVISORS

CENTER FOR GLOBAL DEVELOPMENT:
EVALUATION OF IMPACT

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AN INTRODUCTION TO THIS EVALUATION

As the Center for Global Development celebrates its first five years of operations and policy research, four of its core funders have used the occasion to commission a rigorous and independent analysis of CGD's work. The Bill & Melinda Gates Foundation, The William and Flora Hewlett Foundation, The John D. and Catherine T. MacArthur Foundation and The Rockefeller Foundation, with the encouragement and full cooperation of CGD's leadership and staff, commissioned this evaluation in July 2006.

The evaluation focuses on several core questions:

- Does CGD's **research agenda** fill a development policy niche and meet the needs of its policymaking targets?

- Does CGD's **research product** stand up to the highest standards of technical rigor and influence the work of other leading researchers?

- Is CGD's **communications and outreach strategy** achieving its desired impact and is it appropriately institutionalized?

- Has CGD built and leveraged appropriate **partnerships**?

In addition, the evaluation included a thorough analysis of CGD's **organizational management** systems and governance. For the purpose of confidentiality between our foundation clients, their grantee, and the evaluation team, this section was removed from the public version of the report.

To address these questions, Arabella Philanthropic Investment Advisors built and managed a team of five senior evaluators, who each brought careers of vast experience to our research: Richard Bumgarner and Geoffrey Lamb in development policy and economics; Holly Wise in development policy and practice; Douglas Hattaway in policy communications; and Dr. James G. McGann in think tank management (see Appendix J for evaluation team biographies). As a team, they conducted over 150 in-depth interviews among a diverse pool of domestic and international stakeholders and observers as the centerpiece of this evaluation's findings (see Appendix D for the interviewee list). The evaluation was informed further by more than 1,400 respondents to an audience survey (see Appendix E for selected survey results) and an exhaustive mapping of the development think tank community (see Appendix G). And the overall findings are framed by three stand-alone white papers that broadly discuss the future of think tanks, think tank evaluation and think tank communications strategies as viewed by many of CGD's colleagues in the policy research community (see Appendix F).

From the beginning, the independence of this evaluation was critical to ensuring that the report would accurately inform the future grant making of the sponsoring foundations. The foundations themselves were rigorous in allowing the evaluators to work independently of any particular interest or finding for which the funders may have hoped. And the leaders of CGD, who have expressed their own desire to consider and benefit from the recommendations made in this report, were steadfast in responding diligently to the evaluators' many requests and taking additional steps to guarantee the independence of the evaluation.

Arabella Advisors adds value when we work on behalf of foundations interested in a thorough assessment of the programs they have funded and dedicated to using independent analysis to inform future grant-making. We are pleased that our work to evaluate the Center for Global Development meets each of these benchmarks.

Eric Kessler
Principal
Arabella Advisors

CHAPTER I:
EXECUTIVE SUMMARY

CGD at 5

Three visionaries with $20 million and a big idea – to reduce global poverty and inequality – have created a think tank that has established a world-wide reputation for research, policy analysis, and initiatives that shape global development.

Five years into the successful trajectory of the Center for Global Development, four of its significant funders have sponsored an evaluation to analyze the relevance of its research agenda, the rigor and standards of the products it creates to affect policy development, its methods to conduct outreach and communicate ideas, and its ability to be a good partner.

Over four months, five evaluators scrutinized the people, the work, and the influence of CGD in more than 150 in-depth interviews and through the responses of more than 1,200 people in the worldwide development community who responded to a survey about CGD. **The evaluators' key findings are presented in bullet form in Chapter II.** Here is a summary of what they learned:

- The Center for Global Development has **carved itself a niche** by linking rigorous research and cutting-edge communications to the non-partisan pursuit of policy change.
- President Nancy Birdsall attracted a **talented staff** of scholars, who with a circle of highly respected colleagues developed a research agenda pursuing high-visibility issues.
- Its research projects and initiatives have had **demonstrable impact on issues** ranging from vaccine research to aid effectiveness to debt relief for Africa's most populous country.
- To influence policymakers in rich countries, the Center needs to **engage more broadly** and responsively with them on issues on which it hopes to shape international development.
- CGD should evaluate and strengthen outreach efforts to advocacy groups to formalize and ensure the **inclusion of other voices and perspectives** in every aspect of its work.
- To solidify its success and feed future growth, CGD leadership should nurture **deeper relationships with numerous key stakeholders**.

The strategy of its three founders – to combine Edward W. Scott, Jr.'s generous and unrestricted capital and the supportive home of C. Fred Bergsten's Institute of International Economics with President Nancy Birdsall's intellect – underpinned the plan to burst onto the international development scene and establish CGD's credibility with a dynamic and entrepreneurial research team. This unprecedented model generated positive and impressive results.

The mission to reduce "global poverty and inequality through policy-oriented research and active engagement on development issues" molds CGD's agenda. Its success in producing rigorous research has come with hiring qualified, creative, and competent staff researchers; building relationships with top-notch non-resident and visiting fellows; and ensuring that the organization's internal reviews guarantee quality. Few observers criticize the rigor of CGD's research, and criticisms that were offered appeared tied to conflicts over turf, ideology, or personality differences and only occasionally were grounded in the specifics of rigor.

A Research Agenda with Impact

Partnering with *Foreign Policy* magazine, CGD made its mark early with the high-visibility Commitment to Development Index. Its most recognizable product has built a consortium of almost a dozen development agencies that support this non-traditional assessment of rich-country policies affecting the poor in the world's developing countries. Its supporters see much room for broadening and deepening it, an opportunity to bring CGD's many stakeholders together to plan its future formulation.

The CDI is just one of the products that have built CGD's audience – an audience that likes much of what it has seen. From the World Bank to the United Kingdom's Department for International Development (DFID) to Australia's Treasury, policymakers attest to the relevance and rigor of its research and policy recommendations. In the CGD audience survey, 86 percent of 128 U.S. policymakers – among more than 1,200 total respondents – said they discuss or use CGD policy research and analysis in their work. Most individuals interviewed for this report see CGD's full range of research products as rigorous, authoritative, and robust; these interviewees range from high-profile academics to political staffers with little formal academic training in development issues. For example, of 199 survey respondents identified as university faculty or employees of a think tank or research institute and who deemed themselves familiar enough to make a judgment, 89 percent were very satisfied or somewhat satisfied with the rigor of analysis in CGD publications.

CGD has pursued its mission to actively engage with and influence the policy community with numerous initiatives and projects. The Global Health Policy Research Network is convening experts in diverse fields to address questions and create practical solutions to global health problems. Witnesses to the development of the Millennium Challenge Account say CGD's valuable contributions put it at the forefront of the MCA debate. They rank Senior Fellow Steven Radelet as the "most important objective thinker" in the coalition of advocates, policymakers, and legislators that shaped the MCA. But those early partners yearn for a return to such collegiality, which they say has not been duplicated since. They believe that more collaboration on setting the research agenda and pursuing it would enhance the Center's goal of effecting policy change.

Producing rigorous analysis sets CGD apart from other groups seeking to influence development policy, interviewees from the U.S. government told evaluators. Leaders of the Millennium Challenge Corporation, the newly created agency that implements the MCA, welcome CGD's on-going monitoring of its work, especially in comparison to what they characterized as simplistic criticisms and observations from other outsiders. MCC staff members credited CGD with helping improve many of their processes because of the Center's sophisticated, constructive, and balanced critiques.

Respected Analysis

The majority of the respondents to the audience survey – including influential development professionals in most key bilateral and multilateral aid agencies – believe that CGD is doing good work on important issues, directing resources toward important topics that provide it opportunities to influence policy. Evaluating its initiatives reveals an organization working on timely issues, influencing a range of policymakers, and producing valuable and unique policy directives. CGD was a prime mover on Nigerian debt relief with its influential and successful initiative, and it helped translate an academic idea about vaccine development into a concrete policy proposal that has won multimillion-dollar pledges from world leaders. Its Evaluation Gap Initiative clearly contributed to discussions about independent evaluation of development assistance at the highest levels of international development agencies.

Improvements can be made, as the case studies for this assessment make clear. The debt initiative could have been strengthened by systematically consulting with a wider range of parties influencing decision-making. Leaders of the Making Markets for Vaccines working group were criticized for being insufficiently open to alternative approaches for promoting vaccine development and for making decisions that were not sufficiently transparent and clear to all involved in the group. While not universally held, these opinions suggest opportunities for fine-tuning the working-group approach to make it more inclusive and open to different ideas. Serious criticisms must be addressed to protect against accusations that working groups do not pursue analysis with sufficient rigor, which is fundamental to CGD's reputation and continued success.

CGD fills a crucial niche. Many other institutions house programs to produce research on development (see Appendix G), but no other U.S.-based program works as extensively on as wide a range of development issues. To remain an institution with such a focused mission, Dr. Birdsall and her colleagues constantly evaluate research directions and initiatives.

Managing Outreach and Communications

CGD has created a communication culture in which not only the communications team but also senior managers and researchers understand and value how communications help influence policy. The Center's communications and outreach strategy rests on an able team besting other think tanks with its skillful use of the Internet and other platforms for reaching target audiences.

The communications team skillfully repackages research content into a variety of timely, user-friendly products delivered across multiple media. In interviews for this report, well-known journalists described CGD as a respected, reliable source of information on development issues. In the view of one, CGD produces "cutting-edge research. You can't find much of their material anywhere else." CGD has rapidly expanded its website audience with creative blogs, video, and interactive visuals. The tactics are successful: The audience survey shows that CGD's publications and resources are reaching and being used by its primary audience – almost 90 percent of 975 respondents who use them in their work called them useful. To leverage its research investment for greater reach and outstrip growing online competition, CGD should improve its website's reach and use with more interactive features, content syndication, and streamlined presentation.

Congressional staffers cited CGD as an independent source of analysis on development issues, but generally thought that its research is not seen as relevant to congressional policy debates and is not breaking through the tremendous amount of information inundating their offices. CGD could enhance influence on Capitol Hill by working closely with selected staffers to identify policy research priorities; holding regular briefings and events; and providing specifically tailored content with clear policy recommendations.

Managers should devise tactics to increase the quantity and quality of dialogue with key foreign groups such as civil society organizations, official agencies, and legislative staff or their equivalent in other countries. Currently, CGD's outreach to niche groups or potential partners is insufficient to achieve its core mission of having an impact on the policies of wealthy countries.

Outreach to other policymakers in the U.S. executive branch and foreign governments could also be more strategically managed in an effort to see CGD research influence more regularly the course of policy development. CGD should capitalize on the worldwide attention the CDI attracted to engage other rich countries beyond its usual circle of heavily Anglo-Saxon contacts.

While the work of Lawrence MacDonald's team to convert rigorous research into usable products for policy development is praiseworthy, additional staff could add capacity to scrupulously truncate products for overburdened audiences, address concerns about CGD's inclusiveness, and supplement outreach to strengthen CGD's relationships.

Leveraging Partnerships

Ever since co-founder C. Fred Bergsten gave CGD a temporary home and logistical support at the Institute for International Economics (now known as the Peterson Institute for International Economics), partnership has been a primary contributor to CGD's success. Its mission statement affirms its commitment to leveraging partnerships with civil society, the private sector, and other institutions to maximize its influence on policy reforms and promote public understanding of development issues.

But the track record does not always match its professed interest in partnerships, some critics say. Advocacy groups want to be consulted and involved in the Center's strategic planning on research to help to frame the outstanding policy questions. Their involvement can also be crucial to helping the Center realize its mission of delivering research to the public, an important target audience.

Most U.S.-based advocates felt that CGD could be more consistent in coordinating its research agenda with advocates for maximum relevance and impact. A source interviewed for this assessment supported CGD setting its sights on "elite policymakers," but also noted the importance of the advocacy community: "If they want to impact how the U.S. government does foreign assistance – how programs are set up, monitored, evaluated – then they need to work with advocates in order to be successful."

Policy advocates say CGD has the most impact when it coordinates with them to identify priorities and provide timely research when policy is being formulated in the U.S. administration and Congress. CGD's work on the Millennium Challenge Account is often cited as exemplary in this regard. One interviewee who participated in the MCA working group and praised CGD's role said, "That [early consultation] doesn't happen very often. I never experienced it happening elsewhere."

Evaluators saw a lack of institutional channels for regular CGD conversations with a variety of stakeholders. From CGD-affiliated stakeholders to NGO advocates to members of organizations very closely aligned with CGD's mission, interviewees cited a lack of ongoing dialogue at the senior level. "There seem to be no consistent conversations or institutional mechanisms for setting priorities with the advocacy community," said one advocate. "It's all personal connections."

Finally, CGD has efficiently managed the medium and the message, but has not sufficiently tended its relations with key partners and stakeholders. Managing such relationship questions is a part of strategic planning. While more active communications outreach can overcome some of the gaps, key institutions, groups, and stakeholders need and deserve hands-on and personalized attention to remain engaged and supportive of the Center's ongoing development.

The challenge of the next five years is to carefully manage all the opportunities that are the result of the Center's early achievements. Building on that success will rely on carefully managing and institutionalizing how it engages with the community it is working so diligently and rigorously to influence.

CHAPTER II:
KEY FINDINGS

RIGOR AND RELEVANCE

- **CGD's research and advocacy work for policy influence is widely seen to be well-founded, timely, empirically or analytically based, and highly effective among its audience.** Prominent in the United States, its visibility is growing in Europe and elsewhere. Its products are extensively used and cited, regularly read by development-related audiences, and, in total, have built its stature.

- **Few observers criticize the rigor of its research.** Criticisms were only occasionally grounded in specifics of rigor, and typically seemed to be linked to turf, pique, or ideology rather than quantifiable objections to specific research methodologies.

- **CGD's Commitment to Development Index reflects CGD's success in identifying research that can catch policymakers' attention and its challenges in planning future successes.** The next phase should improve its impact, engage development agencies more fully, and better leverage this tool by investing in deeper dialogues with policymakers for the governments the CDI ranks.

- **CGD is a learning organization.** It learned important partnership lessons from its early and unsatisfying work with the Global Development Network, instead of trying to make an unsuccessful idea work. When CGD and the GDN abandoned a CGD-based networking function that no one seemed to need, CGD realized that partnerships should be driven by common interests and specific outcomes.

- **Several CGD initiatives have had impact and there is potential for more.** CGD has already made a major impact on policy through the rigor and relevance of its work on the Millennium Challenge Corporation. Its Fragile States Initiative got off to a powerfully rigorous and relevant start with the financial backing of the Australian government. Cutting-edge work on the impact evaluation of development assistance – the Evaluation Gap Initiative – created both striking resistance and significant consensus for multilateral progress on this key issue for development effectiveness – one of CGD's original, core purposes. Careful nurturing of this preliminary success to ensure eventual global acceptance of the initiative will be a strategic challenge to CGD's style, rigor, and methods, but if successful will affect the lives of the 5 billion poor people on which CGD's founders set their aim.

- **Success is breeding opportunities to more effectively pursue potential partnerships and collaboration, while avoiding unnecessary conflicts.** This will help lift CGD to the next level of prominence and acceptability in the competitive Washington and New York environments and in Europe's diverse multi-stakeholder environment.

- **CGD needs to be more inclusive, more transparent, and more open to alternative ideas and diverse membership in working groups and research projects.** Its informal and results-driven culture does not foster openness and willingness to listen. Valuing inclusiveness over exclusiveness, and listening over reaching conclusions, opens the dialogue, avoids much conflict, expands the policy discussion, and will improve the ultimate rigor and relevance of CGD's products and accelerate CGD's impact and prominence.

COMMUNICATIONS AND OUTREACH

- **Effective communications operation.** A skilled communications professional runs a relatively small communications and policy team following a well-considered strategy. The operation puts a premium on measuring outputs and produces impressive results with limited resources. By quantitative measures, the operation succeeded in significantly expanding CGD's reach among key stakeholders in the past two years. With additional staff, more can be accomplished in media relations, online communications, and outreach.

- **Skillful repurposing of research content.** The operation repackages research content into a variety of timely, user-friendly products that can be delivered across multiple media. Content considered to have the most potential for policy impact is repackaged for broad appeal and delivered via products and activities ranging from academic working papers and policy briefs to special events, interactive blogs, and online videos. More briefs should be consistently produced with recommendations for policymakers, not just analysis.

- **Creative use of the Internet.** CGD appropriately uses the Internet as its most important communications tool for to deliver low-cost, interactive, and targeted communications. CGD rapidly expanded its website audience and creatively uses blogs, video, and interactive visuals to leverage its research investment for greater reach. To stay ahead of growing competition online, CGD can improve its website's reach and use with more interactive features, content syndication, and streamlined presentation that make information easier to find and use.

- **Reliable source for influential news media.** Journalists at major news outlets reported that CGD is a respected, reliable source of information on development issues. This is primarily due to longstanding relationships between CGD researchers and journalists that, in many cases, predate the researchers' affiliations with CGD. Major promotions are outsourced to a firm with a track record of generating media coverage in markets worldwide. Because the staff member who conducts media outreach also manages the website, in-house outreach capacity is limited. Additional staff would enhance CGD's ability to cultivate relationships beyond top media outlets.

- **Important resource for advocates.** The consensus among advocates is that CGD fills an important role in providing independent analysis to support direct lobbying and grassroots mobilization. They say CGD has the most impact when it coordinates with advocates to identify priorities and provide timely research when the U.S. administration and Congress formulate policy. Most advocates said that for maximum relevance and impact CGD could be more consistent in coordinating its research agenda with them. NGOs active in developing countries would like CGD to work more consistently with them to obtain field information that can inform policy analyses and recommendations.

- **Challenges and opportunities in Congress.** Congressional staffers interested in development issues consistently cited CGD as an independent source of analysis on these issues, but said that because its research is generally not relevant to congressional policy debates it is not breaking through the tremendous amount of information inundating Capitol Hill.

- **CGD can enhance its influence in Congress.** CGD could enhance its influence by working closely with selected staffers to identify policy research priorities, holding regular events like briefings, and providing specifically tailored content with clear policy recommendations. By positioning development as a strategic issue for rank-and-file members of Congress, CGD has an opportunity to expand its reach beyond the small group of staffers involved in development policymaking. Such an approach would require a message that links development more consistently and explicitly to foreign policy and national security issues dominating political discourse.

- **Relationships with executive-branch agencies and foreign governments can be developed and managed for more long-term impact.** Greater investment in building long-term relationships can increase the uptake of CGD's research in important U.S. and foreign government agencies.

Case Study: Making Markets for Vaccines Initiative

- **CGD's work on the vaccines initiative helped put the issue on the international agenda at the 2006 G8 meeting.** CGD provided intellectual leadership, a platform for multi-stakeholder engagement, and effective promulgation of a draft plan to address a global failure of the public-health market. Observers generally agree that actually realizing a pull mechanism for vaccine development would not have advanced as far or as fast had it not been for CGD's contribution.

- **CGD helped translate an existing idea into a concrete policy proposal.** CGD did not invent the pull incentive mechanism, but incubated the concept and then managed an appropriate handoff to an international financial institution and a global fund.

- **CGD's vaccine work demonstrated the benefits of the working group approach.** The working group model allowed CGD to harvest the wisdom of a well-connected group of experts that delivered far more than any individual or small grouping of experts could have achieved. Careful attention must be paid to the composition of the working group.

- **The initiative is beginning to show concrete results.** The resources already pledged by one bilateral donor – C$100 million from Canada – for a pilot Advanced Market Commitment for Vaccines far exceed the cost of undertaking the initiative.

Case Study: Nigerian Debt Relief Initiative

- **CGD can justifiably claim considerable credit for Nigeria's debt-relief deal.** Its work contributed to Nigeria's landmark 2006 agreement with the Paris Club of creditor nations to reduce its debt burden. This view is widely held among Nigerian officials, debt-relief advocates, and some rich-country officials.

- **CGD's work on the issue of the qualified nature of Nigeria's access to IDA funding was thorough and competent, but its influence on World Bank policy is questionable.** World Bank staff and senior managers directly responsible for Nigeria's IDA classification and allocation were neither consulted by CGD nor aware of its work on Nigeria's debt status.

- **CGD's efforts on the deal's structure were relevant, timely, and influential.** Led by Dr. Moss, CGD consulted extensively with Nigerian government officials, but only approached a subset of representatives of the relevant creditor nations during negotiations that led to the deal. Nigerian officials credit CGD with playing a key and influential role in the process.

- **CGD's network is heavily Anglo-Saxon, limiting its influence on the creditor nations.** Relative to its work with the U.S. and U.K. Treasuries, CGD's outreach toward other key creditors like France and the Netherlands was non-existent. CGD researchers can continue to increase the Center's influence on development policy by seeking to reach beyond established networks.

Case Study: Population Dynamics and Economic Development Initiative

- **CGD's leaders recognize that not all research initiatives are designed to influence policy directly.** Its population and development work usefully identified a number of important and neglected areas and developed useful new frameworks for research, but its direct relevance to policy cannot be mapped. From the start CGD understood this; the working group's terms of reference differentiated between the short-term objective of defining an important research agenda and long-term goals of improving the policies of donor agencies, African governments, international financial institutions, and other relevant bodies.

- **The Population and Development initiative produced a thoughtful research agenda that helped refresh thinking in a somewhat neglected field.** The report provided the basis for new research that builds on the strengths of traditional work by demographers and population researchers. CGD could have potentially helped shape this research further if it had maintained an active leadership role in the research agenda after the completion of the working group's efforts in 2005.

- **The working group was skillfully and efficiently managed to its conclusion.** The completion of this working group's deliberations and the production and discussion of the group's final report, all in less than six months, represent considerable achievements. These testify both to CGD's effective convening power, and to the professional quality and crisp efficiency of the project's management under Ruth Levine.

- **Ceasing involvement in a research area has consequences.** Not continuing research activities in a given area may send unintended signals to constituents about the relative importance CGD places on a topic. It can also give the impression that CGD prefers to move quickly from one hot topic to the next without developing sufficient staying power to develop its influence.

CHAPTER III:
THE RIGOR AND RELEVANCE OF CGD'S PRODUCTS

Producing rigorous and policy-relevant analysis is central to the mission of the Center for Global Development. It has quickly established a reputation for high-quality research that gives it credibility with important policymakers and other target audiences, an accomplishment central to the goal of influencing the development policies of rich countries. Scores of interviews with researchers, policymakers, and other important audiences inform this evaluation of the rigor and relevance of selected research products.

KEY FINDINGS

- **CGD's research and advocacy work for policy influence is widely seen to be well-founded, timely, empirically or analytically based, and highly effective among its audience.** Prominent in the United States, its visibility is growing in Europe and elsewhere. Its products are extensively used and cited, regularly read by development-related audiences, and, in total, have built its stature.

- **Few observers criticize the rigor of its research.** Criticisms were only occasionally grounded in specifics of rigor, and typically seemed to be linked to turf, pique, or ideology rather than quantifiable objections to specific research methodologies.

- **CGD's Commitment to Development Index reflects CGD's success in identifying research that can catch policymakers' attention and its challenges in planning future successes.** The next phase should improve its impact, engage development agencies more fully, and better leverage this tool by investing in deeper dialogues with policymakers for the governments the CDI ranks.

- **CGD is a learning organization.** It learned important partnership lessons from its early and unsatisfying work with the Global Development Network, instead of trying to make an unsuccessful idea work. When CGD and the GDN abandoned a CGD-based networking function that no one seemed to need, CGD realized that partnerships should be driven by common interests and specific outcomes.

- **Several CGD initiatives have had impact and there is potential for more.** CGD has already made a major impact on policy through the rigor and relevance of its work on the Millennium Challenge Corporation. Its Fragile States Initiative got off to a powerfully rigorous and relevant start with the financial backing of the Australian government. Cutting-edge work on the impact evaluation of development assistance – the Evaluation Gap Initiative – created both striking resistance and significant consensus for multilateral progress on this key issue for development effectiveness – one of CGD's original, core purposes. Careful nurturing of this preliminary success to ensure eventual global acceptance of the initiative will be a strategic challenge to CGD's style, rigor, and methods, but if successful will affect the lives of the 5 billion poor people on which CGD's founders set their aim.

- **Success is breeding opportunities for expanded partnerships and collaboration.** Taking advantage of these opportunities will help lift CGD to the next level of prominence and acceptability in the competitive Washington and New York environments and in Europe's diverse multi-stakeholder environment.

- **CGD needs to be more inclusive, more transparent, and more open to alternative ideas and diverse membership in working groups and research projects.** Its informal and results-driven culture does not foster openness and willingness to listen. Valuing inclusiveness over exclusiveness, and listening over reaching conclusions, opens the dialogue, avoids much conflict, expands the policy discussion, and will improve the ultimate rigor and relevance of CGD's products and accelerate CGD's impact and prominence.

CGD and the Pursuit of Rigor

CGD does not position itself as an academic or theoretical research think tank. It sets its focus on "rigorous research and active engagement with the policy community" to influence "policy change in the United States, other rich industrialized countries, and global institutions." Criteria for judging the rigor and relevance of its research should be structured against those goals. Examples of views of interviewees about CGD's research rigor are in Box III.1.

Most interviewees viewed CGD's work as authoritative, non-partisan, and robust. Expressions of admiration – "how do they manage to produce so much, high-quality, timely, focused work on important topics of current interest?" – were common.

Ultimately, CGD's research is rigorous when it is cogent and logically valid for its purposes and its areas of research. Current academic thinking about standards for action research – research that seeks to improve the way things are done – supports this working concept and helps to frame this evaluation.[1] These criteria for judging the validity of research depend on the intended outcome. Some CGD products are rigorous and relevant in more than one of the dimensions examined below.

[1] Adapted from Gary L. Anderson and Catherine G. Herr. 2005. *The Action Research Dissertation: A Guide For Students And Faculty*. Sage Publications.

Table III.1. Five Ways Research is Rigorous and Relevant

Outcome	Types of work	What CGD Has Done
New **knowledge**	**Research** based on econometrics and theoretical **analysis**	▪ **Books** on trade, migration, and growth ▪ **Papers** like: "Counting Chickens When They Hatch: The Short-Term Effect Of Aid On Growth"
Action or **change**	**Successful advice**, recommendations	▪ Contributions to the **new aid methodologies** the Millennium Challenge Corp. (MCC) uses
Education	**Working-group reports** and processes	▪ **Commitment to Development Index** (CDI); ▪ Working-group reports like *Millions Saved: Proven Successes in Global Health*
Local **results**	Regional or field-specific **recommendations that users accept**	▪ **Field reports on MCC** project developments ▪ **CDI** and discussions it generates
Process	**Sound methodology** that builds **new perspectives**	▪ Analytic underpinnings of **Fragile States** Initiative ▪ Bellagio conference consensus to take the **Evaluation Gap** Initiative to an implementation phase

Each observer brings a personal understanding of the qualities of rigor, as one senior development official succinctly explained:

> CGD should be evaluated for its rigor by what they are trying to do. If the aim is to increase attention of policymakers in rich countries to an issue or problem, then that should be the metric that defines rigor. The traditional understanding of the word rigor - involving algebra, footnotes, large data sets, long analysis - is not a good metric to apply to CGD. If that metric is applied, the question should be: does this kind of rigor contribute to CGD's aim?

Setting the Research Agenda

Aid effectiveness, trade, international migration, and debt were the items on the Center's original agenda. The founders attracted respected researchers on these priority topics – either as staff or as fellows – and trusted the results would constitute good research. The Center used its core, non-earmarked funding to set the stage, pay for infrastructure like databases and other tools, and create early research that led to supporting grants. CGD's managers selected new research paths in areas where strategic thinking showed potential for impact and influence.

Results of the audience survey for this evaluation showed that the strategy worked. Aid effectiveness – a core area from the start – was seen as somewhat or very important to the substantive work of 88 percent of over 1000 survey respondents. Likewise, 88 percent of respondents were somewhat or very satisfied about the topics covered by CGD.

CGD's books, papers, and policy briefs are aimed at policymakers in governments and legislatures, international financial institutions (IFIs) like the World Bank and International Monetary Fund (IMF), and other global organizations. They also reach academics and others interested in development economics, and the advocacy groups who aspire to work with CGD to influence policymakers. Washington was the initial focus, but audiences in Europe and elsewhere have grown rapidly in the past three years as the Center staff has expanded and seized opportunities to pursue new research programs.

Box III.1. Comments on CGD's research rigor:

- "…informed commentary on topical issues. If the work is opinionated, it is visible upfront and unapologetically. Overall the rigor…is high."
- "The equivalent of peer review is being done one way or the other – either formally, or informally through a variety of networks, working group participation or external reviewers asked to comment."
- "Their work is not primary research, nor need it be; their policy synthesis and distillation is critical, appreciated by governments and directly usable by policymakers."
- "Most of the senior staff regularly publish in peer-reviewed journals, and publish significant books which go through a review process."
- "CGD's modus operandi is more along the lines of proposing hypotheses that it can examine and demonstrate proof of in order to move the policymaking community forward on important issues. In this context, CGD's rigor, judged by impact, is very high."
- "Its research is topical, quick, newsworthy, and substantive, on the right topics, with the right timing."
- "…got the big picture right, in a timely fashion, focusing on the critical issues and documenting them with evidence which is germane to real-world problems."

In the past two years, CGD's research areas have multiplied markedly. Working papers on the Global Fund for AIDS, TB and Malaria led to briefings by CGD for the fund's managers. Various papers and a book on international trade and the Doha round of trade negotiations reached the executive and legislative branches of the U.S. government, according to several interviews. Briefings for the 2005 Gleneagles Group of Eight (G8) meetings, testimony to the U.S. Congress, work on international migration issues, and advice to the new leadership of the World Bank and African Development Bank are among the diverse activities that CGD researchers have pursued. More recent developments, such as Senior Fellow Steven Radelet serving as economic adviser to Liberia's new president, have further enriched CGD's exposure.

The Global Health Policy Research Network (PRN), funded by the Bill & Melinda Gates Foundation, brings together researchers from several disciplines to produce high-quality research "to improve the outcomes of donor decision-making in global health," according to CGD's website. It includes CGD and 13 partner institutions from around the world, including five from the developing world, to whom CGD pays a nominal sum to cover the expenses of their participation. The PRN convenes working groups – eight thus far – consisting of diverse groups of experts. The PRN initially required nearly daily engagement with the Bill & Melinda Gates Foundation, but as urgent reports for the foundation declined in frequency, it increasingly explored what worked in international health development, the focus of its main funder. A current working group is examining the effects of IMF fiscal austerity programs on health sector spending in developing-country governments. PRN has evoked a wide range of interest and opinion in its work – samples of these are in Box III.2.

A variety of interviewees criticized CGD for not reaching out to scholars from developing countries to improve its work, broaden its brand recognition, and develop credibility. It has, however, used its PRN network to harvest low-income country views and plans to strengthen this approach through fellowships, co-authoring, and greater participation, CGD managers say.

Is CGD choosing the right research topics, given its mission?

Identifying these topics is inevitably an imprecise science, and not simply a matter of predicting the questions most likely to press development policymakers. Management also must consider such issues in the context of the Center's resources – financial and human – as well make strategic decisions about bringing something new to policymakers' attention because of its inherent importance to development. Other actors in the field also must be considered. If other organizations have a comparative advantage in analyzing international environmental issues, for example, then CGD's resources may be better used elsewhere. Assessing the extent to which CGD is choosing the right topics is thus a highly subjective exercise.

To address this dilemma, this evaluation looks at three factors: whether selected CGD products actually have had an impact on policy, whether key stakeholders believe CGD is working in the right areas, and whether CGD brings something new to an issue area. On the basis of these three factors, CGD largely appears to be picking the right topics, as assessments of five programs show. The main dissenters come from advocacy groups that believe that more collaboration on setting the policy agenda would significantly increase CGD's influence on policymakers. This critique is treated in detail in the following chapter on communications and outreach.

Box III.2. Opinions about CGD's Global Health Policy Research Network:

- CGD has to clarify that it is not competing with NIH's Fogarty Center, or with any U.S. academic centers on global health issues. Its objectives do not include producing "door-stop" books.
- "CGD's PRN work did a good job with the ideas but was not good at reaching out to others either in the official community or in the advocacy community." Expressions of hurt feelings, irritation or frustration that CGD, in general, was a bit remote, non-inclusive, did not reach out, and did not ask or listen well were not uncommon.
- Critics and supporters of PRN alike agree that in an endeavor like the CGD's some "treading on others' turf" is inevitable and, if wisely done, can provoke change for the better. Where it does not challenge others' turf, strongly argued "prodding" of both large and small institutions is still useful.
- One senior UN official observer expressed a specific caution with general implications: "work about costing and spending in the health sector undertaken by CGD is mission creep, without comparative advantage in these areas. Efforts to produce quick publications would be misleading and harmful."
- Compliments to balance such concerns about CGD's health work are easy to elicit – "they come at topics from different, surprising angles … doing not just repackaging, but engaging in careful analytical thought … (that is) surprising and fresh."
- Others observed - CGD's organizational voice does not come through in its PRN work. The products are authoritative and without a partisan or specific "health policy" message. CGD's brand is powerful; the content of the brand is neutral."

Rigor and Policy Relevance

The mini-case studies below explore the rigor and relevance of five CGD initiatives.

COMMITMENT TO DEVELOPMENT INDEX

The Commitment to Development Index ranks 21 of the world's richest countries by their dedication to policies that benefit the 5 billion people living in poorer nations. Moving beyond traditional comparisons of foreign aid volumes, the CDI rates countries on:

- Quantity and quality of foreign aid
- Openness to developing-country exports
- Policies that influence investment
- Migration policies
- Environmental policies
- Security policies
- Support for creating and disseminating new technologies

The CDI has been published for four years, with the 2006 version released in August. The Rockefeller Foundation financed the CDI from its start. By late 2005, it was valued enough that 11 development agencies agreed to participate in a CDI consortium to provide financial support for its continuation, and to strengthen the project's relations with key audiences. Current consortium members include the bilateral aid agencies of Australia, Canada, Denmark, Finland, France, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom, and the United States. Most members sent representatives to the consortium's first annual meeting at CGD in December 2005.

In garnering important press coverage on a global level and creating recognition and branding, the CDI is CGD's most widely recognized and visible single product. Views about it tend to be positive, but challenges are starting to occur as its rankings affect various development actors.

In the United States, reactions to the CDI have been mixed:

- The U.S. government has tended to ignore it;
- Congressional staff briefings were poorly attended;
- Executive-branch staff showed interest only in the first year;
- Conservative factions in the United States who generally do not believe in governmental work expressed no interest;
- The non-governmental development community did not display much interest, and private industry had no apparent interest;
- Press coverage was good and, for the most recent release, robust; and
- Senior staff members at the MCC and USAID know and appreciate it.

Some Washington-based critics of the CDI proved not to be at all knowledgeable about what the CDI contained. They had not delved into its construction nor were they familiar with CGD's published explanations for its approach to refining it. They nonetheless criticized it, but these criticisms cannot be seen as complaints about the rigor – in the terms of a valid process – of CGD's work.

A Washington-based CDI supporter said, "CDI credibility is high, perhaps more so in Europe than in the United States because some countries there really care about how they rank in development performance. The analysis underpinning the CDI is transparent and open; readers can agree with each indicator or not."

IFI staff members occasionally use the CDI in internal discussions and papers and note that while it has shortcomings, CGD is aware of them and responds to criticism. Officials from both the World Bank and IMF participated in the CDI consortium's first meeting in 2005.

European authorities report considerable knowledge and recognition of the CDI, and all would welcome greater engagement with CGD through seminars and more collaboration on future versions. Swedish foreign ministry officials say they value the CDI, while not agreeing with all its contents or methods. In Swedish government circles, it is discussed, reviewed in parliamentary work, and addressed in public analyses and papers. A German official reported similar knowledge and use of the CDI in the German Development Institute, the German Agency for Technical Cooperation (GTZ), and the German Development Bank (KfW). The United Kingdom's Department for International Development (DFID) prepared a white paper on the CDI, briefed Parliament and refers to it with some regularity. Interviewees saw a need for CGD to broaden it to cover emerging donors and to be open to more collaborative work on the process. The CDI is well known in France. French officials say they doubt its specific impact on government policies and positions, but it generates multiple articles in the press. Given France's moderately low ranking in the CDI, this evokes some negative reactions in the French administration, particularly in the Agence Française de Développement (AFD). The result is that AFD officials say they intend to engage with CGD on the CDI about weaknesses, data issues, and alternatives.

Australian officials say they see the CDI as transparent, methodical, and appropriately structured so that its elements can be easily understood by readers and weighed according to the individual reader's judgment.

The CDI is fairly well-known in Japan through extensive local press coverage. It has not yet affected policy in a substantive way. Nevertheless, Japan's Ministry of Foreign Affairs recently published a specific and serious response to the 2006 CDI, which ranked Japan last among 21 developed countries for the fourth consecutive year.

The ministry believes that CGD's methodology:

- Neglected Official Development Assistance (ODA) loans and undervalued net ODA figures, which diminished Japan's successful contributions in Asia;
- Discounted Japan's help to countries with poor governance scores;
- Characterized Japan's Grassroots Human Security aid as low-quality because of administrative and reporting burdens;
- Placed undue emphasis of the ratio of ODA to GDP without historical perspective on donor contributions to development;
- Overly emphasized the negative impact of tariffs on agricultural imports vis-à-vis subsidies for domestic production that have similar trade-distorting effects;
- Neglected past advances in energy efficiency in favor of a ranking based on CO2 emissions improvement;
- Neglected Japan's financial contributions for peacekeeping, humanitarian and reconstruction activities; and
- Failed to recognize that developed countries should use their comparative advantages and complement one another through aid coordination.

These objections constitute a substantive response. Clearly, the CDI has received attention at policymaking levels in several countries. Japan's detailed response to the CDI deserves a high-level and very thoughtful reply, probably best done as the start of an extended dialogue that does not just discuss methodological issues related to the CDI, but builds a deeper relationship to increase Japanese involvement in and receptiveness to other aspects of CGD's agenda. The success of the CDI – a communications piece, as CGD staffers readily say – in grabbing policymakers' attention can create opportunities for further engagement and perhaps influence.

CGD successfully uses the CDI to elicit considered responses from development officials in Japan and elsewhere. This is an extraordinary result, and it reflects the deep thinking, good planning, and hard work that CGD staff members have put into the CDI. This success can potentially lead to even greater influence for the Center, so the question now is how CGD will build on the CDI's rapid and impressive success. This is important not only in the case of responding to the comments from Japan, but also in terms of greater collaboration with the countries the CDI covers.

After four years of effort and increasing global publicity and interest, plus cash support by a broad consortium of government donors, what should be done with the CDI? Is the next best step to do modest fine-tuning and turn the crank once a year, or does this product have potential to help CGD attain practical outcomes in line with its mission? It does not appear that CGD's management has done a strategic assessment to answer such questions. The research fellow who works on the CDI said that with creative work complete, the CDI was at the stage to be delegated to someone else to compile each year.

One senior non-American development agency official said, it is “good that someone brought it all together to look at the many factors,” but cautions that the CDI only gave a partial look at the Western bilateral countries, neglected emerging donors, and totally ignored big multilateral development agencies. The CDI, in his view, also ignores large NGOs like Care and World Vision, through which large volumes of aid move. The official says his country also finds the CDI of little use in either building a constituency for domestic aid or in formulating policy. Perhaps this is so, but such objections suggest the CDI is nonetheless prompting discussions of donor countries’ commitment to development.

A European official argued, “The CDI appears pro-U.S. in its structure. For example, it rates European Union countries almost the same on the variable of trade policy, and yet there are sharp and important differences in trade policy among the member states of the EU, especially in subsidies and their impact. Similarly, the CDI’s rating mechanisms on the dimensions of security and environment may be rather primitive.”

Other donors who contribute significant resources to fragile states see faults in the way the CDI treats such aid. These observations point to possible strategic engagement and dialogues that could increase CGD visibility and impact. Several respondents flagged the need for more collaborative work on the methodology. Some development leaders suggested abolishing the unilateral “*we did it here!”* tone of the CDI and the way it is announced to the world. Ultimately, the CDI is just a successful effort to analyze, assemble, and present existing data in a compelling new format.

Taken together, these examples indicate possible opportunities for CGD to pursue a discussion with its board or Advisory Group (formerly the Research Advisory Group) about using CGD’s best-known product for greater exposure and, perhaps, impact.

GLOBAL DEVELOPMENT NETWORK – NORTH AMERICAN HUB

A World Bank grant established the Global Development Network (GDN) as an independent non-governmental organization in late 1999 to raise the capability of developing countries to undertake high-quality, policy-relevant research. This worldwide network of research and policy institutes works to give fresh and relevant perspective to development challenges. GDN supports generating local knowledge that when shared with local policymakers will lead to solving local problems. This calls for being in touch with local researchers. GDN had at its founding seven regional research networks spanning the developing world, absent North America.

In late 2002, stakeholders decided that a North American secretariat for the GDN could be established at CGD, an apparently obvious and desirable location. The GDN gave a small grant to CGD to launch a North American hub.

The hub was to manage activities undertaken to support GDN, push the network’s other objectives, and present the hub and its objectives to the donor community. CGD hired a person to develop GDN website content and to manage the day-to-day work.

CGD soon issued public updates highlighting the website, contacts with other regional hubs, outreach to constituencies, an electronic newsletter, and identified evaluators for the "Education, Knowledge, and Technology" GDN Awards and Medals competition. CGD identified a group of scholars to attend a Cairo conference as part of a GDN-NA contingent. It also planned an advisory board, to be chaired by Dani Rodrik of the Harvard University John F. Kennedy School of Government, and set up in tandem with a similar research committee for CGD, which Dr. Rodrik also chairs.

CGD and the GDN pursued a $1-million National Science Foundation grant to fund the hub's operations but did not get it. The connections that the hub was intended to broker in the North American environment did not motivate donors. Technology had closed much of the gap that prevented developing-country researchers from gaining access to papers, researchers, and subscription-based journals. GDN objectives on mentoring research and partnering were never a high priority for CGD. Connecting developing-country researchers to developed-country counterparts was certainly not in its core mandate.

By mid-2003, it was clear GDN did not need CGD to link it to the research network in North America. Help with running a website was useful but not critical, and CGD provided no advantages for building links in the way that hubs in Europe and Japan did.

On its part, CGD found that it was easier to raise funds for well-defined CGD activities. Had funds been forthcoming for joint interests, then the affiliation might have developed into something lasting and useful. Instead, the cooperation was dissolved at the end of 2003 when the money ran out. CGD was not inclined to finance the effort from its core resources. Decisions to halt the effort seem to have emerged in both institutions about the same time. The community the hub was meant to serve did not react to its demise because the effort had not gone far. Probably the clearest lesson is that partnership for partnership's sake is insufficient for success.

THE MILLENNIUM CHALLENGE ACCOUNT MONITOR

After a long preparation in executive-branch agencies, the U.S. Congress passed in early 2004 a "new compact for global development" linking greater contributions from developed nations to greater responsibility from developing nations. In this compact – the Millennium Challenge Account (MCA) – development aid would be provided to those countries that rule justly, invest in people, and encourage economic freedom.

CGD's MCA Monitor provides policy analysis and research on the operations and effectiveness of the Millennium Challenge Corporation (MCC). It aims to contribute to the MCC's success by drawing lessons from relevant experiences, raising awareness, and linking related work on aid effectiveness. The MCA monitor project in CGD was originally funded by an anonymous donor. A renewal of the grant continues the project.

Three CGD staff members played visible roles in the work. Senior Fellow Steven Radelet's contribution emerged directly from his earlier work at the U.S. Treasury. He authored one formative book and co-authored a second (with colleagues from the Brookings Institution) in the early stages of conceptualizing the Millennium Challenge Corporation – *Challenging Foreign Aid* and *The Other War*. Dr. Radelet came to CGD in 2002 and published the books in 2003, during preparatory discussions for the MCC. Senior Policy Associate Sheila Herrling also came from the Treasury Department, and, while she had responsibilities for CGD's communications department in its first few years, she also played a close consultative and analytic role in MCC preparatory discussions. Sarah Lucas, then senior associate for outreach and policy in the communications department, was involved in research and message positioning about the MCC.

CGD was credited with helping the MCC learn by elaborating the development process and its issues; that added badly needed depth to the MCC pass/fail threshold. Often MCC faced simplistic criticisms or observations from the public or the press; by contrast, nuanced and constructive discussion with CGD explained the difficult realities for client countries and their development processes.

A USAID official reported that "CGD's work on the MCC was of strategic importance to USAID. CGD analyzed the issues nicely, critically but not rabidly, with a clear intent to influence policy, not just as an academic exercise." CGD's work on the MCC was seen as fair and neutral, focused on rational creation of sound policy. In an effective, credible and timely approach to tough issues, CGD's review of MCC eligibility criteria helped put in place building blocks. CGD found a way to talk about politics in a respectful and effective way. CGD no doubt succeeded in influencing the perceptions of USAID stakeholders, as well as policymakers in the National Security Council, U.S. Treasury, and the White House.

Dr. Radelet gets wide acknowledgement from MCC staff and leaders for his influence on MCC's formation. He "knows all the issues, most of his analytical work is on target; it is constructive and helpful. He…is good on the public relations front." He does an annual paper on the indicators MCC uses to determine grant eligibility each year. With MCC staff and top executive officers, he examines the data sets, how eligibility indicators are developed, and how to use them to determine countries eligible for submitting funding proposals. Dr. Radelet is not paid by MCC for his close consultative role, and he independently writes analytical papers several weeks in advance of the MCC's annual announcement of its new indicators and eligible countries.

Through closed meetings and restricted seminars, Ms. Herrling maintains a dialogue with the MCC staff and senior management. She has also helped organize opportunities for the broader public to interact with MCC staff through open CGD events like panel discussions. She also independently analyzes the indicators MCC uses to determine which countries qualify for grants and which countries qualify for the threshold program that supports countries that are making progress toward grants.

Recently, Ms. Lucas has sent a series of highly readable field reports about MCC activities in African countries. These are pithy, current, and give perspective about on-the-ground conditions and consequences of MCC operations and their conduct. They are also cogent and logically valid, meeting the working definition of rigorous research. MCC and USAID reacted to the field reports – particularly the more recent ones – by changing procedures, according to several interviewees in the agencies.

CGD staff members say that MCC staff and managers treat them with respect and welcome their criticism, and appreciated their intervention in a situation that exposed political interference on MCC eligibility, which is designed to reward countries for good performance rather than for other geopolitical criteria. CGD staff members believe that their work in that case provided some protection to MCC independence.

MCC interviewees see the relationship a little differently, but still in a positive vein. Without providing details, they express concern about some language used in a few CGD communications they say bordered on the inflammatory. This language made CGD appear as one of a gaggle of Washington critics unhappy about not getting a share of MCC's new funding. In Washington's powerful winds, the MCC structure was still too fragile to withstand the political consequences of being criticized about valid issues in ways that presumed negative answers. On occasion, MCC staff said that they had complained to CGD and that constructive dialogue had improved CGD's work, especially that originating in the field. MCC wanted and valued good consultative relationships with CGD and confirmed that it had played a supportive role while raising important questions.

The CGD field reports from Ghana record well the concern of the donor community about MCC's non-cooperation with others, its weak country operations, and other teething problems. MCC learned from the criticism, and later CGD field reports recount better approaches in Tanzania and more supportive dialogues between MCC and USAID officials on the ground. CGD praised MCC staff as now being better prepared, more knowledgeable, more open and cooperative, with greater efforts to help the host government in grant operations.

Senior MCC officials found the CGD reports on MCA field activities to be responsible and balanced, adding "most important was the ability to have a dialogue in private, not subject to expectations of the NGO community, or to the pressure for a headline."

One experienced Washington economic policy observer sees the MCA Monitor as being quantitatively imperfect yet having the desired impact. Dr. Radelet's work has clearly earned him the respect and attention of people in the MCC, the U.S. Congress, and the Treasury.

Australia is watching the MCA Monitor because of the MCC's new approach to development assistance and the possible lessons it can provide to other donors. Australian interviewees believe that CGD "know[s] America well" and provides an "independent voice on the MCA that was worth listening to." In contrast, interviews with

U.K. policymakers suggest that they are not interested in the MCC or CGD's work on it.

This work began with valuable and influential policy and analytic thinking about the MCC concept, its role, and its operations. The analysis from the MCA Monitor has a ready demand, is moderately low in staff cost, has senior readership, and is said to be respected and welcomed by its main target. It directly targets CGD's declared mission to influence U.S. policy development.

In an interview, CGD President Nancy Birdsall envisioned the project continuing for several more years, but with a tracking function, rather different from a think tank's normal role. In this role, CGD serves as a watchdog to the policy evaluation world. Another CGD project, the HIV/AIDS Monitor, will take a similar direction; both it and the MCA Monitor should be watched for future lessons.

ENGAGING FRAGILE STATES

CGD's Engaging Fragile States Initiative has as its central goal improving the effectiveness of foreign aid in countries that represent difficult, long-term development challenges. These states have roughly inverse conditions and characteristics from those eligible to get aid from the MCC. Engaging Fragile States focuses on five themes for development and poverty reduction in the poorly performing states: (1) corruption; (2) managing natural resource wealth; (3) transnational threats; (4) aid effectiveness; and (5) donor coherence.

In U.S. development circles, interest focuses on the first and third of these. Elsewhere, including in the IFIs, other themes resonate strongly. The aid effectiveness theme has engaged a broad and varied global constituency that also increasingly has followed the Evaluation Gap Initiative discussed in the next section below.

Interviews at USAID show how officials there have proprietary interest in the topic: "Intensive thinking about fragile states was begun over three years ago in the State Department. A policy framework for consideration was developed. Stewart Patrick a former State Department aide working on this topic and now a CGD research fellow started to work on the topic after Andrew Natsios [former USAID Administrator] began to use the concept." By implication, CGD's broader, five-theme perspective was not appreciated and interviewees seemed to have little knowledge of the themes.

U.S. government interviewees saw the fragile states topic as being an "inside the Beltway" conversation, treated with little coherence in U.S. policy and with USAID as one of several players. Its relevance and interest to other donors and institutions was not obvious and the longer-term consequences of events in fragile states were seen in narrow national security terms. Some interviewees said that with the high-level reorganization of foreign assistance in the State Department under way, continued interest in the topic within the U.S. government was in doubt. If so, this may offer an opportunity for CGD to reframe and revitalize the topic in the future.

In contrast, growing interest at the Organization for Economic Cooperation and Development (OECD), in the Netherlands, France, Norway, and the European Union secretariat demonstrates a demand for research in this timely topic.

Australia's Asia and Pacific periphery has many fragile states and states that are nearly fragile. There was a double interest in the Australian Executive Director's office at the World Bank in this topic. First, World Bank assistance to the states was viewed as "better" than direct Australian assistance because of recipient-country perceptions of neo-colonial activities by Australia in its sphere of interest. Assistance from the Bank was a good proxy for Australian direct assistance. This meant that several Australian government departments were especially interested in World Bank and IMF activities that range across the many issues raised by the five themes of the Fragile States Initiative. Second, increasing development aid to these states raised serious problems of absorption capacity, especially given the role of the extractive industries and the externalities associated with them. These were important topics to be dealt with and CGD’s work on these matters was seen to be “as good or better than that of the World Bank or IMF.” In part because of these conclusions, Australia recently extended a $5 million grant to CGD to launch this initiative.

For similar reasons, officials at the Asian Development Bank said they closely followed and appreciated the Fragile States Initiative. Although World Bank management has been most recently focused mainly on the element of corruption, other observers in the IFIs appreciated the work on natural resource management, aid effectiveness, and donor coherence.

Observers inside and out of CGD saw the fragile states in Central Asia and Eurasia as posing increasing challenges, considering the natural resource extraction and energy interdependencies that affect relations with China, Russia, Europe, and the United States. Fragile states pose similar challenges in other regions. Senior CGD management and external observers saw the initiative as having great potential but needing more strategic and active management. Recent engagement of Vice President Dennis de Tray to work in part on this initiative is likely to be pivotal to its direction and pace.

Opportunities exist to engage organizational stakeholders in how best to develop and roll out all five themes of this potentially powerful initiative, especially in Europe and Japan. Setting out priorities and methods to reach out with the Fragile States Initiative to influence policy in more European countries and in Japan on all five themes is still in a formative stage. CGD’s further pursuit of more non-earmarked funding might determine the future course of this initiative.

The issues underpinning the five themes of the Fragile States Initiative will not be resolved in the next decade or two. The negative consequences of the issues for regional stability, effective governance, poverty alleviation, and environmental damage, among other topics, cut directly across CGD's core business as a think tank concerned with development and poverty. After a powerful start, intensifying and broadening the traction that CGD has already achieved with its research in this area seems to be an obvious strategic decision. As the research proceeds, elevating the five Fragile States themes in CGD's external communications and building constituencies of interest outside the U.S. government will require refocused internal leadership, wise use of the substantial funding now available, and commissioning of new work with external partners to bring CGD into a sphere of interest. The original research work met multiple criteria of rigor and relevance, languished a bit in the recent past, and will likely pay high dividends in terms of policy influence if the project's research strategy is revitalized and carried forward.

EVALUATION GAP

In 2005, donor countries committed billions of dollars to projects addressing health, education, and poverty in the developing world. Developing countries themselves spent hundreds of billions more on similar programs. Few studies set out to measure rigorously the impact of such spending. The problem became very clear when PRN and its What Works? Working Group published *Millions Saved – Proven Successes in Global Health*. It received many nominations of projects said to have significant impact on health, but with little supporting evidence. With no evidence to define how their dollar commitments had influenced health and education projects, donors lack necessary data for planning effective future projects.

In response, CGD formed the Evaluation Gap Working Group to do two things: discuss the problems and generate proposed solutions. In the process, the working group added a third task – providing technical support for testing the proposed solutions. These seemingly benign and socially worthy objectives created a surprising amount of angst, irritation, passion, imagination, resentment, and visionary leadership. It is hard to untangle the multiple agendas and cross-cutting interests of the observers of this work.

The working group set out in 2004 to develop ways to improve impact evaluation. Its final report in May 2006 advocated both strengthening existing within-institution activities related to impact evaluations and creating a new internationally funded independent council to develop a shared agenda and fund the conduct of the evaluations.

Several senior observers closely connected to the initiative say the CGD team started with a presumption that development agencies were insufficiently serious about impact evaluation, were prone to cover their tracks in evaluation exercises, and were not seriously interested in hard evaluation. While this presumption was not correct in absolute terms, it is true that strong incentives hold back staff of development agencies from pursuing good impact evaluations, and the group's final report documented the many factors at work. The real challenge was seen as building better evaluation mechanisms and the systems to sustain them in developing countries, as evidenced in the working group report and the subsequent consensus that was achieved at a high-level meeting of stakeholders at the Rockefeller Center in Bellagio, Italy in June, 2006.

Outside observers commented on the lessons:

- The process was painful; especially in Europe, where the bilateral agencies did not understand why a Washington think tank was leading this topic.
- The initiative had the appearance of being self-serving despite CGD's denials that it wanted to become the evaluating body.
- Allegations that CGD handled the process undiplomatically consumed energy that could have been spent on the work.
- CGD did not deal well with the sensibilities of people and institutions engaged for many decades in evaluation and development.

Four groups of actors with a substantive interest in the working group emerged. Two were in the World Bank: the Development Research Group (DRG), which was represented in the working group, and the Internal Evaluation Group (IEG), whose officials were invited but declined to participate. In addition, two groups emerged in the broader community of evaluation departments of the bilateral donors represented in the OECD's Development Assistance Committee (DAC). Crudely synopsized, these actors had one of four opinions – that the Evaluation Gap Initiative and its recommendations were not really needed as other evaluation mechanisms exist; that CGD was trying to take over the field and raise money through the initiative; that this topic was not really the business of CGD; and, that it was a good thing that CGD was tackling this long-neglected and contentious topic. Precise positions and fluidity among them by different actors varied over time but are approximately captured below in Table III.2.

The range of reactions and developments shown in the table below indicate that CGD's work on this topic was certainly relevant. In the words of one observer, "CGD seized on an important issue, put together a constellation of actors that caused a change in the way the topic is being viewed, and created momentum. Things are now in a different place than they would have been had matters been left just to the evaluation network and the related departments of the IFIs." This is clear evidence of serious impact attributable to CGD's efforts.

The working group achieved its aim of getting a proposal on the table and launching follow-up action. By any measure, the process and substantive analysis was rigorous and highly relevant as evidenced by the controversy created. The recommended outcomes did not get full buy-in from all parties but sufficient consensus emerged to maintain momentum.

Senior experts interested in development recognized that the challenge is how to set up an evaluation mechanism oriented toward generating knowledge rather than accountability. A founding document or charter for such a fund is a possible next step. Many issues remain to be addressed, including the degree of independence, whether to house it in another institution, budgets, staffing, and governance.

CGD's leaders of the process also acknowledge that many other players need to be engaged. CGD already consulted with the governments of South Africa, Mexico, India, Costa Rica, Indonesia, and India. The United Nations system is quiet about the proposal; the Asian Development Bank and African Development Bank are said to be cautious but positive. USAID is said to have interest, but is pulling away, perhaps because of ongoing internal organizational changes. Officials at the Millennium Challenge Corporation expressed considerable interest and are said to be following developments.

Last, questions rooted in the Evaluation Gap case reviewed above can be suggested for potential consideration of management and the board:

- Have the Evaluation Gap Initiative's lessons thus far – with all the knowledge and perspective it has brought to CGD – resulted in the organization itself being more concerned with its own impact? About rigor? About relevance?
- Has there been internal discussion about criteria and systems to monitor these variables? And to create practices and a culture that will make best use of them?
- Have there been discussions among the secretariat or with the executive board or the Advisory Group to harvest salient points from the Evaluation Gap Initiative to apply to CGD's own work? Could there be any in the future?

CGD can still influence governments on this topic. Strategic arrangements, partnerships, and well-planned communications efforts are pivotal to further success.

Box III.3. Viewpoints about collaborating with CGD:

- "… would encourage further participation with CGD if it was prepared to deal with things that may threaten some of the simple advocacy messages that they like to use to achieve policy impact." (a senior international agency official in Europe)
- "CGD has to move more dynamically to develop an outreach which is based on strategic considerations and where key synergies with other players would enable and empower CGD's greater effectiveness."
- "… does CGD relate enough, and in the right ways, to: other institutions?- (the answer is generally yes in the Health PRN); in its other think tank work the answer is perhaps less satisfactory with CGD being somewhat insular; in general, CGD's individual staff need to reach out, and here there is a mixed pattern of success. They have to take care "not to play alone." (a CGD funder)
- "Managing the CGD 'brand' in its evaluative work is both essential and very difficult. There is always risk that they will be seen to be grabbing turf, as in the Evaluation Gap Initiative. They must consciously show no self-interest. Their role as an evaluator or analyst of the MCA, or of the Global Fund against AIDS TB and Malaria, or even of the Gates Foundation itself, would be credible only if they maintain the highest standards of independence, credibility and perceptions of no self-interest." (a CGD funder)

Table III.2. The Evaluation Gap Initiative (EGI)

The Evaluation Gap Initiative (EGI)				
			Two Views of the Initiative Within Bilateral and OECD DAC Circles	
The Objections:	***"The EGI is not needed"***	***"CGD is trying to take over"***	***"It's not their business"***	***"It's a good thing for CGD to be involved."***
Details of Complaints	The World Bank's Development Impact Evaluation (DIME) project is already dealing with this. The bilateral agencies already have evaluation offices to look at the impact of their work. "Overall, impact evaluation is being oversold." Impact findings are "…not easily transferable or even relevant to other cultural or country settings."	The World Bank's Independent Evaluation Group (IEG) – responsible to the Board for evaluations of the Bank's own work – did not participate in the working group but also expressed strong concerns about CGD's work. IEG staff expressed concern that the CGD proposal would result in the creation of a monopoly on evaluation work, or control of funding for evaluation.	Initial draft report stimulated lots of criticism. CGD was said to be "jumping on the evaluation topic." "…Bellagio guest list was "their [CGD's] little crowd"; evaluation is a "power issue" and those involved by CGD were all technocrats…The invitees were all people who sit, not people who do and who know the barriers."	Yes, the draft generated controversy, but that is okay. The main problem was to get the issues well defined, and make progress rather than taking credit for doing it.
Reasons for the Objections	Various outside observers believed the World Bank was most concerned about competition for scarce grant resources that might emerge from the large foundations; "an almost neurotic concern within the Bank's DRG about the institutional arrangements proposed in the original paper;" and, to some extent that the research community in the Bank feared another layer of review.	IEG staff felt as though they were not consulted. Outside observers asserted that IEG might have feared that the proposal could affect IEG's future budget and mandate. IEG staff did not express similar thoughts.	Bilaterals were comfortable with what they were doing; the DAC evaluation network was working on the problem but saw the need to act more strongly.	The foundations wanted to encourage new thinking; DAC leaders concurred. The initial draft was too critical of the network and the institutions and had implications that unnecessarily created friction. The second draft, presented at Bellagio, had much better balance and would likely not have stimulated such a reaction. The Bellagio guest list was adapted so that follow-on work would be possible.
CGD's Reactions	The working group final report was changed substantially to accommodate World Bank views	No change in the EGI. Senior development officials saw IEG as being overly sensitive and shy to address the essential nature of its dependency and link to the World Bank.	Assertions that "CGD has deeply offended the bilateral agencies…[and] they are trying to take over ownership of the project." CGD players have no roots in and do not involve professional evaluation societies.	CGD met enthusiasm from bilaterals for its work for the Bellagio meeting – CGD wanted to provide a home for the concept only for its incubation. They believe they have planted the idea for foundations and bilateral agencies to work toward creation of a new institution.
Consequences	World Bank staff did not pursue further deep engagement. They wrote a reservations note detailing their concerns published in the final report with a response showing where each point was addressed in the final text.	A World Bank-member government official expressed that "…evaluation is not about damage control, nor justification. It is about learning and improving. The culture for this in the IFIs is not strong. The global development architecture is very fragmented and becoming more so… growth of large common programs cutting across multiple donors and agencies requires new approaches to evaluation."	Most of the bilateral agencies see the positive aspects and are becoming supportive. The originally proposed clinical trials method for impact evaluation caused negative reaction amongst many specialists. Revisions in the final report allayed some of this.	CGD staff has to humbly engage in more preparations for the future, bringing more players to the table. The Foundations appear ready to commit money for continuing the process. The DAC evaluation network now seems to be positively behind the effort. Engagement of the large development agencies may now be a priority.
Verdict	"CGD succeeded to make the discussion of evaluation wider, in the whole development community, and this was a good thing."	"CGD's advocacy on evaluation in fact had its place and was filling a void." IEG "will collaborate if asked, in a genuine effort for which the outcomes are not already determined."	"Key constituency for the Evaluation Gap Initiative would be the developing country governments. They should be closely included and they have not been."	Participants in the Bellagio meeting agreed that the problem cannot be fully solved without collective action. They have committed to work in this direction.
Bottom Line	The Bill & Melinda Gates Foundation, the William and Flora Hewlett Foundation, and bilateral agencies from the United Kingdom, France, the Netherlands, Sweden, Canada and Australia all expressed interest in being involved in a continuation of the effort. World Bank staff members are still standing aside, while the Bank's executive directors are following developments closely. The DAC evaluation network is engaged.			

Evaluating the Impact of Rigor

The overall sentiment of the community of officials, activists and development experts interviewed about CGD's rigor and relevance to complex development debates and directions for the future was highly positive. This is supported by the audience survey conducted for this evaluation. Of 199 survey respondents who identified themselves as university faculty or employees of a think tank or research institute and who deemed themselves familiar enough to make a judgment, 89 percent declared themselves either "very satisfied" or "somewhat satisfied" with the rigor of analysis in CGD publications. The full survey results are in Appendix E.

CGD's work is widely seen by its many audiences as being rigorous, within its purposes, and relevant. Relevance is easily shown by the reactions to CGD's work embodied in comments from interviewees in this chapter. Of course, this does not mean that all of CGD's work is equally good or that there have not been problems in its selection or execution.

One question that emerges from the reviews above must be addressed, namely:

When CGD's work causes a negative reaction among members of its audience, what are the causes?

Interviewees say:

- CGD appears to have reached a conclusion before starting work on an issue.
- CGD is seen as a single-issue [economic development] interest group from the East Coast.
- CGD researchers are all economists.
- CGD's work has an intellectual monotone; it is not open to contrasting opinions.
- CGD does not always engage in its intellectual endeavors without a political agenda that shapes its results.

CGD is also subject to criticism that, rightly or wrongly, is leveled at many think tanks:

- It needs to recognize its place.
- It is not an official body.
- It represents only itself and should not claim to represent others.
- It does not speak for others but its leaders act as if it does.

Box III.4. Comments from the development community:

- "CGD would benefit from mechanisms that would enhance its strategic choice of research topics and would improve quality control."
- "CGD has fabulous research, in readable form, but has not taken it to the audiences, which tend to require 'force feeding' (e.g., Congress)."
- "CGD work is not effectively fed to communities of interest outside the Beltway, which could play a significant role in setting the environmental tone for policymakers."
- "… have no real dialogue with CGD. We could see the same situation in very different ways … would welcome closer engagement with CGD researchers." {a competitor}
- "Brookings it ain't."
- "There are obvious gaps in CGD's portfolio - an inadequate focus on smaller and emerging donors such as China; need for a greater and in-depth look at the European Union's activities; need for a greater look at the Global Fund against AIDS, TB and Malaria; and a general gap on Asia, and especially Southeast Asia where the majority of the world's developing populations live, including very large proportions of those who are still poor."
- "…working groups, by their nature had to be consultative and consensus building and in these areas, while CGD's overall performance had been good, there was room for continued attention and improvement." (a donor)

Negative comments have to be weighed for motive and origins. Some informants who made critical comments about the content or process of CGD research also showed in their answers that they had not read or, in some cases, had not grasped specific basic points of CGD's mission or of the initiatives they were critiquing. Some degree of unfamiliarity with the detailed content of complex subjects CGD covers is to be expected, but basic lack of knowledge about the content of work being criticized raises concerns that the comments are influenced by either a personal or political agenda.

Another reason for unfamiliarity with CGD's mission or its initiatives is that CGD's own outreach to niche groups or potential partners is insufficient for it to achieve its core mission of having an impact on the policies of wealthy countries.

This evaluation cannot differentiate among the causes other than to say that each contributes to ignorance of CGD's work. CGD's managers need to increase the attention paid to – and the quality of the dialogue with – key foreign groups such as civil society organizations, official agencies, and legislative staff or their equivalent in other countries. A major European supporter of CGD's work observed that CGD does not communicate well about the topics it is working on while the research is in process, and as a result there "are lost opportunities to engage with the government on the issues." The official also observes that "CGD does not do enough follow-up work" after publishing its products. "They miss opportunities to influence key NGOs" that have little research capability or in-depth knowledge of development issues, but that have political influence in his home country.

Another issue that might influence foreign policymakers' willingness to accept CGD's findings and to cooperate in an ongoing manner is CGD's tone and image. Both politely formulated and more blunt comments emerged in the interviews to suggest that CGD's organizational culture needs to be adapted to pay more attention to qualities of openness, modesty, and respect in its liaison with others. Comments on collaboration in Box III.3 above are illustrative.

The views from development community experts in Box III.4. tend to stress a few negative factors, even though the overall conclusions of most commentators are highly supportive of CGD's operations being rigorous and relevant.

The "voice of the customer" metric for CGD's work lives in the development community as a whole. Here the expressions of appreciation for rigor and relevance of CGD's work are usually highly positive even if tempered by reservations rooted in the professional or personal experience of the speaker. A sample in Box III.5. is worth reading. CGD's senior management and its board can feel proud and pleased to receive such feedback on the work.

Box III.5. Voice of the customer:

- "… felt under-prepared for World Bank executive board discussions if (he had) not read CGD thinking on critical development issues."
- "…the greatest thing that had happened on the Washington policy scene for a long time. "
- "CGD's … work had more influence than the OECD's, or academic centers, because its knowledge products aligned so well with the operational aspects of development faced by policymakers."
- Regarding inclusion of representatives of low income countries in CGD discussion – "this has begun to change lately; working groups and discussions now include many from the developing economies."
- "…done remarkably well in only five years with the degree to which they have been able to insert their messages into the debate; the voice they have achieved in the development space and the niche they have carved out."
- "They do not have good protections in place to guard against being too technocratic or too elitist."
- "Development economics is a part of economics that is not generally covered by a reputable and impartial group. Nancy [Birdsall] has hired wisely – from government, the private sector and the IFIs – thus giving CGD credibility based solidly on the practice of development economics, not just its theory." (A senior IFI official)
- "…gathered the best analysts around, not necessarily long-term academic-style researchers, but medium-term policy researchers with great rigor to their work, accompanied by clarity of expression, both in academic-quality articles with data and equations, published in books, in peer-reviewed journals, and placed in short, pithy policy prescriptions which both the public and policymakers alike could readily understand."
- "CGD has developed a strong convening power."
- "CGD… succeeds to find issues, puts them into the collective talking points, and builds a sense of understanding which leads, sometimes, to action."
- "Professional life in Washington would be much less rich without CGD."
- "…good discipline and rigor to CGD work … people who did research were first-rate … unnecessary to be in agreement with them… used CGD data and felt it could be fully trusted." (a critic)
- "…analyzed the issues nicely, critically but not rabid, with a clear intent to influence policy, not just as an academic exercise … fair and neutral, focused on rational creation of sound policy."
- "Regard for CGD within the OECD Development Center is extremely high."
- "Its activities and research are having a large impact, well above the 'punching weight' of CGD's institutional size and age."
- "True impact of its work will be on the behavior of policymakers, assessable only over the medium to long-term."

CHAPTER IV: COMMUNICATIONS AND OUTREACH

A think tank that seeks to influence public policy must be more than a research factory – it must be a **communicating organization** that works actively, skillfully and strategically to engage its target audiences. To achieve policy impact, the Center for Global Development's managers and researchers have instituted a culture of communication; they work to generate ongoing dialogues that help them understand what issues are most relevant to their audiences and how to deliver information for maximum impact. The research and communications staff generally work together to produce quality communications products and engage audiences through the Internet, news media, and direct outreach, reinforcing CGD's reputation as a reliable source of independent research.

KEY FINDINGS

- **Effective communications operation.** A skilled communications professional runs a relatively small communications and policy team following a well-considered strategy. The operation puts a premium on measuring outputs and produces impressive results with limited resources. By quantitative measures, the operation succeeded in significantly expanding CGD's reach among key stakeholders in the past two years. With additional staff, more can be accomplished in media relations, online communications, and outreach.

- **Skillful repurposing of research content.** The operation repackages research content into a variety of timely, user-friendly products that can be delivered across multiple media. Content considered to have the most potential for policy impact is repackaged for broad appeal and delivered via products and activities ranging from academic working papers and policy briefs to special events, interactive blogs, and online videos. More briefs should be consistently produced with recommendations for policymakers, not just analysis.

- **Creative use of the Internet.** CGD appropriately uses the Internet as its most important communications tool to deliver low-cost, interactive, and targeted communications. CGD rapidly expanded its website audience and creatively uses blogs, video, and interactive visuals to leverage its research investment for greater reach. To stay ahead of growing competition online, CGD can improve its website's reach and use with more interactive features, content syndication, and streamlined presentation that make information easier to find and use.

- **Reliable source for influential news media.** Journalists at major news outlets reported that CGD is a respected, reliable source of information on development issues. This is primarily due to longstanding relationships between CGD researchers and journalists that, in many cases, predate the researchers' affiliations with CGD. Major promotions are outsourced to a firm with a track record of generating media coverage in markets worldwide. Because the staff member who conducts media outreach also manages the website, in-house outreach capacity is limited. Additional staff would enhance CGD's ability to cultivate relationships beyond top media outlets.

- **Important resource for advocates.** The consensus among advocates is that CGD fills an important role in providing independent analysis to support direct lobbying and grassroots mobilization. They say CGD has the most impact when it coordinates with advocates to identify priorities and provide timely research when the U.S. administration and Congress formulate policy. Most advocates said that for maximum relevance and impact CGD could be more consistent in coordinating its research agenda with them. NGOs active in developing countries would like CGD to work more consistently with them to obtain field information that can inform policy analyses and recommendations.

- **Challenges and opportunities in Congress.** Congressional staffers interested in development issues consistently cited CGD as an independent source of analysis on these issues, but said that because its research is generally not relevant to congressional policy debates it is not breaking through the tremendous amount of information inundating Capitol Hill.

- **CGD can enhance its influence in Congress.** CGD could enhance its influence by working closely with selected staffers to identify policy research priorities, holding regular events like briefings, and providing specifically tailored content with clear policy recommendations. By positioning development as a strategic issue for rank-and-file members of Congress, CGD has an opportunity to expand its reach beyond the small group of staffers involved in development policymaking. Such an approach would require a message that links development more consistently and explicitly to foreign policy and national security issues dominating political discourse.

- **Relationships with executive-branch agencies and foreign governments can be developed and managed for more long-term impact.** Greater investment in building long-term relationships can increase the uptake of CGD's research in important U.S. and foreign government agencies.

Target Audiences, Message, and Strategy

COMMUNICATIONS IS A STRATEGIC PRIORITY

CGD's mission statement highlights communications and outreach in achieving its goals: "The Center employs a unique and dynamic combination of policy-based research, strategic communications and targeted outreach to engage and educate the public and policymakers on development issues." The public statement of CGD's organizational strategy cites strategic communications as one of its key functions and identifies its core audiences as policymakers, advocates, and the public.

CGD's senior managers take communications strategy seriously. They hired a skilled communications professional from the World Bank, Lawrence MacDonald, who brought a track record of innovation and goals-driven management combined with extensive experience as a journalist. As Director of Communications and Policy and a member of the senior management's Strategy and Planning Group, Mr. MacDonald helps to select and shape research topics most likely to generate public interest and manages the process from inception to production. He has played an important role in identifying research priorities and presenting them as signature initiatives with high potential for policy impact. Including this perspective at the senior management level helps keep the organization focused on its mission to influence policy, not just producing research for academic journals.

An analysis of CGD's communications and policy budget is beyond the scope of this assessment, but providing adequate communications resources seems to be an organizational priority.

CLEAR OBJECTIVES DRIVE COMMUNICATIONS ACTIVITIES AND AUDIENCE OUTREACH

An effective strategy begins with a clear understanding of the objectives for communications resources and activities, as well as intimate knowledge of the target audiences who influence outcomes. CGD's communications objectives are clearly articulated:

- Engage the policy community to encourage policy change in the United States and other rich countries.
- Collaborate with civil society and private-sector groups to translate policy ideas into policy reforms.
- Improve public understanding in industrial countries of the economic, political, and strategic benefits of improving living standards and governance in developing countries.

According to these objectives, CGD staff and communications materials identified the following audiences as communications and outreach priorities.

Policymakers. Though they are its primary audience, CGD does not have a set list of targeted policymakers to guide outreach and communications activities. Rather, individual policymakers are targeted for specific initiatives, based on the issue and their role in influencing policy on it.

This highly targeted approach was endorsed by one Washington veteran who agreed that think tanks seeking to influence policy "need to make choices as to who to pay attention to and who not to. [At many think tanks,] staff are often out-of-power people hoping to return to power who put an inordinate premium on status and titles – not looking behind the scenes at staff who frame the decisions for senior people. CGD really needs to target the people who influence policy and not the ones who have the title and say they do."

CGD seems to heed this advice. Researchers who know key decision-makers in their fields of expertise conduct much of CGD's outreach to policymakers. Communications and policy staff disseminate products to broader audiences of policymakers, while also conducting direct outreach to Congress. Generally, the four categories of policymakers with which CGD works on a regular basis are:

- **IFIs.** CGD clearly prioritizes top-level staff of international financial institutions such as the World Bank and IMF, where many of CGD's research and program staff have longstanding relationships.
- **U.S. administration.** CGD actively engages the White House, Millennium Challenge Corporation, and other executive-branch entities.
- **U.S. Congress.** Targets here are staffers on development-oriented authorizing and appropriations committees as well as personal staff of the small number of members who champion development issues.
- **Other developed-country governments.** CGD pursues dialogues with key people in development agencies, finance ministries, and other foreign government bodies.

One interviewee supported CGD's priority on elite policymakers but noted the importance of the advocacy community: "If they want to impact how the U.S. government does foreign assistance – how programs are set up, monitored, evaluated – then they need to work with advocates in order to be successful."

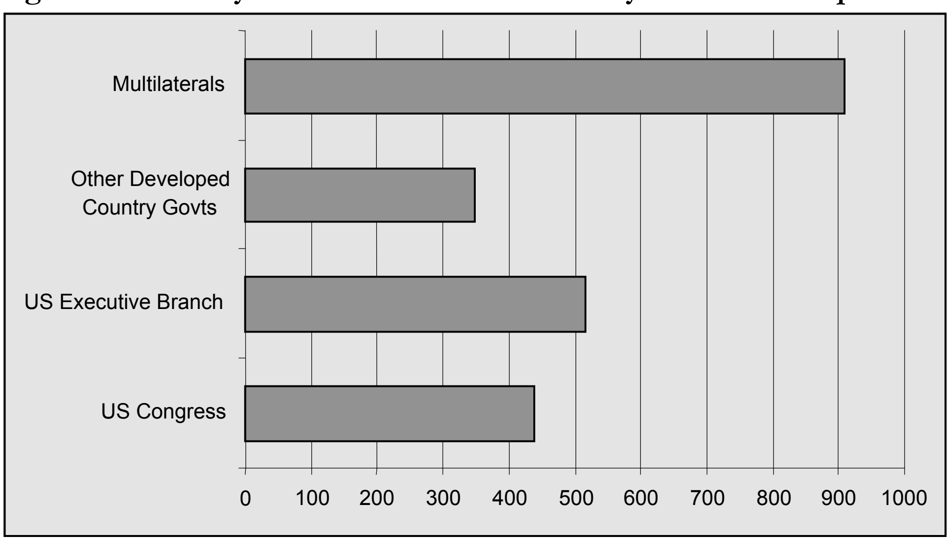
Policy advocates. Advocates are a secondary, but critical, audience for CGD communications and outreach. CGD's outreach to advocates focuses on organizations that lobby the U.S. government directly and/or work to mobilize grassroots constituencies. This audience includes civil society and social movement organizations that work primarily on policy (e.g., InterAction and DATA) as well as operational organizations that work in developing countries and also seek to influence policy (e.g., CARE and Catholic Relief Services). Targets are selected based on their potential to influence policymakers. CGD acts as a wholesaler of research in coordination with advocacy retailers, who leverage the information with their networks of supporters. This is an appropriate strategy for broadening the reach of CGD's content in the advocacy community. CGD tasks one associate with outreach to policy advocates.

General public. The general public does not seem to be a priority audience and few resources have been devoted to reaching it. CGD's model for public education is to use advocacy groups to channel research information to grassroots constituents. CGD has produced some content and activities aimed at the general public, including issue briefs, a film series and town halls, again in partnership with advocacy groups. CGD could make this segment a higher priority – and play an important role in increasing the importance of development to the general U.S. population – by viewing members of Congress as channels to their constituents in the same way that CGD views advocates. Other successful think tanks and advocacy organizations employ this model to disseminate messages to the general public.

DEMAND FOR CGD INFORMATION IS HIGHEST AMONG MULTILATERAL INSTITUTIONS

Analyzing the list of subscribers to CGD's weekly email update shows that important groups of policymakers seek the free newsletter. These subscriptions are a useful, demand-based measure of *interest* in CGD's information. The percentages of recipients who open the email and click on links to obtain further information are better indicators of the *quality* of the actual content. The greatest demand for CGD information via this medium comes from staff of multilateral institutions, followed by the U.S. executive branch. Congressional staffers comprise the third-largest group, followed by staff of other developed-country governments.

Figure IV.1. Policymaker Subscribers to Weekly "CGD Development Update" Email



Email newsletter subscriptions are a useful demand-based measure of interest in CGD's work. Officials at multilateral institutions comprise the largest group of subscribers to CGD's weekly email update, with 909 subscribers at the time of this analysis. U.S. executive-branch officials were second with 517 subscribers. Congressional staffers total 438 and officials of other developed country governments totaled 347. (These totals are likely to be higher, because many subscribers could not be identified by category.)

Table IV.1. Selected Subscriber Categories
For Weekly "CGD Development Update" Email

Category/Organization	Number of Subscribers
Multilateral Institutions	
World Bank	433
United Nations	127
Inter-American Development Bank	108
International Monetary Fund	88
World Health Organization	58
OECD	47
U.S. Government	
USAID	285
House of Representatives	248
Senate	190
Department of State	62
Millennium Challenge Corporation	46
Department of the Treasury	40
Executive Office of the President	25
Other Developed-Country Governments	
United Kingdom	80
Australia	48
Canada	38
Japan	34
France	21

This chart shows top subscribers to CGD's weekly email update by institution and country. This is a representative sample of the total, which included more than 9,750 subscribers at the time of this assessment.

THE IMPORTANCE OF DEVELOPMENT AID IS NOT PROMINENT IN CONTENT

For development policymakers and stakeholders, CGD does not need to advance a message about the importance of development assistance itself. However, interviewees representing a variety of audiences said CGD ought to deliver an effective message about the need for development aid to educate more general U.S. audiences – including makers of foreign policy, members of Congress, and development policy advocates.

Both advocates and congressional staffers said that CGD needs to deliver a consistent message about development's strategic importance to make development aid more relevant to a broader circle of policymakers and opinion leaders beyond the development community. The most common suggestion, as one interviewee said, was to "become more assertive that development is a key foreign policy issue." Interviewees in this camp advocated for positioning development as an economic tool of U.S. power, alongside the military and diplomacy.

High-visibility sections of CGD's website, such as the home page and About Us section, do not address the importance of development aid. CGD has produced a document making that case, *Why Global Development Matters for the U.S.* It is one of a series of products produced for general audiences under the brand *Rich World, Poor World: A Guide to Global Development*. This document defines development and briefly answers the question about its importance to the United States in terms of American values, national security, and economic strength. CGD could more often frame development in strategic terms and deliver it more consistently with products aimed specifically at educating members of Congress and their constituents.

Communications staff reported using research-based guidance from the *U.S. in the World*, a message guide of the Global Interdependence Initiative co-published by the Aspen Institute and Rockefeller Brothers Fund. The guide provides a set of values-based themes for communicating with American audiences about the importance of development. CGD could draw further on the extensive public opinion research behind this initiative to craft a compelling message for general audiences.

JARGON SOMETIMES OBSCURES MESSAGE

Most interviewees found the language CGD products uses accessible. As one congressional source said, the writing is generally "not too wonkish, dense, or technical." Several interviewees representing different audiences, however, cited instances when development jargon obscured CGD's message. Journalists, advocates, and policymakers noted the importance of avoiding development jargon. Said one interviewee with experience in foreign policy research, advocacy, and policymaking: "Foreign policy types don't take development issues seriously enough, partly because the development types sink into development-ese." One journalist echoed this sentiment, saying, "Development itself is a meaningless development term."

CGD jargon use was a concern of one interviewee who participated in a series of dialogues between CGD researchers and policy advocates. Described as an attempt to "bring together political and technical people," the conversations suffered because of "a language problem between CGD staff and political people. Initiatives don't get described in ways that (help) people in the field – NGOs and advocates – understand what CGD is talking about. Advocacy folks need to understand what CGD is doing and make it part of their agendas as well."

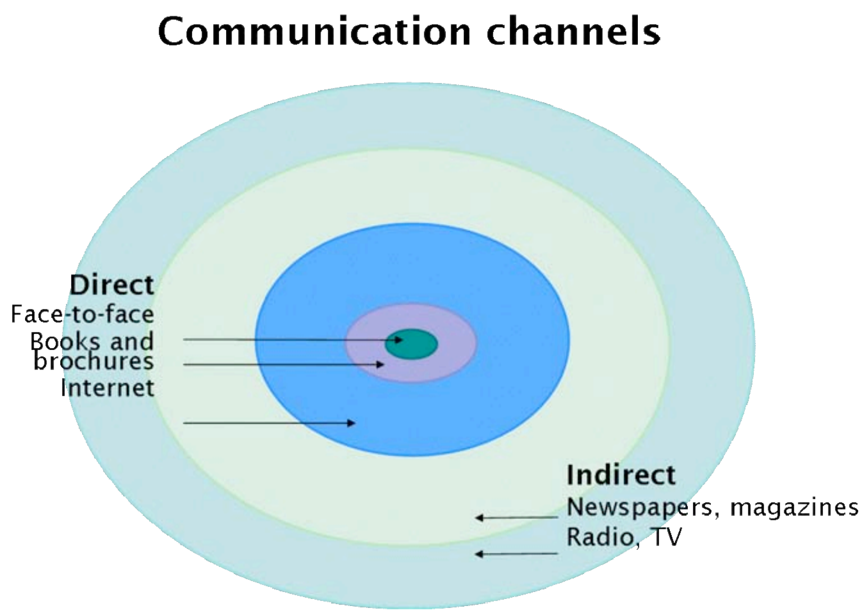
In presentations and products, CGD researchers should obviously strive to use language that generalists can understand. This applies to the important audience of policy advocates who often work on a variety of issues and should be considered generalists. It also applies to the vast majority of members of Congress, who do not deal specifically with development issues through their committee assignments. Most have scant knowledge of development issues and cannot readily articulate their importance. A brief review of materials on CGD's website found that CGD does an admirable job of translating technical terms into plain language in products intended for general audiences, such as the *Rich World, Poor World* series. An exhaustive content analysis of CGD products is beyond the scope of this assessment, but documents intended for advocates and policymakers should obviously be "scrubbed" of jargon. As a guide, *U.S. in the*

World provides a "Wonk-Speak Translator" with plain-language definitions of many development terms.

A WELL-CONSIDERED STRATEGY DRIVES THE USE OF COMMUNICATIONS RESOURCES

The strategy guiding the use of CGD's communications resources is well considered and clearly articulated. As shown in the chart below, which is used by communications staff to explain the strategy to CGD's staff and board, CGD prioritizes communications channels according to their potential for impact, level of control, cost per contact, and opportunity for feedback from end-users. Moving out from the center of the chart, each channel generally provides greater reach at a lower cost per contact, lower degree of control, and less feedback (with the exception of the Internet).

Figure IV.2 CGD Communication Channels



Measured per individual reached, face-to-fact contact is the highest-cost, highest-quality communication. Mr. MacDonald correctly believes that face-to-face communication is "where change really happens." Thus, one-on-one meetings, small-group briefings, and large events create opportunities for CGD researchers to interact directly with policymakers and advocates. Researchers focus their person-to-person contact on the highest-value contacts.

Books and brochures provide the content for communications with policymakers and advocates. The Internet is appropriately cited as CGD's most important channel not only for its ability to reach larger numbers of people at no marginal cost, but also for its potential to engage users in ongoing, interactive communication.

Indirect channels are appropriately ranked in order by print and broadcast media. Elite national and international print media are important influencers of elite policymakers on issues of low public interest. The types of decision-makers targeted by CGD generally respond to coverage and commentary in newspapers and magazines more than radio and television. Also, with low public interest in development issues, CGD has far fewer opportunities to generate broadcast coverage than print coverage on its issues.

TEAM MEASURES REACH AND DEMAND FOR COMMUNICATION PRODUCTS

The communications and policy team measures the impact of its products and activities by tracking outputs and reach by channel. These quantitative metrics of output can be measured more precisely and consistently than the often qualitative measures of overall organizational impact. Such quantitative output measures are a useful evaluation tool when accompanied by qualitative examples of the organization's impact on policy. CGD produces an Impacts List that attempts to capture the various ways CGD informs and influences its primary audiences. This combination of quantitative output metrics and qualitative impact measures is an appropriate evaluation method.

The metrics for evaluating the success of each communications channel include measures of reach and demand. Measures of demand are a useful way to determine that CGD's outputs are not only driven by researcher interest, but also reflect the value placed on various products by end-users. The chart below shows the measures used to evaluate reach and demand for each channel. Some of these measures are in place while others are in the planning stages.

Table IV.2. Measures of Reach and Demand

Channel	Reach
Books	Number sold and distributed free
Web-delivered products	Number of users and page views
Website	Number of users and page views
Events	Number of event participants
Outreach	Number of meetings, phone contacts and requests for information

CGD measures the reach of its products based on external demand. This chart provides examples of measures used for important channels.

COMMUNICATIONS STAFF IS STRETCHED THIN

A skilled professional efficiently runs a relatively small communications and outreach team. Given the amount of information CGD produces and the breadth of functions communications operation accomplishes, the staff is stretched rather thin:

- The Director of Communications and Policy manages the department, participates in strategic decision-making as a member of CGD's senior management team and edits content for the main page of the website.
- A Senior Associate for Outreach and Policy of the communications team splits her time between direct outreach to the advocacy community and to Congress.
- The Online Communications Manager and Media Relations Associate (one position) manages Internet activities and also reaches out to news media. Some Internet and media relations functions are outsourced for major initiatives.
- An Events Coordinator and Database Manager (one position) handles arrangements for a large number of events while also managing the database, an important communications asset.
- The Publications Associate works with a small group of freelancers on the editing, design and layout of all CGD publications other than books. The editing and production of books is outsourced to the Brookings Institution, with CGD's Publications Associate serving as liaison.

This small team produces an impressive amount of products, events, web traffic, and media coverage. Its high productivity level, as measured by the quality and quantity of its outputs, suggests it is a highly efficient operation. The question is whether additional staffing in some functional areas could achieve greater contributions toward achieving the overall mission. Based on interviews with users representing the mission-critical audiences of policy advocates, Congressional aides and news media, it seems that CGD could benefit from additional staff resources in outreach and, to a lesser extent, media relations. If CGD moves forward with plans to make its website more robust and interactive, additional staff may also be needed to produce online content.

Products and Events

RESEARCH CONTENT IS SKILLFULLY REPURPOSED FOR EXPANDED REACH

CGD does an admirable job of repackaging content in multiple formats for diverse audiences, leveraging its research dollars for greater impact. CGD staff members use the Product Pyramid to explain their approach to repurposing content. Products at the bottom of the pyramid are longer-format pieces with smaller audiences, primarily academic researchers. CGD parlays content from longer pieces into briefer products that are distributed primarily online.

Figure IV.3. CGD Product Pyramid

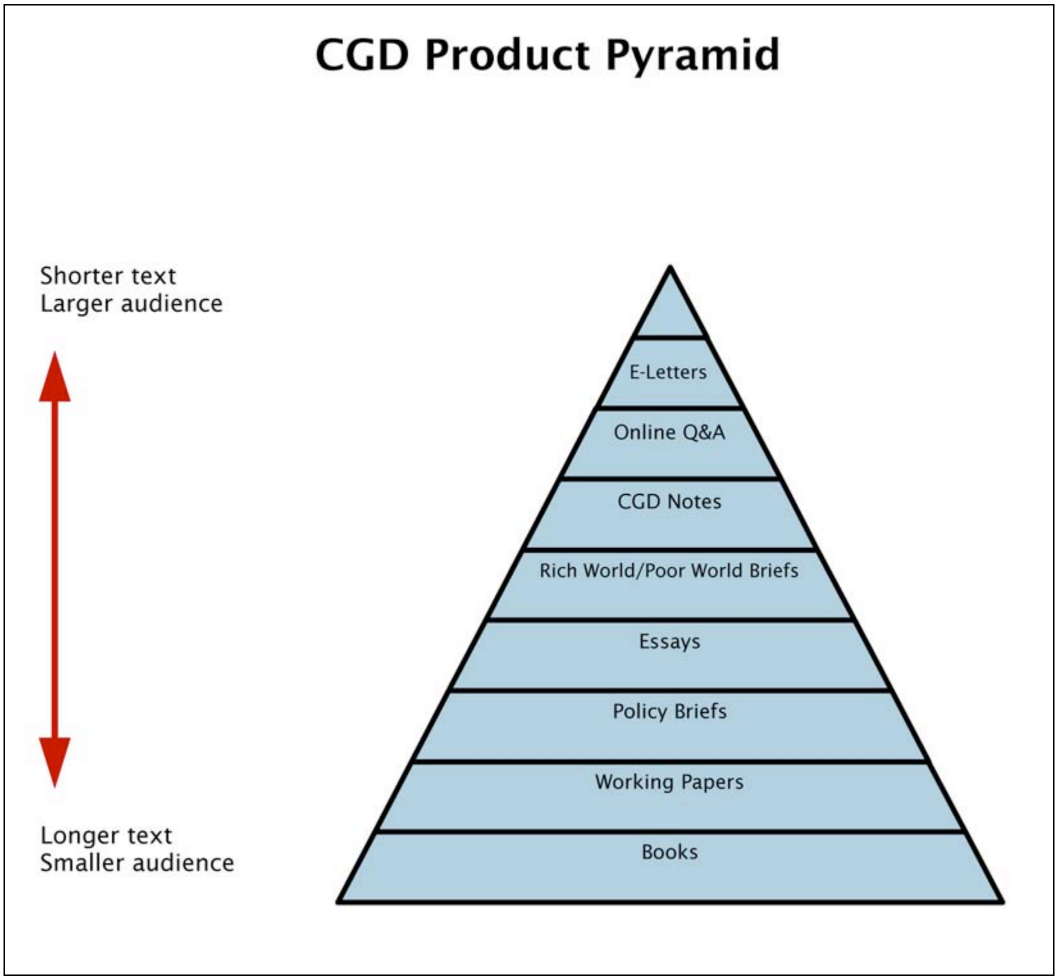


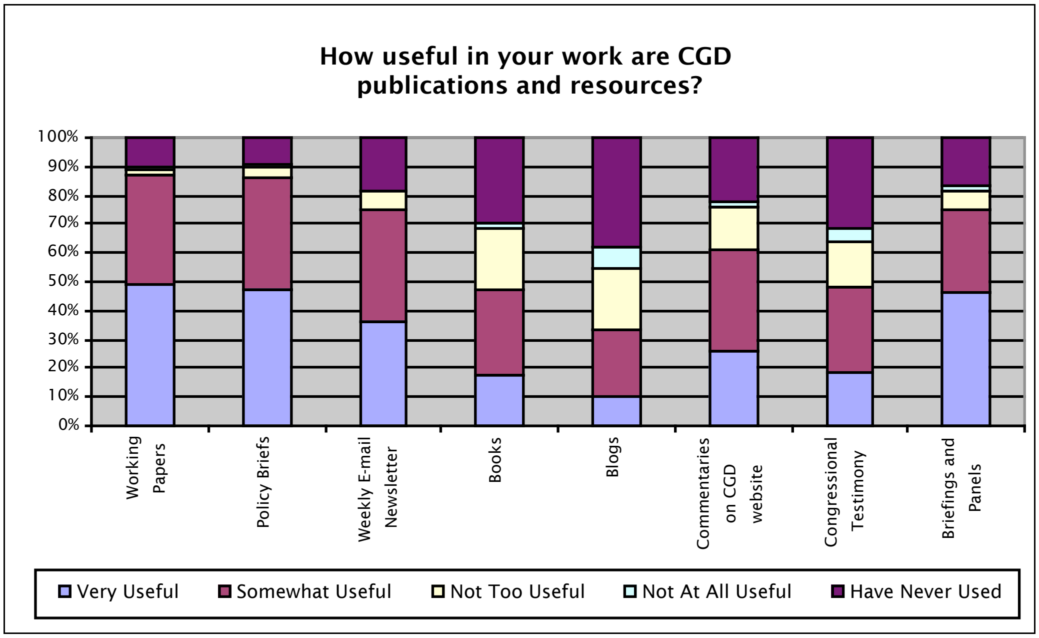
Table IV.3. Major Product Categories by Length and Audience

Table IV.3. Measures of Reach and Demand

Product	Length	Audience
Q&A	600 words	Broad
Notes	800 words	Policymakers
Policy Briefs	2000 words	Policymakers
Essays	5-20 pages	Vary
Working Group Reports	15-100 pages	Policymakers
Working Papers	5-25 pages	Academic
Books	100 pages+	Academic

CGD produces products in varying lengths and formats for different audiences. This array of products helps leverage CGD's research investment for heightened impact.

Figure IV.4. U.S. Policymakers' Ratings of Major Products



U.S. policymakers who responded to the audience survey rated Working Papers and Policy Briefs as the most useful CGD publications, with 48 percent rating Working Papers as very useful and 47 percent giving that rating to Policy Briefs.

Besides producing a variety of publications, CGD also repurposes content through video, audio, and events. An excellent example of skillful repurposing is the variety of publications and electronic spin-offs from the 2005 book, *Millions Saved: Proven Successes in Global Health*. In addition to ordering a printed copy of the book, interested users could use CGD's website to:

- Explore the book's 17 case studies through an interactive world map
- Review excerpts of the book
- Read digested content, such as key findings and frequently asked questions
- Download a policy brief with important highlights
- Download an instructor's guide for using the book in class
- Read media coverage and reviews of the book
- Listen to a media interview with the lead author
- Listen to a presentation recorded at an event with the World Affairs Council
- View a slideshow
- Watch a video

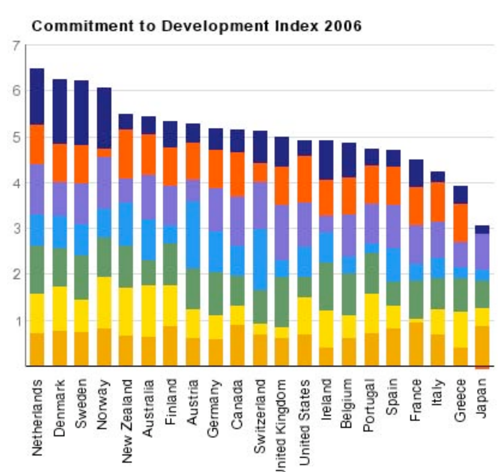
Producing such a variety of materials from a single book is an impressive increase in reach and gives people choices as to how they process and use the information. Given the relatively small audience for books, CGD's communications director correctly sees this repurposing as having a higher value to the organization than selling or freely distributing actual books. The successful repurposing of *Millions Saved*, however, probably contributed to the success of the book as well; in 2005, it was the top CGD book with 2,000 copies sold and more than twice that number distributed free.

<u>CREATIVE PACKAGING HELPED POSITION THE CDI AS A SIGNATURE PRODUCT</u>

From a communications standpoint, CGD made a wise strategic choice in creating the Commitment to Development Index. Research and advocacy organizations need creative approaches to push their products through the sheer volume of content inundating users, especially policymakers and news media. Launching a signature product on an annual basis is a proven strategy for breaking through the clutter and establishing an organization as an authority.

Based on comments in interviews and responses to the audience survey, the CDI has clearly helped position CGD as an innovator in its field. In addition to the innovative, holistic approach the CDI takes to evaluating donor countries' contributions to development, creative packaging has also helped extend the reach of the annual report card and positioned it as CGD's signature product. One interviewee cited the CDI as an example of "creative ways of packaging data that have more popular and media appeal." A leading development journalist said it was a successful product for news media because it "provokes stories and reaction." In the audience survey of subscribers to CGD's weekly email newsletter, 63 percent of respondents had heard of the CDI.

Figure IV.5. Online Formats of the Commitment to Development Index



On CGD's website, the Commitment to Development Index is presented in visually compelling formats that allow users to browse charts or explore data maps. This varied packaging helps to extend its reach to multiple audiences.

Users Are Satisfied with the Format of Publications

The audience survey found a fair level of satisfaction with the format of CGD's typical publications. Of 976 respondents to a question rating satisfaction with the format of CGD's products, about half (48 percent) said they were very satisfied with the usefulness of CGD's formats, while 38 percent said they were somewhat satisfied. Only 5 percent said they were not too satisfied and only 1 percent were not at all satisfied. Of U.S. policymakers, 46 percent said they were very satisfied with the usefulness of the formats, while 34 percent were somewhat satisfied.

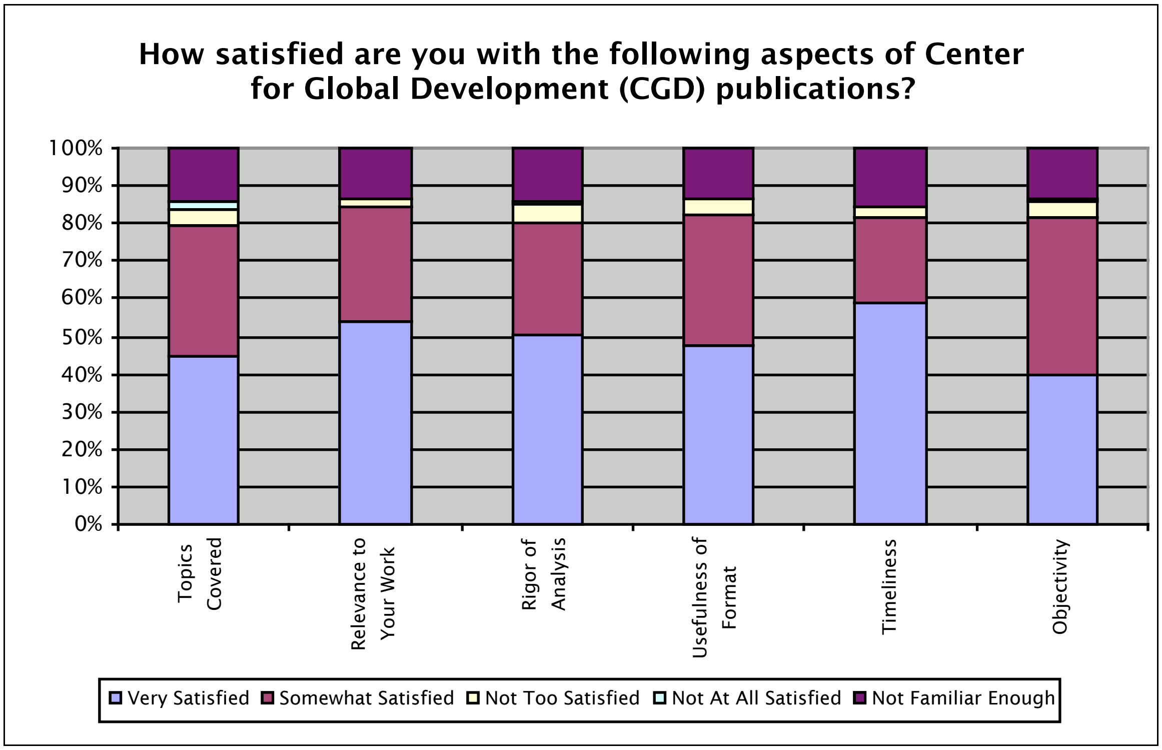
Based on interviews with advocates and congressional staff, to build the current level of key audience satisfaction CGD could consistently produce briefs two to five pages long with clear recommendations for policy change, not just analysis. Brevity was the main value cited in a CGD exercise asking policymakers what they most wanted from CGD publications. This led to the creation of a product, *CGD Notes*, intended for Capitol Hill and the executive branch.

In interviews, congressional aides and policy advocates unanimously echoed the call for brevity, but also asked for more consistent inclusion of a clear set of policy recommendations. One congressional aide said, "Nobody (on the Hill) makes much use of policy research. There's no time to read it."

A review of a sample of *CGD Notes* found that the average length was 2.5 pages, and each included recommendations. Only 11 products, however, were identified as *Notes*. A review of a representative sample of 52 *Briefs* on CGD's website, which are intended for policymakers, advocates, researchers, and general audiences, found that the average length was four pages. Only 40 percent of *Briefs* reviewed included policy recommendations, while 80 percent included questions that advocates could ask policymakers.

CGD could better clarify the audiences for these publications and ensure that those intended for policymakers and advocates typically include policy recommendations. Obviously, different policymakers have different information needs. Congressional staffers, even those on the authorizing and appropriating subcommittees responsible for development policy, typically cover a wide range of issues and are less specialized than many policymakers in the executive agencies or multilateral institutions. CGD may want to explore the option of creating products specifically for congressional policymakers and highlight these briefs in a dedicated area on its website.

Figure IV.6. U.S. Policymaker Ratings of Various Aspects of CGD Publications

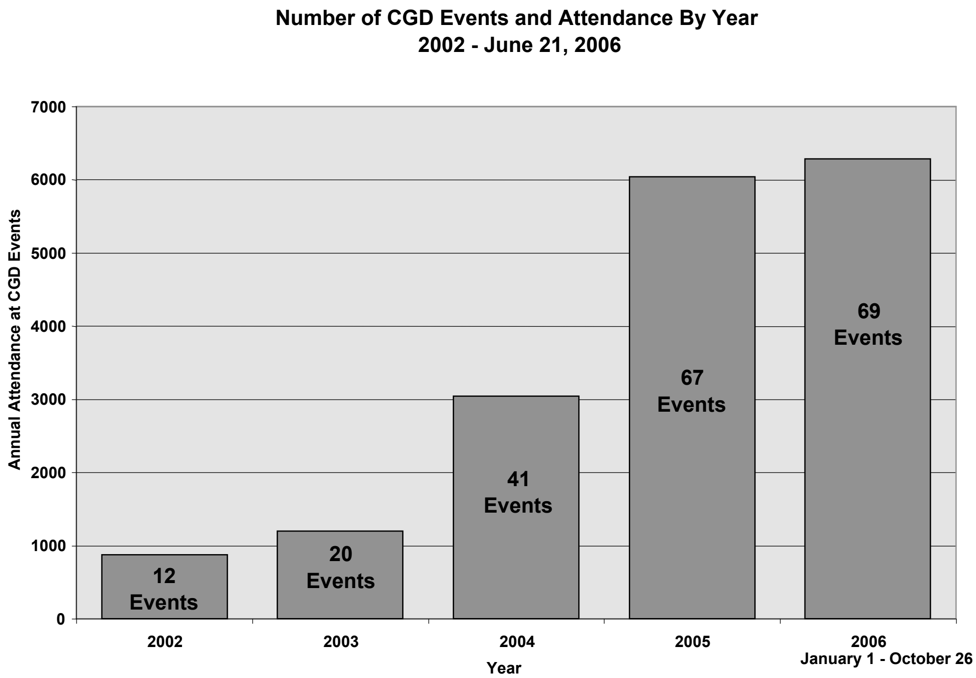


Of U.S. policymakers responding to the end-user survey, 46 percent said they were very satisfied with the usefulness of the format of CGD publications, while 34 percent said they were somewhat satisfied. Interviews indicated that CGD could build on this level of customer satisfaction by consistently producing briefs of two to five pages that include a clear set of policy recommendations with analysis.

KEY AUDIENCES VALUE EVENTS

CGD spends a great deal of time, effort and, expense on large public events such as book launches and policy discussions, as well as smaller seminars on research and policy. The communications director correctly notes that events are "high-cost and high-value interactions." Interviews with advocates, journalists, and congressional staff show audiences value them. CGD data showed a rapid increase in the number of events and a gradual increase in average attendance over the past several years.

Figure IV.7. Number of CGD Events and Attendance



The number of events sponsored by CGD has increased rapidly over the past four years, while the average attendance at events has risen gradually. In interviews, advocates, congressional staff and, to a lesser extent, journalists all cited CGD events as valuable.

In the audience survey, CGD briefings and panels were rated as very useful by 45 percent and somewhat useful by 28 percent. The survey showed a diverse audience for CGD events. The largest segments, based on the numbers citing events as most useful, were people from advocacy groups and technical NGOs; U.S. government; think tanks and research institutions; and multilateral institutions. CGD extends the reach of events by posting articles, video, and transcripts online as well as providing opportunities for web users to post comments about issues raised in events on CGD's blogs.

In interviews, advocates consistently cited CGD events as a valuable service to the advocacy community. The highest value was in convening policy advocates along with government policymakers and researchers for dialogue on issues, providing "face time with key policymakers and thinkers on these issues," as one advocate said. CGD was given high marks for its ability to get influential policymakers to participate in its events and listen to issues raised by advocates.

To a lesser but important extent journalists said that CGD events were sometimes valuable. The main obstacle to journalists attending events was time constraints. The highest value to journalists was the opportunity to make contact with policymakers and people working on the ground on development projects. One reporter attended a CGD-sponsored conference in Mexico in 2003 that he said brought together "big names and good thinkers" on global health issues to talk about success stories. The reporter was clearly attracted to the conference by the quality of the participants and was motivated to attend to meet good sources. He also found the subject unique, with is focus on successful programs. He wrote a story on the conference quoting CGD Senior Fellow and Director of Programs Ruth Levine and detailing CGD's effort to publicize success stories. The reporter became interested in a conference issue and followed up nearly two years later to write a story.

Congressional staff consistently cited events as a valuable service, but CGD has not been holding regular events on Capitol Hill. Congressional staff members find it difficult to leave the Hill and travel to CGD's events across town.

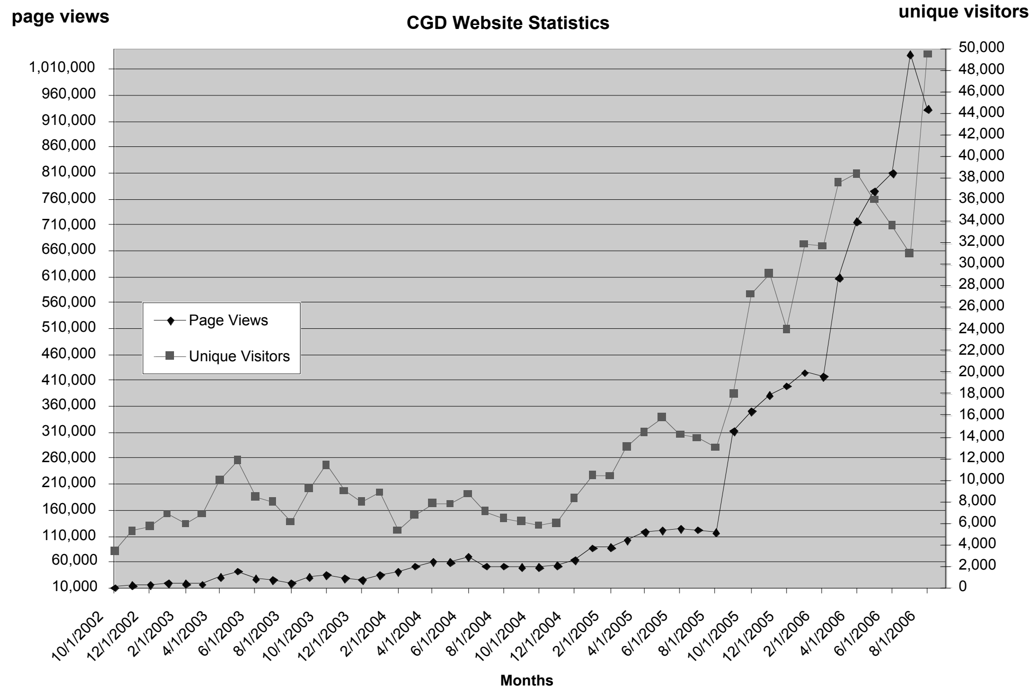
Online Communications

STRONG INTERNET PRESENCE HAS VASTLY EXPANDED THE REACH OF RESEARCH

According to the *2006 Communications and Policy Work Program*, CGD views its website as "the single most important tool for disseminating CGD ideas and transforming them into policy change." The communications team has built a solid website with some innovations. The site has seen a dramatic increase in traffic and use over the past two years. In the face of a growing presence online among other research institutions, CGD's team hopes to build on its strong foundation and stay ahead of the competition. Having captured a fairly consistent audience, this is an opportune time for CGD to review its online resources and consider ways to extend its reach, enhance the user experience, and take its online program to the next level.

A review of CGD statistics on website traffic and use shows a sharp increase in users beginning in late 2004. CGD then launched its weekly electronic newsletter promoting information on its site. In August 2005, the website was redesigned with a new format and features, and the weekly e-letter was enhanced with improved graphics. In the first year of the new online tools, the number of unique visitors increased four-fold and page views (a measure of the users' activity on the site) increased seven-fold. Monthly visitors averaged 37,000 in 2006, and page views totaled 6.3 million from January to September. The growing unique-visitors figure indicates a high degree of interest, and the significant page-view statistics indicate users find the content useful.

Figure IV.8. Website Page Views and Unique Visitors 2002-2006



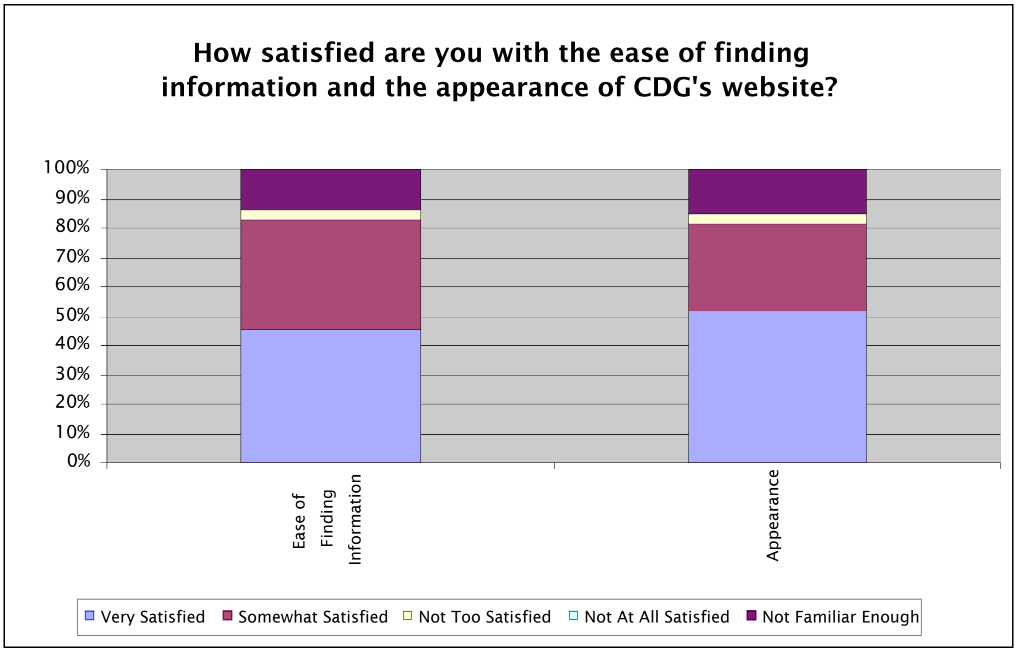
Website statistics provided by CGD show a dramatic increase in unique visitors (line with squares) and page views (line with diamonds) over the past two years. The increase coincided with the launch of a weekly electronic newsletter delivered via email and the redesign of the site.

The audience survey found that 48 percent of respondents visit CGD's website several times a month, and 20.5 percent visit it more than once a week. These figures indicate that CGD's website is delivering value to its users, with more than two thirds returning on a regular basis. With enhanced interactivity, CGD could probably increase the frequency of visits.

The survey suggests that users are most often visiting CGD's site in search of information on a particular topic, not to "browse" or visit specific features such as blogs. In the survey, 44 percent of respondents said they often visited looking for a specific report, and 45 percent often visited looking for papers on a particular topic.

In terms of navigating the site to locate information of interest, 46 percent of all survey respondents on CGD's weekly email list said they were somewhat satisfied with the ease of finding information, and 38 percent said they were very satisfied. Just over 7 percent were either not too satisfied or not at all satisfied, and 8 percent were not familiar enough to comment on the ease of finding information. Of U.S. policymakers, 46 percent indicated that they were very satisfied, while 37 percent were somewhat satisfied (see Figure IV.9.). These ratings indicate room for improvement.

Figure IV.9. U.S. Policymaker Ratings of CGD's Website

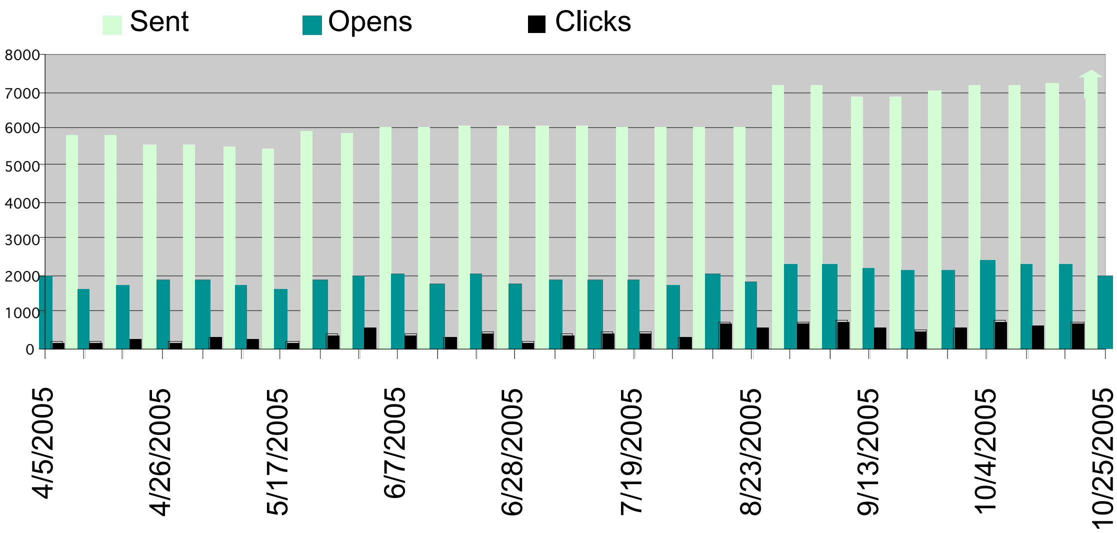


Of U.S. policymakers responding to the end-user survey, 46 percent said they were very satisfied with the ease of finding information on CGD's website, while 37 percent said they were somewhat satisfied.

<u>NEWSLETTER SUBSCRIPTIONS SHOW CONSISTENT INTEREST IN RESEARCH</u>

CGD's weekly electronic newsletter, *CGD Development Update*, is CGD's primary vehicle for driving users to its website. The email contains features on new research, notices of events, recent blog posts, news coverage of CGD research, and profiles of CGD experts. A review of CGD data on the use of the e-letter found a gradual increase in subscribers and a relatively high open rate, which is a measure of the number of people who actually open the email after receiving it. The click rate shows the number of people who clicked on a link within the email to obtain more information on products and events. CGD reports an average open rate and click rate of about 30 percent, which is above the industry standard. Given that rate, over the six-month period for which data was provided more than 176,000 emails were sent and of those about 55,600 were opened. Nearly 10,000 people currently subscribe to the newsletter.

Figure IV.10. Open Rate and Click Rate for CGD's Weekly E-Newsletter



Data provided by CGD show that over a six-month period, more than 176,000 emails were sent containing CGD's weekly newsletter, CGD Development Update. Of those, an average of about 30 percent was opened by the recipient. Of users who opened the emails, about 30 percent clicked on a link to obtain information on CGD products and events. An average 30 percent open rate and click rate is high for industry standards, which is in the 20-25 percent range.

A critical issue for any email program is to establish the ideal frequency of contact. Policymakers, advocates, and journalists are bombarded with emails from a variety of information sources, so regular emails are necessary to break through the clutter. However, too many emails from one source may annoy users and reduce open rates. The key is to provide useful, engaging, and tailored content. According to interviews and the audience survey, CGD seems to have struck the right balance. Of policymakers responding to the question, "Would your professional needs be better served by receiving CGD information with greater frequency?" just over 84 percent said no. Nearly 99 percent said they would not be better served by less frequent contact. This suggests that the weekly email achieves the appropriate level of frequency.

BLOGS PROVIDE AN INTERACTIVE CHANNEL TO INFLUENTIAL POLICYMAKERS

As part of its online strategy, CGD has launched three blogs: *Global Development: Views from the Center, Global Health Policy,* and *MCA Monitor Blog*. Blogs provide a forum for CGD researchers to present information and commentary, and for users to post comments. CGD's blogs were described as central to its web strategy for connecting CGD to ongoing debates at low cost and high frequency. CGD staff receives training in how to package content for the blogs and are encouraged to contribute pithy, opinionated commentaries on timely topics.

Blogs are useful for encouraging two-way interaction, keeping content fresh and timely, and extending a website's reach through links to other blogs and websites. These benefits accrue particularly to blogs with compellingly written content. Blogs are not audience drivers in and of themselves. People do not visit a website just because it has a blog; they come looking for compelling content. A blog is just one format for delivering content, which typically appeals to a small segment of the audience that is intensely interested in or passionate about the subject. Accordingly, the audience survey found that only 16 percent reads CGD blogs always or often, while 18 percent reads them sometimes, 22 percent rarely, and 35 percent never.

The question for CGD is whether this small segment is comprised of people influential in shaping development policy. For a think tank, a good blog can be a direct channel to the key policymakers interested in participating in or monitoring an ongoing, public dialogue about its subject. CGD correctly sees the highest value of its blogs as "connecting to the few hundred people who really influence issues." A review of the email addresses of people signing onto the *MCA Monitor* found that highly placed individuals in the Millennium Challenge Corporation were paying attention to the blog. This suggests that CGD's blogs are, indeed, useful for connecting with a smaller but higher-quality audience in terms of policy influence.

CGD CAN BUILD ON ITS ONLINE SUCCESS TO INCREASE REACH AND USE OF RESEARCH

The increase in traffic that the CGD website has experienced validates the work already done to promote the site and increase its relevance within the development policy community. A priority is to make the site even more interactive and user-friendly. The enhancement of the site's interactivity can achieve three goals:

- Increase the frequency of visits and strengthen loyalty
- Make the experience more productive by making information easier to find and use
- Encourage visitors to engage with more content and initiate more two-way communication

The CGD website already offers an extraordinary amount of content to its audience of policymakers, advocates, academics, media, and the general public. But the website does not reflect the differences between users and the various ways that they interact with information online. For example, no sections are aimed at congressional staff, executive-branch policymakers, IFI staff, advocates, or media. Differentiating content for the various target audiences and programming content to satisfy individual expectations of audience segments will make it easier to find relevant information and result in increased use of research content.

An important step in improving the site's usefulness is to research how CGD's online audiences interact with information on its site. Researchers, for example, will readily find the information they are looking for because they recognize the vocabulary of development policy and understand how that information is organized. The public and less specialized policymakers, by contrast, do not have this expertise. Engaging those who are not development experts requires clear direction on how to interact with information on the main page and a clear guide that carries the user forward to more information.

The CGD website offers all of its options on the home page, bombarding users with a multitude of choices. Too much of the current content – and, more importantly, the navigation that supports it – is organized according to the structure of the organization rather than the information needs of the audience. The content and functionalities could be streamlined and structured to highlight certain features that draw users into interaction with information on the site. Research shows most users spend no more than 20-30 seconds scanning a web page to determine its relevance to their search. Without clear guides, users become confused and move on.

By adapting the design of the site and promotion of content to reflect a hierarchy of importance, CGD can increase the likelihood that a user will follow a path to more information, thus increasing the value of the content itself.

CGD could do more to link the tremendous amount of interrelated content on various areas of its site. It effectively promotes content by a related author or about a related subject, but does not consistently link content in the text of articles to other articles or posts. Increasing these links can leverage even more of its research for public use and increase time spent on the site.

The analysis below provides more insight into specific opportunities for CGD to engage users. This analysis covers seven areas where CGD can make updates and changes to the site design or management to increase the engagement between the site and the user.

Prioritize information. A key question is whether CGD's different audiences all value the same information equally or have distinct preferences. While the site has a tremendous amount of good information, a traditional web user will have trouble locating a particular issue or story due to a lack of content prioritization. The likely result will be information overload and a decrease in the amount of time a user spends on the site.

Rather than highlighting key issues, the CGD website showcases broad categories like *Research Topics* in the top navigation bar and *Regions* in the left navigation bar. Visitors are likely to be looking for immediate access to subcategories such as *Health* or *Latin America* and may be frustrated by having to click twice to find information.

Consider how media organizations, which likewise cater to many audiences with a wealth of specific and unique content, prioritize their offerings and target niche audiences. The single most important story on www.nytimes.com, for example, is set in large font above all other content (see ①). However, niche users can still access content deep within the site with a single click (see ②).

Bring personality to the fore. The experts who conduct research and discuss issues make CGD unique. Each has a voice and area of expertise that contribute to the organization's credibility and offer unique perspectives, but very little of that personality is leveraged for the user's benefit. Doing so will differentiate CGD from the competition and leverage staff credibility.

Web users respond to personality. In a policy setting, the role of personality can be as simple as that of curator: collecting information, introducing data/research, providing needed context, and making it accessible to the public. The personal voice should not be limited to the comments and perspectives that exist on the site's blog posts, but should be applied to all features and content.

For example, when CGD introduces experts, the information currently provided is administrative in nature, not personal. Instead of a CV-style introduction, the site should feature personal reflections from staff and promote the author's voice with the subject matter.

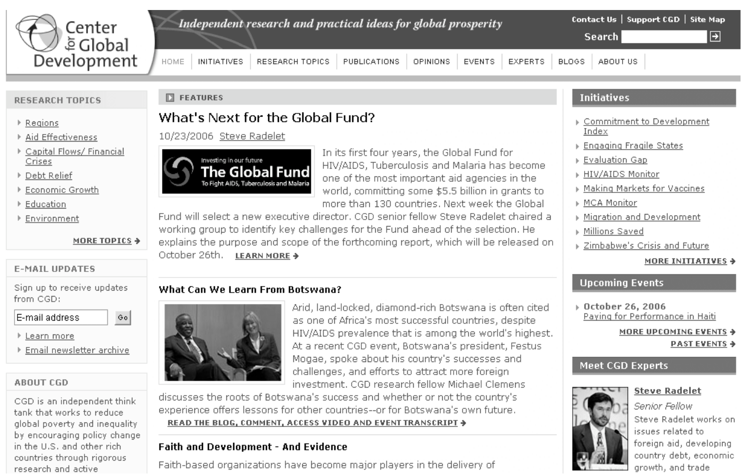
As an example of leveraging these intangibles, www.WorldChanging.com effectively uses the personalities of its many contributors to communicate a high level of quality and encourage return visits. In the example below, Hana Loftus writes the top story (see ①) while the entire site is written in the first person plural (see ②).

Images and icons aid navigation. Web users are naturally drawn to images and respond better to an organizational structure that incorporates pictures, icons, and other navigational aids. For example, www.democrats.org uses a calendar icon to represent events and a television icon to represent audio and video content (see ①). These shortcuts help users understand how to engage across the complete site.

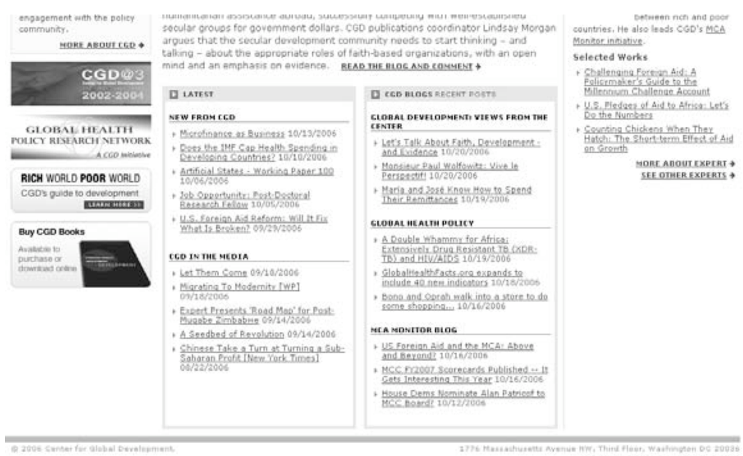
The CGD site, in contrast, is primarily text-based. Given that a traditional web user spends a short amount of time viewing a home page before deciding if the information being presented is worth exploring further (again, only 20 to 30 seconds), integrating some easy-to-recognize elements that help to promote certain types of content or key opportunities would improve the user experience. Additionally, promoting individual articles and specific topics, rather than broad section headings, will help users to identify specific content of interest more quickly and easily.

Everything below the fold is lost. A typical web user, even on an extended-size screen (more common today than ever before), is only likely to view the content that appears above the bottom edge of their monitor. Everything that is beyond that point is considered “below the fold” (to borrow a term from traditional newspapers). The best use of space on the above-the-fold area of the home page is to promote the most regularly updated or clearly current elements. CGD is currently using approximately 40 percent of the available above-the-fold real estate to promote static research topics and initiatives, while fresh and timely news updates and blog posts are on the bottom of the site. Even experienced web users are likely to miss below-the-fold content – and therefore less likely to return to the site with the expectation of seeing current content.

Above The Fold



Below the Fold



Users want format choice and flexibility. Users are accustomed to choosing the method of receiving content that suits their interests. Content should be promoted in a variety of formats, and the user should have the option to choose the format they most prefer. The full breadth of content should be represented in as many formats as possible. For example, the RSS feed allows content to be pushed out to key audiences, but those feeds do not currently include the authors of those articles or related available content.

An example of how to offer content in many formats is the Technology Entertainment Design website (www.ted.com). TEDTalks invites users to use an online video player, download audio or video, or subscribe to the series (see ①). The video page also allows the user to share the video or bookmark it on a social network (see ②).

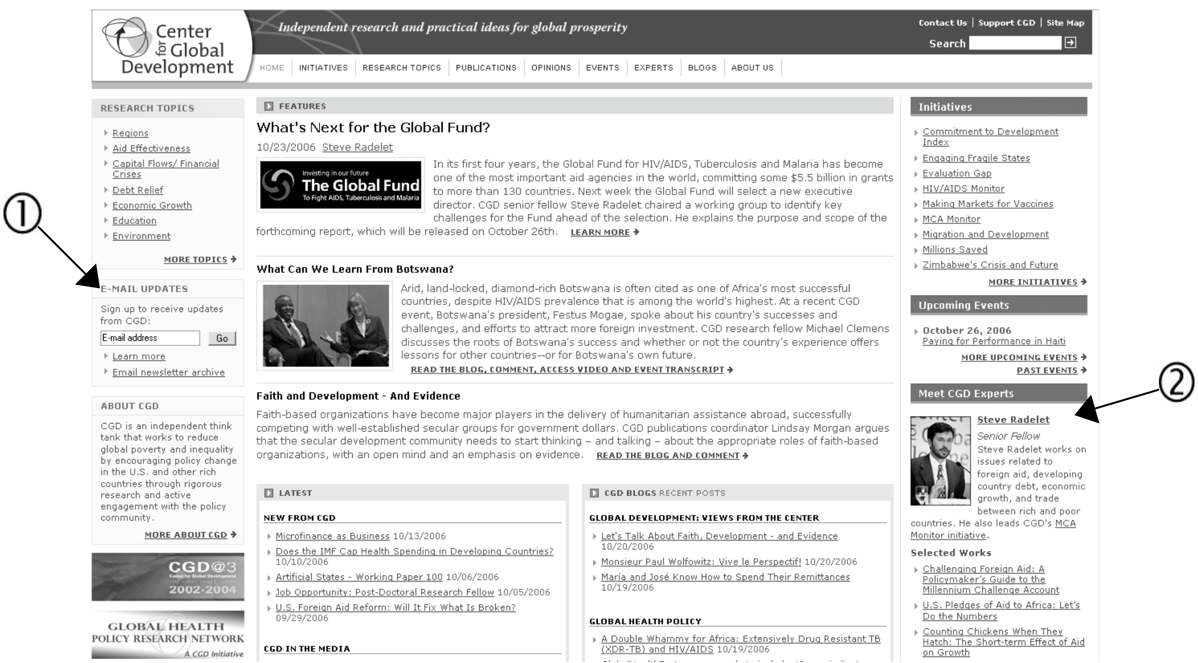
The *Millions Saved* section of the CGD website is an excellent example of how to leverage a variety of different formats and ways of accessing information using CGD's existing content. The information in this section is organized by topic – rather than technique or technology – and offers all the relevant information in the same space. The entire site should feature this level of detail and interactivity to enhance otherwise text-heavy content. In addition, to make it easier for users to find and access different kinds of content, CGD could incorporate icons (for Flash or video), add detail to the related links in the left navigation, and write with a more personal tone of voice.

Research demonstrates consistent user behavior. Research suggests that users expect certain conventions on websites. For example, people do not look for sections and general categories – they look for content on specific topics. They assume the search functionality and email sign-up will appear in the top right corner. And they look to the top left corner for an organizational logo and option to return to the home page. The CGD site conforms to some of these conventions, but not all of them.

Important Features: Users look to the top left for primary content and navigation and the top right for essential site functionality such as search and email signup. The CGD site features the search engine box on the top right, but the email sign up is mid-way down the page on the left site (see ①). User testing can determine how the audience responds to specific opportunities.

Unnecessary Features: The site features a number of elements that do not provide any obvious value. An example is the Contact Us section, which reprints address and telephone information that is available in the footer of every page on the site. The Contact Us section should be incorporated into a sub-section of the site (e.g., About Us) or configured to facilitate direct connection with CGD experts (see ②). Unnecessary elements should be removed to further streamline user experience.

Essential Features: The CGD website does not have a privacy policy or a set of rules regarding appropriate site usage (at least not that could be found through basic navigation or search). These are critical elements to ensure user confidence (as well as avoid CGD liability) when visiting the site and interacting with content, particularly commenting to blogs. Additionally, the site is not fully accessible to users who have disabilities or require varied text sizes.



Blogs can be leveraged for greater reach of research content. The blog is one of the site's strengths – both in drawing visitors and in communicating a personality. The blog extends the reach of the information to new audiences and improves search-engine rankings. Instead of having the blog hidden at the bottom of the page, CGD can benefit from taking content from the blog and integrating it into the articles. Additionally, neither the blogs nor the regular content feature any organized taxonomy – tagging or categories – which most blogs use to make it easier for users to identify the linkages between different types of content (see ①).

Think Tanks and News Media Sites Provide Useful Ideas

As the four foundations that commissioned this evaluation engage with CGD staffers on ways to build on the success of CGD's online program, they can urge CGD to consult the websites of other think tanks and news media sites for useful ideas about how to organize content and engage users. Appendix H reviews seven websites and presents a brief analysis of each site in terms of the key points raised in this analysis.

Media Relations

Influential Journalists Rely on CGD as a Trusted Source

News media are a critical vehicle for CGD's influence on policy. In fact, a veteran Hill staffer interviewed for this assessment said that, given the current dynamics of development policymaking in Washington, the news media were actually a more important audience for CGD than Congress: "(CGD's) major influence is by way of the media because there is no demand for this on the Hill." Other interviewees in senior policymaking positions said that CGD's prominence in media reporting on development issues was a major factor in its influence. The media were cited as influential in the Bush administration, on Capitol Hill, and among advocacy organizations.

CGD's target media are primarily "elite" newspapers read by policymakers in the United States and Europe. Chief among these are *The New York Times, The Washington Post, The Wall Street Journal, Financial Times,* and *The Economist*. Among broadcast media, CGD targets National Public Radio and British Broadcasting Corporation radio. Journalists at most of these top outlets were interviewed and spoke very highly of the quality of CGD's research and of staff responsiveness to their needs. A sampling of their comments indicates that CGD is very well positioned among key journalists as a go-to source for objective information on a wide variety of development topics:

- "A lot of think tanks dabble in development, but CGD is 100 percent on the subject and therefore head and shoulders ahead of the others in the volume of stuff it produces."
- "I can't think of any others that have tried so hard to look at the development problem as a challenge in and of itself."
- "They have very knowledgeable experts. They aren't as ideological as many are in this area. Very much interested in what the data shows. Often quite honest about the limitations of the data."
- "Cutting-edge research. You can't find much of their material anywhere else."
- "An indispensable resource for reporters."

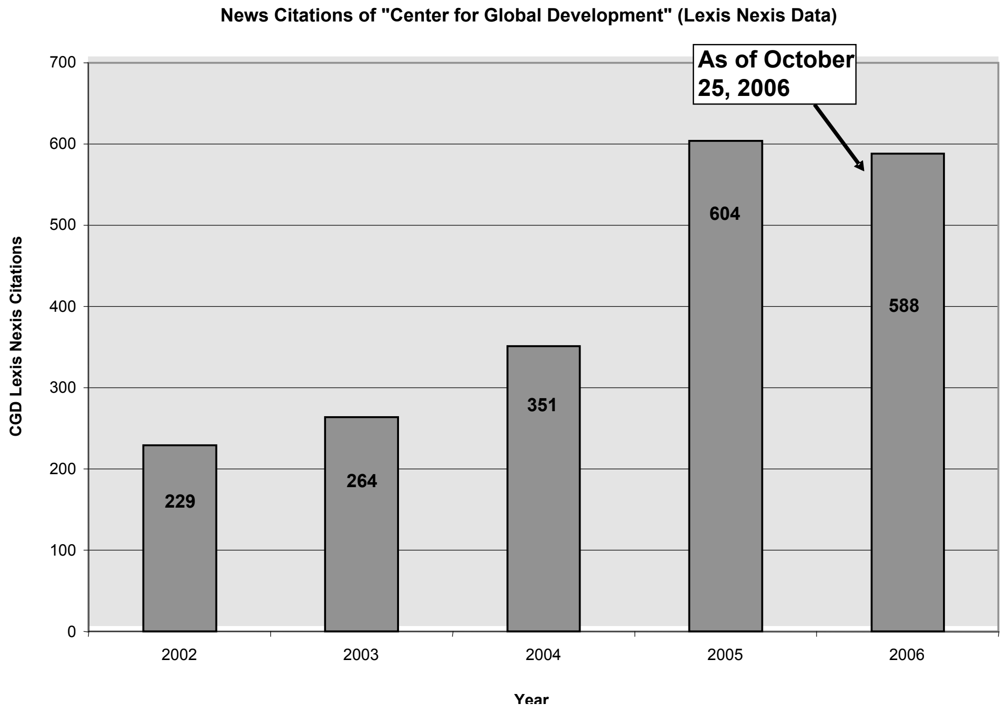
Much of CGD's rapport with development-policy journalists can be credited to longstanding relationships between these journalists and senior CGD researchers. Many of these relationships date back to previous positions the researchers held at the World Bank and other institutions.

DATA SHOW A SHARP INCREASE IN NEWS MEDIA CITATIONS

CGD's impact in the media is primarily measured by citations of CGD research and quotes by CGD researchers in news articles. CGD data on Nexus citations showed a substantial increase in mentions of CGD over the past two years. CGD staff attributed this to a more robust web presence, intensified media outreach, and more CGD-organized events. Journalists spoke of factors such as timely responses to their requests for information, the willingness of researchers to spend time explaining data, and the media-savvy strategies CGD employs to raise interest in its research topics.

A review of a sample of 50 articles and broadcast transcripts citing CGD over the past six months, excluding international coverage of the Commitment to Development Index, found that most of the stories were articles about development issues that included a single quote from a CGD researcher. The most prevalent topics in rich-country media were international financial institutions, global health, and trade. Few of the articles reviewed seemed to be generated by CGD activity; most were responses to requests for information from reporters.

Figure IV.11. News Citations of "Center for Global Development"



News citations of CGD research and quotes by CGD researchers increased markedly in 2005-2006.

MEDIA-SAVVY STRATEGIES HAVE GENERATED QUALITY COVERAGE

CGD's impact in the news media is best judged in terms of quality, rather than quantity. A handful of newspapers exert the vast majority of influence on the development-policy debate. Most of the journalists at these outlets do not write stand-alone stories on a single piece of research. They typically draw on a variety of sources to include diverse perspectives on issues they cover. Through a variety of media-savvy strategies, however, CGD has been able to generate substantive coverage and commentary on its research. Discussions with several key journalists identified successful approaches that led to quality coverage of CGD research:

Linking development research to national security and foreign policy. In a report entitled *On the Brink: Weak States and U.S. National Security Policy*, CGD tied development research to the national security debate that preoccupies U.S. policymakers and journalists. As one journalist who wrote about the report said, the topic was "central to the national debate about what to do about failed states like Afghanistan."

Timing releases to other news events. Timing releases of CGD research to coincide with news events also makes the research more timely and relevant to journalists. A veteran journalist who wrote about William Cline's book, *Trade Policy and Global Poverty*, said the release of the book was "well timed during WTO talks" and "inserted CGD into the debate." A 2005 CGD report entitled *The Hardest Job in the World: Five Crucial Tasks for the New President of the World Bank* was delivered to Paul Wolfowitz on his first day as World Bank president and inserted CGD's perspective into coverage of the new leadership.

Finding new angles on old issues. A working paper entitled *Counting Chickens When They Hatch: The Short-term Effect of Aid on Growth* took a unique angle in exploring the relationship between "short-impact aid" and economic growth. A columnist who cited this report in several columns said the paper offered a "new take that contributed to the polarized debate about whether aid works."

Packaging research creatively. CGD's annual Commitment to Development Index has become a signature product that contributes to CGD's reputation among journalists for producing useful, accessible information. As one journalist said, the CDI is uniquely "useful and imaginative." CGD generated international coverage of the index in 2006 by outsourcing its promotion to a global public relations firm that pitched the release to media around the world. In a memo, Marshall Hoffman, the president of the firm, noted that the index and CGD's press release provided "all the elements that journalists needed to write a positive, well-informed story."

CGD COULD RAISE DEVELOPMENT'S PROFILE BY LINKING IT TO OTHER ISSUES

Journalists identified an important challenge for CGD. As CGD builds its research portfolio on development, the organization may find itself spending more time on technical issues of little interest to the news media. As one journalist noted, "The deeper you go into these issues, the less interesting it becomes to a generalist. Most journalists are generalists."

One approach to addressing this challenge would be to link more of CGD's research to other topics that interest media. Some interviewees felt that CGD could do more to raise the profile of development issues by connecting them to foreign policy and national security. "They could get in the press more aggressively to show development angles on foreign policy and security issues, shape the debate, and get development into the discussion," said one interviewee.

As appropriate, researching topics of current political relevance will raise interest in the media as well as on Capitol Hill. In September 2006, the release of a new book by Non-Resident Fellow Lant Pritchett entitled *Let Their People Come: Breaking the Gridlock on Global Labor Mobility* featured prominently in a *Washington Post* article on immigration. The coverage was due to the link between CGD's research and one of the most hotly debated topics of the 2006 election cycle.

CGD could probably be successful in extending the reach of its research into foreign policy and national security coverage as part of a larger strategy to make development more relevant to the national discourse. This strategy would require a more pointed message on the role of development in understanding problems and identifying solutions. It would also call for research and analysis offering clear recommendations for policymakers on how to deploy the soft power of economic development aid to encourage peace and stability.

CGD clearly has the savvy to develop these angles, and works to create these connections on its website through blogs and commentaries. The most direct approach to making these connections in elite newspapers is through op-eds by researchers. Another approach would involve cultivating journalists who cover foreign policy and national security beats. Such a time-intensive approach, however, would require more human resources than CGD currently has in its communications department.

LACK OF FULL-TIME MEDIA RELATIONS STAFFER HINDERS ACTIVE MEDIA RELATIONS

CGD's Media Relations Associate is also the Online Communications Manager. He reports spending 80 percent of his time on the website and about 20 percent on media relations. Splitting one position between these two important functions does not leave much time for cultivating relationships or pitching stories to reporters. Key reporters indicated that their calls to CGD were responded to promptly; they did not indicate that lacking a full-time media relations manager hampered a timely response. But staff reported that with more resources CGD could be more active in its media relations.

With additional staff, CGD could probably generate a higher number of high-quality stories on development policy in its target print outlets. It could also expand coverage by cultivating reporters on foreign policy and national security beats. Additional media outreach could help place stories and interviews in broadcast outlets such as CNN International and BBC. It could also extend the reach of CGD's research into trade media that cover topics such as health-care policy.

ENHANCE MEDIA RELATIONS WITH A TESTED MODEL FOR INTRODUCING RESEARCH PRODUCTS

With current staff resources, CGD could probably enhance its active media relations and coverage by using a rollout model that other think tanks employ and journalists respect. A leading development journalist cited this model as the most effective approach to generate media coverage of fresh research. The rollout involves these steps:

1) Monitor developments in Congress, the administration and international institutions to stay ahead of the policymaking curve and anticipate major policy announcements.

2) Schedule a press conference call two to three days in advance of the announcement to discuss a specific angle on the topic with a fresh, edgy opinion.
3) Develop a two- to three-page brief with details supporting CGD's take on the topic, post the brief on the website, and send it to journalists.
4) Hold a 30-minute conference call with the CGD researcher to talk about the topic and answer questions.

One veteran journalist described this model as "timely, brief, user-friendly" with the potential to have an "enormous impact on serious print journalism."

Outreach

CGD, like other high-impact interactive organizations, engages audiences to gauge interests and stay abreast of opportunities to effect policy change. CGD works to establish genuine, two-way communications with policymakers and advocates to understand their information needs and present research at the right time and in appropriate formats. Engaging in ongoing discourse is essential to break through the vast amount of information bombarding them from competing interests. Using direct outreach, events and online tools, the communication team's Senior Associate for Outreach and Policy splits her time between direct outreach to the advocacy community and to Congress. Interviews with development policy advocates and congressional staffers from both parties assessed that outreach.

DEVELOPMENT POLICY ADVOCATES SEE CGD AS IMPORTANT INFLUENCE

CGD's model for influencing policy advocacy is to work in partnership with NGOs and advocacy organizations that act as channels to policymakers and their constituents. According to a CGD publication, "The Center is unique among research institutions in its active engagement with non-governmental organizations and advocacy groups, and is looking to expand its strategic partnerships with organizations that have broad-based U.S public constituencies."

This approach assumes that advocacy organizations will draw on CGD's research to shape policy proposals and cite CGD research in its advocacy materials. Interviews and the audience survey confirmed that advocacy organizations use CGD outputs. As an example, one survey respondent noted, "I have used CGD data to inform policy papers and congressional testimony. I have also used CGD data to prepare for meetings with policymakers and members of the Bush administration executive branch (MCC, State Department, NSC, etc)."

Many advocates said that CGD plays an influential role in policy debates; its reputation for rigorous, objective research makes it an important validator that adds credibility to their arguments. "Our recommendations are strengthened if they are picked up by CGD," was one representative statement.

CGD is also seen as uniquely able to influence issues that might otherwise go unnoticed. "They can help raise the profile of an issue not necessarily on their agenda, even with two or three policy papers," said one interviewee. For example, advocates concerned about a shortage of doctors and nurses in developing countries asked CGD to produce research on the topic so "people would see it as an issue." CGD produced papers on the shortage that helped lead to more funding for training from the U.S. government, according to the interviewee. This research also "brought the realization that we do need more of a community-based approach."

CGD's work with advocacy organizations, many of which receive development aid from the U.S. government for their programs, has also helped drive advocates to raise the standards of evidence they provide to support their programs. "[CGD has] pressed advocacy groups to be more data-driven, acknowledge problems [and] show evidence. That pressure has forced change in some organizations that were just protecting their piece of the pie and now are more thoughtful about it," said one long-time advocate.

STRATEGIC PARTNERSHIP MODEL CAN WORK TO INFLUENCE POLICY

When asked about CGD's impact on policy, virtually all of the advocates interviewed cited CGD's role in the process leading to the creation of the Millennium Challenge Account. Advocates and policymakers say that CGD entered that debate at the right time – when the administration was still formulating its policy – and worked effectively with advocates to influence the process.

After the Bush administration announced its intention to create the MCA, CGD participated in a working group chaired by InterAction, a coalition of more than 160 organizations and a principal advocacy partner for CGD. NGOs participating in the group worked to develop common positions on key issues and issue recommendations to steer policymaking in the administration and Congress. CGD's outreach coordinator at the time, along with Senior Fellow Steven Radelet, participated in the discussions and identified issues where CGD could add value with research. CGD hosted sessions with administration policymakers, a role that was repeatedly mentioned by advocates as a strength: "They are very good at bringing together people from the NGOs and administration with researchers."

CGD had its finger on the pulse of the debate and delivered timely research, interviewees said. "When the administration said what they would want to do, CGD came back with a timely critique, based on research – good thinking with constructive suggestions," said an advocate involved in the process. As the research provider, CGD was "terribly valuable," served as an "asset to the process" and "absolutely" had an impact on the outcome, advocates said. "This model put CGD at the forefront of the debate," said one.

Dr. Radelet's role in this process was cited repeatedly as a model for CGD to replicate. Comments from various advocates included: "Steve Radelet understands our world." He is a "real resource for the advocacy community." He has a "rare ability to understand policy and politics." Dr. Radelet was called the "most important objective thinker" in the dialogue, who "really helped shape people's thinking, coalesce ideas, and help people move forward."

ADVOCATES WOULD LIKE MORE COLLABORATION ON THE POLICY AGENDA

While consensus was broad on the value of CGD's role in the MCA debate, also common was a feeling that CGD has not been as collaborative since. One interviewee who participated in the MCA Working Group and praised CGD's role said, "But that doesn't happen very often. I never experienced it happening elsewhere."

The main concern advocates cite was a lack of agenda coordination. Advocacy groups would like to collaborate more with CGD in setting priorities and gaining alignment around items the advocacy community is addressing. They believe that this would make more CGD research more relevant in the policy arena. A number of advocacy and congressional contacts saw a disconnect between CGD research and the advocacy agenda. They often said that CGD seems to be too academic. "If policy hasn't been developed with a keen eye for what's possible and the political pitch, it's not going to happen. CGD is missing the mark on that," said one advocate.

This perception may be exacerbated by the lack of institutional channels for regular conversations between advocates and senior CGD researchers. Even organizations very closely aligned with CGD's mission cited a lack of ongoing dialogue at the senior level. "There seem to be no consistent conversations or institutional mechanisms for setting priorities with the advocacy community," said one advocate. "It's all personal connections."

Advocates voicing this concern understood CGD's approach of using advocacy organizations as a channel to policymakers in Congress and their constituents. They felt strongly that, for the model to work as well as it could, CGD needs to work more closely with advocates on an ongoing basis. A representative statement to this effect was: "CGD is a great organization and DC needs it. It's not as relevant to hard-core policymaking as it should be because of its fear of advocacy. That's a loss of added value. If other groups are going to do advocacy, we need to work more together."

In working with the advocacy community, CGD must also strike the right balance to maintain its reputation for independence. Part of that reputation is based on the perception that CGD is not just a tool for advocates, but an honest broker that provides unbiased analysis for policymakers. Advocates who understood that dynamic believe that CGD can strike the right balance while still coordinating more closely with the advocacy community. Said one, "They can focus on their priorities and be unbiased, but they should be opportunistic. You need dialogue with advocates or you can't be opportunistic in those ways."

Advocates who work for NGOs that deliver development aid in poor countries said that few think tanks get enough information from the people who work in developing countries. As one interviewee said, “165 U.S. organizations have people on the ground in every developing country in the world. Research is not useful to advocates and policymakers if the NGOs on the ground aren’t part of providing information for the process.”

Proponents of this view felt that working groups on policy issues should include representatives of operational NGOs, including smaller groups that do not have staff in Washington. Said one advocate: “It’s easier to sit back and get input from the big NGOs like CARE, Oxfam, Catholic Relief Services and the Red Cross. But there could be value added in reaching out and getting information from smaller groups working on the ground. They have different perspectives from the big ones. Are they being represented in the thinking back here in Washington?”

Some advocates felt that CGD could play a valuable role in communicating to Washington policymakers the perspectives of operational NGOs regarding the real-world impacts of the reorganization underway in U.S. foreign aid. One staffer of an operational NGO who expressed very positive views about CGD said that the Center should facilitate dialogue between the administration and NGOs working in the field. “We are doing implementation on the ground,” according to this interviewee. The U.S. government “has had no interest whatsoever in having our collaboration or consultation. It’s shortsighted not to bring in practitioners on the ground.”

Some highly placed advocates said the problem went beyond the issue of working groups. They cited difficulty establishing communication with senior researchers. This did not necessarily imply a lack of responsiveness on CGD’s part, but rather a frustrating lack of time on both sides to engage in meaningful discussion. This disconnect could be simply addressed, in this view, if senior managers of CGD and close allies would make time to meet informally and regularly. Such personal collaboration would add another channel of direct outreach to supplement formal events and working groups.

Senior management may want to explore these concerns directly with some of their key advocacy partners. Perhaps more dialogue at the senior management level would close the gap. Another view expressed in interviews was that CGD should include more individuals from the advocacy and social movement communities in its organizational structure, perhaps on its staff or board.

CGD IS NOT BREAKING THROUGH ON CAPITOL HILL

Interviews with long-time advocates and well-placed policymakers in Congress and the executive branch confirmed that development is a very low priority for Congress. Most members have little interest in or knowledge of development policy. Some administration policymakers said lack of knowledge made Congress an obstacle to positive change. Others said Congress has abdicated its oversight role and left most development policymaking up to the executive branch. All agreed that without a larger domestic constituency for development aid, the issue would not move higher on the congressional agenda. Importantly, one long-time policymaker predicted that budget pressures could lead to a push for cuts in development aid.

Presently, a small handful of staffers on the authorizing and appropriations committees drive development policy in Congress. A small number of personal staffers also seek information on development issues, due to the interest of a few members who sit on those committees. Based on interviews with congressional staff from both houses of Congress and both side of the aisle, it is clear that CGD faces challenges on Capitol Hill. A clear consensus emerged among interviewees that CGD is well positioned to influence development policymaking in Congress, but was not currently doing so. The research is respected as rigorous and objective, if not always relevant to issues on the agenda in Congress. In a representative statement, one congressional staffer said that CGD is "clearly contributing to the scholarship, but not necessarily to policymaking."

Other statements from key congressional staffers indicate that CGD is not delivering value on a consistent basis to Capitol Hill:

- CGD "research is not relevant to shaping our funding or policy decision-making on the Hill."
- The research seems to be "aimed at NGOs more than the Hill" because NGO personnel "have the time to read reports and go to conferences."
- A key staffer who was impressed with the "high quality" of CGD's research said, "I don't think they get stuff to me and can't say it's been relevant to what I've been working on."
- "There is a disconnect." CGD has not been "building long-standing relationships" with key congressional staffers, "probably because it's a new organization."

These concerns indicate a lack of satisfaction in the relevance of research, format of research products, and level of outreach.

"This is a problem all the advocacy groups and think tanks have," said one long-time development policymaker. "They are quite good at doing research, writing reports, and producing information, but they rarely have the staff or strategy to implement recommendations. They need people who know the issues and the legislative process. It would have to be a serious part of the organization. The people involved [currently] often have other jobs, too."

In describing its impact on Capitol Hill, CGD cites testimony before congressional committees, staff briefings, mailings, and receptions. Congressional staff members attend CGD events and have participated in CGD forums. CGD can cite specific instances where research informed legislation. For example, the Vaccines for the New Millennium Act introduced by Senators Kerry and Lugar included an advance-market provision patterned on CGD's *Making Markets for Vaccines* material. CGD staff reported that congressional staffers for an authorizing committee asked for an evaluation of the U.S. aid reorganization, and CGD responded by engaging a consultant to review monitoring and evaluation by the new director of U.S. foreign assistance. The language of the reauthorization report for the MCA relied heavily on CGD analysis.

The consensus of policymakers interviewed may miss the fact that some CGD researchers have productive, one-on-one personal relationships with congressional staffers. CGD staffers reported "close collaboration with both sides of the aisle" and identified instances of Hill staff calling for information. However, these examples more often related to authorizing committees, rather than the critical appropriating committees. Existing relationships and transactions between CGD researchers and congressional staff may be too ad hoc to benefit the organization overall.

In discussing CGD's impact, a number of policymakers echoed advocates in citing the example of CGD's valuable role during the creation of the Millennium Challenge Corporation. Like advocates, Hill staffers reported that CGD researchers were actively engaged in the dialogue and produced valuable research in a timely fashion. There is clearly a demand for CGD to replicate this success and establish more systematic, ongoing dialogue with key congressional staff.

A long-time development policymaker with Hill experience predicted that U.S. deficit pressures will lead to attempts to cut foreign aid. He believed that linking development to other strategic issues, primarily national security, is critical to making CGD's issues more relevant to U.S. policymakers outside of development circles. This interviewee foresaw a vital role for CGD in framing that debate: "The Center is probably going to play the leading role in Washington in providing a credible answer as to why economic development aid is necessary. I think they are literally going to be the rescue squad."

An administration staff member said that CGD should work to raise the level of interest and knowledge about development among rank-and-file members of Congress. According to this view, the general lack of knowledge and interest in Congress was "frustrating" and blocked positive change. This interviewee felt that Congress "was a very good place to put effort and educate people about how development issues affect the world." With CGD's reputation for non-partisan analysis, most interviewees felt that the Center was uniquely positioned to "inform debate that is usually so partisan."

One caveat was voiced by a congressional staff member who believes that Congress has abdicated much of its oversight responsibility and essentially left development policymaking up to the executive branch. With so few members or staffers actually engaged in decision-making about development, this interviewee felt that CGD's efforts would best be focused elsewhere. When it comes to outreach on development policymaking, this interviewee said, "The bulk of people on the Hill are like talking to an empty suit."

These concerns suggest a phased approach to enhancing CGD's profile in Congress, beginning with more consistent dialogue between CGD and the handful of staffers who currently drive development policymaking. With one-on-one meetings, events, and tailored products, CGD could make quick headway with the core audience of influential staffers. CGD could also set a longer term goal of expanding the circle of members who care about development issues. A critical component of this approach would be framing a message that ties development to foreign policy and national security issues of strategic and political importance.

PERSONAL OUTREACH TO KEY STAFF CAN ENHANCE CGD'S INFLUENCE IN CONGRESS

The best approach to enhancing CGD's influence in Congress is to establish a dialogue with key staff. One-on-one contact is the only way to break through the amount of information bombarding congressional staffers. These conversations should be about understanding their needs and priorities to deliver research of current relevance. One long-time development policymaker described the ideal approach to liaising with congressional staff: "Testimony before committees or lobbying on particular issues [is] not a substitute for spending an hour during quiet periods, without an agenda, talking about whatever development issues most interested key staff."

An additional approach recommended by a number of congressional staffers was to hold a monthly Capitol Hill event. The now-defunct Overseas Development Council sponsored a monthly briefing that brought together congressional staff from both sides of the aisle and both houses of Congress. The events provided an opportunity to network with researchers and advocates while learning about new research. A regular event for a targeted group of relevant staff would clearly be welcomed on Capitol Hill.

Smaller group meetings to discuss issues and identify areas of need would also be effective and should be scheduled during recess periods. Appropriations staff should be the top priority.

PRODUCTS SHOULD BE TAILORED TO MEET NEEDS OF CONGRESSIONAL STAFF

Many committee staffers who participate in writing legislation on development policy are not development experts. All are inundated with information from think tanks, advocacy groups and other interests. Policy research must be pithy. Most staff said briefs under five pages were best. To the extent possible, materials for Capitol Hill should include a clear set of recommendations for shaping policy. One staffer noted that CGD research is "rarely saying, 'Congress should do 1, 2, 3.' But that's what we need. We need to be told what to do and we'll do it."

To identify topics for research products, CGD should work with congressional staff to pick an issue ripe for congressional action and strategize with staff about how to shape research to make a difference in the debate. A successful model cited was the Public Policy Institute of California, which contacts congressional staffers and asks them about relevant research topics. The Institute then produces a three-page digest for staffers, including policy options. The International Crisis Group was also mentioned as a think tank that provides relevant information in user-friendly formats for congressional staffers.

In reviewing CGD's website with congressional staffers, it was clear that the site was not organized to meet their needs. Staffers have very limited time to search for information. As one staffer put it, "I get 200 to 300 emails a day. I have four or five meetings. I literally have minutes to spend on this." Staffers suggested creating a page on the site for congressional staff with products designed to meet their needs. Likewise, the emailed *CGD Development Update* was often "too busy" for harried Hill staff to read. Emails could be tailored for Hill staff and sent to a targeted list.

Personal staffers have different content needs than committee staff. Personal staffers must brief their bosses on a variety of issues, as well as draft speeches and respond to constituent correspondence. CGD could provide a valuable service by developing a set of products that package research on top issues in formats ready-made for insertion into constituent letters, floor speeches, and briefing papers for town halls or editorial board meetings. This content would need to include a message that frames development issues as an important aspect of economic and security policy. One staffer suggested that CGD produce a no-frills, drop-down menu of content on key topics for Hill staff, similar to the product menu produced by the Congressional Research Service.

OPPORTUNITY EXISTS TO EXPAND SUPPORT FOR DEVELOPMENT IN CONGRESS

Beyond shoring up relations with core staffers who currently manage development policy in Congress, an opportunity exists for CGD to expand the circle of legislators on Capitol Hill who care about development policy. With the increase in public concern about international affairs since 9/11, both Republicans and Democrats need to advance an agenda with positive ideas about America's role in the world today. Development issues should play an important role in that agenda. CGD could raise the level of interest in development with an agenda that positions development as a tool for peace and stability in the world – and for security and prosperity for the United States. This approach would give members of Congress a reason to actually champion development funding rather than oppose it.

Members of Congress can also be viewed as channels to the general public, another CGD audience. Legislators act as opinion leaders for their constituents on national and international issues. They set the agenda and frame the terms of the debate. Expanding the number of senators and representatives who value development aid, understand its importance, and can articulate its value to U.S. strategic interests will expand the constituency for development aid at the grass roots. CGD could play a role in reframing development from a worthy altruistic endeavor to a more strategic imperative.

The strategy for developing a message and agenda of greater relevance to Congress should begin with dialogue on Capitol Hill. Congressional staffers can provide invaluable guidance on the messages and issues that will gain traction among elected officials. The resulting package of research products could be used to educate new members of Congress and incumbents who need to articulate a compelling vision about America's role in the world.

Outreach to Executive-Branch Agencies Is Mixed

CGD's engagement with the Millennium Challenge Corporation has been broadly recognized, but the Center's connections with other executive-branch agencies vary. The Department of Health and Human Services, the Defense Department, Department of Agriculture, USAID, and the State Department's Foreign Assistance bureau – known as the F Bureau and overseeing both USAID and the MCC – are important players in the U.S. government's international development policymaking process. Officials of some of these agencies have participated in various CGD working groups, but CGD has not systematically built long-term relationships with major players in these organizations. Relationship-management is important to increasing the uptake of CGD's research.

USAID

Although CGD has included U.S. Agency for International Development representatives in working groups on a few occasions, it has not prioritized USAID in its strategic outreach. This has contributed to CGD's relatively low profile – compared to its important influence on MCC development – in the area of U.S. foreign assistance reform, which is currently reshaping the way the United States organizes and delivers its development aid. As one staffer said, "There is no USAID expert here." CGD does have resources to draw on to deepen its engagement with USAID: CGD board member and Non-resident Fellow Carol Lancaster is a former deputy administrator of USAID and has been a member of the USAID Advisory Committee on Voluntary Foreign Aid since 1997, the CGD website shows.

Awareness of CGD's work varies greatly within USAID. One survey respondent from USAID noted that he doesn't use CGD's analysis "due to [a] lack of awareness of their activities," while another wrote that he and his agency colleagues wrote a two-page technical brief on a CGD working paper that "included an electronic link to the CGD website, which is indicative of the importance we attached to this paper's findings and methodology." Numerous officials at USAID said they found CGD's work on the recently established MCC to be useful for their understanding of the new agency and the implications for their work.

Treasury

CGD has a strong network of contacts within the U.S. Treasury Department. Researchers engage those contacts when analysis identifies Treasury as an important player in policy decisions – a reflection of the targeted approach to outreach enshrined in CGD's mission. For example, CGD experts discussed their work on Nigerian debt relief with treasury officials. This outreach is possible because of long-standing relationships that some researchers – like Steven Radelet – have maintained and cultivated.

Policymakers Abroad Respect CGD, Creating Opportunities for More Engagement

CGD reaches out to policymakers in other countries in ad hoc ways, but its strong reputation for rigorous analysis and the reputation of the Commitment to Development Index provide a foundation for increasing its international influence. It is seizing some of these opportunities, as evidenced by the commitment by the Australian Agency for International Development (AusAID) to fund the Engaging Fragile States Initiative for five years. Other opportunities to build relationships have come and gone. Although CGD provided a substantive response to Japan's challenge of the CDI methodology in September 2006, it could have chosen to devote more time to building relationships with relevant Japanese policymakers for future purposes. This reflects CGD's decision to target policymakers on a case-by-case basis for specific initiatives.

Numerous CGD staff members maintain contacts with foreign government agencies, but Vice President Dennis de Tray became CGD's point person for liaising with non-U.S. bilateral agencies soon after his arrival in early 2006. The vice president must balance this responsibility with a long list of other responsibilities.

CGD's role as an important independent source of policy analysis and research for non-U.S. bilateral agencies is especially strong with AusAID and DFID. Its access to DFID decision-makers – already quite strong – should benefit from the appointment of Owen Barder as DFID's director of global development effectiveness in September, 2006. Mr. Barder recently completed two years as a senior program associate with CGD, working on aid effectiveness and the Making Markets for Vaccines initiative. He remains formally engaged with CGD as a member of the new IMF-Supported Programs and Health Spending Working Group.

The numerous CGD working groups – most of which are health-related – include dozens of experts from IFIs and bilateral agencies. Among the international and national institutions represented are the IMF, Asian Development Bank, Inter-American Development Bank, DFID, OECD, World Health Organization, the U.K. National Health Service, multiple United Nations agencies, the Danish foreign ministry, and – in almost all working groups – the World Bank.

By involving these experts, CGD creates opportunities to build relationships with and influence the organizations they represent. But CGD has not succeeded in turning many of these short-term partnerships into long-term relationships. Some former working-group members also indicated that CGD pursued such short-term collaboration when it perceived a natural alignment of interests, but did not always listen to the divergent views that came out of the working-group setting.

While CGD has established relationships with key policymakers in the U.S., U.K. and, to a lesser extent, Italian treasuries, staff members otherwise direct efforts mostly at foreign development agencies. This overlooks other rich-country policymakers, for example, in defense and treasury ministries. To maximize the impact of its research, CGD will need to think strategically about how and when to engage and the staff resources required to invest in a broader set of development actors.

CHAPTER V: CASE STUDY – MAKING MARKETS FOR VACCINES INITIATIVE

Context

It started with a mosquito bite. Michael Kremer, working as a teacher in Western Kenya after college, contracted malaria in the mid-1980s. Through the fog of illness and drug treatment to follow, he wondered why no vaccine had been developed to combat a disease that was a significant cause of illness and death. This experience fueled his inquiry into incentives for vaccine research and development.

In the decade or so that followed, various groups advanced the idea of using commitments to eventually buy yet-to-be-developed vaccines– financial IOUs, or advance purchase commitments – to encourage vaccine development. Notably, the World Health Organization (WHO) discussed it in 1996, the International AIDS Vaccine Initiative coordinated a coalition advocating for it at the 1997 Group of Eight (G8) Summit, and the World Bank AIDS Vaccine Task Force struggled with the concept in 1999.[2] At the same time, Dr. Kremer published a paper on government purchase of patents intended to foster innovation and place technology in the public domain. He applied similar logic to the issue of stimulating vaccine research and ensuring the availability of low-cost vaccines. Over the next several years, he explored opportunities for advance commitments for vaccine development.

Before the Center for Global Development's involvement, some political momentum developed around the notion of incentives to stimulate research and development (R&D) for neglected diseases. Then-Treasury Secretary Lawrence Summers backed a version of a vaccine commitment plan in 2000; it was included in proposed Clinton tax legislation but not passed. Subsequently, vaccine commitment bills in various forms have been sponsored, but not enacted, by some U.S. congressional leaders.[3]

Against this backdrop, CGD entered the scene. Michael Kremer, while a professor at Harvard and senior fellow at the Brookings Institution, became a CGD non-resident fellow.

Commentary

The Center for Global Development identified a promising idea and allocated appropriate resources to midwife the policy proposal and bring it forward to international leadership. The concept the working group eventually championed would not have made its debut during a unique window of political opportunity had CGD not played the role it did. As

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[2] Kremer, Michael and Rachel Glennerster. 2004. *Strong Medicine, Creating Incentives for Pharmaceutical Research on Neglected Diseases*. Princeton UP, p. xiii.
[3] Ibid., Foreword by Nancy Birdsall and Strobe Talbott.

this report goes to print, there appears to be a strong likelihood that a pilot advance market commitment for pneumococcal disease will be in place in the near future. The amount pledged already by one bilateral donor far exceeds the cost incurred by CGD in developing the policy proposal for it. Delivering an innovative solution to a major issue of poverty and inequality when there was an appetite for such an idea was a major strategic success for the Center. The smooth handoff of the proposal to international bodies that can advance the political process and manage the program is another feather in CGD's cap. That CGD has both made a market for this idea and helped to leverage real resource commitments are the most significant impacts of the initiative.

CGD did an effective job of managing the initiative. A working group was an important element of the policy proposal development process, as it will be for other initiatives the Center undertakes. More purposeful stakeholder engagement and greater attention to the working-group process and governance issues should be incorporated in CGD's operating practices. A key question is whether the original working group should have been reconstituted when the technical work was largely done and the focus changed to outreach to policymakers and action for policy uptake. Fit for purpose will need to be re-examined when either the goal of a policy initiative is not clear from the outset or the opportunity evolves over the course of the initiative, as it did in the case of Making Markets for Vaccines.

Box V.1: What is pneumococcal disease?

This leading cause of serious illness in children and adults is caused by a common bacterium, the pneumococcus, which can attack different parts of the body. When it invades the lungs, it causes the most common form of bacterial pneumonia; in the bloodstream it causes bacteremia; and in the covering of the brain it causes meningitis. The 10 most common of the 90 known pneumococcal types account for approximately 62 percent of invasive disease worldwide.

- National Foundation for Infectious Diseases

KEY FINDINGS

- **CGD's work on the vaccines initiative helped put the issue on the international agenda at the 2006 G8 meeting.** CGD provided intellectual leadership, a platform for multi-stakeholder engagement, and effective promulgation of a draft plan to address a global failure of the public-health market. Observers generally agree that actually realizing a pull mechanism for vaccine development would not have advanced as far or as fast had it not been for CGD's contribution.

- **CGD helped translate an existing idea into a concrete policy proposal.** CGD did not invent the pull incentive mechanism, but incubated the concept and then managed an appropriate handoff to an international financial institution and a global fund.

- **CGD's vaccine work demonstrated the benefits of the working-group approach.** The working-group model allowed CGD to harvest the wisdom of a well-connected group of experts that delivered far more than any individual or small grouping of experts could have achieved. Careful attention must be paid to the composition of the working group.

- **The initiative is beginning to show concrete results.** The resources already pledged by one bilateral donor – C$100 million from Canada – for a pilot advanced market commitment for vaccines far exceed the cost of undertaking the initiative.

The Working Group

Under the Global Health Policy Research Network supported by the Bill & Melinda Gates Foundation, several working groups were established to inform policy research on critically important topics. One of these, the Pull Mechanism Working Group, was created in March 2003 to "explore the feasibility of advance guarantee agreements as a tool for stimulating research, development and production of vaccines for neglected developing-country diseases."[4] The group was to include academic economists, funders, developing-country recipients, regulators, industry representatives, and legal experts. Three co-chairs were named: Alice Albright, the vice president and chief financial officer of the Vaccine Fund; Michael Kremer, Harvard professor, Brookings Institution senior fellow, and CGD non-resident fellow; and Ruth Levine, CGD senior fellow and director of programs. The working group was supported by two successive CGD staffers and a legal advisor team on a pro bono basis. It had 19 members and, while each member sat as a subject-matter expert and not as an institutional representative, the members' affiliations were: one legal; one international financial institution; seven university; one think tank; one foundation; three private industry; one trade association; one U.S. government; and three U.K. government.

By the completion of its deliberations, the membership of the group changed somewhat. A U.S. government representative joined, experts from the Pan American Health Organization (PAHO) and Global Alliance for Vaccines and Immunization (GAVI) did not participate as had been planned, and an academic economist left the group. The Pull Mechanism Working Group first met on March 28, 2003. In August, CGD submitted a proposal to the Bill & Melinda Gates Foundation for $220,800 to support the initiative above the basic capacities and resources available through the Global Health Policy Research Network.

The total cost of the initiative is estimated by Ruth Levine to be about $400,000. The proposal to the Gates Foundation laid out the policy question and analytic approach: "How can pull mechanisms (guaranteed purchase of a future product) be put into operation to stimulate development and production of vaccine products that exclusively or predominantly are targeted at preventing diseases of the developing world?" The rationale was that a pull mechanism would induce innovation and ensure an affordable price; lacking were the tools to put such a mechanism in operation. The proposal

[4] "Making Markets for Vaccines: Ideas to Action." 2005. Report of the Center for Global Development Advanced Market Commitment Working Group, Appendix B, p. 80.

acknowledged that work had already been done on the basic concept and identification of major questions.

Quantitative methods were needed to estimate the unit price and size of total purchase guarantees and one or more model contracts. The group intended to address both the role of push and pull mechanisms, the diseases and products to focus on; and the incentives required to shift private sector – vaccine developers – behavior. They also sought to look at eligibility rules for products, and legal enforceability of credible incentives.

The group, eventually renamed the Advanced Market Commitment (AMC) Working Group, was intended to complete its work in one year. The Gates Foundation grant application promised to deliver:

- A policy report;
- Sample agreements for rotavirus and malaria commitments – near-term, to install production capacity, and long-term to stimulate R&D investment for initial product development;
- An advocacy tool;
- A full-length book; and
- Small and large briefings, and presentations at professional meetings and conferences.

At its first meeting, two subgroups were proposed, one on "what to buy," the other on "what to pay." Each subgroup was to commission desk research, consult outside experts, and prepare a short report. Over the next 18 months the working group met approximately every two months, augmented by a great deal of work by the staff, co-chairs and legal advisors. One of the co-chairs, the intellectual godfather of the initiative Dr. Kremer, co-authored a book on pull incentives that was published partway through the engagement. Approximately two years after the group was created, a launch event for the draft AMC report was held at a Washington, DC law office. Half a year later, in September 2005, the final report was issued. Within three months, G7 finance ministers committed to develop a pilot advance market commitment.

Box V.2: The chronology

September 2004: Michael Kremer and Rachel Glennerster, supported by the Brookings Institution and CGD, publish a complementary book, *Strong Medicine, Creating Incentives for Pharmaceutical Research on Neglected Diseases* (Princeton UP).
October 2004: Consultation draft of "Making Markets for Vaccines, Ideas to Action" report issued.
November 2004: U.K. Chancellor Gordon Brown announces that the British Government would be willing to enter into an advance market commitment (AMC) for a malaria vaccine in collaboration with other donors. This was followed by a later announcement by the chancellor on U.K. intent to explore an AMC for HIV vaccines.
April 2005: A launch event for the report held at the DC law offices of Covington and Burling.
September 2005: The "Making Markets for Vaccines, Ideas to Action" report was issued.
Dec. 3, 2005: G7 finance ministers announce they would work on developing a pilot AMC. Meet in London to consider a report from Italian Finance Minister Guillio Tremonti, who recommended a plan based on the group's proposals. The G7 nominate the Global Alliance for Vaccines and Immunization and the World Bank to perform more due diligence and play key roles in development of the pilot initiative.
July 2006: At G8 Summit in St. Petersburg, Russia, several countries issued statements of support. The Canadian Prime Minister pledged C$100 million, saying "the Advance Market Commitment pilot should be ready for launch by the end of the year. Canada will participate."

In less than a year after the final report, Canada pledged C$100 million. Since then the World Bank, charged by the G7, has engaged more legal advice, consulted with host governments and continues to move the pilot forward. CGD – in particular Ruth Levine – continues to be involved. The staff member that worked on the initiative has moved on, and CGD is recruiting a replacement.

The Center for Global Development did what it told its funder it would do, and more. It convened a working group, produced a report and a book, and engaged with outside stakeholders using a variety of outreach mechanisms. Not part of the original scope were the many consultations and briefings for policymakers and sherpas (who do the preparatory work for the political leaders) in the G8 and G7 forums in which the working group and staff engaged, and CGD's continued involvement in the evolution of the process after the working group. In assessing this initiative, it is useful to look at not only at what was accomplished but also the way the work was done.

Did They Start at the Beginning?

The opening proposition of the Pull Mechanism Working Group was that good academic work had been done on the concept, and its task was to take the idea from academia to action. Many commenting on the AMC work offer that it was an out-of-the-box idea put forward at an opportune time in a manner to catch the eyes of global leaders. Some have suggested, however, that the way the project unfolded may have been a bit flawed in terms of analytic rigor.

They assert the group did not follow the research model of its parent Global Health Policy Research Network, which requires asking open-ended questions at the outset that frame the research agenda. In this case, the group was handed a solution by one fellow and worked with it. In the report's public launch, CGD President Nancy Birdsall acknowledged, "What they did in the working group is they took an idea that had been developed by Michael [Kremer], fleshed it out even more, and have put it on the table." The focus was on a literature review of work to date, rather than new analysis. It is possible this was the best idea, the ideal approach, but because the group started with a draft solution in hand, it may not have considered other options to address the root issue.

Having the champion of the idea co-lead the group helped to inform and energize the process. It also may have had a chilling effect on criticism and tough questioning of what was seen as one person's proposal. While group management received kudos, in particular the CGD co-chair, some observers mentioned strong personalities, and one member who left the group said dissenting views were dismissed. Greater attention to the work process could have avoided the "my idea versus your idea" impression in favor of a report that represented "our idea." Moving on a fast track and accommodating a diversity of perspectives and motivations is a daunting challenge for any team process.

Who Did the Work?

The group consisted of subject-matter experts who were leaders in their respective technical disciplines. It was led by able co-chairs and supported by excellent staff. Those who have read and used its report as the basis for policy recommendations and further analysis say it is a strong, solid piece of work. While the product gets high praise, the process may demonstrate areas for improvement. At the outset, members were invited to join on a voluntary basis. Roles and responsibilities of members, staff, and co-chairs were generally defined. As the dynamic process evolved, it was not always clear to members how decisions were being taken – sometimes between meetings – who was making them, and on what basis. The focus of the work changed over time and the members learned from each other through the process. Initial target diseases were malaria and HIV, with consideration of rotavirus and pneumococcal disease added later. The target of the pilot now is pneumococcal disease, for which there is a developed vaccine, with the Pull Mechanism motivating investment in production capacity to meet existing developing-country demand. As the group started, the thought was that the proposal may be appropriate for a foundation donor, and success could be measured in a donor issuing a pull contract. It was realized that such an arrangement would not be suited to a foundation's funding pattern, and the focus shifted to bilateral donors. The changes were rational, though observers said it was not always perfectly clear who was driving the process. Greater attention to clarifying roles of staff, chairs, and group members, particularly on external research and consultation, and chronicling developments and decisions may be useful takeaways from this initiative.

A key role in the working group was played by a pro bono lawyer and his legal team. Their work created an operational plan that could take the idea to action: draft contract protocols and "term sheets," demonstrating the function of the two-stage contract process to bind donors and vaccine developers and educating both internally and externally on the legal precedents and the proposal's functionality. Involving a legal team in a think tank workgroup was both ingenious and essential.

Whose Voice?

In developing a credible policy proposal for advance market commitments for vaccines, the Center was challenged with getting the right minds around the table in the first instance and managing a process of engagement. Were the right people involved? Some suggest the working group neglected private industry, Southern or developing-country researchers and vaccine program managers, the World Health Organization, and non-U.S. expertise in general.

Those invited to the working group were chosen to bring expertise in economics, contract law, pharmaceutical R&D, and donor programs to inform development of the policy proposal. Given that the focus of the analysis was on market failure and the need to provide correct incentives to pull forward and target private sector R&D investment, it was important to ensure the working group could clearly hear what would provide incentives for industry to shift resource allocations. Yet, the working group did not include any individual representation from pharmaceutical companies. The literature also specifically points out that the group received no financial support from industry.[5] For much of the group's tenure, a trade association representative conveyed the voice of industry. After issuing the draft report, CGD directly consulted with major

[5] http://www.cgdev.org/section/initiatives/_active/vaccinedevelopment/ Frequently asked questions, p. 7.

pharmaceutical companies and through a representative with biotech firms. One industry representative felt that the early work was very academic; the group did not listen well enough to industry, and came up with reasons for not doing what industry said it needed. No one on the working group, the same source asserted, had experience in negotiating with super-national industry or government on these issues, and they lacked developing-country industry expertise. Industry feedback suggested that the group was at times wedded to certain ideas and naive in assuming, for example, that drug revenues would be relevant to considering vaccines, and that plant capacity for pharmaceuticals could in short order be reallocated to vaccine production. Nonetheless, the industry representative valued the role of the working group as a third party in hashing out demand-forecasting and setting agreement on a minimum number of doses to be purchased. Industry would have been seen as self-serving had it done this.

The thrust of the initiative was to address market failure in providing needed vaccines for developing-country consumers, but no Southern representatives could directly express the experience and need of beneficiaries, providers, or host governments. Similarly, some criticism was launched about being too U.S.-centric, and not reflecting the analysis and orientation of European stakeholders.

Nevertheless, the AMC working group is the most sectorally diverse working group the Center for Global Development has hosted.

Communicating and Consensus

In addition to working group members, a wide range of experts and influencers were consulted as the AMC report was developed and after its launch. The CGD website displays an impressive and varied list of 84 individuals consulted, many from industry and several from developing countries. Besides the formal report issued, and in part a response to external questions and challenges, CGD issued several briefs and working papers on the topic, hosted a blog, and posted answers to frequently asked questions on its website. Also, the authors of the AMC report authored a paper, "Answering concerns about Making Markets for Vaccines," in response to a paper criticizing the report that was written by a former working-group member and three others.

The group advanced a bold proposal, one that challenged the status quo. Disagreement on certain technical issues and even on the validity of the overall approach is understandable. Opposition could and should have been anticipated and more pro-actively addressed through stakeholder analysis and early engagement. To some extent, the noise of its own applause may have made the group deaf to critical communities. The biomedical research community, much of which is fed by push funding for basic research, could and did see this initiative as potentially shifting the pattern of R&D resource allocation and thus threatening its base of public funding. Some of those outside the group's membership felt left out; energy that could have been focused on improving the proposal was spent criticizing it. Those who do not sympathize with the private sector saw this as a form of subsidy, particularly for industrialized-country firms at the expense of Southern biomedical research institutions. Others who support initiatives to provide available solutions to save lives today were concerned that the AMC proposal would divert scarce resources from existing commitments, solutions, and need.

CGD assembled great minds to develop the AMC concept. What was also needed was the right stakeholders engaged to build a consensus inside and outside the working group for the proposal. If success is measured not in development of a good idea but in uptake and action, it was naive not to anticipate opposition and plan for it. A first step in the process should have involved a rigorous stakeholder analysis and a strategy to manage consultation and engagement.

Quality of Work

In terms of the work product itself, most observers commented that the report is of high quality, and it is widely read. Tony Blair, prime minister of the United Kingdom, said of the initiative and the report, "Making Markets for Vaccines is policy analysis at its best: realistic, evidence-based and focused on the world's most pressing challenges."[6]

Some criticism suggests that the analysis did not go far enough, leaving some issues unanswered. The costing of the incentive at $3 billion is controversial. It is based on the average net present value revenue for drugs, not vaccines, coming to market, not R&D or input costs. A concern is that drug experiences and vaccine experiences are dissimilar and hence the model may be incorrectly conceived. Also, the flat $3 billion figure is not considered by some to be market based. There was some concern about the data sets used to come up with the cost figures, whether the analysis was done well, and whether it took into account the most recent comparable experiences.

Such criticism is inevitable given the ambitious and controversial nature of this work, but CGD is strengthened when it treats criticism seriously and responds transparently. When the Making Markets for Vaccines report received significant criticism from four respected public-health experts – including a former member of the working group – in late April 2005, CGD reacted within two weeks with a detailed response to the critique. This engagement with dissenting opinions is important for the credibility and the quality of the Center's work. To retain its deserved reputation for producing rigorous research and analysis, CGD will need to continue to respond substantively to serious critiques when they are offered. Some critics will never be convinced, but unanimity is not the objective, as some dissent is inevitable.

Other concerns about the report dealt with authority and transparency of the adjudicating body proposed to certify vaccines under the AMC. A question for some was who sets the agenda and how to choose products when the WHO, the usual body to make these decisions, was not put in the driver's seat. The winner-takes-all issue (addressed in the report and in subsequent communications) was a point of debate. Concern about diversion of energy, attention, and resources from existing solutions to address unmet need in favor of upstream incentives reflects a divergence in opinion more than a flaw in

[6] "Making Markets for Vaccines, Ideas to Action," Report of the Center for Global Development Advanced Market Commitment Working Group, back cover.

the analysis. The report clearly advocates the need for both pull and push mechanisms and funding programs to build capacity and administer existing vaccines.

A shortcoming in the analysis, realized in retrospect as the opportunity of engaging with global leaders played out, dealt not with health issues but rather with international finance. In the G8 forum, high-level concerns included the issues of accounting for and scoring of commitments and the budgetary implications and opportunity cost of supporting a new commitment in light of existing and planned commitments. The report was not clear, detailed, or convincing enough to assuage the concern of some finance experts about maintaining flexibility in the future and the implications of creating such a mortgage for bilateral donors to carry.

In part to perform analyses addressing some of these concerns and also to introduce the authority and perceived objectivity of the global financial arm, the World Bank was asked to assume a role in development of the pilot AMC.

Where Did It End?

The Center for Global Development undertook to develop a policy proposal, which it did. After the AMC report was issued, the working group basically stood down. CGD has continued to be involved, though it has ceded the lead to the World Bank. CGD and the new drivers of the AMC initiative describe CGD as playing the right role at the right time, and they see the leadership evolution as appropriate. CGD clearly went beyond a conventional think-tank role in doing good analysis and presenting a balanced report; it leaned forward in heads-of-state negotiations and provided input to policy platforms. Did it do too much and overstep bounds, or stop short of realizing real impact? The working group did more than originally was envisioned given the unique political opportunities. Was this an appropriate role? Did it have the right capacity to engage in this manner? Not a lot of precedents exist on which to judge whether it entered a transition when it should have. The end state had not been defined except in terms of outputs, so it is hard to judge what "being done" should have looked like.

What Was the Impact?

The Making Markets for Vaccines initiative was clearly focused on a significant issue of poverty and inequality. Of total R&D investment in health, only a tenth focuses on diseases that affect 90 percent of the world's population. Tuberculosis, AIDS, and malaria – against which no effective vaccines exist – currently kill 5 million people each year. An additional 3 million die each year from diseases for which there are near-term developed or existing vaccines but insufficient market incentives to make them readily available in developing countries. A solution to this market failure – too little investment where there is great need – is good value for money from a public health perspective. The average cost per life-year saved under the proposed model, if enacted, compares favorably to other development investments. And in its focus on this priority global health issue, CGD accomplished a lot: a solid report, term sheets, academic papers, a book, a public launch, a blog, discussion at the G8 and the G7. But these are outputs, not impacts.

So how can the success of the initiative be measured? Clearly there is not yet a pool of $3 billion or $1.5 billion for an advanced market commitment for either a late-stage or early-stage vaccine, though there has been a significant pledge by the Canadian government toward an AMC for pneumococcal vaccine. But just as the report describes the goal as creating a market – not a prize – so too can the initiative, by creating a market for the pull mechanism concept, be seen as a success. Through CGD's work, resources have been leveraged to stimulate private investment in vaccine development. On the industry side, while companies are loathe to share publicly their proprietary data on resource allocation and pipeline products, interviewees have offered that an AMC would be significant depending on the timing and target. One pharmaceutical company representative called the work revolutionary and asserted that the signaling from the AMC process had triggered a reassessment and reallocation of his company's R&D resources toward vaccine development for diseases affecting the world's poorest. A broader community will likewise benefit from the activity of the working group. The lawyer and the firm that provided pro bono legal support to develop sample contract term sheets found this engagement meaningful and reorienting. They have continued their involvement in providing legal counsel to this initiative, and have become a resource to the broader health-development community.

CGD and the vaccines working group added value far beyond the cost of engagement and achieved real impact. They took an idea, added more analysis, and turned it into a policy package – a proposal, not just a report. They identified champions to advance the idea and tried to clarify key issues for each stakeholder group. They got it placed on the public agenda. They used a team model for the work and in doing so demonstrated that in harvesting the wisdom and managing the diversity of a group of experts, they could deliver far more than any individual or small grouping of experts could have achieved. By working in the technical, political, and international financial realms in succession, the process evolved and they achieved their impressive impact.

CHAPTER VI:
CASE STUDY – NIGERIAN DEBT RELIEF INITIATIVE

Context

Nigeria's foreign debt was a thorny issue for its internal politics and in its relationship with the international community for many years. In 2003, the debt became particularly salient, as the government of President Olusegun Obasanjo sought to capitalize on Western goodwill toward Nigeria's role in Africa, to move forward with a program of economic reform, and to benefit from growing international support for poor-country debt relief. At that time the debt, owed principally to the government creditors who constitute the Paris Club, stood at about $33 billion – a much higher sum than the original principal contracted by successive military and civilian governments because of accumulated arrears, interest, and penalties for non-payment.

The Center for Global Development provided analytical and informal consultancy support to the Nigerian government's economic team on debt during 2004 and 2005, which eventually led to debt relief. This was a relatively unusual initiative for CGD because it focused on development issues in a single developing country.

For many years, resource-rich Nigeria was among a small group of countries with a mixed eligibility for World Bank lending programs that effectively barred it from debt relief. It was eligible to receive loans from both the International Development Association (IDA), the division of the World Bank Group that provides long-term, interest-free loans and grants to the world's poorest countries, and the International Bank for Reconstruction and Development (IBRD), the World Bank arm that provides commercial loans to middle-income countries. This made Nigeria ineligible for IDA grants and major debt-reduction programs like the World Bank and International Monetary Fund's Heavily Indebted Poor Countries (HIPC) initiative, under which poor countries can have some debt cancelled for meeting criteria on social policies and poverty reduction. These programs are reserved for countries that are eligible for IDA programs only.

CGD aimed to get Nigeria reclassified as an IDA-only country, on par with other heavily indebted poor countries. It prepared a lengthy analysis of Nigeria's access to IDA funding and the related question of its debt position and treatment by creditors. A much shorter piece on the mechanics of a possible debt reduction agreement focused on the structure and pricing of a discounted buy-back of the bulk of the sovereign debt by the Nigerian government. The Center also produced and circulated shorter policy notes and position papers on the same topics.

Commentary

CGD's staff, led by Todd Moss, acted as *de facto* advisors to the Nigerian authorities on the case for debt relief rather than carrying out a broader policy analysis. In this sense, the Nigerian Debt Relief Initiative is somewhat of an outlier among the Center's initiatives.

The initiative was managed in a focused way, benefiting from having an endpoint and objective in mind at the outset. However, CGD's team did not systematically identify and plan for engaging relevant players and sources of expertise and interest in the issue, a practice that CGD's experts do in much of their other policy work.

CGD's researchers produced a highly competent analysis of the IDA eligibility. It is a relatively arcane topic, internal to World Bank decision-making, and they were generally accurate in their analysis.

CGD's experts also did a good and useful job in setting out Nigeria's official debt picture, although they strained the bounds of rigor in an effort to argue in favor of debt relief. Because Nigeria did not meet normal criteria, such as HIPC standards, for judging poor country indebtedness, the report cast about in a relatively non-rigorous fashion for a way to show that Nigeria deserved relief. It relied on debatable evidence, as the paper itself notes, and did not make the case with much conviction. A later opinion piece that characterized Nigeria's debt as "huge" and its debt burden as "enormous" thus appears to be overstated relative to the earlier analysis' more tentative description.

The initiative had a significant impact on Nigerian efforts to secure debt relief. Nigerian officials and others see the work of Dr. Moss and his colleagues as very helpful guidance on Nigeria's case for IDA-only status and debt relief. CGD produced quite a lot of systematic and strong analysis. Nigeria's finance minister, with limited analytical resources at her disposal relative to her broad agenda, thus benefited from CGD's significant efforts.

CGD's initial work on eligibility did not, in the end, have much of an impact on the World Bank decision to reclassify Nigeria. Nor was the reclassification decision itself materially relevant to the debt deal. CGD barked up the wrong tree a bit, reflecting that they did not talk to the IDA status decision-makers.

On the other hand, CGD's suggestions on how to structure a buy-back deal were concrete and helpful to the Nigerian team and helped to structure the package around which negotiations proceeded. It is impossible to specify a precise degree of CGD authorship of the final deal, but there is a reasonable consensus that CGD's work on the technicalities of the deal was material to the outcome among officials in the United States, the United Kingdom, Nigeria, and, to some extent, Germany. Some other representatives of Paris Club creditors, however, did not have CGD on their radar screen during the negotiations that led to the deal.

KEY FINDINGS

- **CGD can justifiably claim considerable credit for Nigeria's debt-relief deal.** Its work contributed to Nigeria's landmark 2006 agreement with the Paris Club of creditor nations to reduce its debt burden. This view is widely held among Nigerian officials, debt-relief advocates, and some rich-country officials.

- **CGD's work on the issue of the qualified nature of Nigeria's access to IDA funding was thorough and competent, but its influence on World Bank policy is questionable.** World Bank staff and senior managers directly responsible for Nigeria's IDA classification and allocation were neither consulted by CGD nor aware of its work on Nigeria's debt status.

- **CGD's efforts on the deal's structure were relevant, timely, and influential.** Led by Dr. Moss, CGD consulted extensively with Nigerian government officials, but only approached a subset of representatives of the relevant creditor nations during negotiations that led to the deal. Nigerian officials credit CGD with playing a key and influential role in the process.

- **CGD's network is heavily Anglo-Saxon, limiting its influence on the creditor nations.** Relative to its work with the U.S. and U.K. Treasuries, CGD's outreach toward other key creditors like France and the Netherlands was non-existent. CGD researchers can continue to increase the Center's influence on development policy by seeking to reach beyond established networks.

Motivation, CGD Decision-making and Work Process

The motivation for CGD to undertake the Nigeria work originated from two rather different sources.

First, focusing on poor-country indebtedness has, in a sense, been built into CGD's DNA. A very important rationale for establishing CGD was co-founder Ed Scott's conviction that a new think tank should contribute to the debate about debt burdens and their reduction. Early CGD work included debt seminars and publications, including analyses and proposals focusing on the HIPC initiative's implementation and shortcomings.

The second source for CGD to provide analytical support for the government's debt campaign was a request from the new Nigerian minister of finance, Ngozi Okonjo-Iweala during conversations in early 2004 with CGD President Nancy Birdsall. CGD agreed in April 2004 to examine Nigeria's debt profile and eligibility for concessional IDA funding.

CGD's leaders apparently decided from the outset that the Nigeria work would be done with in-house staff resources and financed by core budget monies. No external funding was envisaged or sought, neither from the Nigerian government, which was effectively CGD's client, nor from other sources. CGD management stated that the total cost of

CGD's work in this initiative was about $250,000, with the majority of the expense incurred in 2004. The primary costs consisted of a substantial commitment of Dr. Moss, the principal author of the outputs on Nigeria; the time of research assistant Scott Standley; and the time Nancy Birdsall devoted to the analytical work and to consultations with Nigerian and other parties.

After the April 2004 agreement, the first phase of CGD's work focused on the IDA eligibility issue and its link to Nigeria's external debt. A draft of the results was presented at a CGD seminar on October 5, 2004, attended by the Nigerian finance minister, members of her debt management office and the World Bank's country director for Nigeria. A public version of the paper was released on November 1, 2004, and a brief was issued at a later stage, as preparations for the 2005 Gleneagles G8 Summit advanced the debt issue to the forefront of G8 financial officials' minds.

The next and somewhat overlapping phase of the work, from early 2005, concentrated on structuring the deal. This work took shape as the United Kingdom moved toward supporting a debt deal for the deliverables around the Gleneagles Summit. The main CGD contribution in this phase, once again led by Dr. Moss, was to systematically develop the idea of Nigeria buying back its Paris Club obligations at a large discount to par. CGD issued a short note setting out this proposal in April 2005, coinciding with the World Bank/IMF spring meetings and the accelerating timetable of the Paris Club debt relief campaign.

Analytical Quality

The analytical work on Nigeria's debt dynamics built on a limited but strong tradition of CGD's focus on debt questions, and particularly on its discussions about breadth of country coverage for debt reduction, eligibility criteria, and equity of treatment. Unlike the earlier debt work, however, the Nigerian Debt Relief Initiative did not draw on a steering group, extensive peer review, or systematic consultation. According to the timeline CGD compiled, the sole opportunity for peer review was the seminar on October 5, 2004.

Distinguishing between different aspects of CGD's debt-relief work can be useful in examining its analytical quality. The first aspect is the case for broader IDA eligibility for Nigeria. The main CGD paper on this topic, "Double-Standards, Debt Treatment, and World Bank Country Classification: The Case of Nigeria" (*CGD Working Paper Number 45*), clearly set out and assessed the criteria of per capita income, creditworthiness (or lack thereof) and policy performance—the basis of the World Bank's classifications for IDA eligibility. Here CGD drew heavily on, and acknowledged, publicly available World Bank documentation that detailed these considerations and therefore presented technical materials to a wider audience in the context of an interesting and important case. However, the paper also analyzed in some detail the case for reclassifying Nigeria as IDA-only, i.e., not eligible for market-based IBRD lending, but in principle eligible for somewhat softer financing terms and – potentially and more importantly – more favorable debt-reduction treatment.

The paper was systematic and sophisticated in pointing to some tensions and ambiguities in the IDA-eligibility criteria, especially with respect to prior policy performance. It effectively compared Nigeria's situation to that of other poor African countries classified as IDA-only despite being better off economically or arguably poorer in terms of policy performance than Nigeria. It might be said that in its eagerness to argue Nigeria's case, the paper glossed over some difficult issues around creditworthiness and moral hazard, and had some (relatively minor) factual errors. Nevertheless, its core conclusion on IDA eligibility was well-argued, strongly supported and difficult to contest: Nigeria deserved to win IDA-only status if the criteria were applied reasonably and consistently across poor countries.

The report was on less firm ground on why the reclassification had not already happened, the actual state of play, and possible ways to proceed. This again may be attributable in part to a limited set of proactively-engaged interlocutors and possibly to CGD drawing much of its information from its Nigerian interlocutors, who all had similar information and perspective, rather than from a diverse set of World Bank and/or Paris Club sources.

In this discussion, the report pointed to but largely dismissed the argument that corruption and misuse of resources in Nigeria had been important considerations militating against IDA-only status. It considered, although relatively briefly and dismissively, the potential nominal cost to creditors of deep debt reduction as a factor inhibiting willingness to reclassify Nigeria. Its major conclusion in this respect, however, was that Nigeria's status provided "a convenient cover for creditors and the World Bank to avoid difficult decisions," and mentioned "an element of bureaucratic inertia." CGD's characterization appeared to carry advocacy for Nigeria's cause rather far, at the expense of neutral analysis. The new reform-minded team at Nigeria's foreign ministry had to contend with a strongly unfavorable international environment stemming from perceptions of longstanding corruption, spurning of its creditors, and misuse of resources, including recent instances in the first Obasanjo term from 1999 to 2003. These perceptions limited both the level of aid and IDA resources and the willingness of creditors even to consider a concessional agreement. Many donors and creditors linked IDA-only status directly to the credibility of the Nigerian government and its reform program. Even though the technical basis for reclassification was strong, as CGD's work indicated, important voices in creditor-country governments argued that favorable treatment would create a moral hazard both for Nigeria and for other potential cases.

The third important element in CGD's analysis was its dissection of Nigeria's external debt position and implications for treating that debt. Here, appendices to the main report accomplished two very useful things, in clear and concise terms.

First, an analysis of Nigeria's external debt profile in the appendices compared and reconciled the differing numbers from Nigerian, World Bank and IMF sources; showed the changes in debt stock over time; and paid special attention to the role of the preponderant debt owed to Paris Club creditors. This analysis helpfully illustrated that more than 80 percent of Nigeria's obligations were owed to Paris Club bilateral public creditors, and it provided a breakdown of the major G8 creditor countries: the United Kingdom, France, Germany and Japan. This appendix also attempted, with somewhat less dispositive results, to discuss the relationship between the growth of debt principal (i.e., disbursements by creditors) and successive Nigerian political regimes, both military and civilian. The discussion appeared to be an attempt by CGD researchers to inform the argument on repudiating or forgiving Nigerian debt because it was contracted under dubious or odious circumstances or by illegitimate military regimes.

Another appendix provided a useful treatment of existing law and practice with regard to the definition of odious debt – debt incurred without a population's consent and not spent in its interests and the creditor's awareness of these problems. It discussed the applicability of the odious-debt doctrine – whereby debt identified as odious can be written off – and found it an unlikely avenue for Nigeria's pursuit of easing its debt burden.

The brief discussion of debt in the body of the paper, seeking to link the debt to the IDA eligibility issue, was less satisfactory. There is evident tension in the report between the motivation for undertaking the Nigeria work – to help build the case for relief – and the actual analysis of the debt burden.

In brief, CGD's study validated conclusions similar to those reached in other official circles, which made the Nigerian case more difficult. Even if the country were to be reclassified as IDA-only, Nigerian debt did not qualify it for HIPC treatment—its debt ratios were improving rather rapidly to levels well below the heavily indebted thresholds. The paper stated that Nigeria's debt-to-exports ratio – the key HIPC measure – was 120 percent in 2003, against the HIPC threshold of 150 percent, and would be down to around 90 percent in 2004. Debt service payments as a proportion of GDP were said to be 4.2 percent in 2003 and well above 2 percent for 2004; this may have been correct, but it seemed high.

Facing these numbers, the CGD researchers struggled to produce an economic rationale for debt relief, and the relevant passages in the working paper were unconvincing. "There are real questions," the paper argued, whether the debt-to-export ratio best captures the sustainable debt threshold. "One rationale for debt relief," the report noted, is not to allow debt to preempt governments' ability to finance basic service delivery and development investments, and there should therefore be a limit on debt service. The HIPC framework actually incorporates such debt-to-revenue ratios, but these were not mentioned, nor were their applicability to Nigeria discussed. Instead, the paper said "one of us has argued" for a debt service limit of 2 percent of GNP and that "limiting external debt service to 10% of a government's revenue makes political as well as economic sense," and quoted Dr. Birdsall's 2002 study with John Williamson, *Delivering on Debt Relief: From IMF Gold to a New Aid Architecture.* "This alternative metric might better reflect the annual budget pressures from debt service," the paper said. It is striking that it cited no figures for applying this "alternative metric" of government expenditure to Nigeria, which would have shown that debt service amounted to roughly 8 percent of 2004 government revenue but that Nigeria paid only half, or 4 percent, of that.

The discomfort was evident in words and phrases like "debatable," "potential and arguable," and "perhaps better argued."

The report was stronger when discussing the political case, noting that external debt had "become a major political sticking point," inhibiting the government's ability to implement reform. It pointed to Western creditors' interests to support reform momentum and also to "encouraging consolidation of what is a fragile democracy in Africa's most populous country," with implications for international security and regional stability.

This political argument, energetically made by Nigerian reformers in international discussions, was almost certainly the decisive one for the Paris Club and G8 nations that acceded to the concessional deal.

As the potential deal seemed to become a more realistic prospect early in 2005, CGD's work on the deal structure became relevant and timely. The precise origin of the debt buy-back idea is unclear – it had been generally argued in a number of earlier discussions but had encountered strong creditor resistance. CGD's work made a major contribution to specificity about structure, pricing and feasibility – a judgment widely shared by Nigerian debt negotiators, African observers and some (though certainly not all) officials of Paris Club creditors.

Dr. Moss authored a two-page note in April 2005 that explained CGD's contribution. The note recounted the debt's history and characteristics and explained how it impeded Nigerian reform efforts in political rather than economic terms. It laid out what it described as a rare opportunity: to use Nigeria's revenue boom from oil prices to buy back its Paris Club debt at a steep discount. Quoting an Iraq Paris Club agreement and an Argentine debt offer to commercial creditors to establish a price range, the memo argued for a buy-back in the 20 to 33 percent range for the Paris Club debt of approximately $27 billion, at a cost to Nigeria in the $6 billion to $9 billion range. The note listed a range of benefits such a deal would accrue to Nigeria, but also pointed to incentives for creditor governments, including those introduced above regarding bolstering reform and showing support for democracy and regional leadership.

The note did not discuss either details of the mechanics and sequencing or include a financial analysis of the components of discounting the par value. It appears to have been deployed as a public flag while Nigerian authorities negotiated privately with G8 officials, and subsequently with Paris Club creditors.

A CGD opinion piece issued a few weeks later, authored by Drs. Birdsall and Moss, echoed the arguments in the April 1 note, but was more extreme in stating the issues: Nigeria's debt burden was described as "enormous," and President Obasanjo was said to have inherited "huge" debts when he came to power in 1999 – descriptions difficult to reconcile with the earlier analysis in the IDA paper or comparative debt numbers. The opinion also argued that a share of 13 to 15 percent represented CGD's best estimate of the debt value, and it advocated that this should be the range for an agreement by both sides. The first memo, discussing a longer buy-back note just a few weeks before, said that "a fair discount might be in the range of 20-33 cents per dollar of face value." The reason for this shift in judgment and price recommendation was unclear, but may have been informed by Nigeria's positioning as negotiations proceeded.

Outcome and Impact

The outcome of Nigeria's IDA access and debt issues was straightforward. Nigeria committed to pay $12 billion up front, half of which represented arrears cleared at par value. The rest was destined to clear the remaining Paris Club debt at 24 percent, therefore canceling 76 percent of the remaining debt. The final buy-back payment was made in April 2006, reducing Nigeria's external debt from $36 billion to about $5 billion. This was a major success for the Nigerians, albeit at a substantially higher cash price than Nigeria and CGD had advocated – effectively around 40 percent of face value.

Nevertheless, this was justifiably seen as a substantial victory and one for which CGD could claim considerable credit. It may not, however, have had the effect of reinforcing and protecting the economic-reform process that many in Nigeria, Western governments and CGD hoped for but had always known was uncertain. Two months after the deal was concluded, the finance minister involved in the reform was dismissed amid general concern about political succession, stresses on Nigeria's democratic process and uncertainty about the future of its economic program.

What can be concluded about CGD's role in this set of outcomes, and what might the experience indicate for the Center's work in the future? It is useful to separate several strands, and make one or two broader judgments.

As stated previously, CGD's work on the merits of the IDA eligibility issue was thorough and competent, a useful explanation and analysis of an interior World Bank policy issue to a wider audience. Although this was the aspect of the Nigeria Debt Relief Initiative into which CGD put the majority of its time and effort, it had little policy influence for several reasons. As CGD researchers realized but under-estimated, the real constraint on Nigeria's reclassification had had little to do with the applicability of the formal IDA criteria, and a great deal to do with the linkage between IDA-only status and the so-called Naples rules regarding concessional debt treatment. Major World Bank shareholders – who are also the key Paris Club creditors – had consistently conveyed to Bank management that Nigeria's status should not be changed without prior informal consultation (even though it was formally a management and not a World Bank Board decision). The status of debt relief in Nigeria directly affected their financial interests and not merely Nigeria's treatment within IDA. Ongoing discussions between Bank management, Nigerian officials and Paris Club officials and governments on reclassification significantly pre-dated the initiation of CGD's work. The World Bank staff and senior managers directly responsible for Nigeria's classification and allocation were neither consulted about nor aware of CGD's work on Nigeria.

Further, the link between IDA-only status and debt treatment had been diminished by the "Evian approach," which evolved from the discussions on Iraq's debt and allowed for increasingly tailored responses to debt restructuring. As CGD's paper acknowledged but did not develop, after Fall 2004, IDA-only status was no longer the key trigger to high concessional terms; the way was now open for a case-by-case consideration of debt relief based on specific country circumstances. This diminution of the IDA trigger's significance from a debt viewpoint meant that the IDA-only issue became less important. The question of Nigeria's status centered mainly on minor issues about the size of its IDA allocation and pricing, a relatively small portion of its IDA financing. CGD's work on the linkage, as it turned out, disproportionately focused on a question of greatly diminished significance.

CGD's initial and major work on Nigeria, IDA and debt was thus a useful informational and ground-clearing exercise, but not one that materially affected the views or behavior of key decision-makers. By contrast, its work on the structure of Nigeria's Paris Club debt and its intervention on the structure of the debt deal and proposals for a buy-back seem to be regarded by some key participants as relevant, timely and influential—and a real contribution to the final outcome. It is also clear that Nigerian officials took considerable comfort throughout the process from CGD's analytical support and consultation.

The mixed picture that emerges from this case study of overall high-quality and timely work, but extremely uneven influence over the outcome, points to some broader lessons for CGD's future work.

First, CGD's conception of its role in this matter seemed ambiguous – whether it was primarily providing analytical and research input into an important development policy debate or whether it was working with Nigerian authorities to secure a particular policy outcome the Center felt able to support. CGD's normal mode is clearly the former, but in this case, it was involved at the request of a government with a specific policy outcome objective. It is clear that CGD at times maintained an arm's-length analytical posture while at other times bent tenuous arguments quite far to reinforce the Nigerian authorities' case. This tension can legitimately be resolved in different ways – the more transparently the better – but may have been especially difficult for CGD because it has not usually dealt with single-country issues. With other country-specific initiatives quite likely to recur – for example, CGD Senior Fellow Steven Radelet is currently working closely with the Liberian president as an economic advisor – this issue should be considered more deliberately, and CGD's approach to country-oriented research and policy advocacy modified accordingly, if it becomes involved in more assignments of this kind.

Due to the pointed and politically salient nature of the issue, this case also vividly illustrates a recurring theme in the evaluation of CGD: the nature and quality of its outreach or engagement with relevant external interlocutors. CGD's researchers as a whole, and particularly its senior experts, are exceptionally plugged in to certain development policy circles and enjoy a wide network of influence within boundaries.

But two factors seem to limit its effectiveness: 1) CGD's network is heavily Anglo-Saxon and primarily American in character, and 2) the network reflects an apparent tendency for CGD leaders to reach out to familiar and accessible people.

CGD staff said they reached out during their Nigerian debt relief work to several relevant actors at particularly important or sensitive stages of negotiations. Among creditors, CGD consulted with U.K. and U.S. Treasury officials, and, at a late and important stage, with a senior German decision-maker. In the Bretton Woods institutions were one mid-level and one senior-level conversation with the IMF, and some interaction with the World Bank's Nigeria country director and its director for debt matters. CGD's paper on IDA eligibility was also circulated to all World Bank Board Members. CGD did not interact with the French Treasury, whose officials were both the representatives of the second-largest creditor and the government whose officials constitute the secretariat of the Paris Club, nor with the other four G8 governments or Nigeria's other major creditors (like the Netherlands, which was a larger creditor than the United States). Again, CGD did not interact with World Bank staff and management responsible for making the relevant determination on IDA status.

This narrowly defined and somewhat arbitrarily drawn audience clearly had two drawbacks. It circumscribed the effectiveness of CGD's argumentation in favor of Nigeria's interests by leaving key interlocutors out of account, except for the *pro forma* circulation to board of directors members at a relatively late stage. And, more importantly, it deprived CGD of crucial perspectives and information that could have shaped and enhanced its policy messages. That seems to be a message worth further consideration.

CHAPTER VII: CASE STUDY – POPULATION DYNAMICS & ECONOMIC DEVELOPMENT INITIATIVE

Context

The Population Dynamics and Economic Development Initiative responded to changes in the approach and emphasis of population policy of the 1980s – from using birth control and family planning to restrain population growth and hasten demographic transition – to a broader emphasis in the 1990s on women's rights and empowerment as a critical factor in family health and household welfare. In 2005, the Center for Global Development established an expert working group at the behest of The William and Flora Hewlett Foundation to take stock of major research questions and map out a research agenda for the future.

Commentary

The working group targeted the field of demography, which had changed significantly in preceding decades. The working group's ultimate aim was to promote research that would be useful to the makers of economic and health policy in sub-Saharan Africa, so the members quickly sought to work through a diverse literature to determine key research priorities for the future. This approach presented CGD with the organizational and practical challenge of leading a group of experts through a series of multifaceted questions in a short period of time as well as the intellectual challenge of revisiting, recapping and reformulating a large body of research into a concise, useful set of conceptual frameworks.

This complex process was managed effectively thanks in large part to the skillful and focused leadership of Senior Fellow and Director of Programs Ruth Levine. Dr. Levine drove the group's activities, controlling its structure and the efficiency of member interactions and eventually melding independent actors together into a coherent whole. She managed an extensive literature review and convinced key scholars to buy into the research frameworks in a remarkably short time.

The product of the working group was a carefully developed series of conceptual frameworks to deal with demographic, health and reproductive issues of population dynamics as it relates to economic growth. The final report carefully cross-referenced existing literature and constituted a logically valid and rigorous attempt to innovate in the population field.

The working group participated in a sensible and well-informed discussion about actual research strategies. It conducted a careful, nuanced debate about how to actually carry out research and what the data required. The resulting report's discussion of the applicability of these research frameworks to Africa – a central objective – was a bit cursory. Perhaps this was because, as the working group pointed out, the population issue is less explored in Africa, but that fact may have warranted making more investment in the question. The Africa-specific discussion had sharp insights but they were surprisingly brief and limited given its core focus in the founding of the whole enterprise.

The impact of the work is difficult to assess. Given the lag time between research and publication in academia, it is too early to judge the report's influence on specialist researchers in the field directly or indirectly through the analysis of citations of CGD's research report. Most of the impact of this initiative on actual policy decisions can likewise not be judged, because the desired impact depends on the research of others in the field.

No doubt the initiative was successful and influential in providing philanthropic foundations like Hewlett a highly relevant framework for thinking about investments and research. The research agenda did not focus as much on direct economic policy choices as some interested foundation representatives had hoped. These stakeholders wanted more of an explicit link to economic policy that could help them understand how the questions in the working group's report should change what the proverbial minister of finance in an African country does.

The sponsors of the working group's work included international and bilateral aid agencies that wanted to influence African policy rather than the African policymakers themselves. The working group thus dealt with a level of intermediation – between problems on the ground in developing countries and international policies that can address them – consistent with CGD's mission to influence the policies of rich-country governments and international organizations. Important development assistance agencies – principally the World Bank and DFID, but with interest developing from other bilateral agencies as well – engaged more deeply in this topic through CGD's work, and some have taken up the findings into their own work.

Interested foundation officials indicate that "this [the research agenda] is all well and good, but we don't see much follow through from CGD." They hoped for a research program to apply the research framework. This is a difficult issue, as CGD cannot carry on indefinitely with every research stream.

In this initiative, CGD performed an important service in bringing traditional concerns of population, economics, and demography together with a new emphasis on reproductive health policy. These accomplishments are significant, and sit well with the CGD style of seizing timely policy opportunities – even though the policy junction was more abstract than usual. Based on the objectives set for this working group, the Population Dynamics and Economic Development initiative should be seen as a clear success.

KEY FINDINGS

- **CGD's leaders recognize that not all research initiatives are designed to influence policy directly.** Its population and development work usefully identified a number of important and neglected areas and developed useful new frameworks for research, but its direct relevance to policy cannot be mapped. From the start CGD understood this; the working group's terms of reference differentiated between the short-term objective of defining an important research agenda and long-term goals of improving the policies of donor agencies, African governments, international financial institutions, and other relevant bodies.

- **The Population and Development initiative produced a thoughtful research agenda that helped refresh thinking in a somewhat neglected field.** The report provided the basis for new research that builds on the strengths of traditional work by demographers and population researchers. CGD could have potentially helped shape this research further if it had maintained an active leadership role in the research agenda after the completion of the working group's efforts in 2005.

- **The working group was skillfully and efficiently managed to its conclusion.** The completion of this working group's deliberations and the production and discussion of the group's final report, all in less than six months, represent considerable achievements. These testify both to CGD's effective convening power, and to the professional quality and crisp efficiency of the project's management under Ruth Levine.

- **Ceasing involvement in a research area has consequences.** Not continuing research activities in a given area may send unintended signals to constituents about the relative importance CGD places on a topic. It can also give the impression that CGD prefers to move quickly from one hot topic to the next without developing sufficient staying power to develop its influence.

Motivation, Decision-making and Work Process

The motivation for establishing the working group came when the Hewlett Foundation, a key funder, sought help in defining the framework for the foundation's research program in population and reproductive health. The foundation was confident it was drawing on considerable expertise, intellectual strength and reputation in this field. Dr. Birdsall is a longstanding and well-respected authority on the economics of population and health, and Dr. Levine is a key leader of the Center's work on issues related to human capital and economic development.

The Hewlett Foundation and CGD staff began from the proposition that it would be timely and important to revisit – and implicitly revitalize – the research agenda on reproductive health and population dynamics, with some key considerations. First, an earlier phase of research had, from a policy-relevant viewpoint, complicated rather than reinforced hypotheses about the relationship between population dynamics and economic growth. Second, the growing emphasis on women's rights and empowerment – in part stemming from the United Nations' International Conference on Population and Development in Cairo in 1994 – moved attention away from the earlier set of demographically oriented questions, but without yet necessarily framing a coherent alternative. Third, in this field as in other aspects of development studies, Africa was a new focus. Why?

The reasons included:

- Its poverty and health challenges are urgent;
- Its fertility-related conditions and behaviors appeared to be different from those of other parts of the world; and
- A data and research deficit has hampered the search for African solutions.

The challenge was to assess the state of the field – what do we know, and how would we know more and better? – to relate research questions more directly to policy choices – how do we define questions directly relevant to policy choices in the real time-frame of decision-makers? – and to focus these questions on Africa in particular.

CGD's management team evidently debated some at the outset about how high to prioritize this work, and whether there was much new and distinctive to say. The Hewlett Foundation's strong interest and financial support for the work apparently proved decisive in the decision to pursue the project. From this point of view, the modality chosen to conduct the work proved helpful: a working group drawn from established experts in the field clearly provided a virtual guarantee of overall intellectual and professional quality, while also ensuring a rigorous assessment of the significance and innovation of new ideas against the established literature and research practice.

The working group formed in early 2005, and its first meeting took place in Washington, D.C. on February 28. It nominally included 20 members, with Nancy Birdsall in the chair. A CGD project team of Ruth Levine and consultant Subha Nagarajan ran the enterprise, and invitees from the Hewlett and MacArthur Foundations attended the meetings. Seven of the 20 working-group members came from the World Bank, two (apart from the chair and the project managers) from CGD itself, and the remainder mainly from prominent East Coast universities, plus representatives from the Population Council and the International Center for Research on Women (ICRW). The group included a number of senior scholars in the field, as well as research managers and research consumers from the World Bank. People from a broad spectrum of disciplines were involved, including demographers and epidemiologists as well as economists and public policy experts.

The group met twice in Washington – the second time on March 30 – before producing a draft report, which was discussed at an invited policy roundtable at CGD on May 9, 2005. These in-person meetings were supplemented by teleconferences on March 21 and April 25. The roundtable brought in broader African representation, foundation representatives, the IMF and DFID, among others, in addition to members of the core working group. The IMF and DFID co-sponsored the roundtable with CGD and Hewlett. The group's draft was finalized after the roundtable, and CGD issued a final report, "Population Dynamics and Economic Development: Elements of a Research Agenda," in July.

Besides the main report, other products included detailed notes from each group meeting, individual contributions from some members, and a long literature review authored by Subha Nagarajan. Managers put the total cost of the exercise, including staff time and the expenses associated with the working group meetings and the roundtable, at about $400,000.

Quality and Relevance

The group focused on a limited set of questions drawn from an exceptionally broad field. Its final report noted that "this research makes no claim to represent the breadth of useful and important social science related to elucidating relationships between economic, demographic and health variables." Its primary purpose was to outline "research that would be most likely to inform current policy questions about how to allocate scarce resources to achieve higher rates of economic growth and a faster reduction of poverty."

The final report laid out a sophisticated account of the case for this further and more focused research. It noted the transition from a preoccupation with population growth and its impact on national income, to a focus on family planning as an instrument of maternal and child welfare, to the current view of a broader set of reproductive health services as tools of economic and social policy.

This led to a very useful discussion of the somewhat differing needs of two types of decision actors – economic policymakers and health policymakers. The report pointed to the economic interest in better evidence about the impact of reproductive health programs in making broad policy choices and trade-offs among alternative investments, for example in infrastructure, social programs, sectoral activities and the like. Health policymakers, by contrast, need to make better judgments about the relative effectiveness and cost of different types of health interventions, both in health impacts and social returns.

The report's consideration of the rationale for a particular focus on sub-Saharan Africa was interesting and provocative. First, it pointed to the different demographic trajectory that entails persistent higher fertility, higher adult mortality (especially because of AIDS), and consequently a slower and different demographic transition and a much younger population age structure. Second, it considered Africa's prevalence and depth of poverty and its specific effects on demographic transition. Third, the report asserted important differences in the determinants of African fertility and reproductive behavior compared to other regions, in that both economic and social practices at the household level seem distinct from those of other, better-studied, regions.

Fourth – although the discussion related this to the other factors only in a rather general way – the report raised questions about African countries' development pathways, stemming from the prevalence in the continent of small and/or landlocked countries. Implications about coastward migration and hollowing-out of the hinterland are posed against alternative paths of agricultural intensification and accumulation characteristic of other development experiences. The group seemed to treat this as a dominant question in current debates about African economic growth, perhaps rather over-emphasizing a quite limited range of current economic research and argument. A final, somewhat different, rationale for the African focus of research was also stressed: the lack of investment in basic data systems and the importance to effective research and policymaking of building a widely accessible data infrastructure for the continent.

The report very usefully explored different levels, or angles, of the broader research arena. This part of the analytical enterprise was valuable in its clarity, its suggestions for further lines of inquiry, and its attempts to point to research-policy linkages. These conceptual frameworks dealt with:

- **Demographic relationships**, tracing investments in reproductive health through changes successively in fertility, mortality, health and migration status; outcomes in population size and structure; and economic variables such as growth, economic aggregates and poverty incidence.
- **Behavioral relationships**, where reproductive health investments track through fertility and maternal/child health status to changes in human capital and household composition and mobility, to outcomes in female status, wages, labor characteristics and command over household savings.
- **Components of reproductive health services**, to differentiate factors such as type of service, delivery modality and target population segment to measure outcomes in terms of changes in fertility, women's health status and health of offspring.

This delineation led to a – rather cursory – discussion of some of the key underlying empirical questions – for example, the correlation/causation dilemma, and empirical and conceptual discontinuities between hard demographic data and more derived or constructed concepts such as female productivity and empowerment.

As the analytical construct of the working group's report began to creak with complexity, the difficulty of bringing the discussion back to policymaker became evident once more. The reported attempted to link the three frameworks – "in rough terms" – to three types of policymaking: macroeconomic, poverty-reduction, and health-related policies.

Under each of these three, the working group's suggestions about research and data strategies were mostly carefully nuanced – for example, novel uses of household survey data to get at "reduced form" estimates of key relationships, with due wariness regarding causality; innovation and expansion in the use of panel data, which are scarce and methodologically underdeveloped in African countries; better development of sub-national data; and – a CGD favorite – randomized evaluation of program interventions.

The core recommendations boiled down to the three substantive priorities – demography, behavior and services – plus the four data and method approaches just discussed. The intervening discussion tried to link these two sets of recommendations, whose connection is otherwise not so obvious, via the three conceptual frameworks.

In this it was only partially successful – no doubt partly because of the truncated study process, and in part because the report tried to make coherent somewhat different perspectives that sit somewhat uneasily together. Nevertheless the individual components of this construction are set out in a crisp, confident and professional manner. Some sections benefited from background notes by working group members of unquestionable authority, and also from the substantial discussion of the issues in the review of the literature. The discussion of Africa-specific aspects had some sharp insights, but was surprisingly brief, given that this was a primary focus of the entire enterprise. The data priorities were related in a helpful way to some existing efforts, such as the World Bank's Living Standards Measurement Study (LSMS) and the International Network of field sites with continuous Demographic Evaluation of Populations and Their Health in developing countries (INDEPTH), and desirable directions for change in these programs suggested. The core analytical discussion crystallized complex demographic, economic, and policy effects and interactions in a novel and thought-provoking way.

Outcome and Influence

First, with respect to the substance of the working group's findings, the direct policy relevance of the work is open to some criticism. The policy question is by no means always clear, especially from the viewpoint of the short-run economic decision-maker referred to earlier, and which the group set, to a significant extent, as its nominal target audience. As one interlocutor put it, "with hindsight it might have got their attention better if the report addressed the question of just how economic policy should change if you have 10, 20, or 50 percent of the population under [the age of] 15."

Second – a related point – the actual policy audience for this work seems to have been international "policy intermediaries" in aid agencies and the Bretton Woods institutions, rather than African health and economic decision-makers themselves. This audience is typically the one that CGD's work seeks to engage and influence, but here it seems to have been by default or displacement rather than by design. Representatives of five African governments attended the roundtable discussion, but they were not systematically engaged prior to that. This issue of quite minimal direct engagement with developing country actors, despite intention and rhetoric to the contrary, is a difficult and recurring one for CGD. Some staff members would like to see the Center do more to bring in developing-country perspectives, and opportunities to do so are certainly available, as evidenced by CGD Senior Fellow Steven Radelet's recent work with the Liberian government and recent visits to CGD by the presidents of Botswana, Liberia, and Mali.

Third, even within the international-agency audience, staff members themselves worried that they engaged with an already interested and converted segment of research managers and health professionals, whereas they wished to influence development policy in a broader way. Once again, this is not an easy issue, and solving it depends on developing strong and consistent capacity to reach out to new networks and audiences – something that CGD has not always done.

Fourth, there has been some disappointment expressed about a perceived lack of interest on the part of CGD in further work on these lines. Academic sources welcomed the quality of the ground-clearing exercise the working group had undertaken, but evidently in some instances felt slightly at a loss about how to carry this forward in the absence of continuing CGD leadership. Similar sentiments were expressed by interlocutors in foundations and the World Bank.

These are tough questions for CGD. On the one hand, the Center clearly cannot take continuing responsibility for each research or policy initiative it undertakes. In this instance, it could claim to have accomplished with efficiency the primary goal of its foundation sponsor, in bringing to bear high-quality intellectual resources to examine, improve and validate a research agenda for population and reproductive health focused on sub-Saharan Africa. On the other hand, CGD's perceived ambivalence toward further work in this field clearly raised questions among important stakeholders, some of whom felt that a further stage of CGD engagement was important to anchor an expanded effort – and that in itself may mean that the working group's report ultimately has less impact than it otherwise would, given CGD's legitimacy and that of a number of its principals. There may be food for thought here about clearer *ex ante* communication about intentions and limits of CGD's initiatives, and further reflection on the role of CGD as research animators or "godparents" to ensure that relevant issues are appropriately carried forward.

APPENDIX A:
ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AFD	Agence Français de Développement (French Development Agency)
AfDB	African Development Bank
AMC	Advance Market Commitments (for Vaccines)
AusAID	Australian Agency for International Development
CDI	Commitment to Development Index
CGD	Center for Global Development
CIDA	Canadian International Development Agency
DAC	Development Assistance Committee, OECD
DFID	Department for International Development
EGI	Evaluation Gap Initiative
EC	European Commission
EU	European Union
G7	Group of Seven (Canada, France, Germany, Italy, Japan, United Kingdom and United States)
G8	Group of Eight (G7 plus Russia)
GDN	Global Development Network
GDP	Gross Domestic Product
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Cooperation)
HIPC	Heavily Indebted Poor Countries
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association, World Bank Group
IEG	Independent Evaluation Group, World Bank
IFIs	International Financial Institutions
IIE	Institute for International Economics
IMF	International Monetary Fund
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
LDC	Less-Developed Countries
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MDRI	Multilateral Debt Relief Initiative
MMV	Making Markets for Vaccines (CGD initiative)
NGO	Non-Governmental Organization
NIH	National Institutes of Health
Norad	Norwegian Agency for Development Cooperation
ODA	Official Development Assistance
ODC	Overseas Development Council
OECD	Organization for Economic Cooperation and Development
PEPFAR	President's Emergency Plan for AIDS Relief
PRN	Global Health Policy Research Network
AG	Advisory Group, CGD
SIDA	Swedish International Development Cooperation Agency
USAID	United States Agency for International Development
WHO	World Health Organization

APPENDIX B: ABOUT THE CENTER FOR GLOBAL DEVELOPMENT

December 2006

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Arabella
PHILANTHROPIC INVESTMENT ADVISORS

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Introduction

Understanding how the Center for Global Development defines its own mission, priorities, and strategy is essential for this evaluation. While these definitions may evolve over time, they nonetheless provide important benchmarks for this assessment of the Center's performance during its first five years.

The principal points of CGD's self-definition – as presented on its website – are as follows:

- CGD seeks to reduce "global poverty and inequality through policy-oriented research and active engagement on development issues with the policy community and the public."
- CGD focuses primarily on using "rigorous research and active engagement with the policy community" to influence "policy change in the United States, other rich industrial countries, and global institutions."
- The Center presents itself as employing "a unique and dynamic combination of **policy-based research**, **strategic communications** and **targeted outreach** to engage and educate the public and policy makers on development issues."

It is the dedication to active engagement with the policy community – common to all three points above – that prompts CGD to market itself as a "think tank plus" or "think and do" tank – a research institution that also produces practical proposals for the policymaking community.

This evaluation seeks to think systematically about the extent to which the Center is achieving its mission, fulfilling its potential, and maximizing its impact. To this end, we must take a closer look at the CGD's mission, audience, outreach strategy, and perceived niche, as these aspects provide the context for the overall evaluation of the Center's first five years.

Mission

The Center's mission is short enough to be quoted:

> The Center for Global Development is dedicated to reducing global poverty and inequality through policy-oriented research and active engagement on development issues with the policy community and the public. A principal focus of the Center's work is the policies of the United States and other industrial countries that affect development prospects in poor countries.
>
> The Center's research assesses the impact on poor people of globalization and of the policies of industrialized countries, developing countries and multilateral institutions. The Center seeks to identify alternative policies that promote equitable growth and participatory development in low-income and transitional economies, and, in

> collaboration with civil society and private sector groups, seeks to translate policy ideas into policy reforms. The Center partners with other institutions in efforts to improve public understanding in industrial countries of the economic, political, and strategic benefits of promoting improved living standards and governance in developing countries.

Two key elements of this mission deserve to be highlighted. First, CGD specifically focuses on effecting policy change in industrial countries – *not* in developing countries. This necessarily has an impact on the Center's selection of topics to pursue and its means of disseminating its analysis. As CGD describes on its website, the research and analytical work that makes up its "initiatives" – including Nigerian Debt Relief, Making Markets for Vaccines, and Population Dynamics and Economic Development, all analyzed in significant detail in this report – are "sets of activities that focus the Center's research, analysis, and engagement in the policy process on the achievement of specific improvements in the policies of rich countries towards development." This report's three case-study initiatives thus analyze the extent to which CGD has succeeded in achieving such specific improvements.

Second, CGD's mission statement commits it to working toward policy reforms in partnership with civil society and private-sector groups. CGD's use of partnerships is addressed repeatedly throughout the report in an effort to understand both how CGD has successfully collaborated with other groups and where the Center has opportunities to improve.

Audience and Strategy

A key question underlying this evaluation is the following: Is CGD's approach to effecting meaningful policy change as strong as it can be? In order to answer this question, the evaluation must be clear about both the composition of CGD's target audience and the Center's strategy for delivering its messages to that audience. To fulfill its mission of influencing rich-world policymakers, CGD seeks to reach out to and influence an audience consisting of policymakers themselves, policy advocates, and the general public. This includes key groups such as academic researchers, policy analysts, non-governmental organizations, development practitioners, business leaders, and the media both in the United States and elsewhere in the rich world.

This diverse audience requires an outreach strategy that accounts for different needs and capacities. Two-thirds of the Center's three-pronged strategy for achieving its mission is essentially about how CGD reaches its audience. The Center's commitment to using *strategic communications* manifests itself in its use of multiple publication formats, "strategically-timed events," and the CGD website to communicate its analysis and recommendations to its intended audience.

This communications effort is complemented with *target outreach* "to maximize its impact on policy-making and advocacy." According to its website, CGD "has designed programs, products and an outreach strategy tailored to each of its key target audiences: U.S. executive and legislative branch officials and their counterparts in other rich nations;

development scholars from around the world; print, radio and television media outlets; and the general public." The Center identifies active engagement with advocacy groups and non-governmental organizations as an important part of this effort, and sees its engagement with such groups as being "unique among research institutions."

These two elements of CGD's strategy for achieving its mission build on its commitment to pursuing *policy-based research* on "pivotal issues of development policy." This evaluation seeks to identify strengths and weaknesses in the Center's three-pronged approach to achieving its mission, with an aim toward identifying potential areas of improvement. It asks:

- Is CGD truly focusing on "pivotal issues?"
- Is it communicating its research through appropriate products to different target groups?
- Are these target groups the right ones to approach given CGD's aim of influencing policy reforms?
- Is its engagement with policymakers and advocacy groups sufficiently targeted and well-timed?

These and other questions about the Center's audience and strategy are addressed in various ways throughout the report.

CGD's Niche

Although there are hundreds of think tanks and research institutes in the United States that undertake research and analysis on international affairs, CGD is the only free-standing institution devoted exclusively to undertaking research and policy analysis on international development issues. Plenty of other think tanks, including the Brookings Institution and the Cato Institute, have well-established programs dealing with international development issues, but only as part of broader research agendas. Several university-based research institutes, including Harvard's Center for International Development and the Yale Center for the Study of Globalization, produce research in areas that overlap with CGD's domain, but they lack the explicitly policy-based approach of CGD. In the United Kingdom, the Overseas Development Institute and the University of Sussex-based Institute of Development Studies are CGD's major competitors.

CGD's unique status as an international-development think tank thus provides it with an opportunity to establish itself as the primary source of independent analysis of international development issues in the United States. The interviews conducted by the authors of this report suggest that the Center has largely succeeded in achieving this status. Success, however, breeds imitation, and this evaluation thus seeks to shed light on the extent to which CGD is well-placed to consolidate its position of leadership in relevant policy analysis on international development issues in the United States and continue to develop its influence both at home and abroad.

What CGD Is Not

Finally, while the importance for this evaluation of understanding CGD's mission, target audiences, and its strategies for reaching them cannot be overemphasized, it is similarly important to understand what the Center does *not* try to be and do, and whom it does *not* actively seek to influence. Clarity in this matter is needed in order to avoid the temptation to judge CGD by standards that are inappropriate. For example, CGD does not have a significant track record of influencing the development policies of national governments of developing countries. Evaluating CGD on the basis of such an observation, however, would blatantly unfair; CGD does not see influencing the policymaking process in developing countries as part of its core mandate and thus makes no concerted effort to do so.

With this in mind, the evaluators took great pains not to judge CGD based on inappropriate standards. The following points are intended to correct some common misperceptions of CGD's mission, intended audience, and activities.

- It is not CGD's mission to develop and provide policy recommendations to the governments of developing countries, although it actively engages those governments in a variety of settings.
- CGD does not bid for research contracts, development projects, or other work typical of the for-profit development industry.

This understanding of CGD and its mission is at the root of this evaluation.

APPENDIX C: METHODOLOGY

December 2006

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Introduction

The methodology for answering the core questions identified in the introduction consisted of the following elements:

- **In-depth interviews** – More than 150 interviews with policymakers (U.S., foreign, and multilateral), development experts, journalists, advocates, CGD-affiliated individuals, CGD staff, and others;
- **Audience survey** – 1259 responses to an electronically distributed audience survey;
- **Case studies** – Three in-depth case studies of CGD initiatives: Making Markets for Vaccines; Nigerian Debt Relief; and Population Dynamics & Economic Development; and
- **Review of documents & CGD website** – Extensive review of CGD's website, internal documents, and selected research products.

In-depth Interviews

The evaluation team conducted more than 150 interviews during the course of this evaluation, ranging in length from fifteen minutes to more than two hours. The vast majority of interviews lasted 45-60 minutes, and roughly half included at least two members of the evaluation team. The team conducted most of the interviews in person in Washington, DC, New York, and London, during August and September 2006. For practical reasons, the team also conducted a number of telephone interviews.

The diversity of interviewees reflects the wide variety of stakeholders and potential stakeholders. In consultation with the foundation clients, the team initially identified broad groups of stakeholders with insights into CGD and its work:

- U.S. government
- Non-U.S. rich-country governments
- Multilateral institutions
- Media
- Advocacy groups and technical NGOs
- Academic researchers
- Think-tank researchers
- Private industry
- Foundations
- CGD staff and fellows
- CGD-affiliated individuals (board and Advisory Group members)

The team gathered data from a cross-section of stakeholders listed above, matching CGD's mission and its primary audiences. Because CGD, for example, sees its target audience as policymakers and the public in rich countries, few interviews were conducted with people from developing countries. Interview topics focused on the respondent's position, relationship to CGD, and familiarity with CGD work. Policymakers and advocates were more likely to be asked about CGD's outreach efforts, while academic researchers were asked about research rigor.

Appendix D lists all interviewees, each of whom was assured that their comments would not be directly attributed, and that general attributions, e.g., "a U.S. government official said," would be sufficiently vague to protect identities.

Audience Survey

The evaluation team designed an online survey for additional feedback from both current and prospective members of CGD's audience. The primary purpose was to gather feedback from a larger number of individuals than could be reached through interviews.

The survey was sent to the 9,754 email addresses of subscribers to CGD's weekly email newsletter – the CGD Development Update. In addition to this audience of known users of CGD products, the survey was sent to a separate list of 1,296 email addresses for policymakers that included staff members of the U.S. Congress, USAID, and bilateral agencies from several other rich countries. This represents an important part of CGD's target audience. Research on the websites of these institutions yielded most of these addresses; additional Internet searches supplemented the list. This list was cross-checked with CGD weekly subscribers.

The survey received 1,119 responses from users, and 140 responses from the non-users list. Surveying a statistically significant sample of users and non-users was beyond the scope of this evaluation; instead, the survey targeted what the survey literature refers to as a "convenience sample."

The results are presented throughout the report – especially in Chapter IV on communications and outreach – and in expanded form in Appendix E, with further details on the survey methodology.

Measuring Impact

A particular challenge of evaluation is the difficulty of measuring impact. It is difficult to prove, for example, that a particularly insightful piece of policy analysis provided the crucial impetus for a change in policy. The large number of interviews conducted for this evaluation addressed this challenge. Decision-makers were interviewed for personal insights, and their recollections were cross-checked with evidence such as the timing of policy changes, publication dates, and the memories of other stakeholders.

Related to this issue is the need for a clear distinction to be made between *outputs* and *impact*. The number of publications produced by a research organization – ranging the gamut from lengthy books to short op-eds – is often put forth as evidence of general influence. Equating outputs with impact, however, is dubious at best. The degree of policy impact – the contribution that specific research products or outputs make to actual policy decisions – is contingent upon numerous factors, including the format of the product, timing, distribution channels, and outreach strategy.

Case Studies

This evaluation therefore presents three case studies of CGD initiatives – Making Markets for Vaccines, Nigerian Debt Relief, and Population Dynamics & Economic Development. These case studies tell the stories of these initiatives based on focused interviews with key individuals involved in the work and many of the principal decision-makers that the initiatives sought to influence. The evaluation team supplemented the interviews with extensive reviews of CGD publications, outreach strategies, and other related material. The cases focus on the issues of process, rigor, and impact, while considering CGD's use of partnership.

The evaluation team also undertook "mini-case studies" of a handful of other initiatives. Although these are not of the same depth as the three case studies, they provide particular insight into the rigor of CGD initiatives and their relevance to key audiences.

Review of Internal CGD Documents and Website

The evaluation team reviewed scores of internal documents that the Center's management and staff made available. In response to specific requests, CGD posted 112 documents to its password-protected web-based project management site ("Project Spaces") and provided dozens of other documents directly to the evaluation team. These documents included sample budgets, details on communication outputs, agendas and notes from meetings of the Board of Directors and the Advisory Group, human resource policies, among others, and provided evaluators with important insights into CGD's organizational management and related issues, in particular.

CGD also provided access to the online work spaces used by the Population Dynamics & Economic Development and Pull Mechanisms working groups to give further insight into the groups' operations and the specific topics they considered. These include internal correspondence from working-group members and other material related to developing initiatives. This material, totaling 21 documents for the Population group and 78 for the Pull Mechanisms group, helped inform the case studies.

CGD's website was mined for all aspects of this report, and the communications section analyzes the website itself.

Additional Inputs

The evaluation also uses a think tank mapping document that analyzes 25 development-related think tanks and research institutions that are CGD's real or potential competitors. It landscapes the backgrounds, missions, areas of research, funding sources, overlap with CGD, collaboration with CGD, and numerous other characteristics. It is in Appendix G.

Three white papers (Appendix F) examine specific relevant topics for think tanks and their funders. *The Future of Think Tanks: A Conversation on New Methods and Approaches*, *Evaluating the Advocacy Impact of Public Policy Research* and *Best Practices in Think Tank Communications* are the products of roundtable discussions and supplementary interviews with high-level management and staff at Washington-based think tanks across the ideological spectrum.

Table C.1. Summary Chart Linking the Methodology to Core Questions

Core Question Area	Methodology
Research Agenda	• In-depth interviews • Think tank landscape mapping • Case studies • Audience survey
Research Product	• In-depth interviews • Review of CGD quality-control procedures • Academic publication review • Case studies • Audience survey
Communications/Outreach	• In-depth interviews • Staff resource review • CGD website analysis • Analysis of subscriber database to CGD's weekly email newsletter • Media citations • Audience survey • Think tank landscape mapping
Partnerships	• In-depth interviews • CGD document review • Case studies • Think-tank landscape mapping
Organizational Management	• In-depth interviews • CGD document review • Case studies

APPENDIX D: LIST OF INTERVIEWEES

Between July 28 and October 24, 2006, more than 150 separate interviews were conducted by the five-member evaluation team with 157 individuals. The interviewees included researchers, policy advocates, representatives of bilateral and multilateral development agencies, CGD staff, advisory group and board members, CGD funders, journalists, policymakers, and private-sector stakeholders. All interviews were conducted confidentially; interviewees were assured that no comments appearing in the evaluation report would be linked to individual interviewees without their approval.

The domestic and overseas interviewees included:

Jean-Marion Aitken	Global Health Partnerships, Department for International Development, United Kingdom
Olusanya Ajakaiye	African Economic Research Consortium
Ivar Andersen	World Bank
Ian Anderson	Asian Development Bank; ex-Australian Agency for International Development
Anarfi Asamoa-Baah	World Health Organization
Owen Barder	Department for International Development, United Kingdom; ex-Center for Global Development
Amie Batson	World Bank
Jacques Baudouy	World Bank
Robert Baulch	Institute of Development Studies
Michelle Bazie	Center on Budget and Policy Priorities
Rodney Bent	Millennium Challenge Corporation
C. Fred Bergsten	Peterson Institute for International Economics; CGD Co-Founder
Jason Bertsch	American Enterprise Institute for Public Policy Research
Nancy Birdsall	Center for Global Development; CGD Co-Founder
Francois Bourguignon	World Bank
Lael Brainard	The Brookings Institution
Malcolm Bruce	International Development Committee, U.K. House of Commons
John Burton	Department for International Development
Todd Calongne	Congressional Office of U.S. Representative Jim Kolbe (R-AZ)
Thomas Carothers	Carnegie Endowment for International Peace; Member, CGD Advisory Group
Jean-Marc Chataigner	Agence Française de Développement
A.J. Chibber	World Bank
Michael Clemens	Center for Global Development
Alan Court	United Nations Children's Fund (UNICEF)
Simon Cox	*The Economist*
Rudi Daems	Novartis Corporation, ex-Executive Director, Policy and Corporate Affairs, Chiron Vaccines
Dennis de Tray	Center for Global Development
Kemal Dervis	United Nations Development Programme
Nisha Desai	House Appropriations Committee, Minority Staff
Jamie Dettmer	Cato Institute

Eckhard Deutscher	Executive Director for Germany, World Bank
Anna Dickson	International Development Committee Staff, U.K. House of Commons
John Donnelly	*The Boston Globe*
Jamie Drummond	DATA
Esther Duflo	Massachusetts Institute of Technology; Member, CGD Advisory Group
Paul Ehmer	Bureau for Global Health, U.S. Agency for International Development
Stefan Emblad	Swedish Ministry of Foreign Affairs
Timothy G. Evans	World Health Organization
Stephanie Flanders	*Newsnight*, BBC Television
Charlie Flickner	Brookings-CSIS Task Force on Transforming Foreign Assistance for the 21st Century; ex-Majority Staff, House Appropriation Subcommittee on Foreign Operations
Kristin Forbes	Sloan School of Management, Massachusetts Institute of Technology; Member, CGD Advisory Group
Nils Fostvedt	Independent Evaluation Group, World Bank
Tamara Fox	William and Flora Hewlett Foundation
Gargee Ghosh	Bill & Melinda Gates Foundation
Angela Gillespie	Center for Global Development
James Habyarimana	Center for Global Development
Lawrence Haddad	Institute of Development Studies
Heather Haines	Center for Global Development
Sheila Herrling	Center for Global Development
Hiroyuki Hino	International Monetary Fund (retired)
Sarah Jane Hise	Center for Global Development
Torgny Holmgren	Swedish Ministry of Foreign Affairs
Victoria Holt	The Henry L. Stimson Center
George Ingram	Academy for Educational Development
Paul Isenman	Former head of Development Policy Division, Organization for Economic Cooperation and Development (retired)
Andrew Jack	*Financial Times*
Sir Richard Jolly	Institute of Development Studies
Hannah Kettler	Bill & Melinda Gates Foundation
Tony Kopetchny	Center for Global Development
Sherri Kraham	Millennium Challenge Corporation
Michael Kremer	Harvard University; CGD Non-Resident Fellow
Daniel Kress	Bill & Melinda Gates Foundation
Elisabeth Kvitashvili	Office of Conflict Management and Mitigation, U.S. Agency for International Development
Paul Ladd	United Nations Development Programme
Philippe Le Houerou	World Bank
Marianne Leach	CARE
Orin Levine	Bloomberg School of Public Health, Johns Hopkins University
Ruth Levine	Center for Global Development
Mark Lowcock	Department for International Development, United Kingdom
Sarah Lucas	Center for Global Development
Lawrence MacDonald	Center for Global Development
Sebastian Mallaby	*The Washington Post*

Richard Manning	Development Assistance Committee, Organization for Economic Cooperation and Development
Pearl Alice Marsh	House International Relations Committee, Minority Staff
Janet Maughan	The Rockefeller Foundation
Simon Maxwell	Overseas Development Institute
Susan McAdams	World Bank
Katharine W. McKee	World Bank; ex-USAID
Gary McMahon	Global Development Network
Anne Mills	London School of Hygiene and Tropical Medicine
Sigrun Møgedal	Norwegian Agency for Development Cooperation
J. Stephen Morrison	Center for Strategic and International Studies
Todd Moss	Center for Global Development
Debbie Myers	GlaxoSmithKline
Andrew Natsios	President's Special Envoy for Sudan; School of Foreign Service, Georgetown University; ex-Administrator, USAID (2001-2006)
Vikram Nehru	World Bank
Susan Nichols	Center for Global Development
Akihiko Nishio	World Bank
Jeremiah Norris	Hudson Institute
Milena Novy-Marx	John D. and Catherine T. MacArthur Foundation
Rachel Nugent	Population Reference Bureau
Terry O'Brien	World Bank
Nora O'Connell	Women's Edge Coalition
Raymond Offenheiser	Oxfam America
Diana Ohlbaum	Senate Foreign Relations Committee, Minority Staff
William O'Keefe	Catholic Relief Services
Stewart Patrick	Center for Global Development
Aaron Pied	Center for Global Development
Mark Plant	International Monetary Fund
John Podesta	Center for American Progress
Jeff Powell	Bretton Woods Project
Stephen Quick	Inter-American Development Bank
Steve Radelet	Center for Global Development
Vijaya Ramachandran	Center for Global Development
Cheryl Ramp	The Henry L. Stimson Center
John Reid	Board of Directors, Center for Global Development
Tim Reiser	Senate Appropriations Committee, Minority Staff
Dani Rodrik	Kennedy School of Government, Harvard University; Chair, CGD Advisory Group
Liliana Rojas-Suarez	Center for Global Development
David Roodman	Center for Global Development
Nilmini Rubin	Senate Foreign Relations Committee, Majority Staff
Blair Sachs	Bill & Melinda Gates Foundation
Richard Samans	World Economic Forum
William Savedoff	Social Insight
Edward W. Scott, Jr.	Chairman, Board of Directors, Center for Global Development; CGD Co-Founder
John Sewell	Woodrow Wilson International Center for Scholars
Ken Shadlen	London School of Economics
Nemat (Minouche) Shafik	Country Programmes, Department for International Development
Sam Sharpe	Policy Division, Department for International Development

Todd Shelton	InterAction
Faryar Shirzad	Goldman Sachs; ex-Deputy Assistant to the President for International Economic Affairs and Deputy National Security Advisor (2004-2006)
Steven Sinding	International Planned Parenthood Federation (retired August 2006)
Peter Singer	The Brookings Institution
Smita Singh	William and Flora Hewlett Foundation
Melissa Skolfield	The Brookings Institution
Gayle Smith	Center for American Progress
Ian Smith	World Health Organization
James T. Smith	Economic Growth, Agriculture, and Trade Bureau, U.S. Agency for International Development
Will Snell	Donor Policy and Partnerships, Department for International Development, United Kingdom
Paolo Sotero	*O Estado de Sao Paolo*
Lyn Squire	Global Development Network
Winnie Stachelberg	Center for American Progress
Joseph Stiglitz	Columbia University; Honorary Board Member, Center for Global Development
Michele Sumilas	Bill & Melinda Gates Foundation
Richard Tarasofsky	Chatham House
Wendy Taylor	BIO Ventures for Global Health
Grace Terzian	Hudson Institute
Chris Tinning	World Bank
Beth Tritter	Congressional office of Representative Nita Lowey (D-NY)
Michael Van Dusen	Woodrow Wilson International Center for Scholars
Pietro Veglio	World Bank
Robert Wade	London School of Economics; Member, CGD Advisory Group
Stephen Wallace	Canadian International Development Agency
Richard Weitz	Hudson Institute
Howard White	World Bank & Institute of Development Studies
Martin Wolf	*Financial Times*
Ngaire Woods	Global Economic Governance Program, Oxford University; Member, CGD Advisory Group
David Yang	United Nations Development Programme
Anonymous	International development and financial policy actor re: Nigerian Debt Relief
Anonymous	International development and financial policy actor re: Nigerian Debt Relief
Anonymous	International development and financial policy actor re: Nigerian Debt Relief
Anonymous	International development and financial policy actor re: Nigerian Debt Relief
Anonymous	International development and financial policy actor re: Nigerian Debt Relief
Anonymous	International development and financial policy actor re: general assessment of CGD
Anonymous	International development and financial policy re: general assessment of CGD
Anonymous	*The New York Times*

APPENDIX E: AUDIENCE SURVEY

December 2006

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Audience Survey

Summary

Arabella Advisors conducted a survey to generate additional feedback from both current and potential members of the Center for Global Development's audience. The primary purpose was to gather opinions of CGD's work from a larger number of individuals than could be reached through interviews, and to gain further insights into policymakers' familiarity with CGD.

Current CGD Subscribers:	**1,119**
Potential CGD Subscribers:	**140**
Total Survey Responses:	**1,259**
Total Surveys Sent:	**11,050**
Response Rate:	**11.4 percent**
Time to complete survey:	**10-15 minutes on average**
Written responses to open-ended questions:	**1,430**

Current CGD Subscribers are respondents from the list of subscribers to CGD's weekly email newsletter, the CGD Development Update.

Potential CGD Subscribers are respondents from a separate list of 1,296 development policymakers built independently by Arabella Advisors. This list included staff members of the U.S. Agency for International Development (USAID), the U.S. Congress, and bilateral agencies from Australia, Canada, France, Germany, Norway, and Sweden, who do not currently subscribe to CGD's email newsletter. These policymakers represent an important segment of CGD's target audience.

Survey Respondents

The audience survey generated responses from all sectors of CGD's target audiences:

Category	Number of Responses:	
	Current Subscribers	Potential Subscribers
U.S. Government	85	30
Other Rich-Country Government	52	110
Developing-Country Government	26	
Multilateral Institutions	127	
Private Sector	96	
Foundations	34	
Think Tanks/Research Institutions	132	
Advocacy Groups/Technical NGOs	143	
Journalists	25	
University Faculty	113	
Independent Consultants	112	
Others	174	

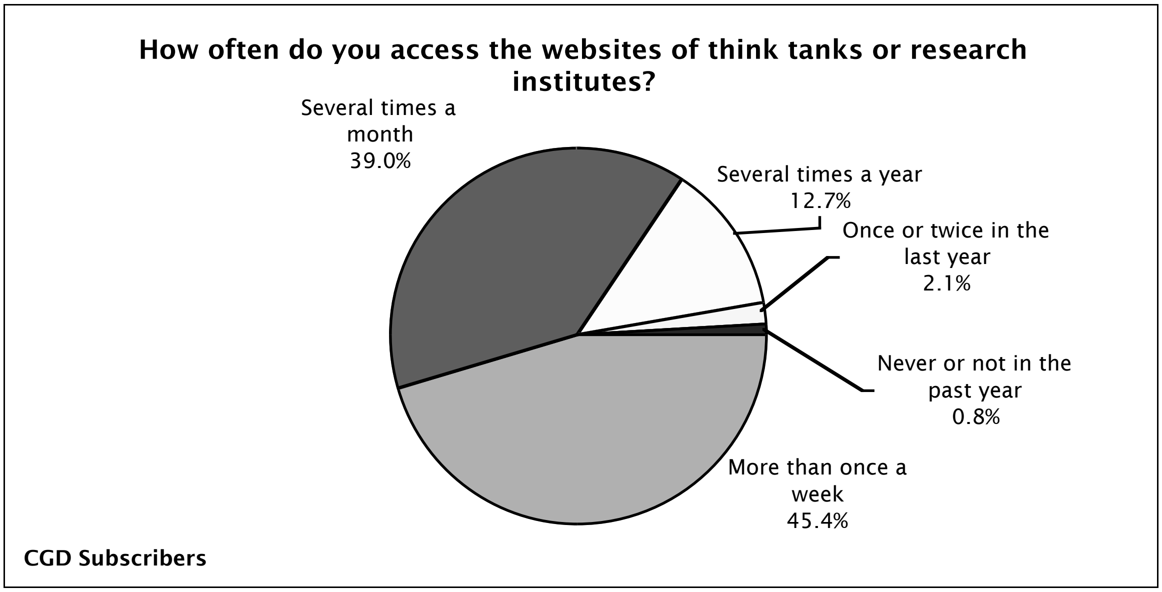
Survey Results

Important results from the survey are presented, with accompanying analysis, within the main content of the report. This appendix presents more extensive results in a series of charts, with some additional comments highlighting important findings. Key results are shown in this appendix and divided by four overlapping groups of respondents.

- **Current CGD Subscribers (Pg. 128)**
- **Potential CGD Subscribers (Pg. 142)**
- **U.S. Policymakers (Pg. 146)**
    - These 115 responses are drawn from both current and potential subscribers who work for U.S. legislators or government agencies.
- **Researchers (Pg. 157)**
    - These 245 responses are drawn from the responses of current subscribers who are university faculty members or affiliated with think tanks.

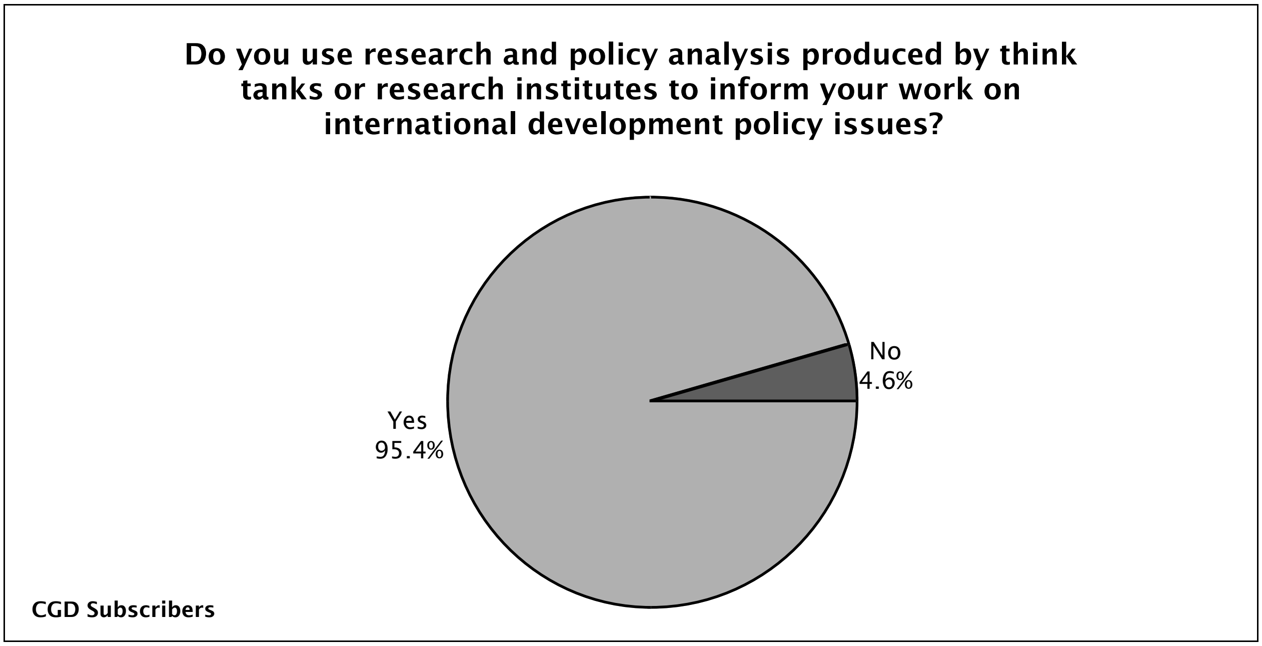
Current Audience

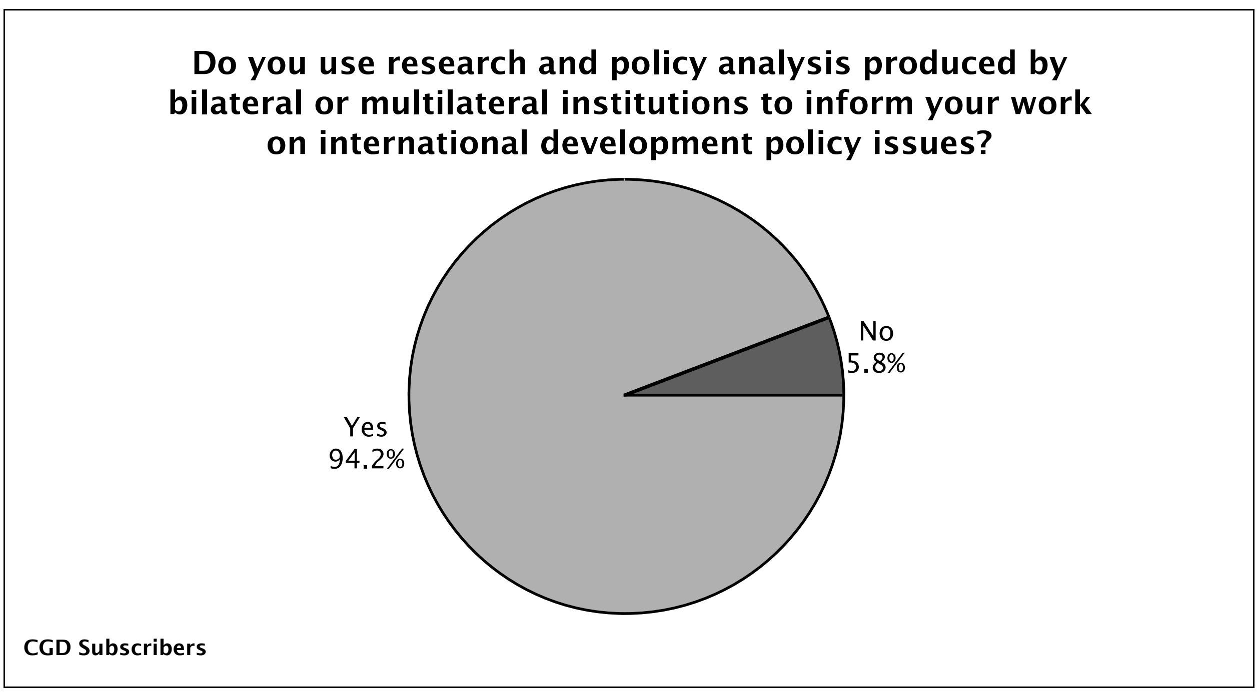
Of the 1,119 responses from current CGD subscribers, 59.5 percent came from audience members living and working outside of Washington, DC. This suggests that CGD has succeeded in making itself relevant to people who are interested in development issues outside of the Washington Beltway.

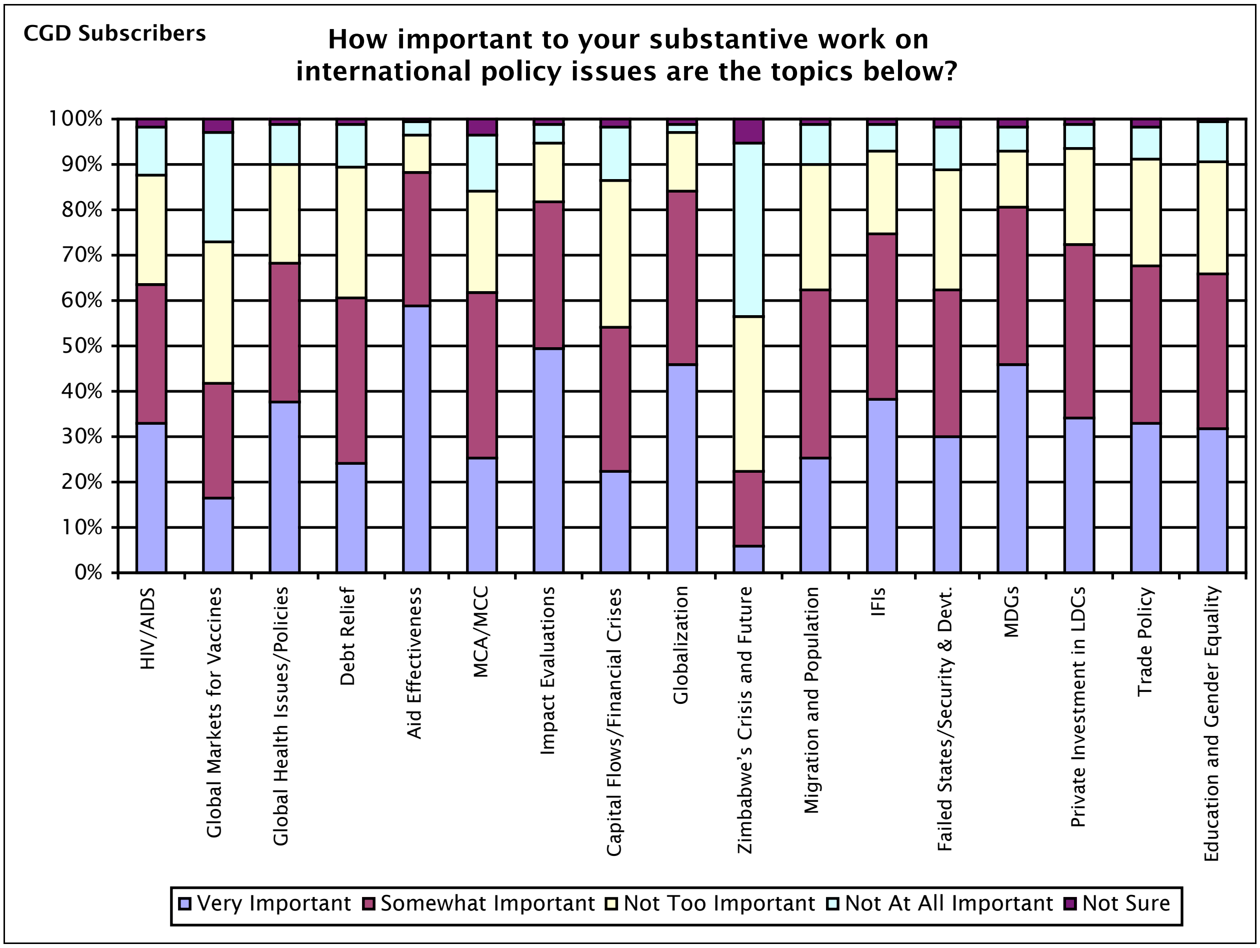


Most CGD subscribers are frequent online consumers of information from think tanks or research institutes.

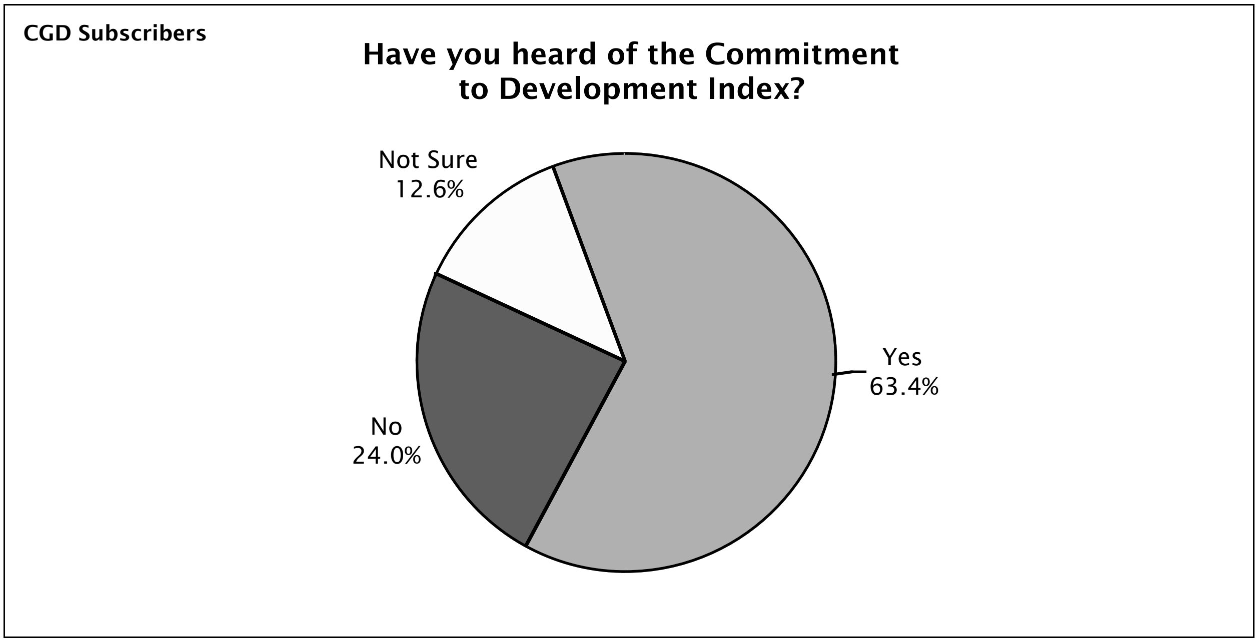
The vast majority of CGD's audience uses research and analysis by both think tanks and public institutions to inform its work on development policy issues, as the following charts demonstrate.



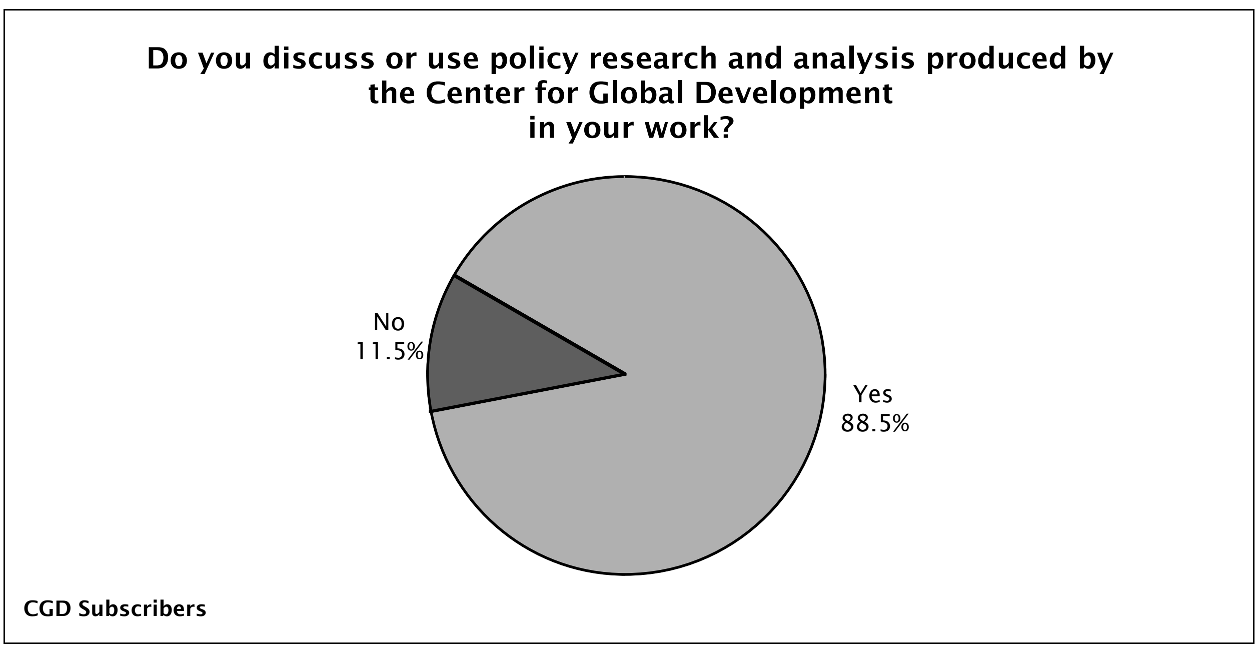




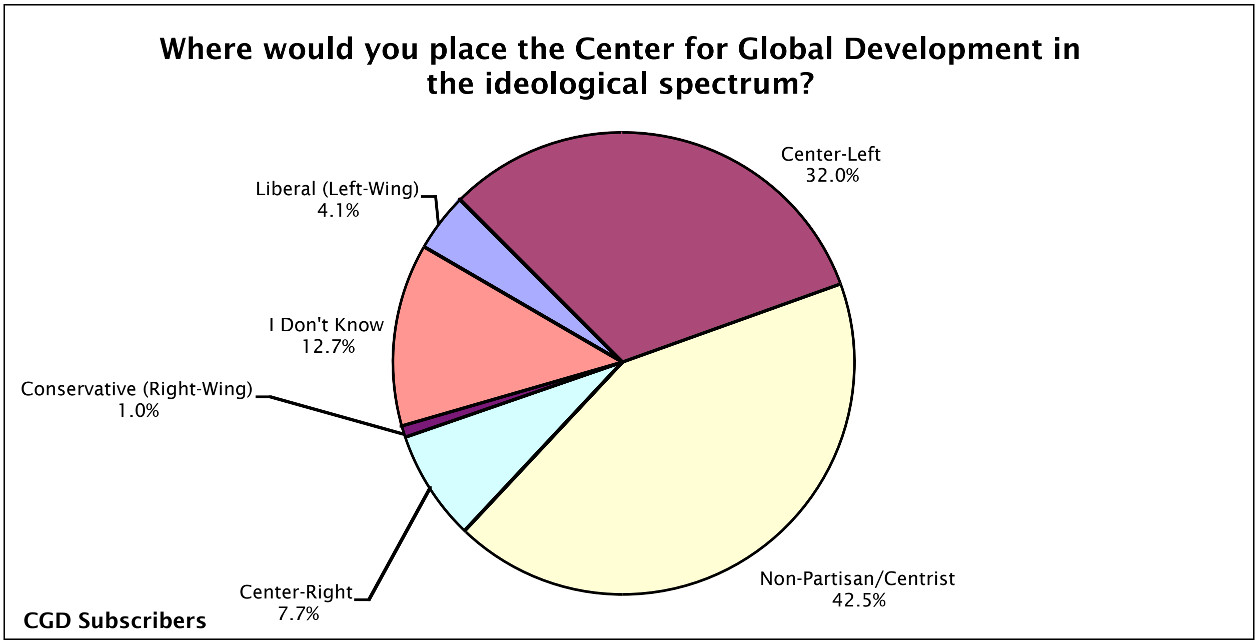
The survey shows that most of the topics on CGD's research agenda are either very important or somewhat important to a majority of respondents. Aid effectiveness, impact evaluations, globalization, and the Millennium Development Goals are especially important.



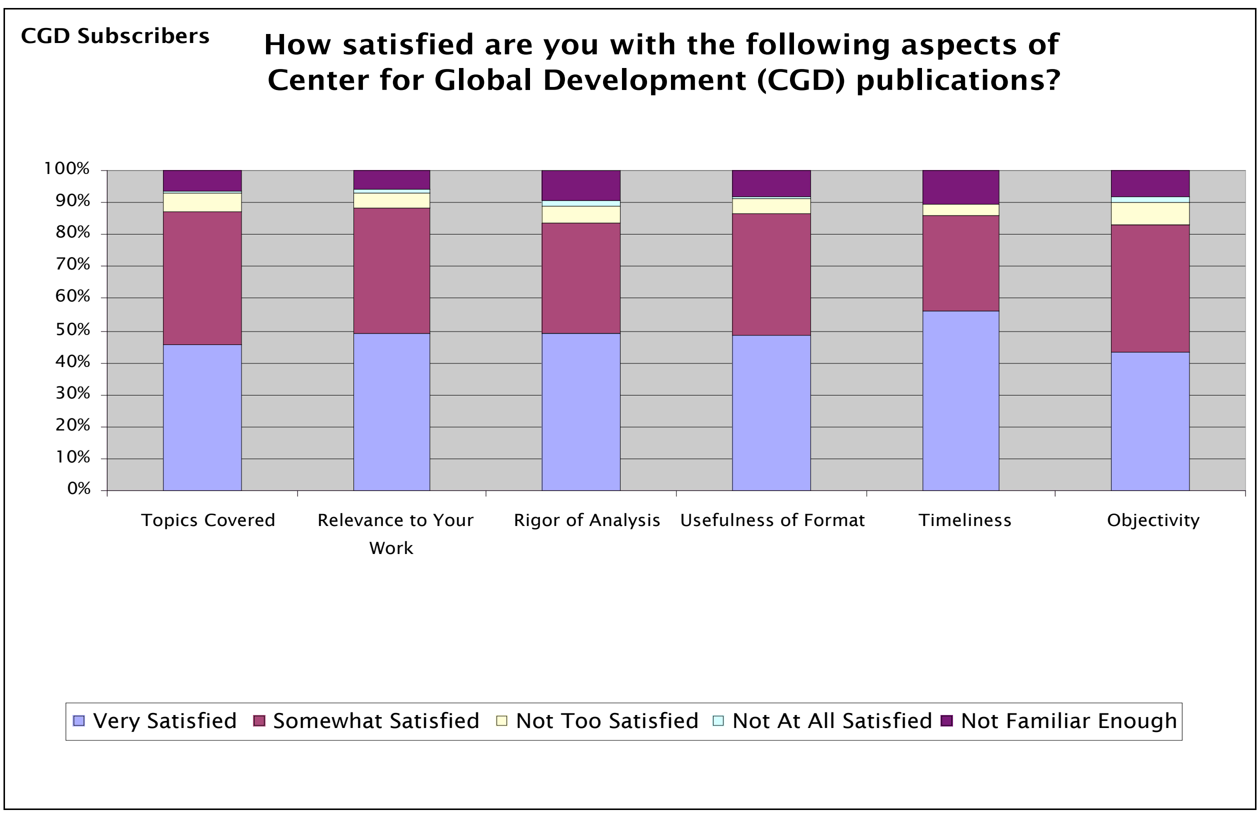
Almost two-thirds of subscribers are familiar with the Commitment to Development Index, CGD's best-known initiative.



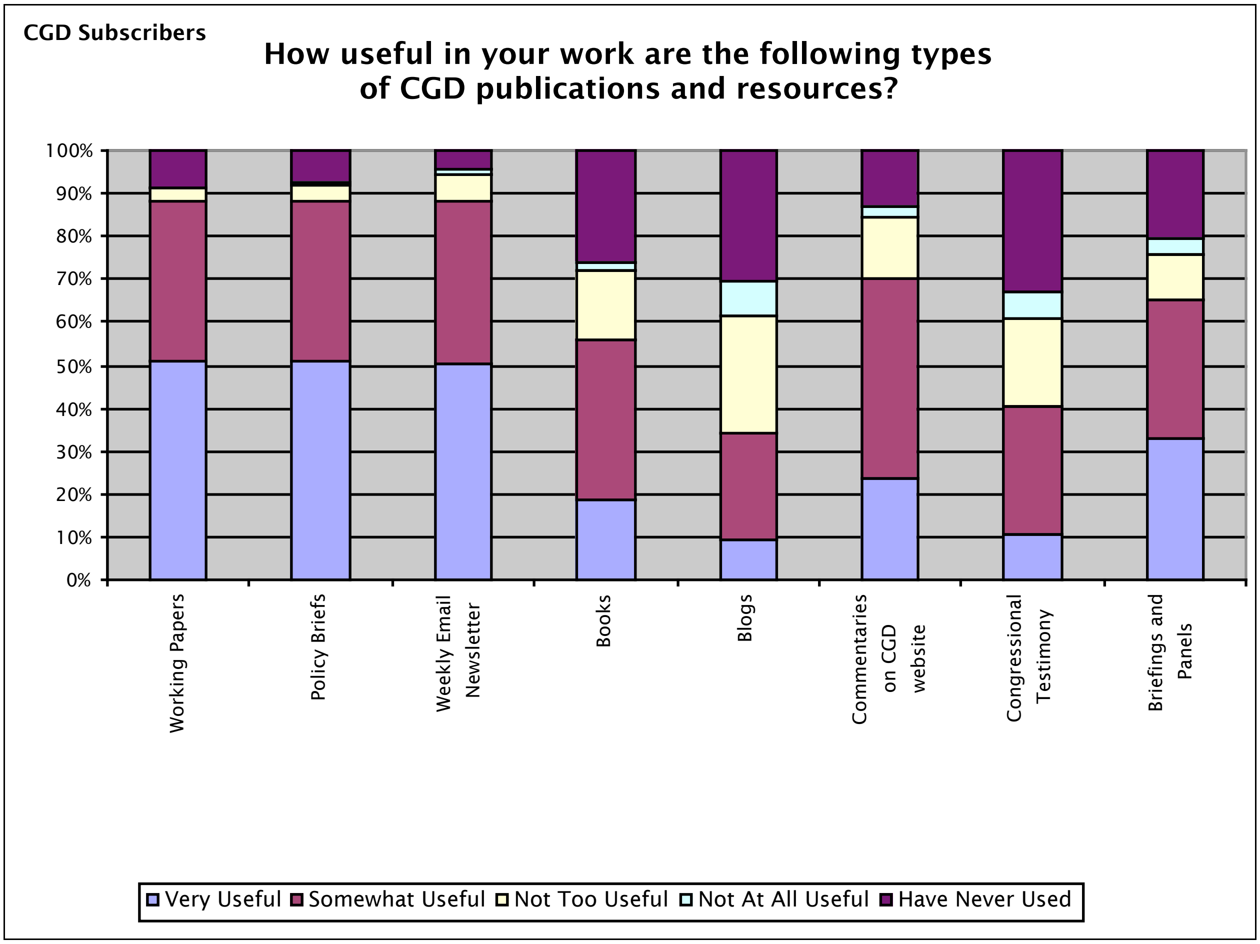
Almost 90 percent of subscribers to CGD's newsletter use the Center's research for their work.



CGD is seen as a centrist or center-left institution by most current subscribers.

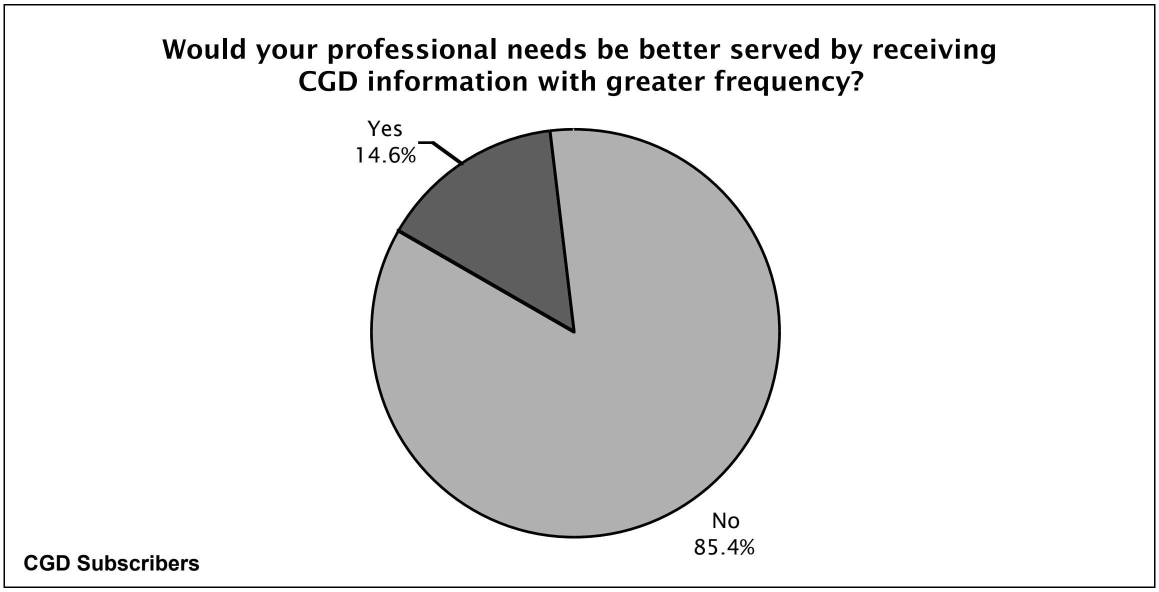


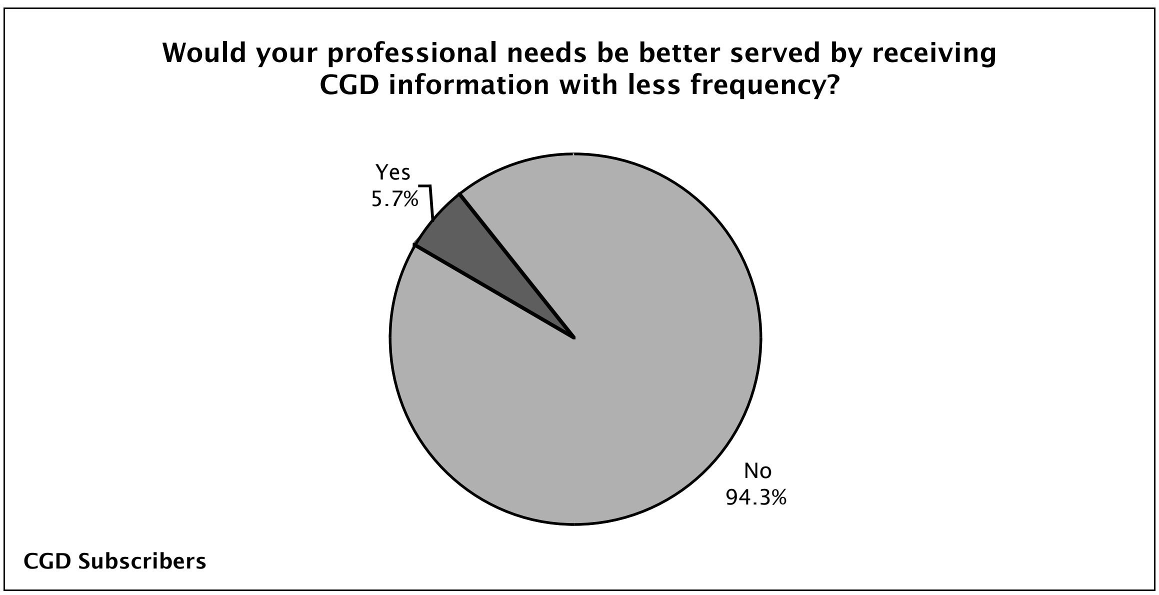
Most subscribers are at least somewhat satisfied – and many are very satisfied – with the key aspects of CGD's work shown above.



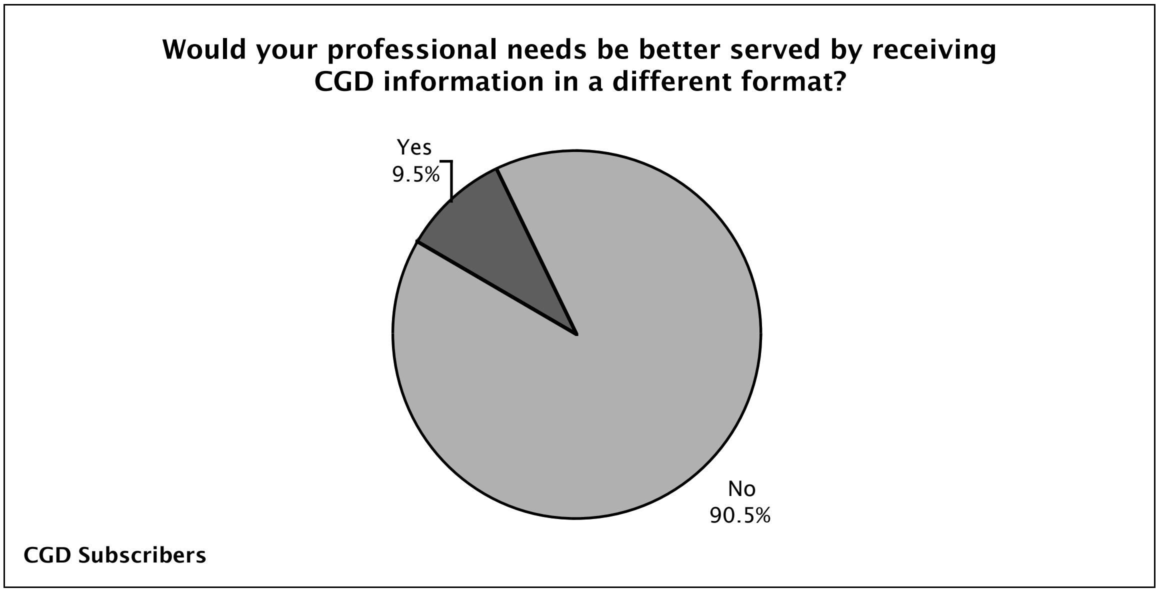
More than half of current subscribers saw CGD's working papers, policy briefs, and weekly email newsletter as very useful in their work. Blogs, congressional testimony, and books are useful to a significantly smaller group of subscribers.

The next charts below show that CGD's audience appreciates the frequency with which they receive information from CGD.





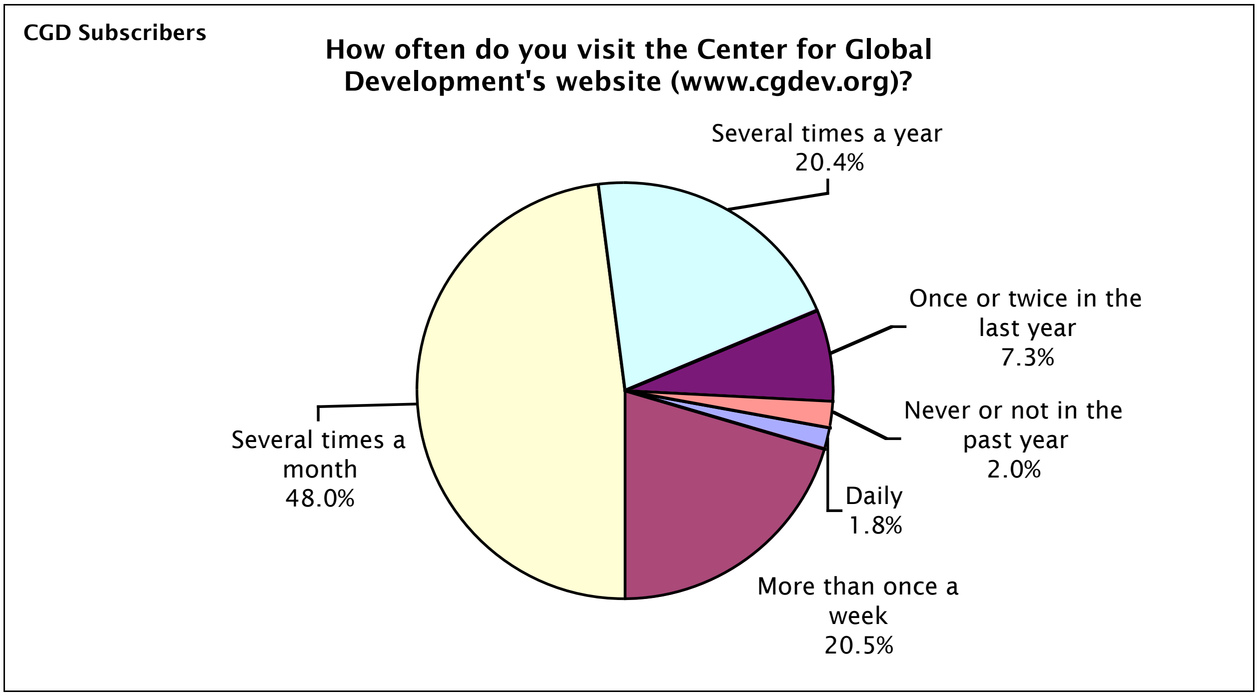
Similarly, most newsletter subscribers are satisfied with the format in which they receive CGD information.



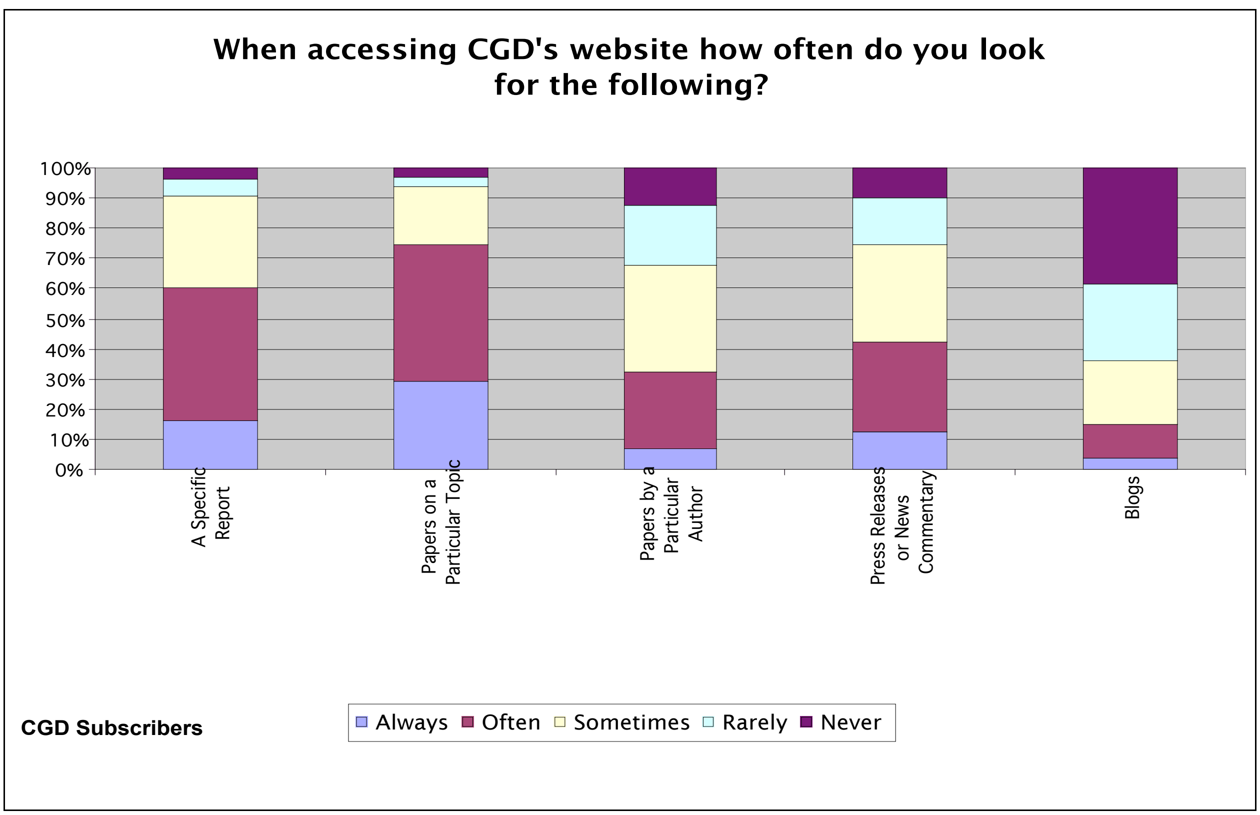
Despite their satisfaction with the frequency and format of CGD information, many respondents had suggestions for improvements in this area, as the next page shows.

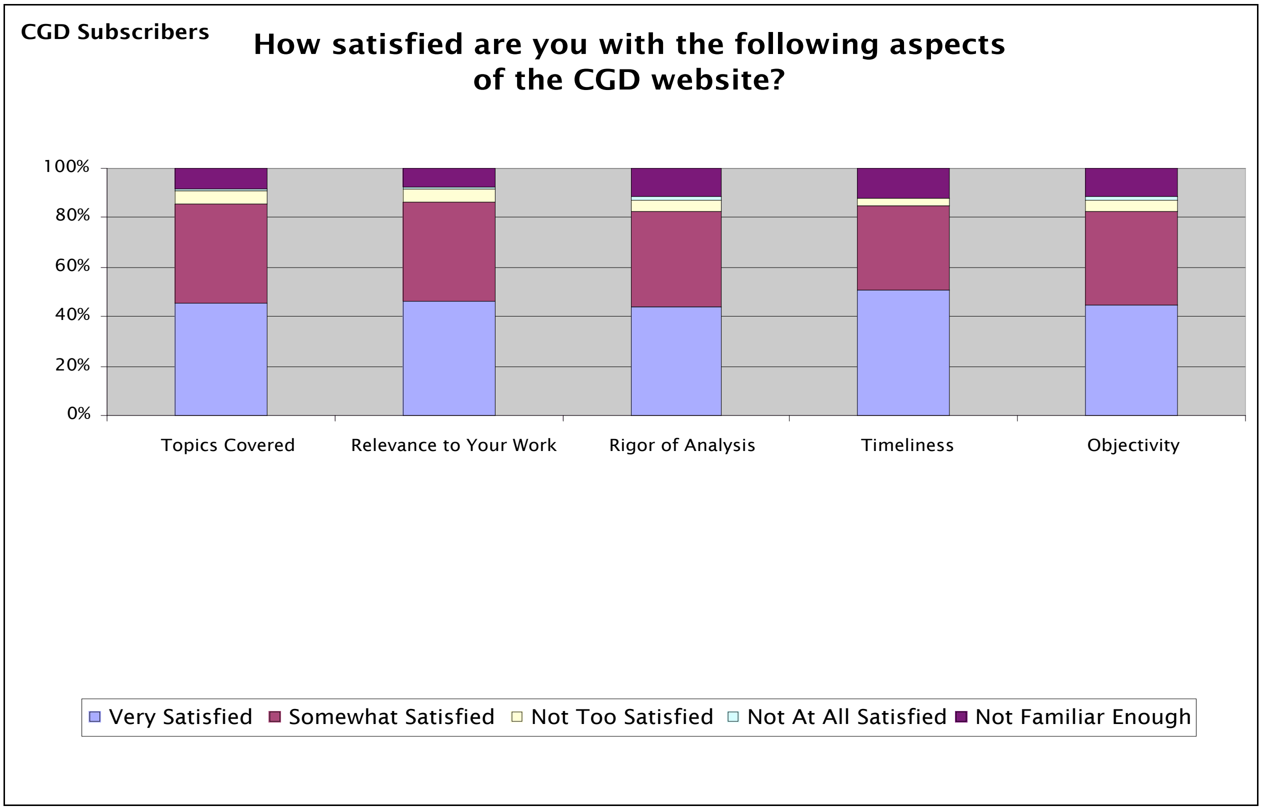
Among subscribers, 166 survey respondents answered the open-ended follow-up question below, which solicited suggestions for more useful formats and frequency. These answers included scores of concrete suggestions for how the Center can communicate its research more effectively. A sample of suggestions is presented here.

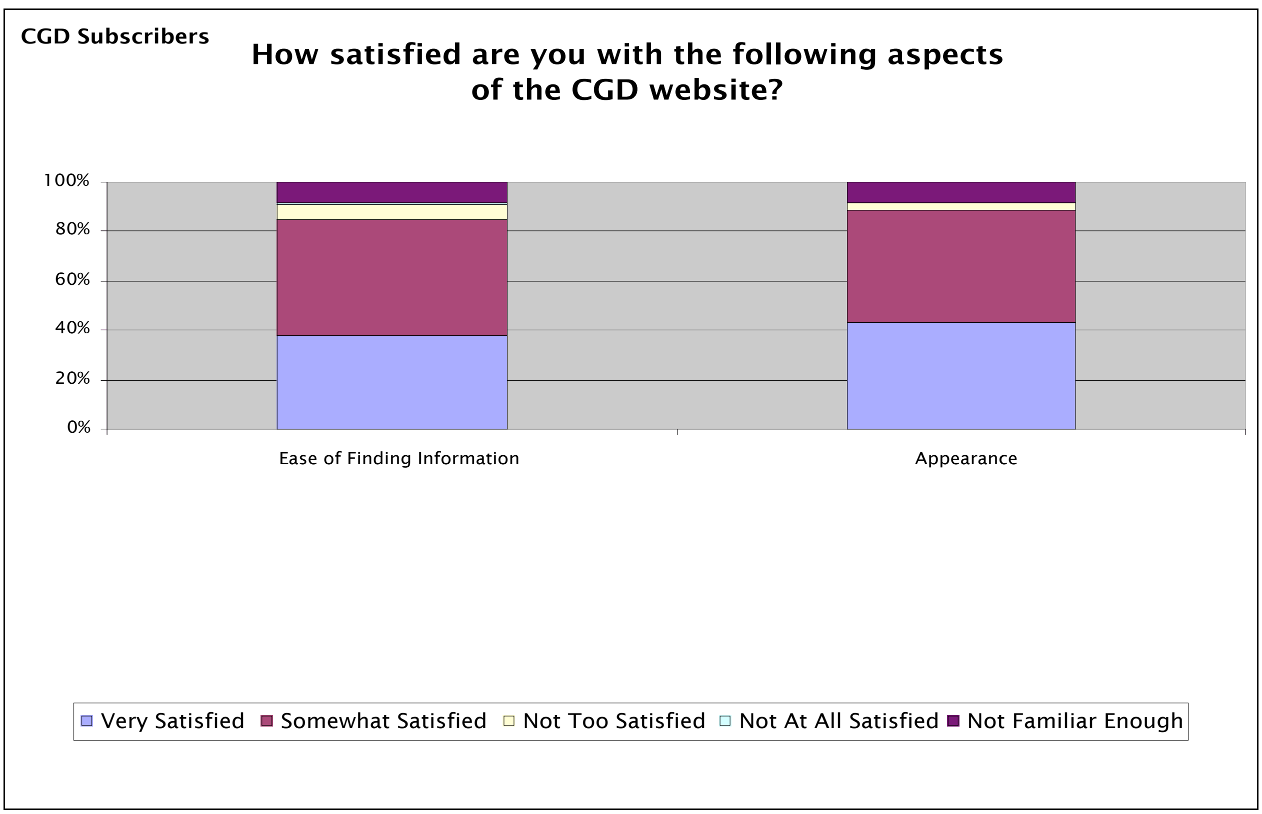
CGD Subscribers: If you answered "yes" to any of the above, what format(s) and frequency would be most useful?
Yes - a more rich HTML message with clickable links that aggregates information but in a far more concise & compact delivery. Often it seems that every issue, book, conference, meeting, recent activity of CGD comes out in a separate e-mail, when often these could be aggregated, even with the same frequency. I fear that people will begin to ignore CGDs work, if it is only of passing interest to their work, if the emails are not richer with more info per email (though not text-heavy). Continued IIE collaboration is critical to build a cache of high-quality work & brand CGD more effectively. Overall, CGD is a far more savvy think tank in this sector than any other.
More organized and consistent - if there were regular features and links it would be easier to navigate. As each update is somewhat different I prefer to go to the site rather than use emails sent by CGD to access information.
Timeliness is more important than frequency. Analysis of development issues that are topical for whatever reason would be very appreciated, albeit difficult to produce on short notice.
Shorter notes or policy briefs either daily or weekly. The emails are useful but i always have to click on the links to be transferred to the CGD website to read the complete reports. is there any way you can send a digest version of the reports in the email itself?
More short policy briefs (say 15 pages) rather than blurbs and long articles/books
I work in domestic politics, so any way information can be presented that is user friendly (I hate to say dumbed down) and relevant...and makes the connections between cause and effect that government is unwilling to do...is helpful. i.e. the Iraq war and our unpopularity around the world...etc... almost everything that comes out of DC is not usable for creating a broader audience to support changed priorities....



Almost a quarter of newsletter subscribers access CGD's website at least several times a week; another half of subscribers do so several times a month. Most often they look for specific reports or works on particular topics.







These charts indicate subscribers' level of satisfaction with the CGD website.

Nearly 500 survey respondents took the time to type out specific examples of how they use CGD's products in their work. An illustrative sample is presented below.

Subscribers: Please give us one or two specific examples of how you have used CGD publications and data.	
Comment	**Response From:**
CGD Advocacy role for health policy issues in general and vaccines in particular. CGD advocacy role in setting the priority Agenda of the new President of the World Bank (Paul Wolfowitz). CGD advocacy role on evaluation issues.	World Bank
I frequently reference CGD publications and blog articles in my blog	World Bank
The work that CGD did on the need for more rigorous impact evaluations resulted in the Operations Evaluation Department at the Asian Development Bank changing its future work program to include one rigorous evaluation per year, and changing our skill mix by recruiting someone with the required skills. We also refer to CGD papers on MDGs, the risks of scaling up aid,aid effectiveness, etc and monitor CGD congressional testimony to identify issues related to evaluation work in ADB. I personally refer to the CGD work more than the work of other US Think Tanks.	Asian Development Bank
I have used the CGD publications on international migration in the production of an UNECA report on international migration and development in Africa. The report has been recently published by the UNECA	UN Economic Commission for Africa (UNECA)
We are in the process of carrying out impact evaluation of some projects we have implemented. The working paper on 'When will we ever learn?' has been useful in this context. I have also used several working papers while writing project reports for my postgraduate study.	UNDP
It helped me to understand Nigeria's debt relief + some useful intelligent criticisms of the MDGs.	The Economist
1. I used CGD references extensively in writing a paper on the effectiveness of sector aid flows 2. The recent published book on agriculture and the Doha negotiations was helpful in preparing our own publication on the subject.	OECD
Easterly, Radelet and Roodman feed into my analysis of issues surrounding aid effectiveness, donor performance and development finance.	OECD
Have been heavily involved with the workstream on evaluation. I also make use of the Index, and keep abreast of publications on aid effectiveness etc	OECD
1) As head of secretariat for a committee appointed by the Ministry of Foreign Affairs to evaluate the role of NGOs in development cooperation (used in presentations of various topics to committee as well as in writing report); 2) In writing several papers on foreign aid issues	Norwegian business school professor
As head of government commission on aid policy in Norway, used CGD publications as best available information on current trends in aid policy	Norway
I have cited CGD research in presentations. I frequently forward CGD information to colleagues whose work is more directly health related. I am particularly interested in the Commitment to Development Index and tend to send it quite widely when updated.	International Labor Organization (ILO)
1)CGD publications have assisted in preparing policy guidelines on a specific topic for a UN (Executing Agency) Member State. 2)Commitment to Development Index (along with other, such as, Socio-Economic Security Index, Happiness Index, etc) has been used in highlighting norms and standards to aspire to in developing institutional capacity to meet MDGs. (Working paper and Policy Advice to Member States)	ILO
Living in the UK and working at the Institute of Development Studies, I find the CGD the most valuable of US websites for keeping abreast of US perspectives on development thinking.	Institute of Development Studies

Subscribers' examples of how they have used CGD publications and data (cont'd)

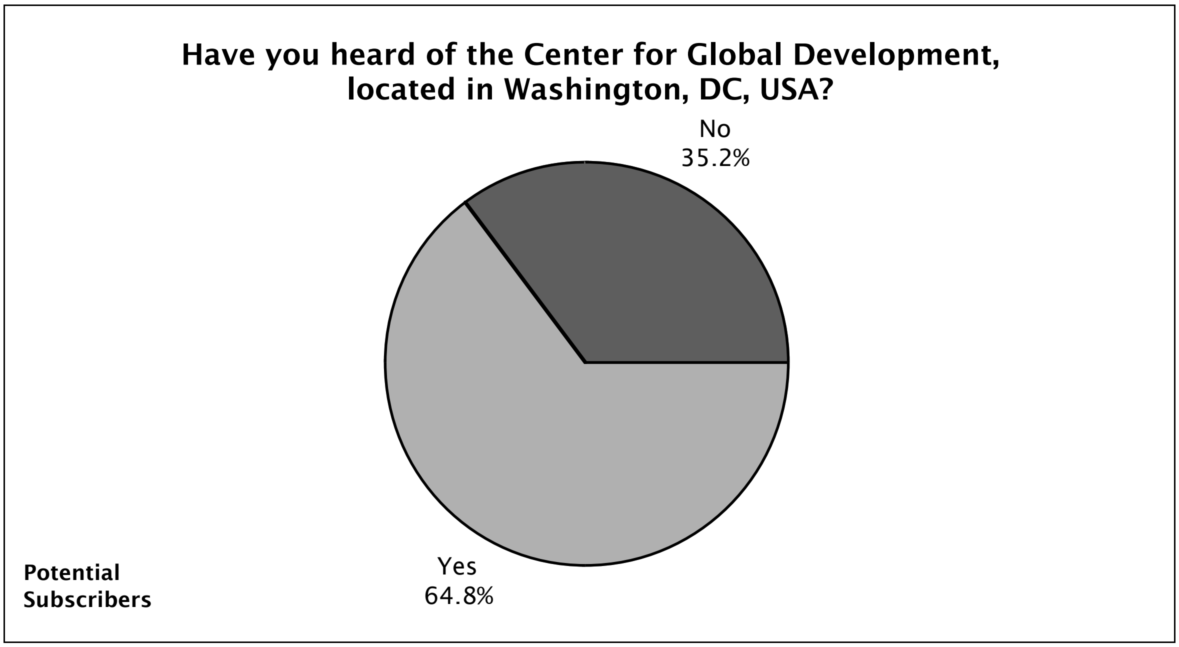
I work for an AIDS vaccine organization. CGD's work in this area is absolutely outstanding, and has formed the basis of a major portion of our advocacy. It has led to draft legislation in the U.S. Senate and has provided the intellectual underpinning for much of our own outreach on the need for incentives to spur vaccine development.	International AIDS Vaccine Initiative
Information on evaluation used to rethink evaluation approach on loan.	Inter-American Development Bank
I looked at some of the papers on the IFIs while we were writing the DFID White Paper, though it would have been very good to know about the major piece of work recently published, that I wasn't aware was in the pipeline.	DFID
The Commitment to Development Index has been useful in developing our priorities for policy coherence work. CGD work on AMCs has been fundamental to developing our position on this issue. CGD work on aid instruments has been useful in developing our positions on TC, budget support etc	DFID
I have followed updates on changes at USAID closely and appreciated them. I have received expert opinion interviews from Peter Timmer and Nancy Birdsall for background on a research paper I belong to an impact assessment working group which has overlapping goals and aims as the CGD one. We were heartened by the effort and would like to cooperate in the future.	Development Alternatives International (DAI), Inc.
I have used CGD data to inform policy papers and congressional testimony. I have also used CGD data to prepare for meetings with policy makers and members of the Bush Administration executive branch (MCC, State Department, NSC, etc).	Catholic Relief Services
I use CGD to keep up to date on debates around engagement in fragile states, innovative finance facilities, aid effectiveness and reform of international finance institutions. I have referred to CGD findings in a variety of reports.	Australian Treasury

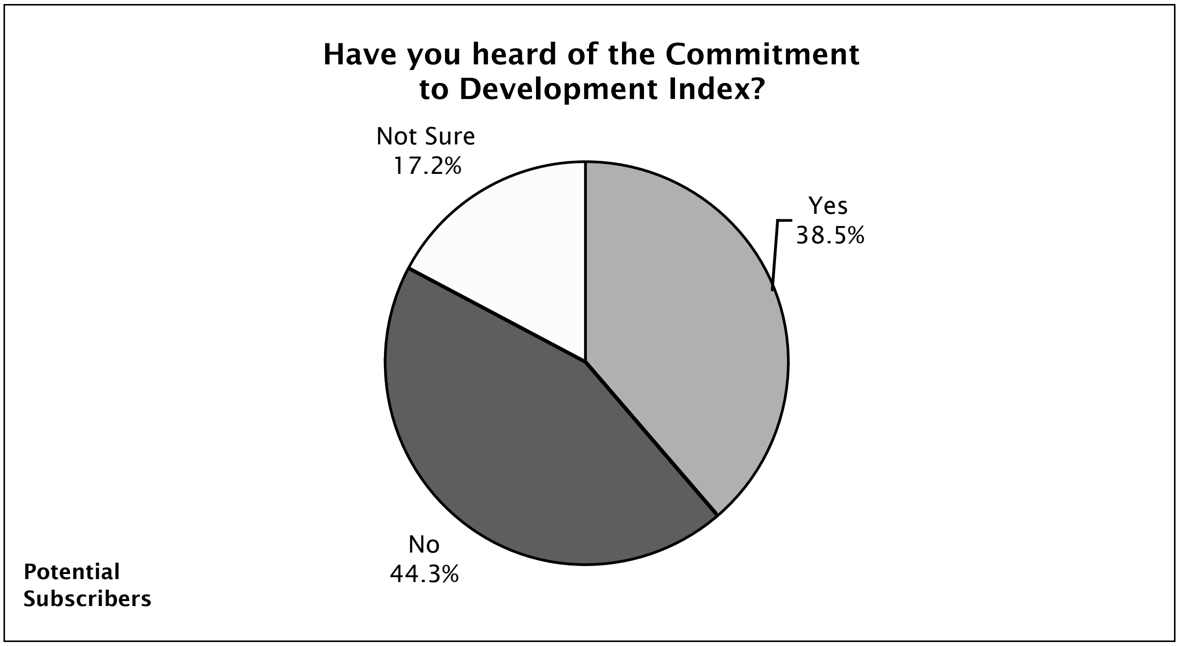
Suggestions for development topics that require further research and analysis were provided by 498 survey respondents. A small representative sample is presented below. This is an indication of current subscribers' wide array of development interests. Careful strategic planning to guide the selection of new research initiatives is thus crucial as the Center seeks to manage the expectations of its diverse audiences and maintain its focus on its mission.

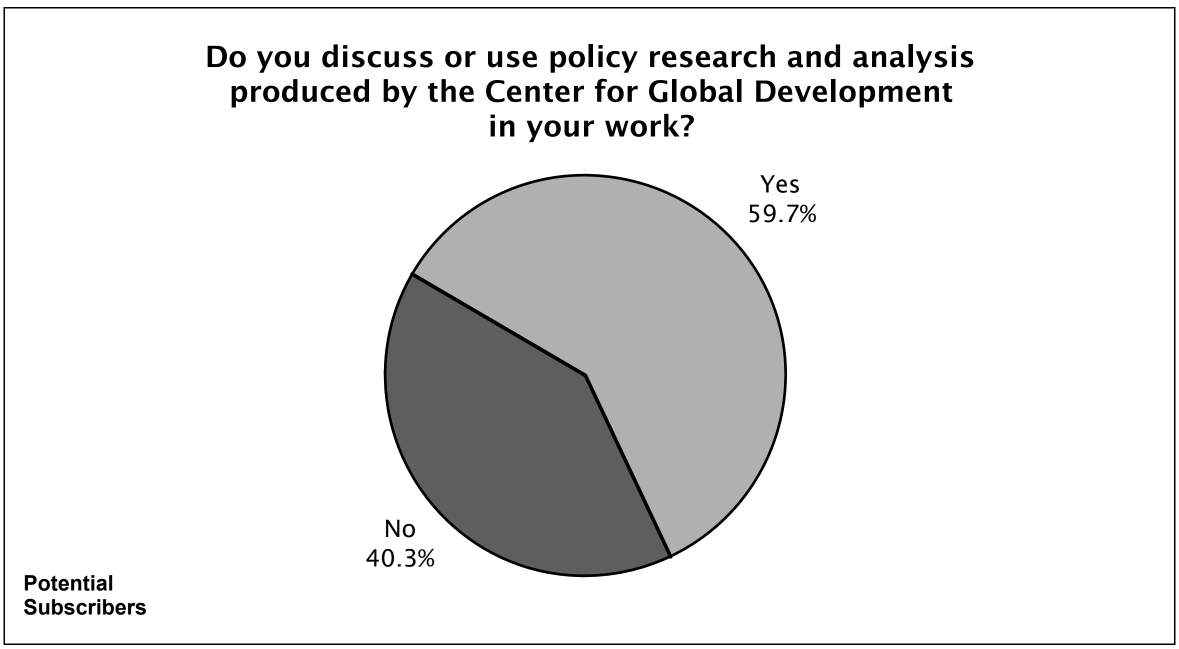
Subscribers: Please suggest one or two topics related to international development that you believe require more rigorous research and policy analysis.
- The relationship (if any) between the international competitiveness of products and the efficiency with which they are produced. - Why the quality of political parties in LDCs [Less Developed Countries] remains so poor, for so long, despite local and international efforts to improve them. (With special attention to the persistence of personalistic parties, instead of programmatic ones.)
Continuous review of global Economic policy regime which is still dictated by neoclassical paradigm with little focus on political economy and institutional aspects -problem of synchronization in Economic policies pursued by UN system, WTO, world Bank and Other international Agencies. Ways to evolve common approaches.
You are too USAID / USG-Centric.
the ways Washington politics, and bureaucratic stovepiping frustrate the actual use of rigorous analysis in guiding concrete policies toward specific countries/regions, and the costs that thus result through failed policies. why there continues to be a lack of coherent development theory and policies toward classes of countries and individual countries. (CGD itself reflects this stovepiping to a considerable extent, in the sense that the heavily 'econometric' individual economists on the staff are each mainly interested in one or a few sectoral-issue areas, and tend to do global cross-sectional analyses of just them, rather than country-specific, holistic multi-sectoral, and more political-historical analysis.
there is a lack of awareness of the value of simple and appropriate technology. Inevitably the 'developed world' views issues through 'developed world eyes' and experience. it is actually very difficult to step culturally outside the prism of typical 'Washington think and speke' into the simple and similar yet diverse realities of development issues on the ground. Having people who have been reared in/ lived/served their time in developing countries is one way to address this rather than professional academics and conference goers
The development impact, in developing countries, of the developed world's non-aid policies. ie. outputs, rather than the inputs which the CDI covers.
Oh, please do some extra policy advocacy on rural development. This is an area that would bring harmonization/alignment, etc. into reality and not just in the talk-shows/international conferences that come once in a blue moon. Why not help the international bodies be enlightened further about results based management not as just efficiency in handling billions of money but where we are putting them [not lost to political battles] and have a serious reflections on where are the poor beyond institutionalization of development efforts?
Latin American growth failure under the Washington Consensus; problems of market failures arising from Washington Consensus development policies
I think that more work is needed on how vaccine development for HIV will be rolled out and what will be the constraints to vaccine access. A second related topic relates to scaling up access to treatment for HIV and what is the capacity of treatment that can be sustained with different funding scenarios.

Potential Audience

Survey respondents representing potential CGD subscribers were mostly policymakers based outside of Washington, D.C. The only exceptions in this group of 140 respondents were U.S. government officials – 15 percent of these respondents. Nearly two-thirds of these respondents had heard of CGD and almost 40 percent know of CGD's Commitment to Development Index, as shown below. The survey shows that almost 60 percent of these respondents discuss or use CGD's research in their work. This suggests that CGD has managed to develop an international reputation in its first five years.



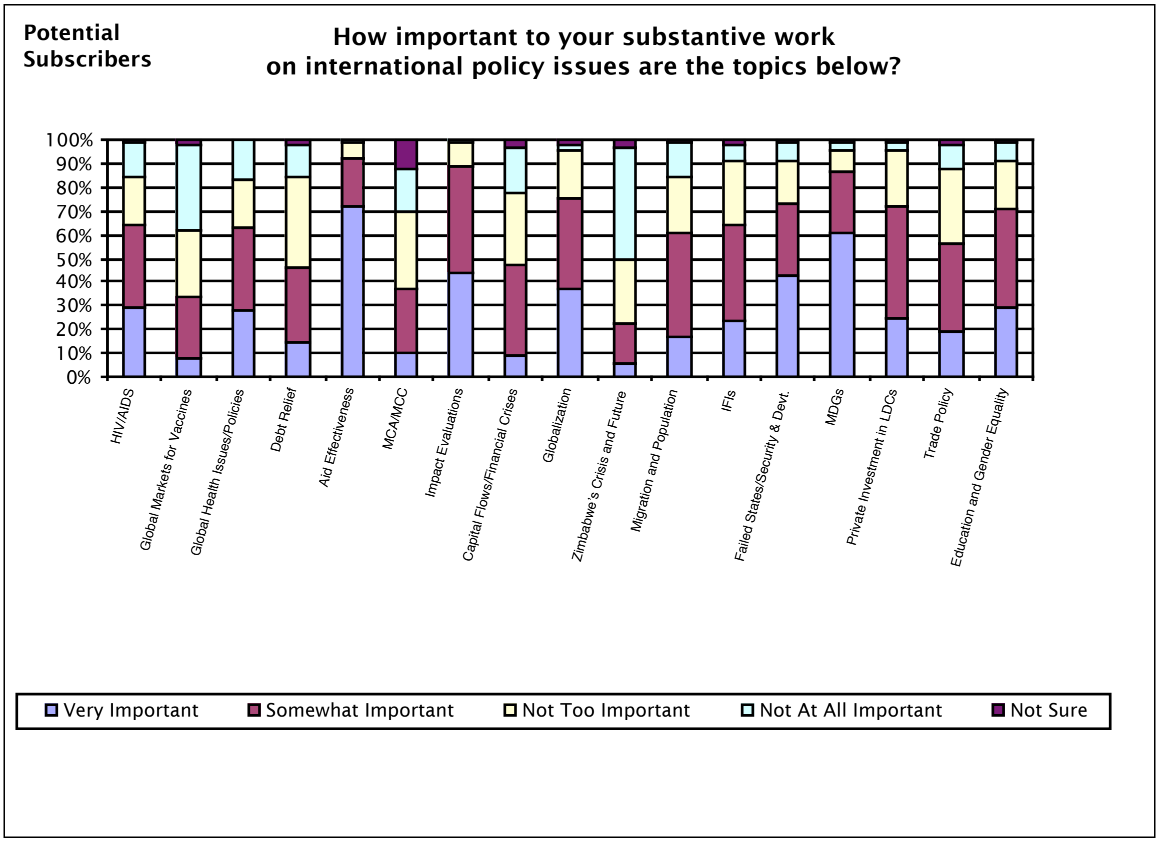




The following chart shows that potential audience members indicated that a number of development topics on CGD's agenda are important to their substantive work. Over 70 percent of these respondents see aid effectiveness as a very important topic, with most of the others describing it as somewhat important. Similarly, over 85 percent of respondents identified the Millennium Development Goals as a somewhat important or very important topic for their work.

Other CGD research areas are less interesting to this group of respondents. Less than a third identified global markets for vaccines as somewhat or very important, and less than half of respondents see debt relief and the Millennium Challenge Account in those terms.

CGD clearly performs research and analysis in areas that are relevant to development policymakers in rich countries worldwide, but not all of its research topics that are relevant to other audiences should be expected to gain traction with policymakers.

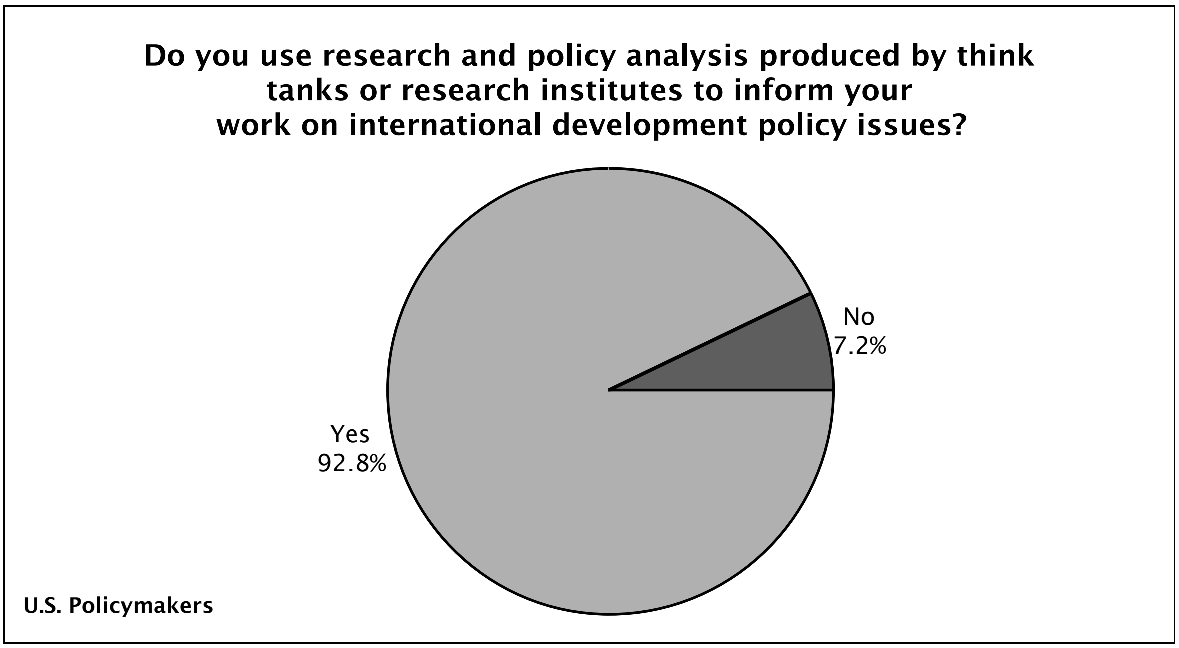


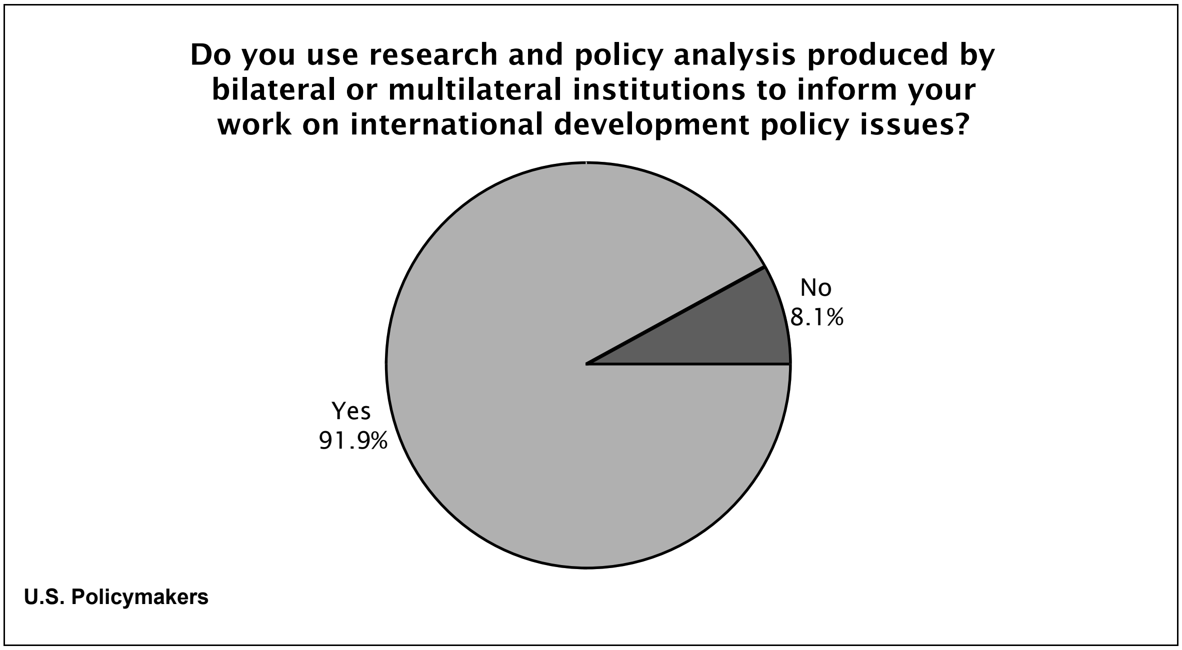
Some potential subscribers provided detail about how they have used CGD publications and data in the past. Samples of these comments are in the table below.

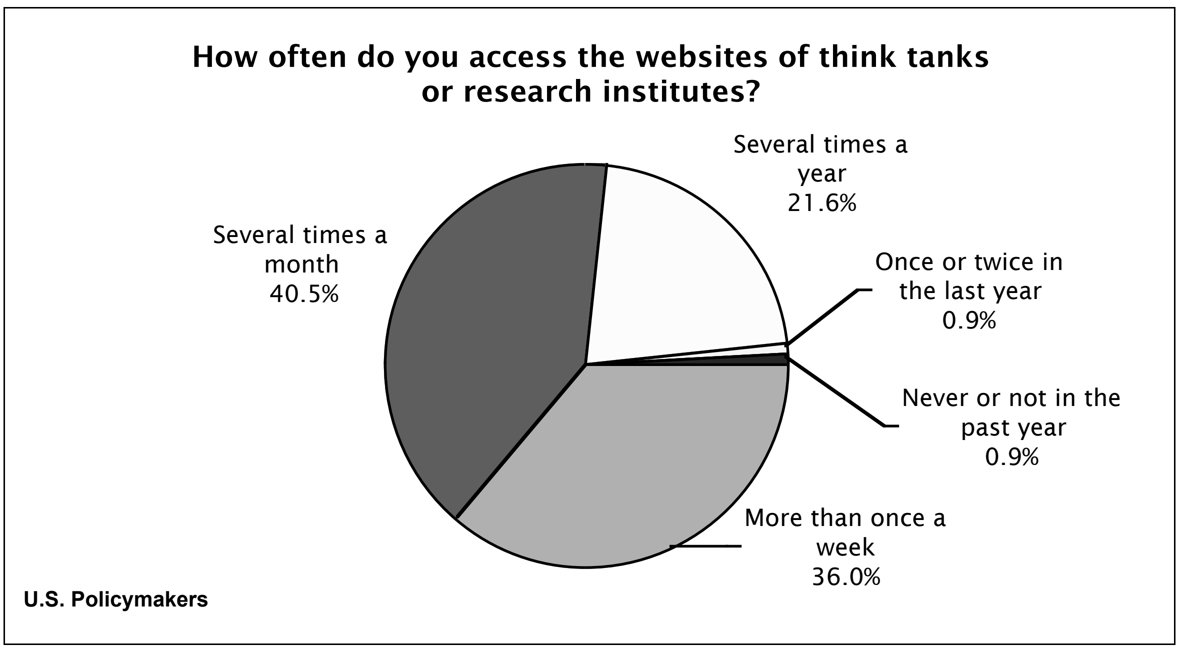
Potential Subscribers: Please give us one or two specific examples of how you have used CGD publications and data.
- I have used the CGD's work on debt relief (Todd Moss' work) to inform my work on external debt management in sub-Saharan Africa. - I have used some of Peter Timmer's work re: agricultural growth and effects on the poor.
1) I have found material on CGD website useful for staying current on debt forgiveness/rescheduling for Nigeria. 2) I and colleagues in my organization have found CGD econometric work on aid effectiveness to be stimulating and worth sharing with my colleagues and we have done so by having CGD authors of such work present it at workshops for staff, and by ourselves doing a two page technical briefing for our worldwide and in-Washington staff on the CGD paper by Radelet, Clemens and Bhavnani 'Counting Chickens When They Hatch: the Short Term Effect of Aid on Growth.' Our two page brief on the Radelet et al. paper included an electronic link to the CGD website. We distributed our technical brief on the Radelet audience by E-mail to our organization's staff concerned with economic growth issues worldwide by E-mail and posted it on our internal website, which is indicative of the importance we attached to this paper's findings and methodology.
I only have used/use the Commitment to Development Index for my work.
Analysis of health issues in relation to vaccines (creating markets etc). Analysis of MCA criteria.
Data on aid effectiveness and commentary on fragile states issues/analysis for briefings/speeches. Some country-specific research data for briefings and policy papers.
First year the CDI came out, had to do an analysis of it for management.
For seeing what others have said about Canada's development assistance program
look at it to see what is 'hot' with a certain part of development community and to mine for data and quotes.
Policy discussions of aid effectiveness, with a focus on criteria and factors that impact on it; analysis of aid approaches likely to contribute to aid effectiveness enhancement.
Preparing Canada's response to the Commitment to Development Report and preparing information for political levels as to how and why Canada compares as it does to other donors. Used several papers as reference material for the preparation of policy papers.
World Bank and AfDB policy proposals for incoming Presidents used to inform DFID position on these multilaterals. Work on failed states to inform DFID position

U.S. Policymakers

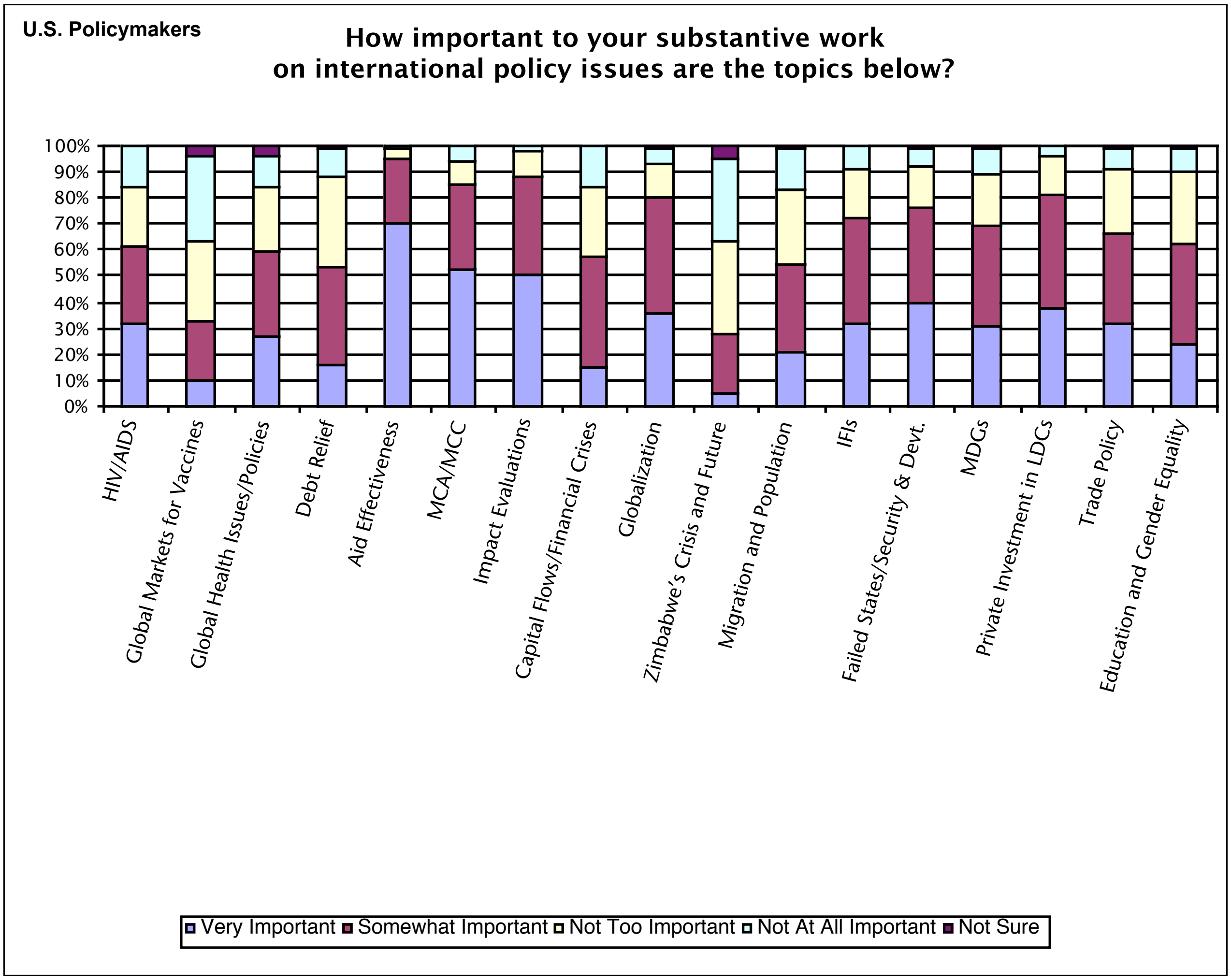
The audience survey elicited 115 responses from U.S. policymakers. This includes 56 responses from USAID officials and 49 from other executive-branch agencies and Capitol Hill. This section presents responses from the full list of U.S. policymakers, drawing from both the CGD email list and the supplemental list created by Arabella Advisors. Of the U.S. policymakers, 77.4 percent of respondents live and work in Washington, DC. Most questions were answered by between 95 and 115 respondents; some respondents skipped several questions.



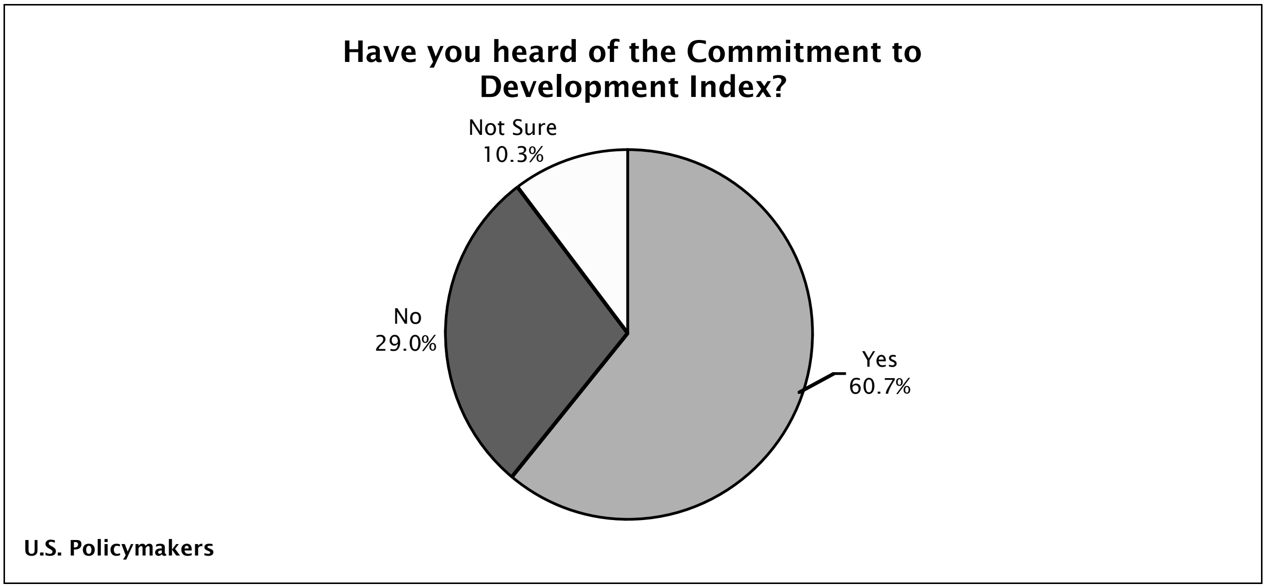




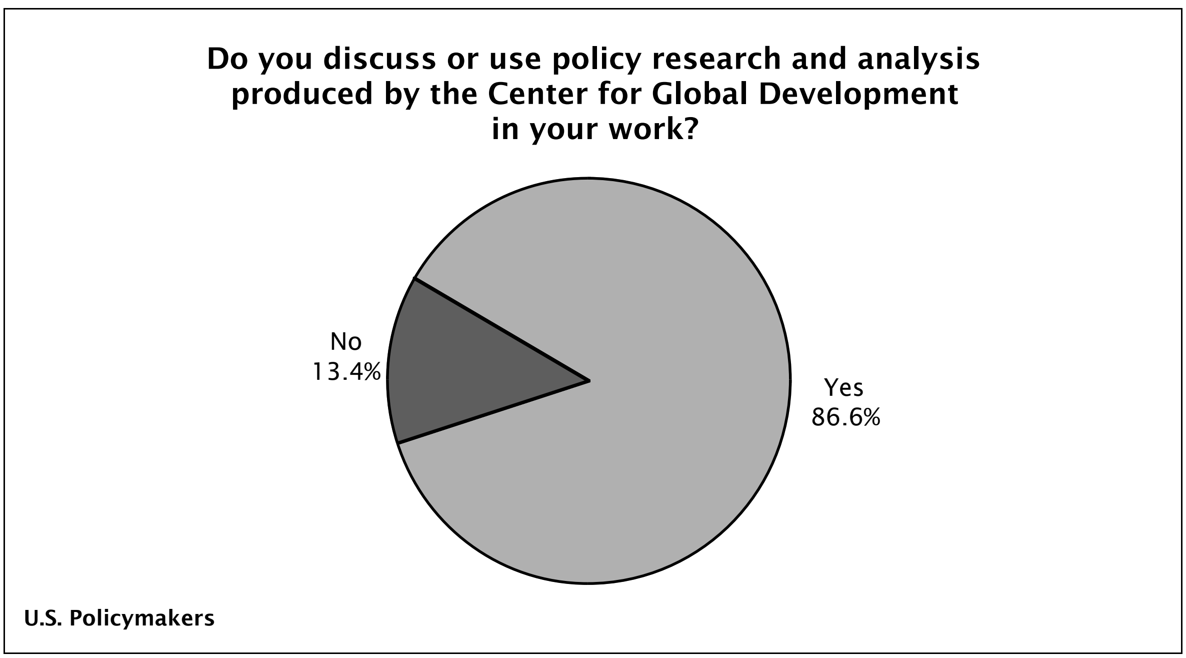
Over 90 percent of U.S policymakers indicated that their international development work is informed by the research and analysis done by bilateral and multilateral development agencies. Many of them also reported that they regularly use the websites of think tanks or research institutes. This suggests that many policymakers seek information from a variety of sources, both within and outside of government.

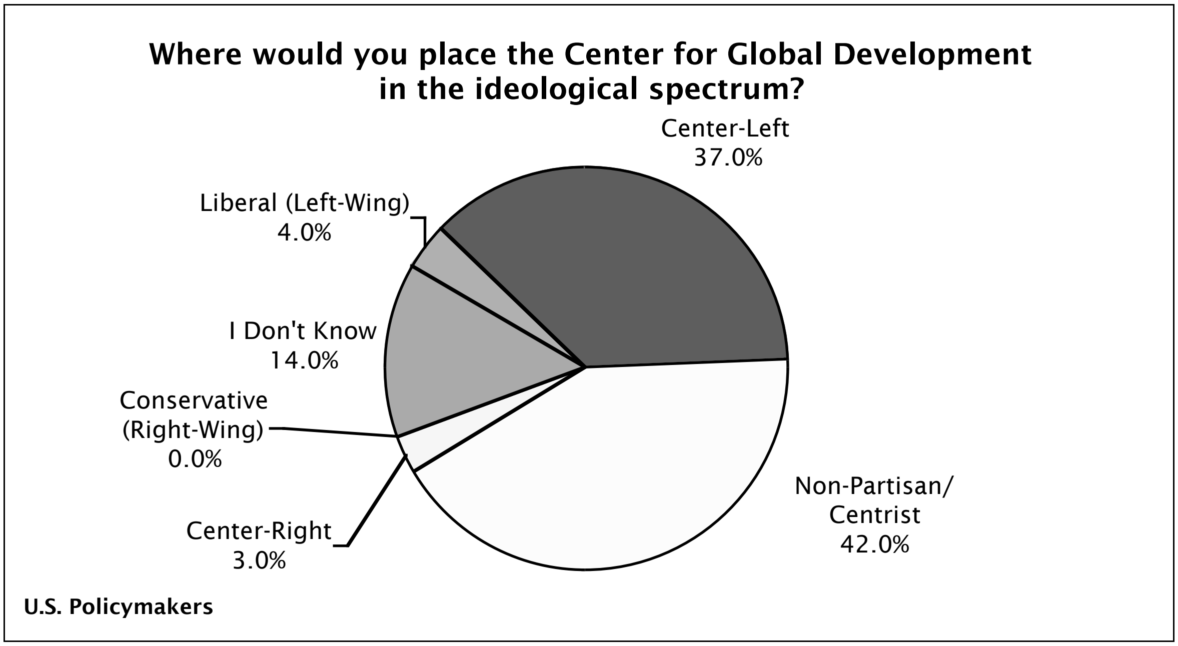


U.S. policymakers indicated that they are especially interested in issues of aid effectiveness, impact evaluation, the Millennium Challenge Account, and private investment in developing countries.

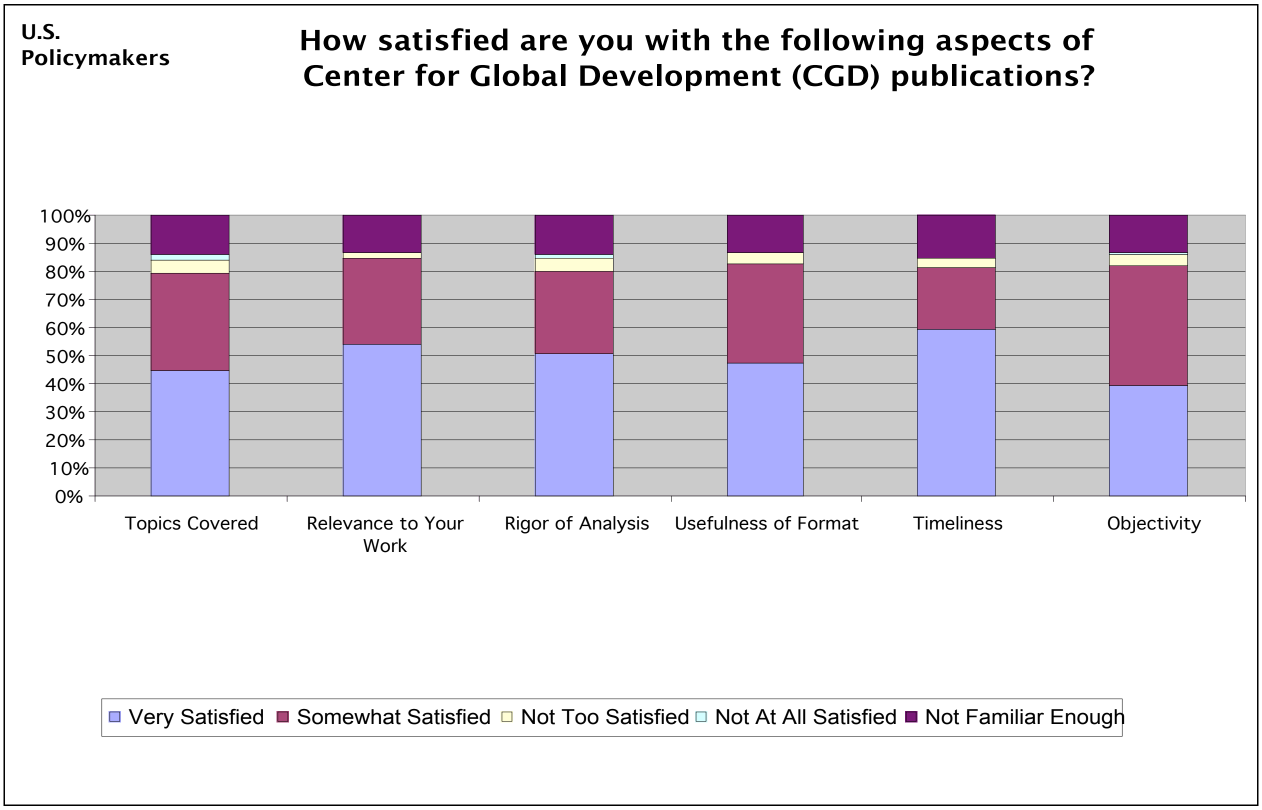


Nearly two-fifths of U.S. policymakers who responded to the survey were unfamiliar with the Commitment to Development Index. This suggests that even CGD's most high-profile product has room for market expansion.

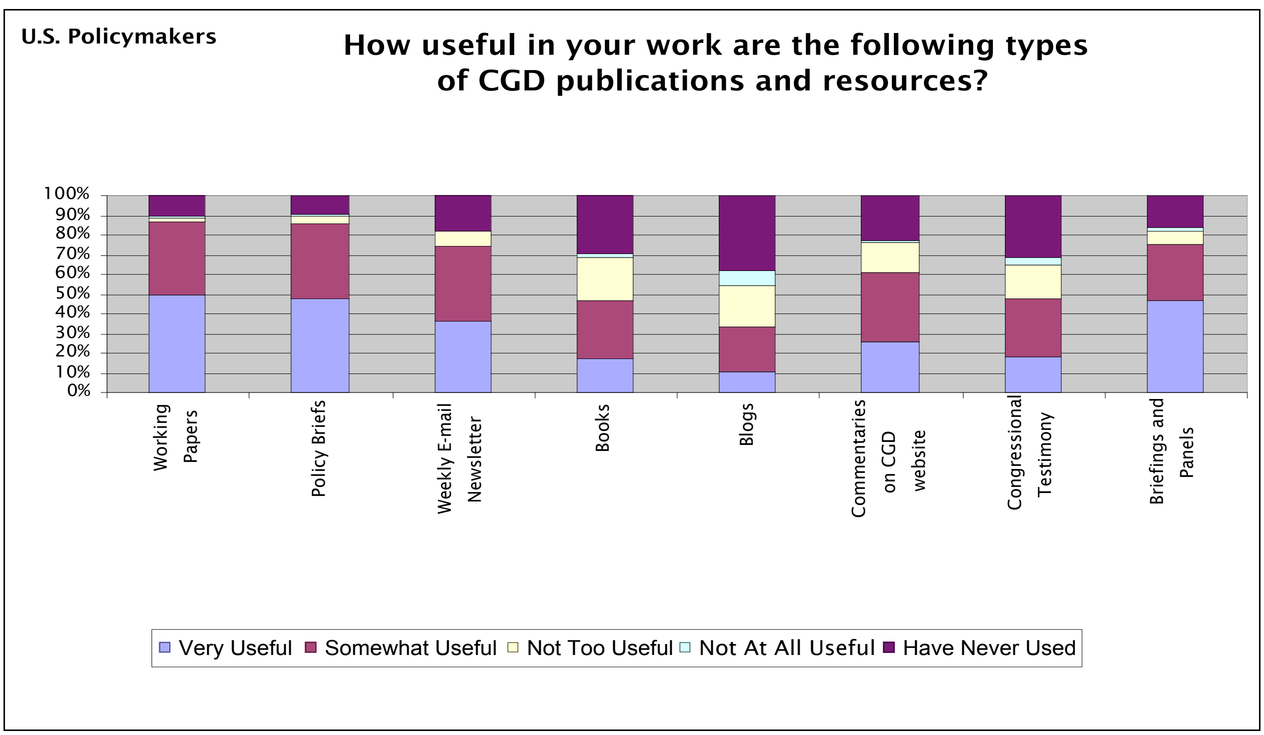




Many U.S. policymakers discuss CGD's research at work, and they perceive the Center as a reasonably middle-of-the-road organization. Nearly half of those respondents who knew enough about CGD to judge its place in the ideological spectrum see it as a non-partisan or centrist institution. Most of the rest label it as "center-left." This may reflect a perception that some policymakers have of international development – namely, that it is a left-wing issue.



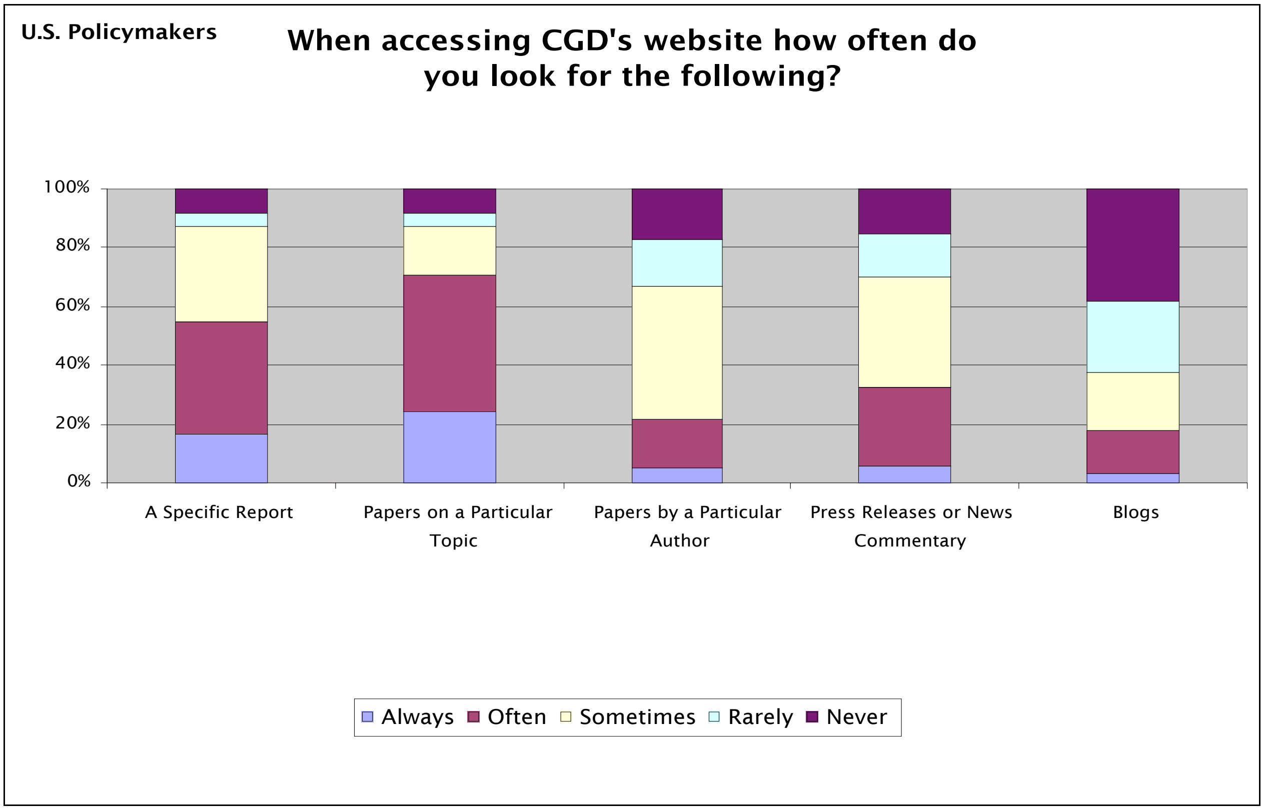
U.S. policymakers were much more likely to be unfamiliar with CGD's work than to be unsatisfied with it, as the chart above shows.

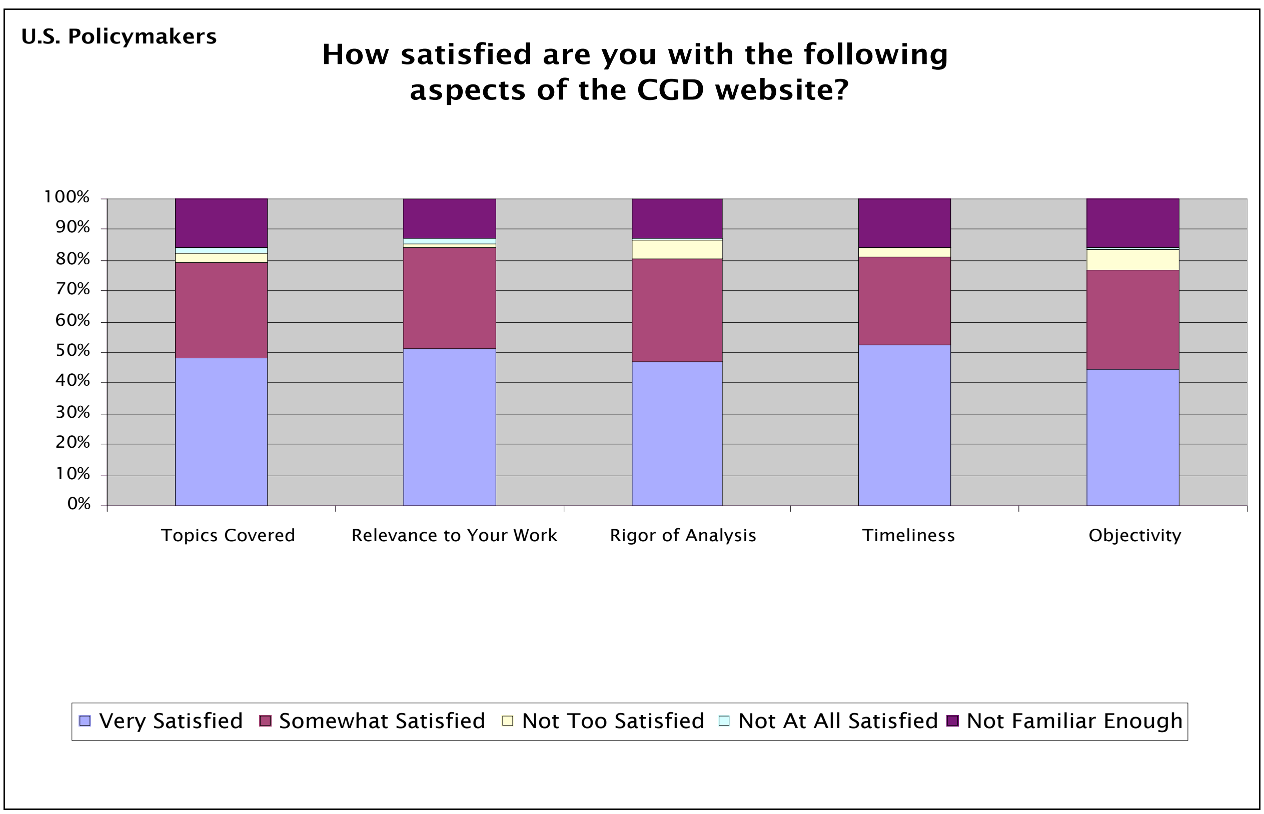


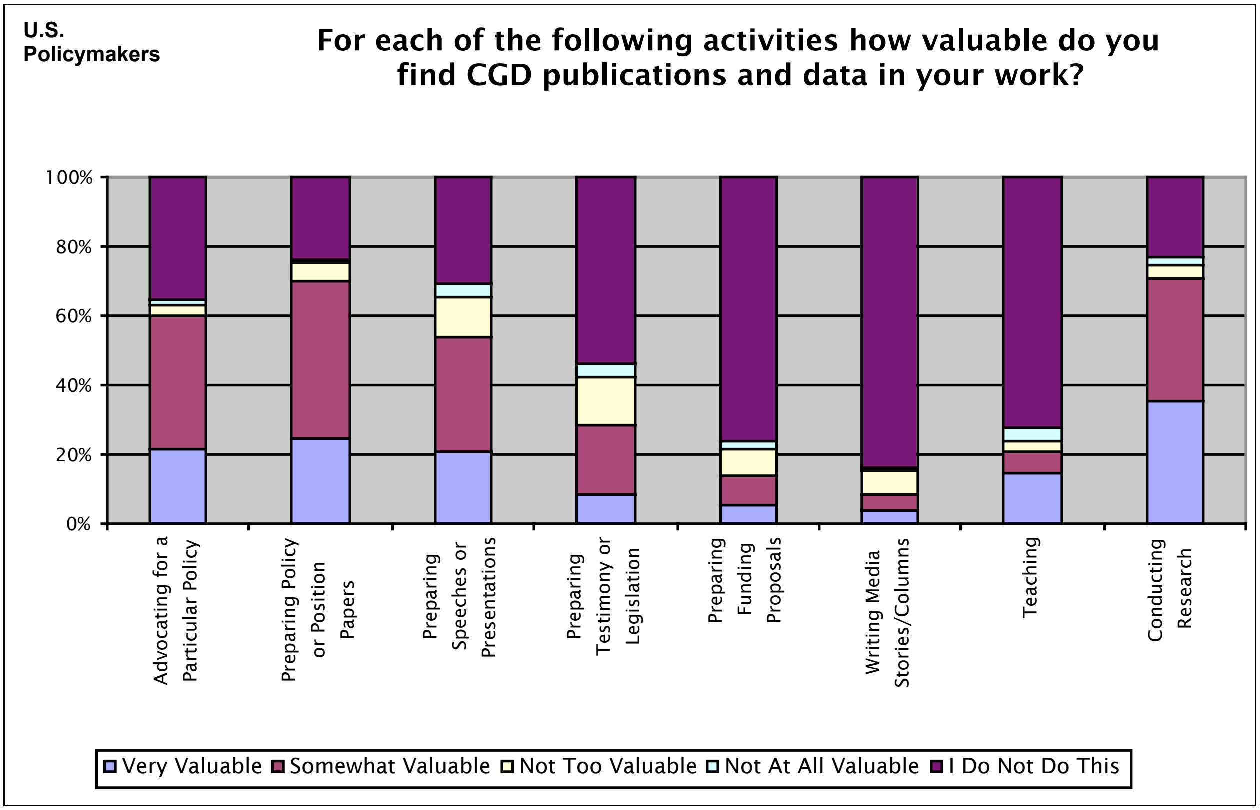
U.S. policymakers find CGD's working papers, policy briefs, and briefings and panels to be most useful to their work. Books and blogs are less important to most policymakers.

Some U.S. policymakers gave specific answers regarding what frequency and format would be most useful to them. Their written answers indicate that CGD is reaching some U.S. government officials, but that further outreach could successfully increase the Center's impact on this audience.

U.S. Policymakers: If you answered "yes" to any of the above, what format(s) and frequency would be most useful?
Actually, it would be a matter of my looking more fully into the range of products produced by CGD and having the time to access them. The product mix described looks like a good one and I would not suggest any changes.
Emailed notifications of events and papers would be useful and is probably available. I just haven't signed up for it.
Hard copy of the newsletters and invitations directly relevant to my area of responsibility (AIDS) would be helpful. Easier to take home or on travel and to skim for relevant details.
I often feel like the information I am looking at is a populist opinion packaged in sound-bite form. I am looking for hard data and the occasional theory that isn't a part of the popular moment.
I was aware of CGD but not of any of the activities outlined above. I attended one seminar there by an acquaintance and another friend sent me a copy of a paper she did there relating to health while on leave from the World Bank. Otherwise I have not had any contact with them. Judging from the above list of topics, they are not working on any that are of relevance or interest to me (S&T policy, R&D policy, agriculture) except, evidently, global health policy, and I have not seen anything that they have done except for the paper noted above.
I would like to see topic specific information. For example, if I had an interest in a particular region of the world, I would like to see work that is specific to that region produced by CGD on a regular basis.
I'd like to know more about CGD.
On the weekly web update I would appreciate it if more text was available to be read in the email rather than always needing to access the web site for more than just the first paragraph of text.


U.S. Policymakers
When accessing CGD's website how often do you look for the following?
100%
80%
60%
40%
20%
0%
A Specific Report
Papers on a Particular Topic
Papers by a Particular Author
Press Releases or News Commentary
Blogs
Always
Often
Sometimes
Rarely
Never


U.S. Policymakers
How satisfied are you with the following aspects of the CGD website?
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Topics Covered
Relevance to Your Work
Rigor of Analysis
Timeliness
Objectivity
Very Satisfied
Somewhat Satisfied
Not Too Satisfied
Not At All Satisfied
Not Familiar Enough



More than two-thirds of U.S. policymakers found CGD's products to be somewhat or very valuable to them in preparing policy papers and when conducting research. Of those policymakers who indicated that they sometimes prepare testimony or legislation, almost 40 percent indicated that CGD's publications are not too valuable or not at all valuable to them when they prepare for those tasks. This could suggest that CGD's analysis may have an opening to provide policymakers with more clear and concise policy recommendations, as the communications and outreach chapter of this report suggests.

A number of policymakers provided details about how they use CGD's products in their work. These comments suggest there is a wide variation in the extent to which policymakers are familiar with CGD's work, engage with its researchers, and use its products to understand and shape policy.

U.S. Policymakers **Please give us one or two specific examples of how you have used CGD publications and data.**
1) Briefing my boss, a Congressman, in preparation for a speech on trade and global poverty. 2) Reading a report by Kim Elliott on sugar reform in order to brief my boss on the issue.
1) I use the commitment to development index in my research on aid allocation as an indicator of aid quality. 2) I used the Counting Chickens working paper to teach as an example of what prominent economists are doing these days with aid and country growth equations.
As background on aid effectiveness, USG aid organizational structure and USG aid reform.
Briefing papers for senior management detailing emerging issues, new thinking, and hot topics in the development community.
Commitment to the poor index is fascinating, but CGD seems behind the curve at times and not objective – it took a while for them to come out and talk about the US's mode of private philanthropy and it does Washingtonians a disservice I believe to just have the liberal one sided rant all the time. Balanced journalism is a rarity in this city and it is appealing.
Down-loaded full text of a briefing on a development-related topic that is of interest to member of Congress so that he could refer to it –and I could quote directly/accurately from it. Read a couple of reports/policy briefs to get a better understanding of where groups/individuals/researchers were coming from since their assumptions, views and research differed from my own orientation.
Explaining the origin and irrelevance of the 0.7 percent. Aid effectiveness argument – Counting Chickens and countering Bill Easterly Primer on Foreign Aid and other fundamental data
Frequently use and quote empirical data, in particular as relates to evaluations and aid effectiveness work, in review development project proposals.
I've used the HIV/AIDS and global development information to advocate for a broader application of PEPFAR within USAID. Specifically this involves private sector development, economic growth and global health. Additionally, my advocacy of public-private partnerships in support of global health delivery, OVCs and prevention techniques for technical project design.
None, due to lack of awareness of their activities.
Pritchett's working papers have been extremely useful in thinking through education issues at USAID; ditto Clemens et al on education and on the MDGs; ditto Radelet on the Millennium Challenge Account.
Promoting a partnership between USG, WB, and others to undertake rigorous scientific impact evaluation of development aid for health; developing legislation on neglected diseases, including the use of advanced market commitments.
Regularly assign them to Foreign Service Economic officers in my training programs. Occasionally forward them to office directors in the Economics Bureau at the U.S. Dept of State when I think arguments are particularly good.
We have used CGD's work in our background research. In addition, we have been lucky to have CGD researchers present their work and findings to our group, for which we have received training credit.

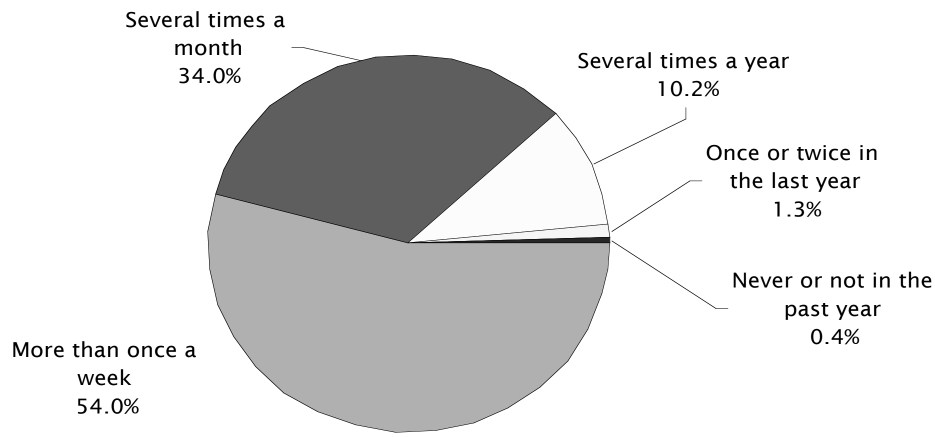
Some policymakers suggested development topics that they believe need further research, as shown in the next table.

U.S. Policymakers **Please suggest one or two topics related to international development that you believe require more rigorous research and policy analysis.**
Institutions writ large (that is, using the broader sociological definition rather than the encumbered economic definition of institutions). What are the key institutions (enabling environment) for sustainability (beyond 'democratic institutions')? What is the new agenda for agriculture in Africa? Will the AU NEPAD CAADP exercise get the growth needed? How does work such as the World Bank's 'Beyond the City' inform rural development and poverty reduction? This research and policy analysis needs to build on global understandings and not Peter Timmer's experiences in Indonesia.
It's not necessarily the 'rigor' of the analysis -- it's the assumptions from which you start your analysis. It's very IFI-oriented, very private sector oriented, it's very 'Nancy Birdsall,' author of structural adjustment, oriented.
Perhaps unfairly I tend to think of CGD as being too oriented towards the NGO world that has a certain disdain or lack of emphasis of th role of the foreign private sector in questions of economic development. A recent Radelet paper sought to be a general overview of the question of what does or could work in foreign aid. Not once was the possibility of utilizing foreign asistance to more aggressively stimulate private trade and investment. Yet much academic and World Bank research indicates that trade and investment are at the heart of today's economic development strategies. I think CGD has been late in getting off the mark on this important question.
Political ramifications of USG foreign assistance, as well as political ramifications of other countries' foreign assistance More emphasis on political analyses as well as economic More focus on Asia
Private sector participation in social sector service delivery in developing countries. Private sector response to major initiatives (MCC, World Bank or other). Have various investments or improvements resulted in private sector response? If not, why not?
The benefits of corporate governance, and the impact of the Enron scandal (etc..) as well as Sarbanes Oxley on overseas and US investment. The international law and the Geneva Accord issues related to Guantanamo as well as international health law – e.g., WHO policies
The policy disconnect between aid related to free trade agreements and USG trade policy. The role of the US Congress in the lack of aid effectiveness and coherence. Need for legislative overhaul of FAA of 1961.
The role of international development vis-à-vis the US foreign policy - it is working?
What drives economic growth? What explains Asia's success and why have standard remedies not worked in Africa and Latin America. The development community has forgotten economic growth in favor of MDGs and other issues, when growth is the heart of development.

Researchers

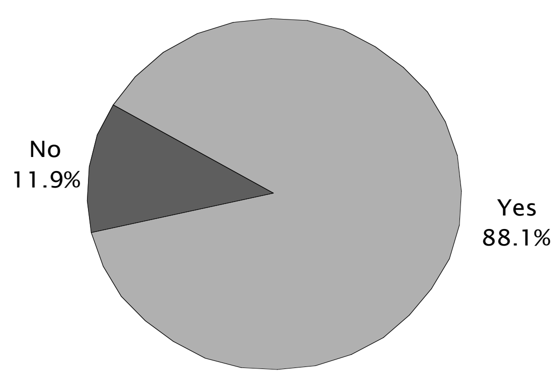
The audience survey elicited 245 responses from university faculty members and think tank or research institute staff. Almost 36 percent of these researchers live and work in Washington, DC. All were subscribers to the CGD weekly newsletter, and 88.1 percent of them discuss CGD's research in their work, as the bottom chart here shows. More than half of the researchers access the websites of think tanks and research institutes every week. Given the Center's focus on producing rigorous research, the opinions that other serious researchers hold about CGD are important to explore.

How often do you access the websites of think tanks or research institutes?

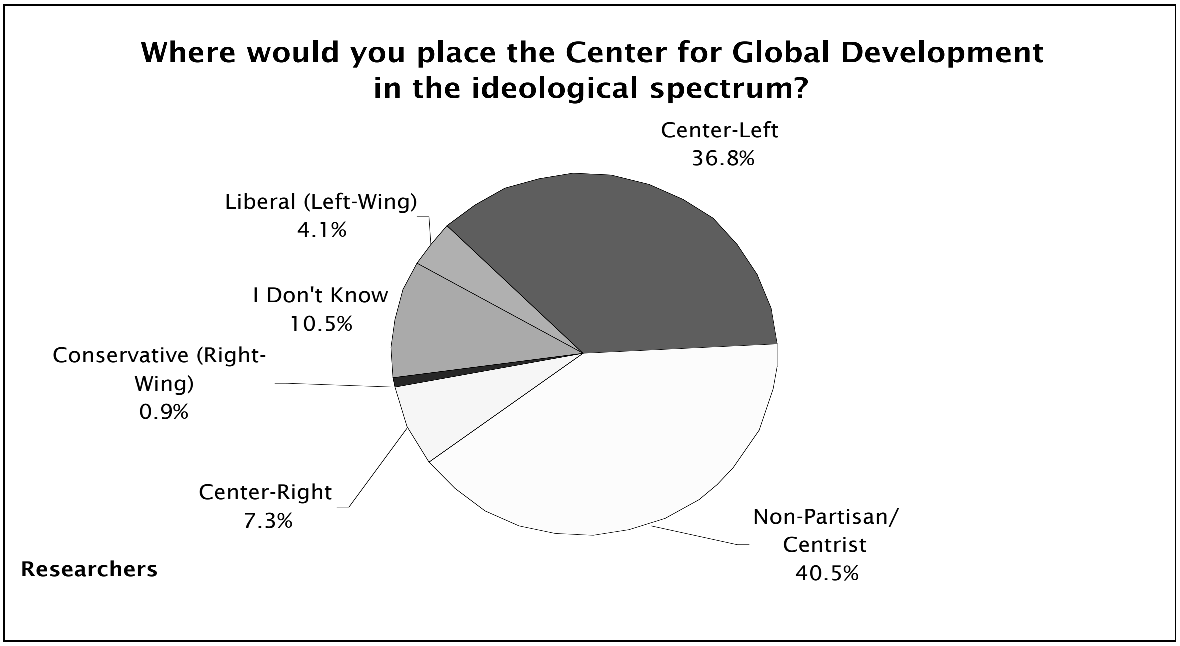


Researchers

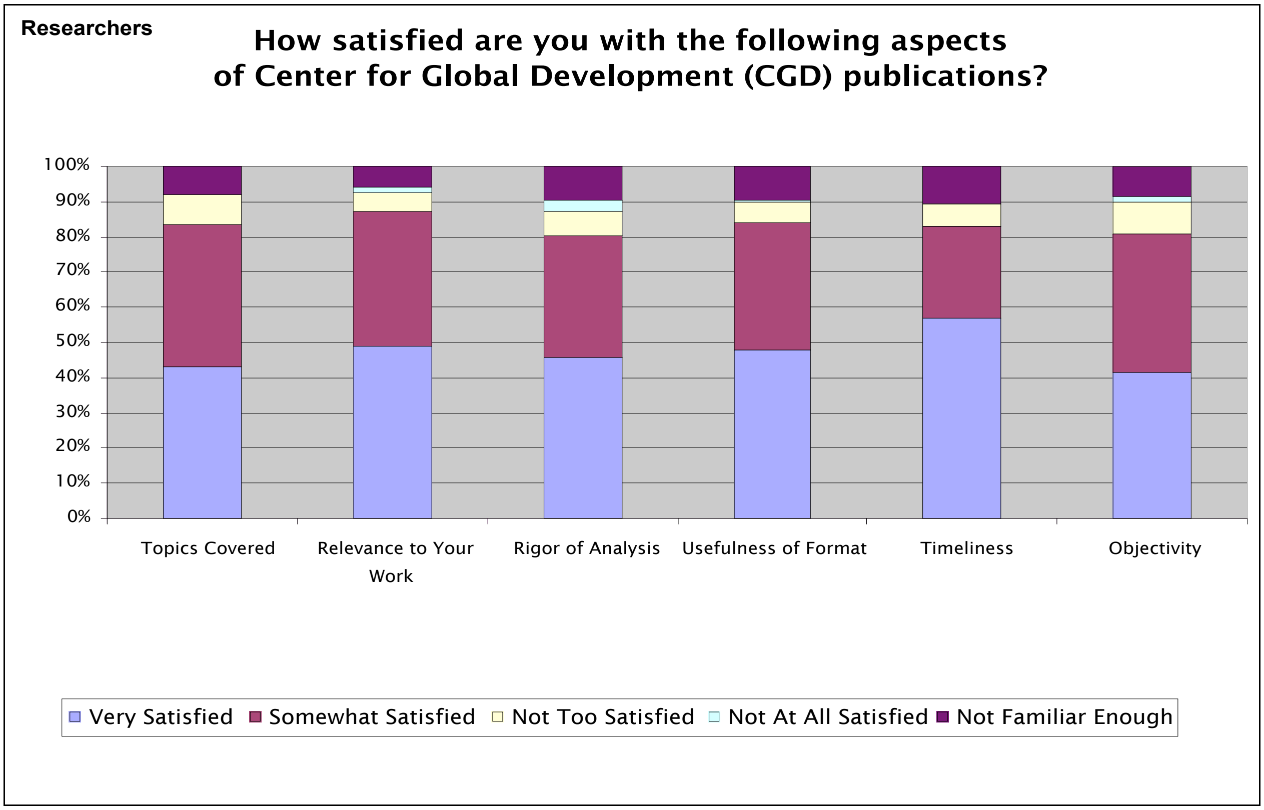
Do you discuss or use policy research and analysis produced by the Center for Global Development in your work?



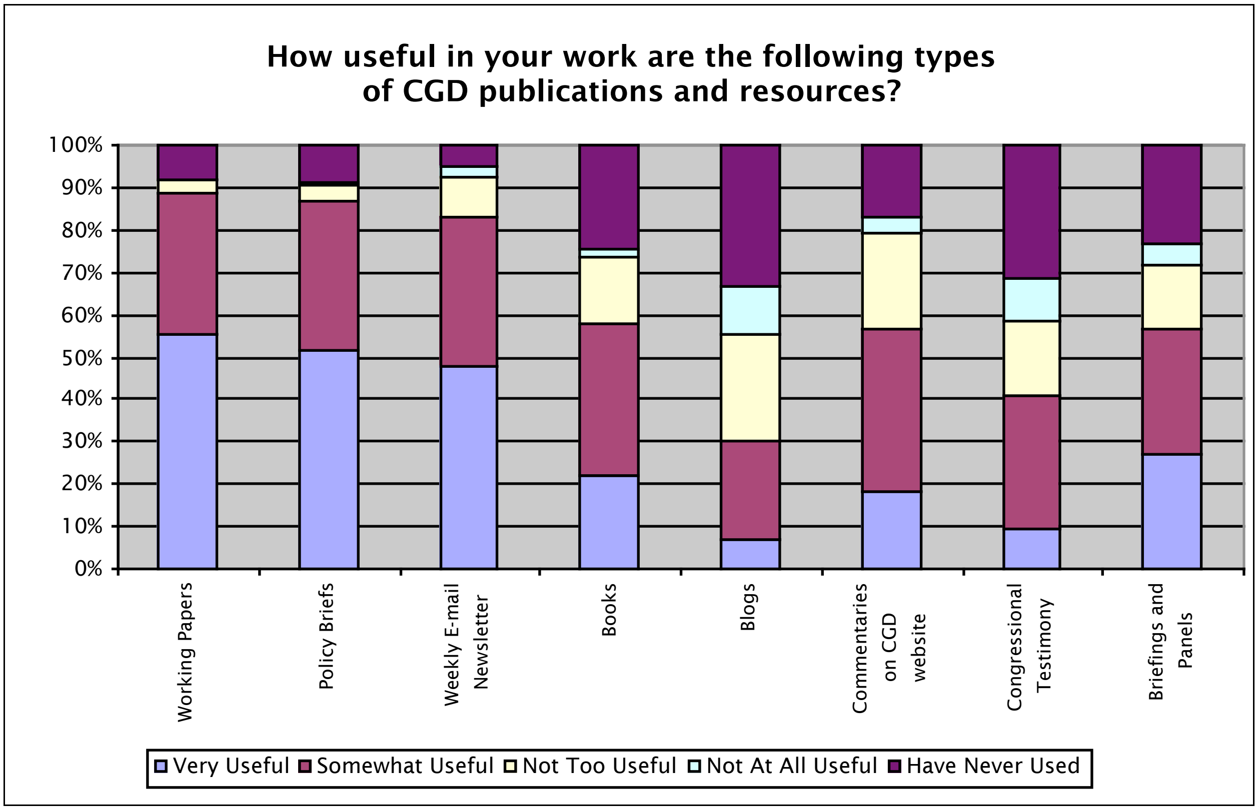
Researchers



The vast majority of academics and other researchers perceive CGD as having a centrist or center-left orientation. This suggests that few researchers question the credibility of CGD's research for ideological reasons.



Of the 214 researchers who answered this question, 80.4 percent indicate that they are either very satisfied or somewhat satisfied with the rigor of analysis presented in CGD publications. In fact, once we eliminate those 9.3 percent of respondents who declared themselves not familiar enough with CGD's work to make a judgment, 88.7 percent of university faculty or think tank/research institution staff at least somewhat satisfied with the rigor of CGD's work. This is evidence that in an academic sense, CGD is meeting high standards of rigor.

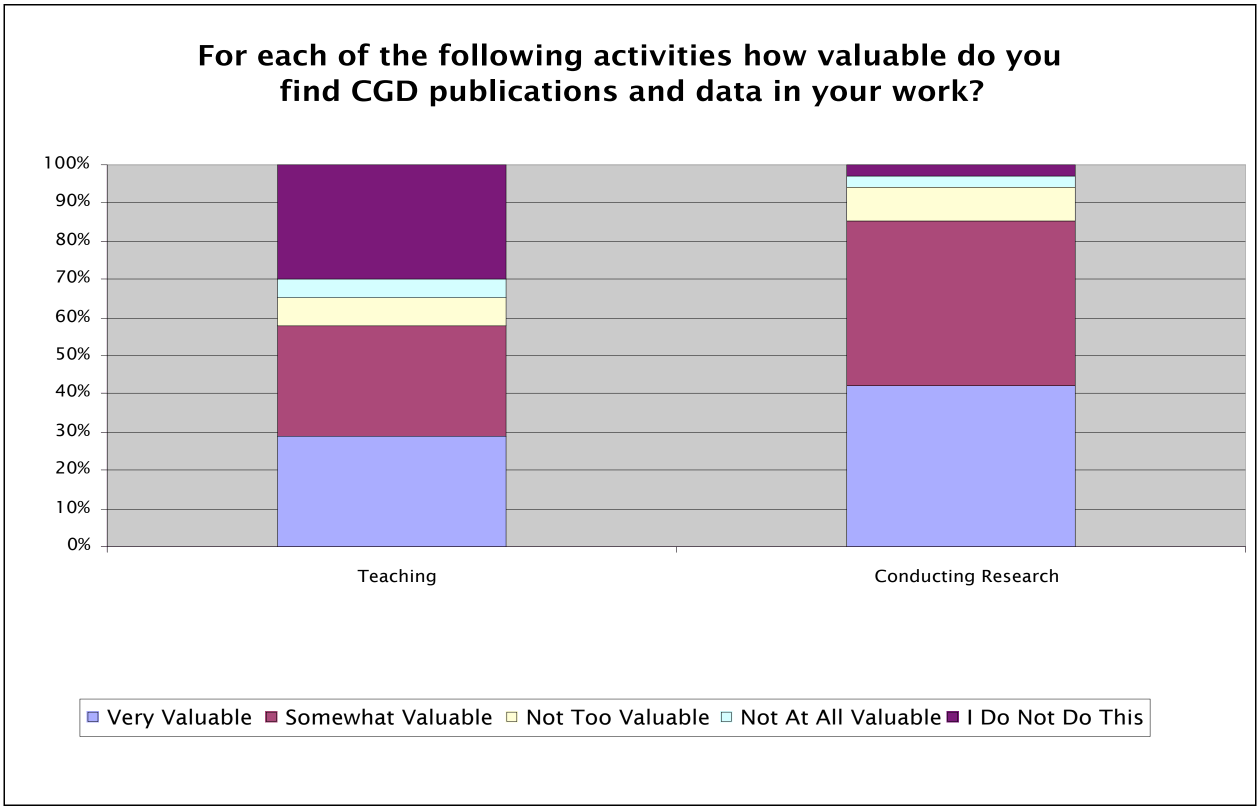


This charts shows that CGD's working papers and policy briefs are very useful to more than half the researchers. Most of the others find them somewhat useful.

Researchers offered a variety of comments about the format and frequency of CGD communications, including the following:

If you answered "yes" to any of the above [questions about whether respondents wanted changes in the format and frequency of CGD communications], what format(s) and frequency would be most useful?
As issues arise. With rapid turnaround capability. Key facts, background and then analysis precisely when they are needed.
As long as CGD publications essentially duplicate IMF, World Bank, etc. publications, they serve no real purpose and should be produced with less frequency.
As source of highest quality objective information and analysis, any development specialist would simply say of CGDev, 'More, more.'
More organized and consistent - if there were regular features and links it would be easier to navigate. As each update is somewhat different I prefer to go to the site rather than use emails sent by CGD to access information.
Shorter notes or policy briefs either daily or weekly. The emails are useful but i always have to click on the links to be transferred to the CGD website to read the complete reports. is there any way you can send a digest version of the reports in the email itself?
there seems to be a constant flow, which actually discourages me from closely examining any one. Its part of the general information overload through email that seems to be a constant in life these days.

Researchers find CGD's work somewhat or very valuable to them in their own research and teaching. Written comments from many of the researchers indicated that they often assign CGD products to their classes when they teach on development topics, and that many of them refer to CGD's work in their own research.



Examples of how they have used CGD's products were offered by 107 researchers. A sample appears below.

Researchers: Please give us one or two specific examples of how you have used CGD publications and data.
CGD's analytical support work for Nigeria's debt exit deal from the Paris Club was very useful for me in writing reports intended to clarify certain misgivings about the deal to my audience.
I assign CGD policy briefs to my students. I have recommended the recent CGD publication on migration by Lant Pritchett to several other colleagues working on global issues.
I drew on the evaluation gap paper in my own writings on the topic. I handed out a vaccine brief (actually, I probably emailed a link) to an MBA class on business strategies in emerging markets.
I have used CGD information on vaccine issues in developing countries in my undergraduate course in the economics of human resources and in my graduate demography class. I am also currently conducting research on vaccination and information in CGD papers has been helpful there as well.
I have used Millions Saved in research on impact evaluation, but would like to see similar research in other sectors besides health. Are there comparable success stories in economic development, environment, civil society? Evaluation Gap research very useful, but have found that many in foundation world, government and NGOs disagree with the emphasis placed on RCTs as the gold standard. I have used the foreign assistance primer in my research. Many other uses.
I have used Nellis and Nellis and Birdsall for my work on privatization in Africa. The two biggest problems I found with it were 1. the claims about privatization in Africa were based on outdated, incomplete information from the WB privatization database (so there was no independent verification of the data from the bank); 2. the authors just assume that most African governments are staffed by a bunch of incompetent, venal, anti-privatization bureaucrats. The work on privatization in Africa requires more nuance and they need to do a better job of differentiating among govts. in Africa. They should also acknowledge the serious drawbacks of privatization and endeavor to follow up on their claims that it is possible to achieve equity as well as efficiency.
I have used quotes from the report on figuring out What Works in presentations and research papers examining education interventions. And I have drawn on the blogs and the Commitment to Development Index in keeping abreast of current development issues to inform future potential research ideas.
limited use. CGD work is based on the principle of consensus formulation. The result is the lowest common denominator. CGD has little of its own technical expertise which limits it potential contribution dramatically.
Living in the UK and working at the Institute of Development Studies, I find the CGD the most valuable of US websites for keeping abreast of US perspectives on development thinking.
Nigerian Debt Relief Now a Done Deal: Q&A with Todd Moss, 04/24/2006, for a book chapter on debt initiatives. Will Debt Relief Make a Difference? Impact and Expectations of the Multilateral Debt Relief Initiative - Working Paper 88, for a speech on debt initiatives.
Prep for teaching masters course on poverty reduction in developing countries.

Researchers gave 101 written responses to the survey item asking them to suggest topics that need more research. A sample appears below.

Researchers: Please suggest one or two topics related to international development that you believe require more rigorous research and policy analysis.
I do believe that CGD buys into neoclassical economics a bit too readily, championing privatization, the Washington consensus approach of the IFIs (with only modestly more emphasis on poverty reduction), an uncritical approach to trade, etc. I am also surprised that CGD pays so little attention to gender, even within its primary attention to economic growth and economic governance and institutional issues. In this way, it is perpetuation the marginalization of these issues
Almost all, but I don't think that CGD has any comparative advantage in rigorous analysis. It is often unbiased, timely, and interesting, and presented nicely. It is a good bellwether for what people are thinking in the development community, especially where the middle ground is. But it is not a serious research organization, and given that, ir's policy analysis is often unsound.
Anything related to Environment and Natural Resources This is hardly mentioned at all, except perhaps for climate change, and even this is not covered as thoroughly and regularly as other topics are. Given the important of Environment & NR for development and poverty reduction in developing countries, it is a real glaring omission
HIV/AIDS resources and their allocation in so far as they can be linked to effectiveness studies. Redesigning the governance and incentives associated with public services such as health care delivery to be more responsive to local demands and be more cost-effective in their use. The same could be done for schooling, or migration, or nutritional interventions in periods of famine or targeted to the poor in normal times.
Internal management within USAID, MCC, State or international organizations, e.g., contracting, field/HQ relationships, effective use of personnel. The US Budget process for foreign aid; the role of Congressional Committees. The negative as well as positive impact of NGOs and other advocacy groups on US and international foreign policy and the use of foreign aid. The politicalization of development assistance by the present administration. The negative impact of the religious right on the use and application of US foreign policy and foreign aid. Lack of communication within the US Executive Branch on the policy and management of foreign aid; the negative implication of foreign aid carried out by 40 or so US government agencies.
more frequent analysis, and possibly a blog, on the process of foreign assistance reform?
Research on the UN contributions to development thinking and policy - and how they have often been less dogmatic than creatively differed from the Washington consensus. I note in an earlier question, you referred to the World Bank, the IMF and the World Health Organization - but not to any other part of the UN - DESA publications, UNDP's human development report, UNICEF's publications. More notes and summaries on the CGD website of these would be useful.
The development impact, in developing countries, of the developed world's non-aid policies. ie. outputs, rather than the inputs which the CDI covers.
Theoretically: How international financial institutions function and interact with other actors (bilateral donors, developing country governments, international investors); Empirically: Determinants and ranking of aid effectiveness across recipient countries.
there are many topics. CGD is not set up to undertake rigorous research and policy analysis. Nor should it pretend to do this in the future.
Trends in FDI and specific steps developing countries, particularly in SSA, need to take if they expect to attract more FDI. Is it reasonable to expect FDI will flow to some of the poorer countries even if they improve the institutional environment for investors?

APPENDIX F: FRAMING THINK TANKS

This appendix presents three short white papers on important topics for foundations that seek to support policy-relevant research:

1) *The Future of Think Tanks: A Conversation on New Methods and Approaches* by Ellen Laipson, The Henry L. Stimson Center
2) *Evaluating the Advocacy Impact of Public Policy Research* by David Devlin-Foltz, The Aspen Institute
3) *Best Practices in Think Tank Communications* by Doug Hattaway, Hattaway Communications, Inc.

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THE FUTURE OF THINK TANKS: A CONVERSATION ON NEW METHODS AND APPROACHES

Ellen Laipson
President & CEO, The Henry L. Stimson Center
December 2006

On November 3, 2006, the Henry L. Stimson Center gathered a small group of leaders from a diverse set of think tanks and public policy institutes to consider whether and how think tanks are evolving to adapt to changing international conditions. Are American think tanks going global? How do think tanks adapt their methods and techniques in the fast-paced world of continuous news and analysis on the air and online? The group also discussed whether ways of measuring impact and policy relevance are changing or should change, and it assessed trends in identifying the key customers and constituents for the different products that think tanks offer in the marketplace of ideas and policy analysis.

The Strategic Environment: Globalization Pressures

Think tanks that focus on international issues are evolving and adapting to the effects of globalization. Think tanks based in capitals and targeted at national governments increasingly consider whether their work has, or should have, an impact beyond the nation in which they are located.

Global Agenda

Taking think tanks global is driven primarily by the fact that the issues being examined are increasingly transnational, such as terrorism, proliferation, post-conflict peace operations, and health. These topics do not lend themselves to clear delineation along political boundaries, and require collaboration among experts in more than one country.

Global Presence

Think tank leaders also think about whether their intended audience is a global one, rather than a national one. Incrementally, U.S. think tanks are establishing overseas' satellite offices (Carnegie Endowment has offices in Moscow, Beijing and Beirut, for example), or developing robust partnerships with non-U.S. think tanks. These relationships add value to the research through native speaking staff, access to non-U.S. governments and interest groups, and enable the output and funding of research to be marketed and promoted in diverse power centers, beyond Washington, D.C.

Some believe this incremental approach is insufficient, and argue that American think tanks will become obsolete, replaced by newer, more agile research institutes, such as the International Crisis Group, the first truly global think tank, with small research staffs in 13 countries, plus four advocacy offices, and a headquarters in Brussels. Others believe that technology enables outreach beyond national capitals, via teleconferencing, webcasting, and other media, thus permitting more global impact of think tanks whose core mission and identity may remain rooted in a single country.

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Convening Power
A hallmark of 21st century public policy work is convening diverse groups to consider hard policy problems and derive solutions that meet the requirements of multiple interests and constituencies. The Davos process, created by elite businessmen in Europe, has established a high bar for performance, with its remarkable annual gatherings of stakeholders from government, business, and civil society. This product of globalization has created pressure on think tanks to broaden their discussions beyond the closed circle of "policy wonks" to include representatives of the private sector, the grass roots organizations, advocacy groups, and political actors. Not all think tanks find this a natural way of doing business, particularly those with a clear political profile. This concept of convening diverse stakeholders may work best for those think tanks who want to reside in a centrist, non-ideological space, and want to promote broad support for policy outcomes, rather than support one side of the debate.

Enlarging the Political Space

Think tanks are also evolving in the way they relate to political decision-making. From an earlier era of a more academic approach, think tanks increasingly bridge the worlds of thinking and action. Some, like International Crisis Group, explicitly combine research and advocacy, although the latter is directed from four offices in Washington, New York, London and Moscow, not from the small field offices where the critical research is conducted. Others are probing carefully to determine how much advocacy can be conducted without crossing redlines of donors, or even of non-profit law that places limits on lobbying for 501(c)(3) organizations. Donors, however, sometimes send mixed messages about whether they are comfortable with such an immediate application of work done by think tanks into the political realm.

Some think tanks find they have almost unintentionally become players in the political sphere, by stimulating discussion among stakeholders on legislative or political solutions to problems, even if their original intent was to analyze a problem, not solve it. Think tankers find that some audiences make assumptions about the politics of their work, or seek assurances about who is funding the work, which has the opposite effect, to constrain the political space in which think tank work operates.

Impact Issues: Pleasing Some of the People, Some of the Time

Think tank leaders are constantly engaged in self-evaluation, and probing to best assess the impact of their work on real-world decisions and outcomes. This exercise is fraught with subjectivity and sensitivity. Non-profits are often trying to accommodate diverse supporters, from board members to foundation partners, to new financial backers from the corporate world, U.S. and foreign governments, and individuals who may have a passion for a particular issue. These funders may have different goals in terms of the impact of think tank work, and may expect the think tank to use types of metrics for evaluation that are not compatible.

In an information saturated marketplace, some think tanks feel pressure from funders and others to behave more like journalists, and push for their in-house experts to be available around the clock for quick news reactions, and commentary. This can adversely affect the productivity and timeliness of a particular project, which needs to be weighed against the visibility for the work, which funders often find a useful and accessible measure of impact.

Some funders weigh impact by access to decision makers and to political processes, while others urge caution and shy away from projects that are designed to work directly with congressional staff, and to support formal deliberations on key international issues. Think tanks also worry about their work being mined selectively so that it becomes associated with a political position in ways that do not fairly represent the analytic work. Public policy ideas by non-partisan, non-government experts are also most useful at an early stage of debate over an issue, before political lines are drawn, at which point actors are more likely to look to their own political party or group for direction and for information.

Impact also has to be evaluated in time frames that may be different than the life cycle of a funded project, and the donor's involvement. Serious work on strategic issues may not have an impact at all in the one or two year research period, but several years later, may be picked up by a serious Hill staffer or an executive-branch official and form the underpinnings of a new policy initiative.

Relations with Governments: An Increasingly Common and Complex Issue

Think tanks have been compelled to diversify their funding sources, as the sector becomes a more robust and mainstream part of the urban economy. Foundations are not able or willing to provide sufficient funding for think tanks to be viable, with appropriate administrative structures and some capacity to take initiative on emerging issues, rather than being funded entirely to perform predetermined tasks. This reality is particularly true for think tanks that are not highly political; research institutes strongly associated with an ideological movement appear to be better funded.

Governments, American and other, are using think tanks more actively for a range of collaborations. Governments are sometimes looking to outsource analysis, policy options development, and evaluation of existing policies and programs. They cooperate with think tanks to vet policy ideas through track two dialogues. Governments are sometimes more receptive to work of independent think tanks than from in-house specialists, for reasons that may not be fair or rational. But partnerships with non-government experts are now seen as useful and appropriate, and think tanks have benefited from a larger funding stream from governments. Some worry about the blurring of the distinction between the generation of ideas and the task of the practitioner; others believe that the partnership, if managed well, means more impact of the work of think tanks on public policy, and see the trend as a redefinition of the role of think tanks in a more fast-paced and dynamic world.

These emerging relationships are problematic for those who are sensitive to preserving the institutional independence and integrity of think tanks. Some employees have a strong preference for remaining completely apart from government, even though their métier is designed to have impact and influence on government. Researchers worry about adding risk to their field research, in an age of rampant anti-Americanism, should knowledge of ties to U.S. funds become known. They worry about being seen as government contractors or brains for hire.

Think tank leaders need to balance the financial viability of their organizations with these sensitivities and concerns, and many have developed internal guidelines to establish policies and no-go zones for work with governments. One approach has been to develop ties to multiple governments, or to combine government and foundation support, so that projects are not tied to a single donor and can preserve their editorial control and assure their interlocutors about their ownership of the intellectual property.

Demand for Change?

Think tank leaders would generally agree with the proposition that there is a demand for change in the business practices of think tanks, due to competition from the more sophisticated information marketplace, the willingness of business to engage in think tank-like activities, and the declining value of convening homogeneous elite groups to discuss issues of shared concern. Think tanks are being pushed by sophisticated funders to see their work as agents of change in a more complex way, no longer just conveying ideas to government officials, but developing more holistic communications, education and collaboration strategies to develop and promote sound public policy.

EVALUATING THE ADVOCACY IMPACT OF PUBLIC POLICY RESEARCH

David Devlin-Foltz[7]
Director, Global Interdependence Initiative, The Aspen Institute
December 2006

Research organizations fill a unique space in the democratic process. Research can help shape and frame the terms of policy debate and public conversation. Research can provide facts and evidence that upend longstanding notions or advance new ideas. More often, new research has a less spectacular but nonetheless important impact by adding substantive data and contextual nuance to a policy debate. Over the past year or two, for example, new research about the biological, social, and economic impacts of climate change have steadily strengthened the arguments for aggressive policies to control and mitigate carbon emissions.

Advocates who apply research to shape public policy outcomes may look for evidence in a broad range of fields. They may choose among analyses from researchers and other actors addressing the same issue from varied ideological or disciplinary standpoints. Cultural survival groups, for example, might point to anthropological field studies highlighting the impact of climate change on the Inuit. Next door on Washington's Massachusetts Avenue think-tank corridor, an animal rights group might email its network with links to new data on declining polar bear habitat. Meanwhile, in more posh K Street quarters, oil-industry advocates might commission geological studies to highlight the strategic necessity of drilling in the Arctic National Wildlife Refuge.

How can a single group assess the unique impact of its research on an issue with so many actors and such a wide scope of activity? The answer: think tanks (and their donors) can rarely make fully defensible, fully definitive claims. Public policy research is nonetheless a useful tool, and sometimes an essential tool, in the advocacy toolbox. We will examine six questions and propositions about the relationship between the planning, evaluation, and impact of policy-focused research. We will draw on interviews conducted by Edith Asibey and Justin van Fleet in June-August 2006 for the Global Interdependence Initiative's Evaluation Learning Group, together with other research reflected in www.continuousprogress.org, a set of web-based tools to help grant makers and advocates plan and evaluate policy advocacy.

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[7] The author would like to acknowledge the conceptual and research assistance of Edith Asibey, lead consultant on the *Continuous Progress* tools for planning and evaluating advocacy on foreign policy issues.

KEY QUESTIONS AND PROPOSITIONS

Answering the "So What?" Question: Crafting a Theory of Change for Policy Research

"The question of what's possible to evaluate – what is knowable, in fact, from any inquiry – is answered by decisions made in the planning and program design phase, not six months after the program is launched."

- John B. Bare, Arthur M. Blank Family Foundation[8]

It is easy to pose the seemingly-tough-but-appropriate question "so what?" in response to policy research deliverables. It is harder to respond convincingly that policy research does – or does not – matter to policy outcomes. That is, it is inherently difficult to demonstrate direct links from research to policy change.

Developing a theory of change can help research organizations and their funders visualize these potential links. A theory of change is a simple, step-by-step model describing the assumptions, inputs and the expected outcomes of a given program effort. It can help researchers analyze and test their own assumptions about how policy change occurs. A theory of change encourages researchers to map the path that leads from research outcomes to policy change. That path should include interim benchmarks and indicators that allow researchers and funders to stop and assess whether they are on track and to consider possible changes in direction. The more detailed the theory – that is, the more a foundation or its research grantees spell out their assumptions concerning what needs to happen – the more likely it is that an evaluation team can assess what happened, and help researchers pinpoint opportunities for increased impact.

The Value of Tracking Incremental Progress: Benchmarks and Indicators

"I would like to see more [groups] track progress – period. People are overly focused on what happened in the end, and ignore what happened along the way."

-Julia Coffman, Harvard Family Research Project

Advocates for policy change – and sometimes research professionals – may adopt an "all or nothing" approach: this work is a failure unless we can claim that it helped bring about definitive policy change. However, benchmarks allow all involved to claim legitimate credit for smaller victories along the way even if the ultimate goal is not fully realized. This helps morale, to be sure, but it also reinforces a more realistic view of how change happens, and the timescale for that change.

A more realistic view embraces the fact that external conditions will change during the research process, making the research itself less or more relevant and timely. Think tanks and their donors need to learn to react to these changes flexibly, assessing honestly what

[8] Quotations throughout are drawn from interviews conducted by Edith Asibey and Justin van Fleet for *Continuous Progress* and have been approved by the interviewees for publication.

the indicators are telling them about whether to stay on the current track or revisit their theory of change to find a better path to their ultimate goal.

Methods of Assessing Impact: Qualitative Vs. Quantitative Research

"Evaluation costs money. Too often, evaluations are seen as an afterthought or an add-on. It needs to be thoughtfully done from the very beginning of a project."
- Kathy Bonk, Communications Consortium Media Center

There are often – but not inevitably – limits to how precisely quantitative evaluation can answer questions about the impact of public policy research. What kind of quantitative analysis can provide useful data? Here evaluators run up against their own "so what" question: What does it tell us when ***x*** number of survey respondents say that a particular document (or research institution) is influential? The utility of the survey results depends in part on the care with which the respondents are chosen. They should, in principle, be representative of the audience that the research organization's theory of change identifies as those who need to be persuaded.

What about qualitative assessments of research impact: when is it appropriate to talk to a select number of carefully-chosen policymakers or "influentials" rather than a larger quantitative sample? In-depth interviews can provide richer and more meaningful data than a much larger collection of superficial survey responses, especially when the target audience of influentials is small and easily defined: senior congressional staff, for example, or city council members. In some instances, using the two approaches in concert – a broader survey supplemented by in-depth interviews – can offer especially rich data.

Useful quantitative and qualitative research demands real skills and a genuine aspiration to objectivity. Designing rigorous survey instruments and conducting insightful interviews can be expensive. Independent outside expertise can help research institutions and their funders gather better information and reach more valid conclusions about policy impact. Hill staffers and other influentials are rarely willing or available to sit for interviews. Well-placed research organizations can command the attention of policymakers and key staffers, but they might understandably use their access to advance their advocacy agendas or present their research findings – rather than to ask, "how am I doing?" in pursuit of impact assessment. Or researchers with high-level access may report that they have influence because they have access to decision makers -- and the desired change has indeed happened. They may be right. Donors (and the research organizations themselves) should nonetheless seek more objective and precise information about the impact of their research.

Finding precise answers can be prohibitively expensive, particularly if an organization wants to identify **all** the places it has had an impact. A well-articulated theory of change, however, can show a research organization or its donors where to look for signs of impact and avoid less productive inquiries to groups or individuals who are less central to the policy goal. A well-focused and well-funded outside evaluation will have the best chance of determining more precisely how research connects to policy outcomes. By bringing a fresh eye to the theory of change, moreover, an independent evaluator may usefully question the theory's assumptions and suggest ways that the research might have greater impact.

Policy Windows and Policy Moments

"[O]ften – too often – groups mount campaigns when there is no context. If policy makers in DC don't have a vehicle on their agenda to change something, it doesn't do any good… You need to have a moment, an opportunity you build upon."

-Matt James, Kaiser Family Foundation

Of course, our theories of change are merely theories. The unexpected may intervene in favor of desired policy change, or it may radically change the priorities and render that change politically impossible. Careful preparatory work on a guest-worker program for Mexicans, for example, informed President Bush's consultations with President Vicente Fox in early September 2001; that research and the proposals were shelved days later when the attacks on the United States pushed all other priorities aside.

The converse is true as well. Research may jump off the shelf when events cause its moment to arrive. The prescient warnings about global terrorist movements in the Hart-Rudman commission report became tragically relevant at the same time that the Mexican guest-worker proposals were beginning their own period of wandering in the legislative desert.

Even without the prospect of immediate policy outcomes, research can stimulate a significant new conversation that helps prepare for a more propitious day. But even here, the think tank should have some underlying rationale based on its theory of change: There should be some reasonable expectation that there will be a "moment," or an open "window of policy opportunity," as Ritu Sharma and others have written.

Think tanks and funders need to discern which research would permit advocates to seize – or create – that moment. That presupposes solid analysis of the context into which research is inserted, and a convincing reason to believe that a given piece of research can swing the argument and make real policy change possible. But funders of policy research should recognize as well that research may have a long incubation period, in two senses: it may take years to complete properly; and it may take further years before its "policy window" opens. As a result, think tanks can't change course in their research program as nimbly as an advocacy group might do. Their funders may sometimes need to accept that an idea's time has not yet come. Researchers and funders alike should be prepared to measure impact differently in the meantime: perhaps by tracking how a concept or term is reflected in other research, cited in textbooks or awkwardly summarized by a columnist. Again, tracking incremental progress is critical to assessing impact.

Attribution or Contribution?

"Funders who expect nonprofits to be able to attribute media and policy results to their work all the time will just be disappointed."

-Phil Sparks, Communications Consortium Media Center

How can funders assess specific claims of success in influencing policy? How can we determine whether credit is deserved? Making "contribution" rather than pure "attribution" an acceptable standard among funders would be a start. This may beg the question: what to do when funders still want to know who contributed the most to a desired policy outcome, and advocates still want to attribute success to their particular efforts?

A strict insistence on attributing impact, however, can be poisonous in the highly competitive worlds of policy advocacy and policy research. Divisive and ultimately counter-productive competition can result when success in seeking financial support depends on successfully staking a claim to sole credit for a desired policy change. The truth is probably more nuanced. Meetings in 2004 and 2005 of our Evaluation Learning Group underscored our sense that foundation program officers, advocates and communication strategists are aware of this risk. A study we commissioned of successful foreign policy advocacy efforts suggested that managing the risk of conflicts over "attribution" was a key variable.[9]

Managing potential tension among a set of advocacy grantees, especially members of a funded coalition, is partly the funders' responsibility. Embracing the value of contributing to outcomes can help alleviate this tension and create a positive environment for shared learning among policy-focused researchers, advocates and their funders.

Reaching the Right Audiences

"Our organization's slogan in our public outreach seems to be: 'It's complicated.'"

-Anonymous advocate

Think tanks face particular challenges in maintaining rigor while speaking in a language that advocates and policymakers and the public can understand. Tools like the *U.S. in the World* communications guide (www.usintheworld.org) help researchers and communications professionals who seek to inject research findings into the general policy debate. But our own experience training others to use such tools underscores how deep the resistance can be; economists, international legal experts, and other experts fear that effective communications is tantamount to "dumbing down" precisely crafted research

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9 Center for Nonprofit Strategy, "Advocacy for Impact." Commissioned by The Aspen Institute's Global Interdependence Initiative for its Evaluation Learning Group. May 2005. "Evaluating Public Policy Grantmaking: A Resource for Funders" by Ashley Snowdon for the Northern California Grantmakers features a case study on a similar theme called "The Question of Causation."

conclusions. And yet, it is difficult to imagine that policy-focused research will have the desired impact if its target audience finds it incomprehensible.

Here again, a well-developed theory of change can help improve communication – and lay the groundwork for useful evaluation. An early discussion about who would be the consumers of the research on a given policy issue could lead to careful baseline analysis of how those consumers currently describe the issue. Invited to help analyze precisely who needs to hear their results and to examine the evidence concerning how their intended audience currently understands the issue, think tank experts might be more willing to tolerate the adaptations that will permit those results to be heard.

Careful baseline data concerning how an issue is framed allows evaluators to conduct subsequent content analyses that test for the presence of key concepts from the commissioned research in media stories or legislative debates. Talking about an issue differently is, of course, not the same as making different policy. But it can be a necessary first step. Funders and think tanks should point proudly to evidence that their research introduced the right new ideas or new language into the mouths of the right people in a policy debate.

Conclusion

We started with the "so what" question – a question well worth asking about policy research. How do we know it makes a difference? We have noted some of the obstacles to answering this question unambiguously. We make the case for a theory of change that is clearly drawn, and preferably drawn collaboratively by a research organization and its funders. Such a theory includes the benchmarks that can guide planning and continuous evaluation. These benchmarks will offer think tanks and funders evidence of progress even if the "policy window" – that is, the opportunity for decisive change - does not appear during the life of a particular grant. Technically challenging quantitative or qualitative evaluation may require the help of an independent outside evaluator. Baseline research, qualitative or quantitative, can help the think tank determine whether the right audience is hearing its message. Whether it is conducted "internally" or with outside help, continuous or formative evaluation offers opportunities for course corrections that can increase the likelihood of greater policy impact. We conclude with an assertion: research that is a *response* to questions posed in that tough-minded "so what" spirit is well worth funding.

BEST PRACTICES IN THINK TANK COMMUNICATIONS

Doug Hattaway
President & CEO, Hattaway Communications, Inc.
December 2006

Think tanks seeking to inform U.S. policymaking face an increasingly competitive communications environment. Policymakers are inundated with information from a vast array of research and advocacy organizations, which are growing more sophisticated in their communications and outreach strategies. With the Internet firmly established as the most important channel of news and information for those who shape national policy, groups outside Washington and the U.S. have a direct channel to policymaking audiences. Washington-based think tanks must leverage their assets both online and offline in order to break through and inform policy debate.

This brief white paper surveys best practices utilized by a selection of leading Washington-based think tanks. Interviews were conducted with a variety of staff members involved in marketing, communications, media relations, external affairs and online services. Interviews for this brief were conducted with personnel from:

- American Enterprise Institute for Public Policy Research
- The Brookings Institution
- Cato Institute
- Center for American Progress
- Center on Budget and Policy Priorities
- Hudson Institute

These interviews offered diverse perspectives on the most cost-effective means of communicating with policymakers, with some differing views on the use of new technologies that are still in the experimental stage. All of the organizations reviewed use a combination of direct outreach, media relations and the Internet to communicate with policymakers. This brief provides selected examples of practices in each area that were cited as effective communications techniques.

Know Your Audience: Targeting and Tailoring Communications

Cost-effective communication with policymaking audiences begins with an understanding of their unique interests, information needs and work habits. Segmenting the think tank's "market" according to issues and other criteria – and tailoring communications accordingly – can help a think tank cut through the clutter of information inundating people in policymaking roles. Busy policymakers are not inclined to sift through long communication products covering a variety of topics to look for information pertinent to their jobs. They are much more likely to use small units of information tailored to their individual needs.

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Market Segmentation
To better understand its audiences, the Center for American Progress has initiated a market segmentation process to ensure that its communications are "speaking to the right people about the right things." Its Constituent Relationship Management initiative is working to identify the issue interests of individual policymakers and their preferred means of receiving information. With this data, content and formats can be tailored according to the recipients' needs, vastly improving the likelihood that the research and analysis will actually be reviewed and used.

Personalized Alerts
Relational databases allow for automated targeting of communications online. The Brookings Institution lets its website users opt for targeted content by registering to receive "personalized alerts" about specific topics. Brief, topical alerts customized for a self-selected list of recipients are much more likely to be opened and read than longer form newsletters or "updates" with information the recipient will consider irrelevant.

Strategically Selected Messengers
Offline, the Center for American Progress makes a priority of "finding the right messenger" to communicate with a given policymaker. CAP uses a "deep network of connections" to ensure that policymakers are approached by individuals with whom they have pre-existing relationships. The appropriate messenger might be a CAP staff member, but often other Members of Congress are asked to play this role. This individualized approach increases the probability that CAP's position on an issue will be taken seriously and considered thoughtfully.

Retreats With Policymakers
Forging direct, personal connections with policymakers is the best way for a think tank to know that it is informing policy. In that vein, the American Enterprise Institute holds retreats with high-value policymakers. The four-day events, held in Colorado, allow for a collaborative approach and encourage deeper working relationships between AEI staff and policymakers.

Online Options: Providing Timely Information in a Variety of Formats

The Internet is the most cost-effective communications channel for think tanks to leverage research content for policy impact. The Internet allows for targeted and tailored communications, interactivity and ever-expanding reach at low marginal cost. Many organizations are only beginning to understand the most effective approaches to using the Internet for reaching policy audiences. Others are experimenting with new technologies. Below are a selection of techniques cited by interviewees as basic, best practices and more cutting-edge strategies for online communications with policymakers.

Timely information
Policymakers and advocates who turn to think tanks for information on their issues need timely content in order to keep up with developments. Fresh perspectives on current events should be at the forefront of think tank communications. The Center on Budget

and Policy Priorities produces same-day updates on developments in key issue areas to provide both policymakers and issue advocates with up-to-the minute information. The Cato Institute offers a "Daily Commentary" and a "Daily Dispatch" on its website, with opinion and analysis on news of the day.

Issue-oriented content

Busy policymakers do not "surf" the web or browse think tank websites. Like most web users, they conduct topical searches for information on specific issues. In order to be relevant and easy-to-find, website content for policymakers must be organized and labeled according to issues they work on (not just according to the organizational structure of the think tank) allowing policymakers to easily identify content relevant to them. As an example of packaging content for a specific policy audience, the Center for Budget and Policy Priorities has a section on its website entitled, "Issues Facing the New Congress." The site includes a dropdown list of relevant topics, framed in terms familiar to those who follow congressional debates on its key issues: SCHIP Reauthorization, "Pay-As-You-Go" Budgeting, Minimum Wage, Taxes and the Budget, The Deficit, The Economy and Immigration Reform.

Online Transcripts of Offline Events

Think tanks can expand the reach of events they sponsor by posting transcripts of panel discussions, speeches and other events online. The Hudson Institute and Brookings Institution have found that providing online transcripts of offline events can encourage ongoing engagement with policy staff, who will visit the think tanks' websites to find quotes from events.

Online Video

Some think tanks are experimenting with posting videos online. Both the Center for American Progress and American Enterprise Institute are considering posting recorded video content from presentations, panel discussions and other events, editing the content to a 30-minute clip with a coherent narrative structure. CAP has considered making the video clips searchable by topic, allowing users to locate specific content within the video (for example, locating three minutes of discussion on a specific topic during the course of a 30-minute event). Other organizations post clips of television interviews with their experts.

Podcasts

The Cato Institute reports remarkable success with its use of audio podcasts to communicate with policymakers. According to the Cato interviewee, thousands of individuals on Capitol Hill are logging in to listen to the think tank's daily podcasts. Other organizations produce video podcasts of short, news-style programs that offer daily commentary on issues of interest. Podcasts can be accessed on computers as well as on portable devices, so they can be used by policy staffers and advocates to get up-to-date information on events during the work day.

Blogs

Cato also says it successfully communicates to policy staffers through its blog, reporting that thousands of individuals with congressional email addresses are reading the Institute's blog. Blogs, like podcasts, provide up-to-the-minute news and commentary on fast-moving issues. The Brookings Institution considered a blog, but determined "it just wasn't right" for the institution. Specifically, the Brookings interviewee noted that Brookings is studiously nonpartisan and needs time to develop nuanced positions on issues and events. As a result, Brookings felt it could not post fresh content on fast-moving events quickly enough to compete with other blogs.

Promote Websites Online and Offline

Simply posting content online does not ensure that it reaches policymaking audiences. Interviewees emphasized the importance of promoting website content and features both online and offline. As one interviewee noted, "if you build it, they will not necessarily come."

One technique for promoting a think tank's website online includes posting articles and comments to other sites and blogs, thus reaching their audiences. The Center for American Progress highlights such posts in a section of its website entitled, "American Progress Around the Web." A recent listing showed that American Progress experts had posted content on sites hosted by the *Wall Street Journal*, MSNBC, *American Prospect*, Council on Foreign Relations, *Chronicle of Higher Education* and ABC News. Other approaches to promoting the website online include:

- Linking articles on the think tank's website to other websites and popular blogs
- Advertising the website on appropriate websites and blogs
- Producing viral content, such as a compelling video clip, which can draw users as people pass the video link on to their personal networks

Offline, the think tank's web address should be prominently displayed on publications and at events, particularly televised occasions. Think tank staff should be trained to promote the site and its content in their speeches, at events, in meetings and in other offline interactions with policymaking audiences

Get into the News Cycle: Holding Media Conference Calls

Journalists most often turn to think tanks for comment on issues in the news. They will also use think tank websites to research issues, but they need to speak directly with issue experts to obtain fresh commentary and analysis. In addition to promoting its research, a successful think tank will find opportunities to inject its experts into the news cycle. As most news outlets now produce content on an ongoing basis throughout the day for their online channels, nimble organizations have many opportunities to get into the news cycle.

To provide timely access to experts, the Center on Budget and Policy Priorities holds conference calls with journalists on issues in the news – on little more than an hours' notice. Staff monitor developments in the news cycle and, on very short notice, can organize a conference call with targeted journalists who cover a specific issue. An issue expert "walks the media through the issue," providing background and analysis from the Center's perspective. This opportunistic approach delivers timely information to journalists based on their interest in breaking news. This is a useful addition to the standard practice of pitching journalists to attend events and to cover research reports produced by think tanks, which may not be considered timely by journalists.

APPENDIX G:
RESEARCH INSTITUTIONS AND INTERNATIONAL DEVELOPMENT

MAPPING THE LANDSCAPE

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Introduction

This report presents an overview of 25 of the most influential think tanks or research institutions working in the field of international development. The institutions presented in this report are the Center for Global Development's principal competitors in the area of international development-related policy analysis.

Think Tanks Defined

Think tanks and research institutions are organizations that generate policy-oriented research, analysis, and recommendations on domestic and international issues in an effort to enable policymakers and the public to make informed decisions about public policy issues. Think tanks may be affiliated with political parties, governments, interest groups or private corporations. They can also be constituted as independent non-governmental organizations (NGOs) – as is CGD. These institutions often act as a bridge between the academic and policymaking communities, serving the public interest as independent voices that translate applied and basic research into a language and form that is understandable, reliable, and accessible for their audiences.

Structured as permanent bodies, in contrast with ad hoc commissions or research panels, think tanks devote a substantial portion of their financial and human resources to commissioning and publishing research and policy analysis in the social sciences: political science, economics, public administration and international affairs. The major outputs of these organizations are books, monographs, reports, policy briefs, conferences, seminars, briefings and informal discussions with policymakers, government officials, and other key stakeholders.

Think Tanks and Policy Advice in the United States

Think tanks have long played an important role in the formulation of domestic and international policy in the United States. The origins of think tanks can be traced to America's Progressive Era traditions of corporate philanthropy, its sharp distinction between legislative and executive branches of government (which creates few barriers to entry into the policymaking process), the desire to bring knowledge to bear on governmental decision-making and the inclination to trust the private sector to "help government think." As think tanks have grown in number and stature, scholars and journalists have begun to examine more closely the many factors that have led to their proliferation:

- The division of power between the three branches (legislative, executive, and judicial) and levels (state and federal) of government.
- A political system with weak political parties that exhibit little to no party discipline.
- A political system that has many points of access.

- A highly developed philanthropic and civic culture.
- A public that maintains a healthy distrust of public officials and prefers a limited role for government.
- Citizens' proclivity to join and support interest groups rather than political parties to represent their interests and express their policy preferences.
- The public's tendency to embrace independent experts over politicians or bureaucrats.

While the history of think tanks in many countries spans, at most, only the last 30 to 40 years, the United States has been home to think tanks for more than 100 years. U.S. think tanks are a diverse set of institutions that vary in size, financing, structure, and scope of activity. There are currently 1,736 think tanks or political research centers in the United States, around half of which are university-affiliated institutions and approximately one-third of which are located in Washington, DC. Those think tanks that are not affiliated with academic institutions, political parties, or interest groups are described as freestanding or independent think tanks.

Think tanks in the United States can take one of three forms: (1) a traditional think tank, which concentrates its resources almost exclusively on scholarly policy research (Hoover Institution and Woodrow Wilson International Center for Scholars); (2) a think-and-do tank, which conducts research, policy analysis and public outreach (Brookings Institution, Carnegie Endowment for International Peace, Economic Policy Institute, American Enterprise Institute, and Heritage Foundation); and (3) do tanks, which focus all of their energies on the repackaging and disseminating of other think tanks' ideas and policy proposals (Demos, Capital Research Center and Free Congress Foundation). However, they vary in affiliation, organizational structure and culture, and political and philosophical orientation.

The 25 to 30 top think tanks in the United States have highly diversified research agendas that cover a broad range of policy issues on both the domestic and international fronts. However, since 1980 the vast majority of new think tanks are specialized. These "specialty" or "boutique" think tanks focus their activities on a single issue (e.g., global warming) or area of public policy (e.g., national security). There is a large constellation of progressive and conservative state-based think tanks that are also part of this general trend toward specialization.

Think tanks often play the role of insiders and become an integral part of the policy process. The RAND Corporation and the Urban Institute, for example, provide research and analysis for key agencies within the government. Think tanks can also act as outsiders in the mold of the Economic Policy Institute and the Heritage Foundation, which attempt to incorporate their ideas into policy by conducting research and analysis that is then aggressively marketed to policy elites and the public. There is often a clash within these institutions and in the policy community between those who believe that think tanks should be "scholarly and objective" and those who feel they must be "policy-relevant," disseminating their research to policymakers in order to have any value.

CGD's Competitors

The 25 institutions profiled below include some that focus primarily on policymakers and current issues and others focusing strictly on rigorous academic-oriented research. They all appear here because they produce research and analysis overlapping with CGD's areas of interest and are perceived as influential by some or many representatives of CGD's target audiences. All but two are U.S.-based; the British exceptions are included due to their high international profiles as leading English-language centers of research on international development. Many of the organizations described below collaborate with CGD on a formal or informal basis, as indicated in the individual profiles. As such, they are often partners as well as competitors with CGD.

The information presented below is drawn from material available on each organization's website, supplemented with telephone interviews with staff at each institution, as necessary. Specific budget figures reflect the information available from these sources and are not independently verified. Quotations are from the relevant websites, unless otherwise indicated.

Acknowledgements

Arabella Advisors would like to thank the many helpful staff members of the organizations profiled below for their assistance in the process of gathering this data.

The Brookings Institution

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http://www.brookings.edu

Mission

"The new Global Economy and Development Program will advance research, dialogue, and innovative solutions to address the forces of globalization and the challenges of global poverty." The Wolfensohn Center, housed in this program, has a specific mission to "undertake, support and disseminate action-oriented, interdisciplinary research on the question: How can development interventions – strategies, policies, programs and projects – be successfully implemented, scaled up and sustained to solve key development challenges at a national, regional and global scale?"

Central Objectives

The Wolfensohn Center seeks to adopt an "integrated approach to understanding development effectiveness by exploring the interrelated challenges of impact, scalability and sustainability of interventions." In this task, it aims to bridge the gap between "development theorists and practitioners, and aims to work in partnership with others, especially partners in developing countries to promote local ownership and capacity." Combined, these efforts and approaches endeavor to create a forum for the necessary dialogue about "what makes for effective, scaled-up and sustained development interventions."

Structure/Personnel

The Brookings Institution was established in 1927 upon the merger of three organizations: the Institute for Government Research (IGR), which was founded in 1916 as the first private organization devoted to analyzing public policy issues; the Institute of Economics, which was created by Robert Somers Brookings in 1922 as a sister organization to IGR; and the Brookings Graduate School, founded in 1924. The Brookings Institution was established for the purpose of providing a non-partisan setting through which scholars could become active in "improving the equity of the American democratic process, the performance of the economy, the health of society, the effectiveness of diplomacy and defense, the quality of public discourse, and the workings of institutions – public, private, domestic and international." In total, Brookings boasts more than 140 resident and non-resident scholars, over 200 research assistants and support staff, including ten communications staff members who contribute to the institution's research, publishing, communications, fundraising, and information technology operations.

Brookings established the Wolfensohn Center in July 2006 as a part of the Global Economy and Development Program, building on the preparatory work undertaken by the Wolfensohn Initiative starting in July of 2005.

Target Audience

The Brookings Institution seeks to provide research, analysis and policy prescriptions to the policymaking community as well as the media. The Wolfensohn Center aims to reach a similar audience by raising the level of policy discussion on development issues. To this end, its audiences are policymakers and development practitioners (public, private and civil society organizations), as well as aid donors and the academic community.

Political and Ideological Orientation

Brookings conducts research that is geared toward informing public debate, rather than promoting a political agenda or orientation. The scholars that it recruits and maintains have expertise in both domestic and international issues and represent diverse professional backgrounds and points of view. As a result it considers itself to be independent and autonomous. However, the institution is often characterized as "liberal leaning."

Key Activities
The Brookings Institution coordinates a range of activities. The Center for Public Policy Education (CPPE) provides executive education to business and government managers about federal policymaking processes, issues and management. In addition its scholars provide testimonies in Congress and a leadership forum for U.S. senators. Further, The Wolfensohn Center, positions outreach as the third of its three pillars. Accordingly, the center organizes events with public and private development leaders, social entrepreneurs, and more; an annual conference on development effectiveness; competitive research fellowships; and a seminar series with Georgetown University on innovations in development, with a special focus on development impact, scaling up and sustainability.

Publications
The institution's main publications consist of policy briefs, analysis and commentary, books, and journals. The analysis and commentary it disseminates specifically includes reports, papers and articles, testimony, op-ed and opinion pieces, and speeches and interviews. Further, it publishes *The Brookings Institution Press, Brookings Policy Briefs,* and Brookings Journals. Its journals include the following: *Brookings Papers on Economic Activity, Brookings Papers on Education Policy, Brookings-Wharton Papers on Urban Affairs, Economia, The Future of Children* and *Brookings-Wharton Papers on Financial Services*.

Research Priorities
The research of the institution focuses on the following areas: business, cities and suburbs, defense, global economics, United States economics, education, environment and energy, governance, global politics, United States politics, science and technology and social policy. More specifically it maintains five programs: (1) Economic Studies, (2) Foreign Policy Studies, (3) Global Economy and Development, (4) Governance Studies, and (5) Metropolitan Policy; as well as policy centers for Middle Eastern Policy, Northeast Asian Policy, Tax Policy, and Social and Economic Dynamics. The Wolfensohn Center works specifically to enhance the level of policy debate with regard to development initiatives and alleviating poverty.

Funding
The Brookings Institution is financed through an endowment (25 percent) as well as through the financial support of philanthropic foundations, corporations, and private individuals (56 percent). The institution's funds are devoted to carrying out its research and educational activities. Brookings also undertakes a small amount of unclassified government contract studies. According to its *2005 Annual Report*, the largest donors to the institution include: Dawn and Roland Arnall, Senator Feinstein, Carnegie Corporation of New York, Annie E. Casey Foundation, Department for International Development (U.K.), Fannie Mae Foundation, Pew Charitable Trust, Embassy of Qatar, U.S. Chamber of Commerce and James D. Wolfensohn. Brookings in 2005 had total revenue of $49.7 million and total expenses of $41.2 million. The Wolfensohn Center has core funding of $10 million over five years. The center raises additional funding for individual research projects.

Governance
The Brookings Institute is directed by president, Strobe Talbott and chair, John L. Thornton. It also has a 41-member board of trustees in addition to 52 honorary trustees. The Wolfensohn Center is managed by its Executive Director, Johannes F. Linn, as well as an Advisory Council

with the participation of major donors and "leading thinkers and practitioners" who provide guidance and support for the center's activities. Mr. Wolfensohn is the chairman of this Advisory Council. The center also plans to develop an Expert Network for input required to implement its research program and to have research designed and implemented by regular and visiting research fellows, associates, and assistants in partnership with other research institutions.

Areas of overlap with CGD
Health systems; Environment; Climate Change; Global Economy and Development Program; Private Sector Role in Development; Millennium Development Goals; Donor Mobilization; International Trade; U.S. Foreign Policy/Aid.

Collaboration with CGD
Brookings is listed as a CGD partner on CGD's website. CGD's president Nancy Birdsall co-chairs an invitation-only working group on globalization and inequality (the Globalization and Inequality Group, GLIG) with Carol Graham of Brookings; the two institutions serve as co-hosts. CGD often relies on the Brookings Institution's in-house publishing group to publish its books. CGD and Brookings have produced joint events and publications. In addition, CGD non-resident fellow Michael Kremer is affiliated with Brookings, which has been closely involved with his and CGD's work on advance market commitments for vaccines.

Comparative Advantages/Disadvantages
The Brookings Institution is one of the oldest and best-known think tanks in the United States. Brookings sees its core strengths as the following: "disciplinary depth tempered by practical expertise; breadth of inquiry; proven communications capability and convening power; and a reputation for groundbreaking independent research." Ownership of its own building with conference space contributes to the institution's high-profile.

The Carnegie Endowment for International Peace

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http://www.carnegieendowment.org

Mission

The Carnegie Endowment for International Peace (CEIP) seeks to advance cooperation between nations and, specifically, to promote international engagement by the United States. In particular, the Project on Trade, Equity and Development, "fosters issue-specific, policy-oriented discussion among all voices who have a stake in the role trade policy plays in modern life." Further, the Group of Fifty (G-50) seeks to "enhance communication among business leaders at the highest levels, to provide its members with a greater understanding of nascent trends and conditions, and to foster economic and social progress in the Americas."

Central Objectives

CEIP seeks to conduct a "field-defining, interdisciplinary study of globalization, with a main focus on security and political economy." In addition, it works to research, publish, convene, and at times, create new institutions and international networks. Generally speaking, the Endowment aims to "shape fresh policy approaches," in a discipline that spans geographic regions. The relationships between government, business, international organizations, and civil society are foci of their research, as integral actors in stimulating global change.

Structure/Personnel

CEIP was founded in 1910 as a private, nonprofit and non-partisan organization that pursues three areas of research: (1) aiding the development of international law and dispute settlement; (2) studying the causes and impact of war; and (3) promoting international understanding and cooperation. Seeking peace and security remain central objectives for the Endowment. As of 2005, CEIP maintained 109 employees including fifteen senior associates; five visiting scholars; nine foreign policy editorialists; two web editors; three communications personnel; and four marketing employees. Each of the Endowment's research programs are comprised of between three and eight senior associates, associates, visiting scholars and scholars.

Target Audience

The Carnegie Endowment for International Peace seeks to influence the general public, the academic community, international organizations and members of the business and policymaking communities in order to promote cooperation between and among nations. Further, the CEIP website includes resources and publications specifically directed toward journalists, policymakers, students and professors.

Political and Ideological Orientation

CEIP strives to act as a non-partisan research organization and has been described as "centrist" by Robert Cohen of Newshouse News Service.

Key Activities

CEIP holds a variety of events which are related to its research programs and are typically restricted to invite-only attendance due to space considerations. These events include discussions, web-cast press conferences, workshops and conferences. "Live at Carnegie" – the events webpage – typically profiles and advertises these events approximately one week before they are held. In addition, transcripts, summaries and audio of these seminars and discussions are made available to the general public online. Recent events have included, "Reframing China

Policy: The Carnegie Debates;" "India's Strategic Environment and the Role of Military Power;" and "At the Center of the Storm: What Political Future for Lebanon." These events are usually designed to examine and discuss current international issues and events. Further, scholars and senior associates of CEIP often offer testimony before Congress.

Publications
The Endowment publishes books, policy briefs, *Carnegie Papers*, op-eds, and articles. In addition, CEIP publishes *Foreign Policy*, one of the world's leading magazines on international politics and economics. CEIP's policy briefs are disseminated several times a year (three from January-June 2006) and address a range of current political and economic topics. Recent briefs have addressed such issues as Chinese power, Palestinian democracy and war strategy in Iraq; all are available online. The *Carnegie Papers* deal with similar topics and are published two to three times per month. In addition, CEIP posts op-eds and articles written by its scholars, the *Arab Reform Bulletin*, issue briefs, press releases, policy outlooks and other commentary on its website.

Research Priorities
CEIP houses four main research programs: (1) the China Program; (2) the Global Policy Program, which deals with issues related to globalization and includes six sub-areas (Democracy & the Rule of Law; the Middle East; Non-proliferation; South Asia; Trade, Equity and Development; and the U.S. Role in the World); (3) the Russia and Eurasian Program; and (4) the Group of 50 which seeks to provide research on private-sector business in the Western Hemisphere.

Funding
The Endowment receives financial support from both public and private sources. For 2005, total expenses amounted to $20.5 million and revenues were $41.8 million. Contributing donors include the Starr Foundation, Compton Foundation, Ford Foundation, Nuclear Threat Initiative, Boeing Company, Citigroup, AIG, Department of Foreign Affairs and International Trade (Canada) and Rockefeller Foundation. The Group of 50 is supported by member fees from participating companies.

Governance
CEIP is directed by President Jessica T. Matthews. Chairman of the Board James Gaither and Vice Chairman Gregory Craig lead a 21-member board of trustees which includes leading figures from a variety of businesses, corporations, colleges and universities.

Areas of Overlap with CGD
The Trade, Equity and Development program seeks to reconcile tensions among trade, environmental protection, and labor by fostering issue-specific, policy-oriented discussion amongst those involved in state, regional and international trade. In addition, CEIP has a Doha Round Observation project and publishes information on winners and losers from free trade. Further, the Group of 50 offers a potential area of alignment as the Program addresses privatization in developing countries. Strengthening and stabilizing democracies is also a key issue for CEIP.

Collaboration with CGD
The two institutions collaborate frequently. Recent activities include jointly hosting a luncheon on the future of the IMF and World Bank. Carnegie is also engaged in the dissemination of CGD's Commitment to Development Index, highlights of which are published annually in *Foreign Policy*.

CGD president Nancy Birdsall left the Carnegie Endowment to launch CGD in 2001. Thomas Carothers, vice president for studies (international politics and governance) at Carnegie and a leading expert on democracy promotion, is a member of CGD's Advisory Group.

Comparative Advantages/Disadvantages
Carnegie maintains local research centers in Russia and China. Ownership of its own building and conference building gives the Endowment significant convening power and contributes to its high profile. The organization's long history, strong reputation and large staff, together with the fiscal stability provided by its large endowment, make it a major player among think tanks working on international affairs. Being the home of *Foreign Policy* likewise gives a significant boost to the Endowment's profile, as it is one of the world's leading magazines on international politics and economics, reaches readers in more than 120 countries and publishes in several languages including Russian, Spanish and Arabic.

The Cato Institute

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Mission

"The Cato Institute seeks to broaden the parameters of public policy debate to allow consideration of the traditional American principles of limited government, individual liberty, free markets and peace. Toward that end, the institute strives to achieve greater involvement of the intelligent, concerned lay public in questions of policy and the proper role of government."

Central Objectives

The institute aims to bring a market-liberal or libertarian perspective to public policy; this "combines an appreciation for entrepreneurship, the market process, and lower taxes with strict respect for civil liberties and skepticism about the benefits of both the welfare state and foreign military adventurism." Cato views its greatest challenge as the mission of extending the promises of political freedom and economic opportunity to those who are denied such rights in both the United States and abroad.

Structure/Personnel

The Cato Institute was founded by current president, Edward H. Crane and Charles G. Koch in San Francisco in 1977, as an integral part of their effort to "pioneer in framing the political debate as one…between civil society (the voluntary sector) and political society (government power)." It was developed as a nonprofit, tax-exempt educational foundation under Section 501(c)(3) of the Internal Revenue Code. Currently, there are approximately 95 total staff members at the institute, including 36 policy scholars (researchers), 22 fellows, sixteen administration and support staff, ten full-time communications staff, a nine-member publications team, four government relations staff and 69 adjunct researchers.

Target Audience

As stated in its mission, the institute seeks to stimulate "greater involvement of the intelligent, concerned lay public in questions of policy and the proper role of government," as well as the media and the policymaking community.

Political and Ideological Orientation

Cato strives to maintain its independence by refusing to accept government funding and receiving the majority of its funds from individuals, rather than foundations and corporations. While the institute is independent and unaffiliated with any political party, it views policy issues through what they consider to be a libertarian or market-liberal lens. This entails promoting entrepreneurship, the market process, and lower taxes.

Key Activities

The Cato Institute seeks to reach the general public, media and policymaking community through its activities and publications. The institute held over 36 briefings on Capitol Hill in 2005. In addition, it organizes a variety of other events, including book forums, policy forums, conferences, seminars and dinners. Cato scholars also frequently provide expert commentary on news broadcasts, and the institute hosts daily podcasts which are available for replay on its website. Further, some Cato scholars have long-standing personal and professional relationships with officials of the Bush administration and others in government. Some scholars work more closely with the communications and government affairs offices to maximize their influence; the extent of this coordination generally depends on the individual strengths and preferences of individual scholars.

Publications
The Cato Institute seeks to engage people in questions of public policy and the proper role of government. Specifically, Cato's Director of Government Affairs views the institute's effort to influence policy more as an "educational effort" than "advocacy." To this end, Cato annually commissions and publishes more than a dozen books and scores of studies on a wide variety of policy issues. Publications include books, policy studies, journals, white papers, and newsletters.

Cato also maintains websites in Arabic, Russian, and Spanish.

Research Priorities
The institute has a wide range of research areas including: budget and tax policy, civil rights, constitutional studies, criminal justice and law enforcement, defense and national security, domestic issues, education and child poverty, energy, environment and climate, foreign policy, health care, international economics and development, law and legal issues, libertarian philosophy, science and space, Social Security, technology, Telecom and Internet and trade.

Funding
Cato does not accept government funding and is primarily supported by individuals (75 percent), with lesser amounts coming from foundations, corporations and the sale of publications. In 2005, the total expenses of the institute amounted to $17.2 million and the total revenue was $22.4 million. Of this revenue, 83 percent was generated from individuals, 11 percent from foundations, 2 percent from corporations, and 4 percent from other sources. The Project on Global Economic Liberty – an area of interest of CGD – received a $1 million grant in 2005. According to Cato's Director of Foundation Relations, major supporters of the institute's work on international issues include the Bill & Melinda Gates, Ford, William and Flora Hewlett, Google, John Templeton, Bradley, Goodrich, Achelis & Bodman, and Earhart Foundations. Cato's development staff also indicates that the institute is in discussions with the Carnegie Corporation, Omidyar Foundation, and the Vernon K. Krieble Foundation about their interest in supporting international affairs research.

Governance
Cato is directed by the institute's president, CEO and Founder Edward H. Crane as well as Chairman William A. Niskanen. In addition, they are also guided by a Board of Directors comprised of fourteen members from organizations and companies such as The Foundation Group, Dennis Trading Group, Tamko Roofing Products, Inc., Liberty Media Corporation, E*Trade Financial, FedEx Corporation and the Susquehanna International Group, LLP. The members are typically the presidents, managing directors or chairpersons of these organizations.

Areas of Overlap with CGD
Cato and CGD have mutual interests in the areas of international trade, foreign aid and aid effectiveness, poverty, international finance, financial crises and globalization. More specifically, Cato maintains two programs of particular interest to CGD – the Project on Global Economic Liberty and the Center for Trade Policy Studies. Both programs have missions that are largely oriented toward development issues. The Project on Global Economic Liberty directed by Ian Vasquez seeks to demonstrate that a country's domestic policies and institutions are the primary determinants of its economic progress, and that the best development path is one based on open markets, private property rights and the rule of law. The mission of the Cato Institute's Center for Trade Policy Studies is to increase public understanding of the benefits of free trade and the

costs of protectionism, and it addresses such topics as agriculture, China, immigration, trade deficits and imports and the World Trade Organization.

Collaboration with CGD

CGD scholars have occasionally appeared on panels and debates at Cato. CGD senior fellow Steve Radelet and non-resident fellow William Easterly argued in a lively debate about the merits of foreign aid in the online discussion forum known as *Cato Unbound* (April 2006). Such collaboration is pursued on an ad-hoc and infrequent basis.

Comparative Advantages/Disadvantages

Cato's work is widely viewed as having significant influence on domestic U.S. policy issues, and the institute and its staff have developed extensive connections among policymakers in the United States

Center for American Progress

1333 H Street, NW, 10^{th} Floor
Washington, DC 20005
Telephone: 202-682-1611
http://www.americanprogress.org

Mission

The Center for American Progress (CAP) is a non-partisan research and educational institute dedicated to promoting a strong, just and free America that ensures opportunity for all. The center believes that Americans "are bound together by a common commitment to these values [and thereby] aspire to ensure our national policies reflect these values."

Central Objectives

CAP's policy and communication efforts are developed in accordance with four objectives: (1) "developing a long term vision of a progressive America;" (2) "providing a forum to generate new progressive ideas and policy proposals;" (3) "responding effectively and rapidly to conservative proposals and rhetoric with a thorough critique and clear alternatives;" and (4) "communicating progressive messages to the American public."

Structure/Personnel

CAP seeks to find progressive and pragmatic solutions to domestic and international problems and to develop policy solutions that foster a government that is "of the people, by the people, and for the people." It recommends policies that promote the cause of liberty and influence policymakers to support fiscal discipline, shared prosperity and "investment in people through education, health care and workforce training." Its personnel consists of approximately 140 staff members, including senior staff, distinguished senior fellows, fellows, special advisors, and administrative and communications staff.

Target Audience

The center aims to influence primarily policymakers, as well as academics, the media and the general public.

Political and Ideological Orientation

CAP is a progressive organization.

Key Activities

CAP organizes a number of events throughout the year including seminars, conferences, roundtable discussions and workshops. These events are listed on the center's website and typically cover current political issues. Recent events have included discussion of issues such as the role of corporations, reproductive rights, U.S. policy choices for Iraq, energy security, the constitutional role of Congress and disaster recovery. Several events are held each month and feature fellows and scholars as speakers, as well as visitors and experts from other institutes. Speeches that are presented are later posted on CAP's website for visitors to review.

Publications

The center disseminates a number of publications to their target audiences. Specifically, the website provides recent press releases written by CAP scholars for newspapers and magazines. Further, the center maintains *The Progress Report* online, which has been produced daily since 2003. These reports address current political topics such as terrorism, national security, genocide, and immigration. Additional publications include *Talking Points*, distilling current political issues into short concise bullet points and books written by CAP scholars.

Research Priorities
The research issues addressed by CAP are categorized into three areas – Domestic, Economy and National Security. Sub-issues of these general areas include the following: (1) Domestic – access to justice, bioethics, civil rights and civil liberties, energy, environment, health care, immigration, Medicare, religion, science, state and local issues, women's health and rights; (2) Economy – budget choices, economic opportunity, economic policy, global economy, labor market, manufacturing, private pensions, Social Security, tax policy and trade; (3) National Security – strategy and doctrine, democracy, global progress, homeland security, international rights and responsibility, the Middle East, nonproliferation and resources for growth. In addition, the following regions and states are addressed through program studies – Afghanistan, Africa, Cuba, Europe, Haiti, India, Iran, Iraq, Libya, North Korea, Pakistan, Russia and Spain.

Funding
For the 2004 fiscal year, the center had total revenue that amounted to $16.5 million and expenses of $10.5 million. CAP is a nonprofit Section 501(c)(3)organization under the IRS. Donations to the center have been generated from foundations, corporations and individuals including George Soros, Herbert and Marion Sandler, the Golden West Financial Corporation, the Rockefeller Family Fund, the Irving Harris Foundation, the Philip Murphy Foundation, the New York Community Trust, the Overbrook Foundation, the Peninsula Foundation, the Robert E. Rubin Foundation, the San Francisco Foundation, and the Robert and Irene Schwartz Foundation.

Governance
The center is directed by its president and chief executive officer, John Podesta. In addition, CAP has vice presidents for management as well as for policy. Senior vice presidents direct the various research programs such as Domestic Policy, National Security, Development and the Security and Peace Initiative.

Areas of Overlap with CGD
Issue overlap between CGD and CAP include economic development, global economy, global progress, international rights and responsibilities and resources for global growth.

Collaboration with CGD
CAP Senior Fellow Gayle Smith serves as a member of the CGD's Commission on U.S. Policy Toward Low-Income Poorly Performing States; Smith was involved in a bipartisan Commission on Weak States and National Security, a project of CGD, and Fellows from CGD and CAP participated in the "Panel III: Global Economic Development: Linking Agriculture, Trade, Energy and Poverty Alleviation in the Doha Round and Beyond."

Comparative Advantages/Disadvantages
The center is a "progressive think tank" and as such is generally seen as supportive of the Democratic Party. This threatens the credibility of CAP's "non-partisan" title. CAP devotes a significant amount of resources to the strategic use of online and offline communications.

Center for International Development at Harvard University

79 JFK Street
Cambridge, Massachusetts 02138
Telephone: 617-495-4112
http://www.cid.harvard.edu

Mission
The Center for International Development at Harvard University (CID) seeks to produce research that builds on "cross-disciplinary approaches to the challenges of sustainable development." CID aims to bridge the gap between disciplines, pulling together Harvard's top minds and their partners around the world to help explain the sources of and remedies for entrenched global poverty and the political and environmental circumstances which surround it.

Structure/Personnel
The center was established on July 1, 1998 by the Harvard Institute for International Development (HIID) and the Kennedy School of Government for the purpose of serving as Harvard's primary center for research on issues related to sustainable international development. CID is housed at the Kennedy School but, as a "university-wide research center," it is able to draw on the faculty, staff and researchers from the Kennedy School, the Faculty of Arts and Sciences, the School of Public Health, the Medical School, the Graduate School of Education, the Graduate School of Design, as well as the Law and Business Schools. The center is comprised of twelve staff members, 94 faculty associates, seven policy advisors, 24 doctoral candidates, and fifteen visiting researchers.

Central Objectives
The overarching objective of the center is to address the need for "cross-disciplinary approaches to the challenges of sustainable development." According to the CID website, "In virtually every area that now challenges the globe…from the need to ignite economic growth to the imperative of delivering an adequate level of social services to the poor; from the preservation of biodiversity to the limitation and management of climate change...solutions are possible, but will require breakthroughs in approaches at the cutting edge of the hard sciences, the social sciences, ethics, and politics." The center seeks these collaborative solutions.

Target Audience
The center aims to direct its research and findings to fellow scholars, members of the academic community from all disciplines, the students of Harvard University and the general public. Its approach to advocacy may be generally regarded as passive, as the center's central focus is on producing high-quality and credible research.

Political and Ideological Orientation
The center is university-affiliated and non-partisan.

Key Activities
CID organizes a number of regular events including a Seminar Series and Conferences. According to the events page on their website, these activities are held daily: (1) Mondays – "Sustainability Science Seminar" and "Lunches on International Economic Policy;" (2) Tuesdays – "Economic Growth and Development Workshop" and "CID SUndergraduate Discussion Group;" (3) Wednesdays – "Economic Development Lunch Series;" (4) Fridays – "CID Graduate Student Lunch Seminar." In addition, the center is closely associated with Harvard's Master's in Public Administration/International Development (MPA/ID) program and organizes a speaker series.

Publications
CID publishes a variety of documents and reports including the following: *CID Working Papers,* which are available in PDF format online; *CID Graduate Student and Postdoctoral Fellow Working Papers*; and *CID Flyers*. The *Working Papers Series* is intended to provide a forum for CID Faculty Associates and senior researchers to share their recent research related to international development. In addition, the center also produces a number of publications in conjunction with its affiliates including: *Bhumi: Harvard's International Development* Magazine, *Bureau for Research in Economic Analysis of Development (BREAD) Working Papers and Policy Papers*, *Economia* (The Journal for the Latin America and Caribbean Economic Association), and *Global Trade Negotiations*.

Research Priorities
The research at the center is conducted within an overall program that addresses the core intellectual challenges of sustainable development. Its faculty-based initiatives include the following programs: Economic Growth; Globalization and Development; Mexican Public Policy Education; Political Economy; Science, Environment and Development; and Sustainability Science.

Funding
The principal sources of funding for the center include alumni and individual contributions. The website notes that the support that CID has received from these sources has provided the center with much-needed fellowship funding, in addition to providing venture capital for new program initiatives, cutting-edge research on sustainable and international development issues and faculty recruitment.

Governance
CID has been directed by Ricardo Hausmann, a Professor of the Practice of Economic Development at the Kennedy School, since October 12, 2005. The center also has a Policy Advisory Committee which is comprised of two faculty members from the Department of Economics, two from the Kennedy School, one from the Department of Economics and one from the Business School.

Areas of Overlap with CGD
CID's overall mission shares CGD's commitment to fighting the causes of global poverty. The center's Growth Lab encourages basic theoretical and empirical research on the determinants of economic growth and its social, political and environmental sustainability. In addition, the center conducts research that focuses on economic development, trade and the environment.

Collaboration with CGD
Several researchers have affiliations with both CGD and CID, including Dani Rodrik and Michael Kremer. Director Ricardo Hausmann is a CGD non-resident fellow.

Comparative Advantages/Disadvantages
CID's affiliation with Harvard gives it an advantage in that its research products are perceived as rigorous and highly credible. Access to Harvard's distinguished and diverse faculty likewise sets it apart. On the other hand, the center's relatively passive approach to disseminating its research, along with the academic nature of its research products, means that its direct influence on the policymaking community could likely be expanded. This is a reflection of CID's research-based mission.

Center for Strategic and International Studies

1800 K Street, Suite 400
Washington, DC 20006
Telephone: 202-887-0200
http://www.csis.org

Mission

The Center for Strategic and International Studies seeks to advance global security and prosperity in an era of economic and political transformation by providing strategic insights and practical policy solutions to decision-makers.

Central Objectives

CSIS aims to serve as a "strategic planning partner for the U.S. government by conducting research and analysis and developing policy initiatives that look into the future and anticipate change."

Structure/Personnel

The center was founded in 1962 by David M. Abshire and Admiral Arleigh Burke, as a bipartisan, nonprofit organization in Washington, DC It was created at the height of the Cold War in order to address the "simple but urgent goal of finding ways for America to survive as a nation and prosper as a people." Since that time it has forged a preeminent position for itself as a reputable public-policy institution that focuses on the United States and international security. The center is comprised of 220 full-time staff, including 27 fellows, 38 program directors, chairs and senior advisors, 42 affiliated senior advisors, 84 affiliated senior associates, 44 affiliated adjunct fellows, and 13 personnel in the Office of External Relations.

Target Audience

CSIS disseminates its research to leaders from both U.S. political parties, fellow members of the think tank community, the general public, and academics.

Political and Ideological Orientation

The center is a bipartisan, nonprofit organization that seeks to find solutions to problems of international and security through non-partisan problem-solving processes that engage members of both political parties. It actively seeks to engage policymakers from across the political spectrum in an effort to develop consensus solutions to pressing problems.

Key Activities

"Bipartisan outreach to Congress is critical to the CSIS mission of policy impact. Congressional involvement varies by program but has a considerable influence on every aspect of CSIS research and analysis. Members of Congress serve as co-chairs of many projects and participate in working groups, policy forums, and other CSIS initiatives. CSIS experts also brief members and their staffs and testify before Congressional committees." The center has a deputy director for congressional relations and organizes and hosts programs on Capital Hill on issues such as HIV/AIDS and global trends. CSIS also coordinates several public events per week. Video and audio files of these events are typically posted on the center's website within two days.

Publications

CSIS publishes a range of materials directed to the policymaking community, government, business, and academics. These publications include books that are written by the center's scholars and published by the CSIS Press, shorter reports from CSIS experts addressing politically salient topics, and newsletters distributed by its various programs. There are a number of documents disseminated each week on a variety of security-related topics.

Research Priorities
The center conducts research and analysis and develops policy initiatives that are organized around over 25 programs grouped under three themes – "Defense and Security Policy," "Global Challenges," and "Regional Transformation." The following programs are housed within each: (1) Defense and Security Policy – Defense Policy, Homeland Security, International Security, Post-Conflict Reconstruction, Proliferation Prevention, and Terrorism & Transnational Threats; (2) Global Challenges – Demography & Population, Energy, Global Health, Technology Policy, and Trade & Economics; and (3) Regional Transformation – Africa, Americas, Asia, Europe, Middle East & North Africa, and Russia & Eurasia.

Funding
Financial information for CSIS is listed on its website. For 2005, the center's total revenue was $27.2 million and came from the following sources: foundations, 35 percent; corporations, 28 percent; individuals, 12 percent; government, 9 percent; and the endowment, 5 percent.

Governance
CSIS is directed by its Chairman, Sam Nunn, who also serves as Co-chairman and CEO of The Nuclear Threat Initiative. The center also maintains a Vice Chairman, Chairman to their Executive Committee, and a 34-member board of trustees. In addition, it has ten counselors, several of whom also serve on the board of trustees.

Areas of Overlap with CGD
CSIS maintains similar research interests to CGD in the following areas: health, biotech and public health, resource management, technology innovation, information diffusion, economic integration and conflict and governance. Further, the Global Challenges program examines how traditional nation-states deal with problems that cross national boundaries and how they relate to international organizations, multinational corporations and nongovernmental entities in dealing with these issues.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
While CSIS has attained national and international prominence in its study of security issues, the center has not received the same recognition for its development studies. CSIS is a recognized leader in the area of global trends.

East-West Center

1601 East-West Road
Honolulu, Hawaii 96848-1601
Telephone: 808-944-7111
http://www.eastwestcenter.org

Mission

The East-West Center (EWC) is an education and research organization established by the U.S. Congress in 1960 to strengthen relations and understanding among the peoples and nations of Asia, the Pacific and the United States. The center aims to contribute to a "peaceful, prosperous, and just Asia Pacific community by serving as a vigorous hub for cooperative research, education and dialogue on critical issues of common concern to the Asia Pacific region and the United States."

Central Objectives

The center seeks to conduct interdisciplinary research that examines major issues of critical importance in U.S.-Asia Pacific relations and to develop the human resources needed by the United States and the Asian region in a new era of increased interdependence.

Structure/Personnel

The East-West Center is organized into a variety of programs of cooperative study, training and research. These include programs dedicated to multidisciplinary research on important issues for the region, education programs that seek to provide opportunities to prepare the relevant countries for growing interdependence, seminar programs that bring together policymakers and others for short-term educational experiences, and other offices dedicated public outreach, conference management, and more.

There are approximately 250 total staff members and fellows, including seven staff members in Washington, DC , sixteen external affairs staff, five publications staff and nine information technology staff.

Target Audience

The center directs its research and policy advice toward policymakers from across Asia and the Pacific, as well as the United States. Other targets include academics and organizations in the think-tank community, the general public, students and nongovernmental organizations in the international arena.

Political and Ideological Orientation

The center is a non-partisan institution.

Key Activities

EWC organizes a number of activities in order to reach its target audiences. Specifically, the center provides short-term educational experiences for policymakers, professionals and scholars from Asia, the Pacific and the United States In addition, EWC conducts conferences, collaborative research, training, seminars and outreach programs focused on the issue of conflict reduction in Asia. The center's scholars also sponsor public seminars, provide community activities for students of EWC and engage in media briefings. It also hosts the United States Asia Pacific Council, awards endowment funds and manages a Pacific Disaster Center. EWC's seminar programs offer short-term dialogue, field-study and exchange opportunities for policymakers and professionals. Participants include professionals in government, civil society, business and the media who affect policy and influence trends in their respective regions. The center aims to advocate its policy recommendations via its office in DC , through organizing collaborative research with other think tanks such as the Carnegie Endowment for International Peace, arranging study groups to inform U.S.-Asia issues and organizing forums to launch EWC publications.

Publications
In addition to their activities, the center produces its own publications as well as posts publications from other think tanks such as Brookings and CGD on its website in the "policy debate" section. The center also maintains a blog.

Research Priorities
The center conducts research in four main areas: (1) Politics, Governance and Security; (2) Economics; (3) Environmental Change, Vulnerability and Governance, and (4) Population and Health. Specifically: (1) The Politics, Governance and Security program – addresses issues of domestic and international political change, conflict and cooperation. "Research focuses on how rapid socio-economic development is affecting political institutions and processes and how political systems and leaders are accommodating new pressures and challenges;" (2) the Economics Program – focuses on understanding the process of economic development and growth in the Asia-Pacific region and seeking solutions which "facilitate mutually beneficial economic cooperation through trade, investment, and technology exchange." Projects are organized under four themes – China, Globalization and Asian Economic Development, Information Technology and Innovation, and Energy Economics; (3) the Environmental Change, Vulnerability and Governance Program – focuses on critical interactions and interdependencies between environment and society; and (4) the Population and Health Program – conducts basic and applied research, offers professional education and training, and facilitates the exchange of information among policymakers, program managers, and scholars on critical population and health issues facing the Asia-Pacific region."

Funding
In 2005, the East-West Center's revenue totaled \$38.4 million with expenses reaching \$35.4 million. Congressionally appropriated funds cover operational expenses, which enables 100 percent of the center's funds from private agencies, individuals, foundations, corporations and governments in the Asia Pacific region to support programs directly. In addition, the following organizations make financial contributions to support the center's seminars: the Freeman Foundation, the China International Economic Cooperation Association (Taiwan), Nihon Shimbun Kyokai (Japan Newspaper Publishers and Editors Association), the Singapore International Foundation, Duty Free Shoppers, Ltd. and the Better Hong Kong Foundation.

Governance
President Charles E. Morrison directs the center with the oversight of a 28-member international board. The board includes four members appointed by the governor of Hawaii, four members appointed by the U.S. secretary of state, five elected members from Asia and three ex-officio members, among others.

Areas of Overlap with CGD
Mutual areas of research interest include EWC's four research programs - Governance and Security, Economics, Environmental Change, Vulnerability and Governance and Population and Health. Specifics of these programs are referenced above under "Research Priorities."

Collaboration with CGD
The East-West Center posts selected CGD publications on its website.

Comparative Advantages/Disadvantages
The center's sharp geographic focus allows EWC to remain connected to issues in the Asia-Pacific region.

The Economic Policy Institute

1333 H Street, NW
Suite 300, East Tower
Washington, DC 20005
Telephone: 202-775-8810
http://www.epi.org/

Mission

The mission of the Economic Policy Institute (EPI) is to provide high-quality research and education in order to promote a prosperous, fair and sustainable economy. The institute stresses real-world analysis and a concern for the living standards of working people, and makes its finding accessible to the general public, the media and policymakers.

Central Objectives

The institute's staff and its network of researchers seek to provide high-quality scholarship, communicate findings to diverse audiences, commit to a free exchange of ideas and challenge conventional thinking. EPI works to strengthen democracy by providing people with the tools to participate in the public discussion on the economy, believing that such participation will result in economic policies that better reflect the public interest.

Structure/Personnel

The institute was founded in 1986 by a group of economic policy experts for the purpose of broadening the discussion about economic policy to include the interests of low- and middle-income workers. According to EPI, "with global competition expanding, wage inequality rising, and the methods and nature of work changing in fundamental ways, it is as crucial as ever that people who work for a living have a voice in the economic debate." The institute adheres to strict standards of sound, objective research and analysis and couples its findings with outreach and popular education. EPI has 50 staff members, including ten Ph.D. researchers, four communications department staff, and five staff in the publications department.

Target Audience

The institute aims to make its findings available for the general public, the media and policymakers. In addition to its in-house staff, EPI also works closely with a national network of prominent scholars.

Political and Ideological Orientation

Although EPI is nominally a non-partisan organization, it clearly takes a left-wing approach to economic issues.

Key Activities

EPI takes an active approach to advocacy which translates to its key activities, which include: briefing of policymakers at all levels of government; providing technical assistance and support to national, state and local activists as well as community organizations; testifying before national, state and local legislatures; and providing information and background materials to print and electronic media.

Publications

The institute generates books and extended studies, briefing papers, issue briefs, policy memoranda, working papers and technical papers. The institute is typically cited more than 3,000 times a year in the print media, and its staff members are "seen or heard by approximately 85 million television and radio viewers and listeners," according to EPI.

Research Priorities
EPI conducts research that is focused on five main economic areas: (1) Living Standards/Labor Markets; (2) Government and Economy; (3) Globalization and Trade; (4) Education; and (5) Retirement Policy. Within these a number of issues are addressed including, trends in wages, incomes and prices, part-time and contingent "nonstandard" work, welfare reform, labor market problems, work organization, budget tax and fiscal policies, state-level domestic policy, and urban sprawl, among other topics.

Funding
The institute is a 501(c)(3) corporation. The majority of its funding (60 percent) in 2001 was received through grants from foundations. In addition, EPI receives financial support from individuals, corporations, labor unions, government agencies and other organizations. In 2004 its total revenues amounted to $8.3 million and expenses were $8.4 million.

Governance
EPI is directed by its president, Lawrence Mishel, and governed by its Board of Directors, of which Gerald W. McEntee is Chairman of the board. There are eighteen members of the board, which represent presidents and directors of such organizations as the International Association of Machinists, Communication Workers of America, United Steelworkers of America, International United Auto Workers, the American Federation of Teachers, the American Income Life Insurance Company, the AFL-CIO and the Service Employees International Union.

Areas of Overlap with CGD
The main areas of research overlap are within EPI's Globalization and Trade research area.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
EPI has a clear focus on the economic condition of low- and middle-income Americans and their families.

The Heritage Foundation

214 Massachusetts Avenue, NE
Washington, DC 20002-4999
Telephone: 202-546-4400
http://www.heritage.org

Mission

The Heritage Foundation is a research and educational institute whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense.

Central Objectives

In the interest of keeping America "safe and secure; where choices (in education, health care and retirement) abound; where taxes are fair, flat, and comprehensible; where everybody has the opportunity to go as far as their talents will take them; where government concentrates on its core functions, recognizes its limits and shows favor to none," Heritage's experts aim to "generate solutions consistent with their beliefs and market them to Congress, the Executive Branch, the news media and others."

Structure/Personnel

Heritage was founded in 1973 as an educational institute. The organization has 200 employees – eleven of which are involved in External Relations, eleven in Government Relations, 21 communications and marketing staff, and 51 policy experts.

Target Audience

Heritage develops policy advice consistent with its beliefs and disseminates and markets this information to members of Congress, the Executive Branch, the news media and others, including the general public.

Political and Ideological Orientation

As its mission statement makes clear, Heritage is a deeply conservative institution. It is well-respected among Republican policymakers and their allies.

Key Activities

Heritage organizes a number of events including conferences, seminars and lectures. These events are held fairly regularly – normally several per month – and are available on videotape or as MP3 downloads. Events are free and open to the public, as long as registrants provide contact information. In addition, the Foundation's scholars participate in weekly radio/television programs. Heritage focuses on arranging lecture events with speakers from Congress and focus attention on generating a strong media presence.

Publications

Heritage maintains a number of publications including: (1) *PolicyWire* a newsletter; (2) "*HeritageForum* a quarterly distributed magazine; (3) *MyHeritage.org* an internet site for Heritage members; (4) yearly Presidential Essays; and (5) *Policy Blog*. In addition, the Foundation's scholars draft numerous articles and op-ed pieces for local and national publications.

Research Priorities

The Heritage Foundation conducts research in a number of areas including, but not limited to: Africa, Agriculture, American Political Thought, Asia and the Pacific, Crime, Defense, Economy, Education, Energy and Environment, Europe/NATO, Family and Marriage, Federal Budget and Spending, Government Reform, Health Care, Homeland Security/Terrorism, Immigration, Citizenship and Border Security, International Organizations, Internet and Technology, Labor, Latin America, Legal Issues, the Middle East, Regulation, Religion and Civil Society, Retirement Income and Social Security, Russia and Eurasia, Taxes, Trade and Economic Freedom, Transportation and Smart Growth, Urban Issues, Welfare, and Worldwide Freedom. Further, it maintains the following centers/programs: (1) Domestic Policy – DeVos Center for Religion and Civil Society, Thomas A. Roe Institute for Economic Policy Studies, Center for Data Analysis, Domestic Policy Studies, and Center for Health Policy Studies; (2) The Kathryn and Shelby Cullom Davis Institute for International Studies – Asian Studies Center, Center for International Trade and Economics, Washington Roundtable for the Asia-Pacific Press, Douglas and Sarah Allison Center for Foreign Policy Studies, and The Margaret Thatcher Center for Freedom; (3) B. Kenneth Simon Center for American Studies; and (4) Center for Legal and Judicial Studies.

Funding
In 2005, Heritage's total revenue amounted to $39.9 million and total expenses were $36.5 million. The Foundation was supported by 275,000 individual and corporate supporters. Revenues derived from these sources totaled 88 percent of the total. Of the total revenue generated, 50 percent supported program expenses in research, 25 percent was invested in media and government relations, 25 percent in education, 14 percent in fundraising expenses and 3 percent was spent on management and administration.

Governance
Heritage is directed by its president, Edwin J. Feulner, and vice president, Phillip Truluck. In addition, the foundation is governed by a twenty-member board of trustees.

Areas of Overlap with CGD
The following areas are of mutual interest to Heritage and CGD: trade, international organizations, UN reform, aid effectiveness, democracy, terrorism, questioning the international system, and visa policy in the United States

Collaboration with CGD
CGD non-resident fellow William Easterly lectured at the Heritage Foundation.

Comparative Advantages/Disadvantages
Heritage's conservative identity gives it an advantage in its attempts to influence conservative policymakers, but it means that the organization's research sparks little interest from the other side of the aisle.

Heritage has a well-developed communications department with a strong focus on external and governmental relations, and a history of success in arranging appearances for the organization's experts reaching on talk radio, television and other forms of mass media.

The Hoover Institution

Stanford University
Stanford, California 94305-6010
Telephone: 650-723-1754
http://www.hoover.org

Mission

Herbert Hoover's 1959 statement to the board of trustees encapsulates the mission of the Hoover Institution:

> This Institution supports the Constitution of the United States, its Bill of Rights and its method of representative government. Both our social and economic systems are based on private enterprise from which springs initiative and ingenuity…Ours is a system where the Federal Government should undertake no governmental, social or economic action, except where local government, or the people, cannot undertake it for themselves…The overall mission of this Institution is, from its records, to recall the voice of experience against the making of war, and by the study of these records and their publications, to recall man's endeavors to make and preserve peace, and to sustain for America the safeguards of the American way of life. This Institution is not, and must not be, a mere library. But with these purposes as its goal, the Institution itself must constantly and dynamically point the road to peace, to personal freedom, and to the safeguards of the American system.

Central Objectives

The principles of individual, economic and political freedom; private enterprise; and representative government are fundamental to the vision of the institution. By collecting knowledge, generating ideas, and disseminating both, the institution seeks to secure and safeguard peace, improve the human condition, and limit government intrusion into the lives of individuals. Specifically, they maintain four objectives: (1) "to collect the requisite sources of knowledge pertaining to economic, political and social changes in societies at home and abroad, as well as to understand their causes and consequences;" (2) "to analyze the effects of government actions relating to public policy;" (3) "to generate, publish, and disseminate ideas that encourage positive policy formation using reasoned arguments and intellectual rigor, converting conceptual insights into practical initiatives judged to be beneficial to society;" and (4) "to convey to the public, the media, lawmakers, and others an understanding of important public policy issues and to promote vigorous dialogue" on these topics.

Structural / Personnel

The Hoover Institution on War, Revolution and Peace within Stanford University is a public policy research center that is devoted to the advancement of the study of politics, economics and political economy both domestically and internationally. The institution was founded in 1919 by Herbert Hoover and originally focused on specialized document collections until it expanded into a research entity in the late 1940s. The current staff of the institute includes 59 individuals – six of whom are involved in resource development, four in program development, seven in press, and four in public affairs. In addition, there are approximately 100 fellows and scholars specializing in the disciplines of economics, history, law, political science and sociology.

Target Audience

The Hoover Institution seeks to convey to the public, the media, lawmakers, and others an understanding of important public policy issues and to promote vigorous dialogue on these topics.

Key Activities
The institute generally seeks to advance the ideas and scholarship of Hoover fellows, publicize the library and archives' holdings and organizes public events. The communications and outreach team conducts uses traditional and cutting-edge communications tools to connect with an interested public, which in turn influences lawmakers, policy and opinion leaders, the news media, and peers in the world of universities and think tanks

Publications
Hoover scholars produce a number of "books, provocative essays, and in-depth articles that explore ideas with the potential to transform society." Specifically, they disseminate: (1) *Hoover Digest* – an award-winning quarterly that presents an overview of the research that is being conducted by their scholars; (2) *Policy Review* – a quarterly publication that provides new thinking and research on matters of public policy; (3) *Education Next* – a quarterly journal that details specific components of and research on issues related to K-12 education reform in the United States; (4) *Uncommon Knowledge* – a public affairs television series that provides information on and discussion of current public policy issues from a decidedly "outside the beltway" perspective; (5) *China Leadership Monitor* – an updated quarterly that seeks to inform the American foreign policy community about current trends in China's leadership politics and in its foreign and domestic policies; and (6) Hoover Press – the press department provides general publication and editorial service to the institution and also publishes and markets books under the Hoover Press imprint.

Research Priorities
There are three overarching themes which lead the research of the institution: (1) "American Institutions;" (2) "Performance and Democracy and Free Markets;" and (3) "International Rivalries and Global Cooperation." The first two themes focus on the following issues: the rule of law and property rights; societies based on individualism rather than class; confronting the issue of race, gender and ethnicity; the role of a society's culture and values, government's performance on behalf of society; addressing issues of accountability, efficiency and representation; the appropriate scope of government's involvement in areas such as education, health care, and the environment; economic growth and tax policy; and capital formation – financial, human and intellectual, and wealth redistribution with regard to tax, social, health and demographic public policies. The third program – International Rivalries and Global Cooperation – focuses on studying issues of foreign policy addressing such topics as security, trade and commerce and the rule of law. In addition there are eight Hoover Initiatives in place which will result in "Institutional Book Projects:" (1) American Public Education; (2) Property Rights, the Rule of Law, and Economic Performance; (3) The End of Communism; (4) The National Security Forum; (5) Transition to Democratic Capitalism; (5) American Individualism and Values; (6) Accountability of Government to Society; (7) Capital Formation, Tax Policy, and Economic Growth; and (8) International Rivalries and Global Cooperation.

Funding
According to the website, in a typical year the institution's budget for its programs and activities is approximately $25 million and is expended as follows: 40 percent research scholars and their direct support; 25 percent general research support, communications and development; 25 percent library operations and acquisitions; 5 percent facilities, materials and computer services; and 5 percent administration. For the 2003-2004 fiscal year, the Hoover Institution expended $32.4 million on its programs and activities. Of these expenditures, $30.7 million was allocated to the base budget and $1.7 million was allocated for special and capital project outlays, which were funded by revenues specifically restricted to projects not within the budget base. Donations were

generated from individuals and their related foundations and corporations (40 percent); endowment funds (45 percent); and by contributions from Stanford University (15 percent). Contributors included the following: Archer Daniels Midland Foundation, ARCO Foundation, Boeing-McDonnell Foundation, Chrysler Corporation Fund, Dean Witter Foundation, Exxon Educational Foundation, Ford Motor Company Fund, General Motors Foundation, J.P. Morgan Charitable Trust, Merrill Lynch & Company Foundation, Procter & Gamble Fund, Rockwell, International Corporation Trust, and Transamerica Foundation.

Governance
The institution is led by its director, John Raisian (since 1986), as well as the Chairman of the Board of Overseers, W. Kurt Hauser. The Board of Overseers is responsible for overseeing the strategic direction and financial health of the institution. It reviews and approves a strategic plan and addresses research and publications programs as well as the institution's library, archives and collections. The board also approves the institution's annual operating and capital budget, reviews endowment and investment performance and assists the director in implementing fundraising plans.

Areas of Overlap with CGD
Relevant areas of overlap include education, politics, healthcare, and economics.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
The institution's corporate investors and its large endowment mean that Hoover boasts ample resources for its operation. However, close ties to these investors as well as with the current administration have the potential to introduce bias (or perceptions of it) into the work of the institution. The close ties between the Hoover Institution and the Bush administration have been a source of contention for some members of the Stanford University community.

The Hudson Institute

1015 15th Street, NW, 6th Floor
Washington, DC 20005
Telephone: 202-974-2400
http://www.hudson.org

Mission

The Hudson Institute is a non-partisan policy research organization dedicated to innovative research and analysis that promotes global security, prosperity and freedom. The institute attempts to challenge conventional thinking and to manage strategic transitions to the future through interdisciplinary and collaborative studies in defense, international relations, economics, culture, science, technology and law.

Central Objectives

Through the institute's publications, conferences and policy recommendations they aim "to guide global leaders in government and business." They seek to apply a broad-based approach and to present "well-timed recommendations" to leaders in the public and private sectors.

Structure/Personnel

The Hudson Institute was founded in 1961 by futurist Herman Kahn. Since that time the institute has dedicated itself to providing unique, future-oriented and "guardedly optimistic" research and analysis. Hudson is structured to include twelve policy centers: (1) Center for Employment Policy; (2) Center for Eurasian Policy; (3) Center for European Studies; (4) Center for Future Security Strategies; (5) Center for Global Prosperity; (6) Center for Housing & Financial Markets; (7) Center for Latin American Studies; (8) Center for Middle East Policy; (9) Center for Science in Public Policy; (**10**) Center on Islam, Democracy and the Future of the Muslim World; (11) Economic Policy; and (12) Bradley Center for Philanthropy & Civic Renewal. Hudson employs 90 staff members, including: eight in administration, 41 research fellows, 41 adjunct fellows, and four visiting fellows.

Key Activities

The institute takes an active approach to advocacy. Scholars regularly consult with U.S. policymakers as well as with policymakers in London, Tokyo, Paris, Berlin and other international seats of government. In 2005, Hudson scholars briefed key officials in the United States and abroad on issues ranging from the War on Terror, the rise of Asia and human rights to employment policy and the future of philanthropy. Hudson also initiated new programs, directed by leading scholars, on European affairs, Latin American studies, Asian security, economic policy, employment policy, and housing and financial markets. Specifically, the Center for Global Prosperity provides a platform – via conferences, discussions, publications, and media appearances – to create awareness of its work among U.S. and international opinion-leaders. In addition, Hudson scholars regularly appear on such major media channels as ABC, Fox, CNN, BBC, and France 2. The institute organizes approximately one to two events per week and views conferences as one of its main mediums through which to disseminate its research.

Publications

Hudson disseminates their research and policy prescriptions through such publications as: (1) annual reports; (2) articles – available on the website from a variety of sources; (3) *Hudson's Quarterly Newsletter* – available online since Winter 2003; *New@Hudson* –reports generated by Hudson Institute Communications and available on their website; (4) op-eds; (5) press releases; (6) reports and white papers – reports written by Hudson scholars; (7) speeches and transcripts; and (8) published testimony. In addition, the institute's scholars are often published in *Foreign*

Affairs, *The New York Times*, *The Washington Post, The Weekly Standard, The Sunday Times* (London), *Asahi Shimbun* (Tokyo), *Le Figaro* (Paris) and *The New Republic.*

Research Priorities
The Hudson Institute pursues research in the following issue areas: Affirmative Action, Africa, Agriculture/Biotechnology; Asia/Pacific Rim; China; Civil Society; Congress; Culture and Society; Eastern Europe; Economics, Education/Education Reform; Employment Policy; Environment Issues; Eurasia; European Union; Faith and Public Policy; Foreign Aid; Health Care Reform; Homeland Security; Human Rights; Immigration/Citizenship; Intelligence; International Economics; International Security; Islam; Japan; Korea; Latin America; Law/Legal; Middle East; Military and Defense; National Security; NATO; News Media; Philanthropy; Privatization; Public Diplomacy; Regulatory Policy; Religion; Russia/Former Soviet Union; Russia-China Relations; Science and Technology; Trade; Welfare/Welfare Reform; and Western Europe.

Funding
In 2004 the institute's total revenue amounted to $8.3 million and total expenses were $8.4 million. Public funding sources provide approximately 25 percent and the remaining funding is from private sources. The private funders include the Walton Family Foundation, Sarah Scaife Foundation, The Fred Maytag Family Foundation, Capital Group Companies, Inc., Monsanto Company, Pfizer, Inc., Pharmaceutical Research and Manufacturers of America and the Eli Lilly Company.

Governance
Chief Executive Officer Kenneth R. Weinstein and President Robert I. London lead the institute. In addition, the institute is guided by its 30-member board of trustees, which has a nine-member Executive Committee.

Areas of Overlap with CGD
The primary interest overlap between CGD and Hudson is the Global Prosperity Center, whose mission is to "provide a platform – through conferences, discussions, publications, and media appearances – to create awareness among U.S. and international opinion leaders, as well as the general public, about the central role of the private sector, both for-profit and not-for-profit."

Collaboration with CGD
Hudson and CGD co-hosted a debate between Hudson's Carol Adelman and CGD's Steve Radelet about U.S. aid levels.

Comparative Advantages/Disadvantages
Hudson is recognized to have close ties with Republican administrations, and this association can prove detrimental to a non-partisan image.

Comments
While describing itself as non-partisan and preferring to portray itself as independently "contrarian" rather than as a conservative think tank, the Hudson Institute gains financial support from many of the foundations and corporations that have also supported the conservative movement. However, Hudson insists that its policy positions are not influenced by either its funding sources or a specific political ideology.

Institute of Development Studies

Brighton, BN1 9RE, U.K.
Telephone: +44 (0) 1273-606261
http://www.ids.ac.uk

Mission

The mission of the Institute of Development Studies (IDS) is to work with a global network of partners to: (1) develop dynamic ideas and analysis on the global issues that shape the world; (2) provide practical solutions that accelerate sustainable poverty reduction, promote social justice and ensure that all peoples' voices are heard; and (3) use authoritative research, innovative teaching and cutting-edge communications to influence key audiences in order to achieve the institute's vision.

Central Objectives

The institute conducts its research toward the end of achieving a world in which "poverty does not exist, social justice prevails and the voices of all people are in national and international institutions." IDS believes that "generating, mobilizing and sharing knowledge, through research, teaching and communications, play a key part in realizing this vision." The institute dedicates itself to: a concern for equity and social justice; an explicit recognition of power relations; the independence to challenge orthodoxy; transparency and accountability to stakeholders; engagement of a plurality of partners and perspectives; and continuous learning. IDS attempts to build its capacity in its own efforts as well as develop partnerships and form strategic relationships with organizations in the Global South. These "IDS Knowledge Partnerships" aim to find "solutions to knowledge and communication challenges in developing countries."

Structure/Personnel

IDS was established in 1966 as one of the first research institutes of its kind, in partnership with the University of Sussex. Although there has been a proliferation of such organizations, the institute remains distinct in its commitment and approach to development. Specifically, it views its strengths as its: (1) "People-centered perspective on development" – recognizes the many faces of poverty, and the way that power differentials can obstruct progress toward equity, justice and poverty reduction; (2) "integrated ways of working, combining research, teaching and communications work" – the institute is "one of the only development organizations that is a world leader in three spheres" and it works to "integrate these elements as [it] recognize[s] the positive synergies that their interaction generates;" (3) "multidisciplinary approach" – considered by its leaders as essential in tackling the complex and multifaceted challenges of development; (4) "unique network of partners and contacts" – reaching from international agencies to grassroots activists and spanning civil society, governments and business; and (5) reputation and credibility – IDS provides convening power to "bring together leading players in development policy and practice to capture the attention of a wide audience." The institute maintains a staff of 200, including approximately 100 researchers, 70 knowledge services staff, 65 support staff and about 150 students.

Target Audience

The institute focuses on shaping the debate among policymakers, the general public, members of the think tank community and students. According to IDS, "work is only as useful as the influence it exerts."

Key Activities

IDS arranges a number of events each month, such as seminars, conferences and workshops. These events are listed on its website in a weekly calendar. In addition, it collaborates with development agencies, governments and civil society organizations in analysis, design and management of knowledge support systems, learning partnerships and training programs (in collaboration with the University of Sussex). Further, the institute organizes five popular post-graduate courses in development and gender studies and hosts or contributes to a family of web-based knowledge services such as the British Library of Development Studies (BRIDGE), Siyanda (a database on material related to gender), GDNet and ID21, Eldis, and IDS Knowledge Partnerships. The institute's approach to advocacy is as follows, "IDS will seek to influence in order to frame, inform and shape debates about development ideas, policy and practice. Through… communications work, with partners from the South and the North, we will use collaborative research, teaching and knowledge services to influence those who can help us to realize our vision. Our work is only as useful as the influence it exerts."

Publications
The research of the institute is disseminated through the following publications: (1) books – available for purchase online and written by IDS scholars; (2) the IDS Bulletin – "which brings together the latest thinking and research from programmes and events at IDS and presents them in an accessible way for development practitioners, policymakers and researchers." The Bulletin is edited by an IDS research fellow and draws on contributions from IDS fellows as well as the institute's global network of partners and collaborators; and (3) the IDS Series Publications – which include working papers, discussion papers, development bibliographies, policy briefings, IDS in Focus, and research reports, drafted to stimulate debate and influence thinking on development issues.

Research Priorities
The research programs at IDS are arranged in five closely linked multidisciplinary teams: (1) Governance – state effectiveness, collective action and public policy, politics, law and rights, and security conflict and fragile states; (2) Globalization – Asian drivers of global change, China and India, regionalism, value chains and standards and putting enterprise and growth back on the policy agenda; (3) Vulnerability and Poverty Reduction – social protection, work and vulnerability, climate change and disasters; (4) Participation, Power and Social Change – participation in politics and governance, institutional learning and change and the theory and practice of participation; and (5) Knowledge, Technology and Society – health, agriculture and environment, making technologies work for the poor and science and citizenship. The institute also hosts a growing number of international, multi-partner research projects, as well as the Centre for the Future State (understanding governance and public authority in developing countries) and Citizenship DRC (The Development Research Centre on Citizenship, Participation and Accountability), which is an international research partnership exploring new forms of citizenship.

Funding
Although IDS has close links with the University of Sussex, it is financially and constitutionally independent. Funding for the institute comes from a combination of research grants and fees from advisory work, teaching and publication sales. The U.K. Department for International Development (DFID) is the largest funder (55 percent). IDS also receives financial contributions from the European Union, various United Nations agencies, and a wide range of aid agencies, trusts and foundations. Its budget – 11 million British pounds – is overseen by a finance committee, a sub-committee of the board of trustees.

Governance
The institute directed by Lawrence Haddad, who is advised and overseen by a 20-member board of trustees that meets twice a year. The Vice Chancellor of the University of Sussex is the current

board chair. The trustees are responsible for setting policy, monitoring performance and promoting the interests of the institute. In addition, the Strategic Management Group (SMG) is the executive decision-making body of the institute and is chaired by the IDS Director. Its function is to "strengthen the quality of decision-making related to the institute's strategy and management." SMG is comprised of Research Group Leaders, the Heads of Information, the Head of Finance and Administration and the Head of Graduate Programmes. The group meets twice monthly.

Areas of Overlap with CGD

IDS and CGD overlap in their research focus in the following areas: development finance, Basel II, trade, economic partnership agreements, EU-African relations, fair trade, poverty and inequality, climate risk, health systems, and social protection against health shocks. More broadly, CGD and IDS share are among the few research institutes that focus exclusively on international development issues.

Collaboration with CGD

None.

Comparative Advantages/Disadvantages

The close relationship between IDS and its main funder, DFID, means that the research that IDS produces has a direct influence on DFID's policies. It also means that the research agenda at IDS is to a significant degree demand-driven rather than a product of a strategic pursuit of important and under-explored issues.

The institute's core competencies are research, teaching and training, and serving as a leader in the provision of knowledge services and information management. IDS attempts to be very inclusive and to engage developing country actors with a "bottom-up" approach.

Institute for Policy Studies

1112 16th Street, NW, Suite 600
Washington, DC 20036
Telephone: 202-234-9382
http://www.ips-dc.org

Mission

The Institute for Policy Studies (IPS) seeks to strengthen social movements with independent research, visionary thinking and links to the grassroots, scholars and elected officials. Since 1963, it has attempted to empower people to build healthy and democratic societies in individual communities, the United States, and the world.

Central Objectives

IPS public scholars aim to pursue their research in accordance with a common set of ten core values and principles: peace, justice, environmental sustainability, participatory democracy, human rights, freedom, dignity, diversity, community and international law. A part of the institute, Foreign Policy in Focus (FPIF) is a think tank for research, analysis, and action that brings together scholars, advocates, and activists who strive to make the United States a more responsible global partner. The International Relations Center (IRC) in Silver City, New Mexico and IPS have jointly managed FPIF since 1996. FPIF provides timely analysis of U.S. foreign policy and international affairs and recommends policy alternatives. Collectively, IPS seeks to facilitate long-term planning as well as rapid response to world events.

Structure/Personnel

The institute is a 501(c)(3) organization under the IRS tax code. It was established in 1963 to transform ideas into action for peace, justice and the environment. IPS has strengthened and linked social movements through the articulation of root principles and fundamental rights, research and analysis on current events and issues and connections to policymakers, academics and activists at all levels. While the institute does work with political parties and movements, it asserts its independence, embraces internal diversity of thought and believes that discussion and debate are crucial in "forging solid, practical public scholarship." Among its areas of work, IPS has three centers/clusters: (1) Democracy and Fairness Cluster, which unites scholars, local activists, national advocacy groups and policymakers to further democracy and economic justice in the United States; (2) Global Justice Center, which is comprised of three projects that collaborate with activists and scholars through the world to generate alternatives to current, corporate-led globalization; and (3) Peace and Security Cluster, which seeks to make the United States a more responsible global leader and global partner. There are 30 staff members at IPS, including three external relations and development staff.

Target Audience

The target audiences of IPS include activists, the general public, policymakers and fellow academics.

Key Activities

The institute has been involved in briefings before members of Congress, as well as active mobilization and leveraging of social movements. IPS has organized nine online networks to work with Congressional progressive caucuses; Foreign Policy in Focus is one of these virtual think tanks. Further, it has organized public events on Iraq and has a "Defining the Issues" radio series.

Publications
IPS disseminates online publications, through its collaborative partnerships with the International Relations Center in New Mexico and FPIF. In addition, the institute produces op-eds for major newspapers and conducts interviews with other media sources. The institute's annual reports and newsletters are also available online since Winter, 2001.

Research Priorities
IPS has a number of research programs and campaigns including: (1) Progressive Challenge – working with 200 progressive groups in pursuing the consensually created Fairness Agenda for America; (2) Break the Chain Campaign – a coalition seeking to end the exploitation and abuse of domestic workers brought to the United States to work for diplomats, officials of international agencies, and others; (3) Social Action and Leadership School for Activists – teaching the basics of organizing, management, communications, and other movement-building skills to activists; (4) Global Economy Project offering broad analysis of free-trade initiatives and their impacts; (5) Ecotourism Project – studying how ecotourism can aid and sustain and equitable development in the Global South; and (6) New Internationalism Project – offering progressive voice on UN and Middle East and North African affairs.

Funding
For 2005, the total expenditures for IPS was $3 million and revenue generated amounted to $2.4 million. The institute does not accept government funding and receives its financial contributions from individuals, organizations and foundations.

Governance
IPS is directed by John Cavanagh as well as an eighteen-member Board of Directors.

Areas of Overlap with CGD
IPS is similar to CGD in its research interest in the topics of sustainable development, the environment, trade, international finance, democracy, and peace.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
IPS actively reaches out to civil society to support advocacy and mobilization from the ground up. The institute appears to be more of an advocacy think tank and its publications receive only shallow peer-review.

Institute for the Study of Diplomacy

1316 36th Street, NW
Washington, DC 20007
Telephone: 202-965-5735
http://isd.georgetown.edu/

Mission

The Institute for the Study of Diplomacy (ISD) "studies a practitioner's craft: how diplomats and other foreign affairs professionals succeed and the lessons to be learned from their successes and failures. Institute programs focus particular attention on the foreign policy process: how decisions are made and implemented."

Central Objectives

The institute seeks to reach its targeted audiences by using Georgetown University's Edmund A. Walsh School of Foreign Service as its primary window on the world of the foreign affairs practitioner. ISD seeks to build academic-practitioner collaborations around the issues related to its mission.

Structure/Personnel

ISD conducts its programs through a small staff and resident and non-resident associates. Associates are members that include U.S. and foreign government officials and other foreign affairs practitioners who are detailed to or affiliated with the institute for a year or more. The institute seeks to build academic-practitioner collaborations. Its personnel include eight staff members, ten associates and 22 non-resident associates. Its resident associates represent a variety of organizations such as the U.S. Central Intelligence Agency, the U.S. Department of State, the Air Force, the Foreign Ministry of China, the Army, the Foreign Ministry of Russia, Georgetown University and the National Defense University. The institute does not seek to act as an advocacy organization, but rather as a research and skills-development think tank.

Target Audience

The institute's immediate audience is the Georgetown University student population due to the fact that the ISD staff and associates teach courses, organize lectures and discussions, mentor students and participate on university committees. Beyond these students, the institute seeks a broad academic and policy community.

Key Activities

The institute seeks to reach its target audiences via conferences, working groups, publications and research activities, with participation from policymakers and/or others who influence foreign policy. In addition, ISD develops international affairs case studies, which are employed in classrooms across the United States and around the world.

Publications

ISD publishes the following as a means through which it can disseminate its research: (1) Case Studies – geared at professional, graduate, and undergraduate schools of international affairs; (2) ISD Books –available for purchase; (3) Schlesinger WG Reports –available in PDF download and speaking to such topics as U.S.-European relations, Russian foreign policy, Indonesia's strategic relations and Southeast Asia's Democratic challenges; (4) Islamic WG Reports –available in PDF dealing primarily with the image of the U.S. in the Islamic world; (5) ISD Reports – accessible in PDF on the website, addressing security and international relations issues; and (6) Discourse, Dissent and Strategic Surprise – published annually or bi-annually and available online.

Research Priorities
Research is conducted through the following programs: (1) The Schlesinger Working Group, which supports teaching in and the research of foreign affairs in an effort to draw attention to the need for a strategic vision in the formation of foreign policy and diplomacy; (2) the UN Forum – with the support of the United Nations, this program undertakes research projects to examine the report of the UN Secretary-General's High-Level Panel "with a view to providing the administration with informed analysis and recommendations as to how the U.S. could foster reform of the UN and advance American interests in the period ahead;" (3) the U.S. Power Program – researches the current, post-9/11 international community and aims to find solutions as to how the United States should face the unprecedented challenge of confronting terror at home and abroad; and (4) Discourse, Dissent and Strategic Surprise, which is comprised of senior experts and examines "how the U.S. national security establishment at critical junctures has ignored information or analysis that challenged prevailing policy assumptions" to the detriment of security interests. It aims to "provide insights into the dynamics among national security and intelligence agencies, the president and key advisors, the Congress, the media, various interest groups and experts in evaluating intelligence and defining national security priorities and policy choices."

Funding
Donations to the institute are generated from a variety of sources including grants, gifts and endowments, individuals, corporations and foundations. The Starr Foundation is the single largest contributor to ISD and its associate programs. The institute has also received strong corporate support from the Boeing Company, Lockheed Martin and the Ethan Allen Company.

Governance
The institute is led by its director, Casimir A. Jost, as well as its chairman of the Board of Directors, Thomas R. Pickering. The Board of Directors includes a chairman emeritus, vice chairman and 35 members.

Areas of Overlap with CGD
The main research overlap is on issues of foreign policy, diplomacy, negotiations and "strategic surprises."

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
ISD's mission complements the mission of Georgetown University's Edmund A. Walsh School of Foreign Service and benefits from the University's prestige and resources. Though relatively small compared to other think tanks, ISD has developed a niche for itself in diplomatic skill-building.

International Center for Research on Women

1717 Massachusetts Avenue, NW, Suite 302
Washington, DC 20036
Telephone: 202-797-0007
http://www.icrw.org

Mission

The International Center for Research on Women (ICRW) is dedicated to improving the lives of women in poverty, advancing equality and human rights and contributing to broader economic and social well-being. It aims to meet this mission by partnering with other organizations through research, capacity building and advocacy on issues affecting women's economic, health and social status in low- and middle-income countries.

Central Objectives

ICRW maintains four central objectives: (1) to "conduct research and analysis that offer true insight into issues that affect women's lives;" (2) to "translate research into policy and action options, advocating and building support for policies by informing experts, leaders and policymakers of our findings and experiences;" (3) to help "organizations base their decisions in reality, and provide guidance and 'actionable insight' to strengthen their programs;" and (4) to "work with women and communities, partnering with other organizations to bring out about social change."

Structure/Personnel

The center was founded as a private, nonprofit organization in 1976 in order to "fill gaps in understanding the complex realities of women's lives and their role in development." ICRW's work is divided into three dimensions: research, technical support for capacity building and advocacy. Its actions are guided by five "essential ingredients for sustainable development," including: (1) "supporting women as economic providers and innovators, nurturers and caregivers, community leaders and agents of change;" (2) "ensuring women's control of economic resources; guaranteeing reproductive rights, health and nutrition, strengthening capacities and increasing political power;" (3) "fostering equality and respect for human rights and dignity for all;" (4) "shaping policy and programs based on sound research and data;" and (5) "building collaborative, mutually rewarding partnerships and networks to share skills and build capacity." The staff of ICRW includes 85 individuals, including nine in external relations, ten in finance and administration, three in programs, approximately twenty in the Health and Development Group, and fourteen in the Social and Economic Development Group. The center's International Fellows Program also invites researchers from developing countries to ICRW for a period of time in its Washington, DC office. The center also maintains an office in India.

Target Audience

The center seeks to educate, inform and influence the general public, policymakers on domestic and international levels, fellow academics, women's advocates and other non-governmental organizations.

Key Activities

The center's main activities involve technical support for capacity building and advocacy. With regard to the former, this includes: (1) helping to develop analytical skills to ask the right questions and interpret answers; (2) assisting in the effort to find practical ways to improve the delivery and quality of a variety of services for women and girls, including financial, agricultural, health, nutrition and reproductive health services; and (3) showing how to evaluate the impact of programs and policies. In addition, advocacy includes: (1) targeting strategic communications that bring timely, accessible information to key decision-makers; (2) producing publications tailored to a variety of audiences including program practitioners, academics and the public; (3) organizing forums for dialogue and consensus-building among key decision-makers, opinion leaders, issue experts and program specialists; (4) conducting media outreach to influence opinion and generate news coverage of issues and events; (5) introducing journalists and the public to issues, providing technical information to researchers, policymakers and program specialists worldwide when needed; and (6) participating in coalitions and partnerships to advocate for policies and programs that improve women's lives.

Publications

ICRW publishes books and articles that are available by subscription and maintains a library of over 10,000 books, reports, and papers that reflect the past and current research interests of the center. The center is also involved with a number of international library networks and provides its users access to the International Network for Availability of Scientific Publications, the Health InterNetwork Access to Research Initiative and AGORA which provides articles about food, agriculture, environmental and social sciences.

Research Priorities

ICRW conducts research in the following areas: Adolescence, HIV/AIDS, Nutrition and Food Security, Poverty Reduction, Reproductive Health and Population, Violence Against Women and Women's Rights. These issues are viewed from a domestic and international perspective and ICRW seeks to find solutions to ameliorate these problems.

Funding

In 2005 the center had a total revenue of $13.9 million and expenditures of $6.7 million. Financial contributors to ICRW come from foundations, NGOs and international organizations. Examples of these organizations include: the Academy for Educational Development, CARE, Columbia University, The William and Flora Hewlett Foundation, the Ford Foundation, International Development Research Center, J.P. Morgan Chase, Government of the Netherlands, Nike Foundation, Turner Foundation, UN Development Programme, World Bank and the World Health Organization.

Governance

The center is directed by its president, Geeta Rao Gupta as well as board Chair, Jeanne L. Warner. The Board of Directors includes fourteen members in addition to the Chair as well as four officers of the board (president, vice president, treasurer and secretary).

Areas of Overlap with CGD

Issue overlap exists in the research projects involving the link between gender (cross-sectoral) and development issues, health, nutrition, migration, and poverty.

Collaboration with CGD

Occasional collaboration on events.

Comparative Advantages/Disadvantages

The center has country offices in India and Uganda and undertakes studies that address complex issues and inter-related issues such as women's economic status and health. ICRW is both a technical NGO involved in on-the-ground program implementation and a think tank.

International Crisis Group

1629 K Street NW, Suite 450
Washington DC, 20006
Telephone: 202-785-1601
www.crisisgroup.org

Mission

The Brussels-based International Crisis Group (ICG) was established in 1995 by a group of prominent international citizens and foreign policy specialists who were appalled by the international community's failure to act effectively in response to the crises in Somalia, Bosnia and Rwanda. Their aim was to create a new organization, wholly independent of any government, which would help governments, international organizations and the world community at large prevent or at least contain and resolve deadly conflict. Crisis Group's primary goal is prevention – to persuade those capable of altering the course of events to act in ways that reduce tensions and meet grievances, rather than letting them fester and culminate in violent conflict.

Structure/Personnel

Crisis Group is an independent, nonprofit, non-governmental organization, with nearly 120 staff members on five continents, working through field-based analysis and high-level advocacy to prevent and resolve deadly conflict. Crisis Group's approach is grounded in field research. Teams of political analysts are located in or within close proximity to countries at risk of outbreak, escalation or recurrence of violent conflict. Based on information and assessments from the field, it produces analytical reports containing practical recommendations targeted at key international decision-makers. Approximately half of the staff members work in the five main advocacy offices and half work in one of the eleven field offices in Amman, Bishkek, Bogota, Dakar, Islamabad, Jakarta, Nairobi, Pretoria, Pristina, Seoul, and Tbilisi.

Target Audience

Crisis Group targets key international decision-makers and senior policymakers in governments around the world, officials in foreign ministries and international organizations as well as the media.

Key Activities

The primary means of information dissemination for Crisis Group is its publications. However, ICG staff also delivers speeches and engages in media appearances as mediums through which to convey the substance of their findings and policy prescriptions.

Publications

ICG has two regular publications: (1) *CrisisWatch,* a monthly, twelve-page bulletin that provides a succinct update on the status in all the most significant situations of conflict or potential conflict around the world; and (2) an annual report that reviews activities of the previous year, maps out plans for the coming year and contains institutional information. Reports and briefings are made available on the website and distributed via email and printed copy to officials in foreign ministries and international organizations. There were 95 such documents published in 2005. Researchers and analysts affiliated with Crisis Group also write articles and op-eds and give speeches and interviews.

Funding

Crisis Group is an independent, nonprofit, non-governmental organization that receives funding from governments, charitable foundations, companies and individual donors. Total revenue for

2005 was $10,477,992, almost all of which came from contributions. Total expenses for 2005 were $11,389,795, of which program expenses totaled $7 million, advocacy just over $3 million, and administration $1.3 million.

Research Priorities
The research program at Crisis Group is divided into five regions and a group of thematic issues. (1) The Africa Program is coordinated out of New York and currently focuses on the fragile peace processes in Central Africa; the ethnic and religious divisions and the vacuum of power in the Horn of Africa; risk of conflict outbreak and ongoing peacekeeping efforts in Southern Africa and the peace process and consolidation in West Africa. (2) The Asia Program is also directed by the New York office and currently has projects focusing on the security challenges in Central Asia; rising tensions and economic development in Northeast Asia; political stability in the Muslim-majority countries of South Asia and separatist and Islamist violence and the transition to democracy in South East Asia. (3) The Europe Program is coordinated out of Brussels and currently has projects focusing on the reformation and development of civil society in the Balkans; democratization in the Caucuses and the stability of the regime in Moldova. The program has also issued reports on the European Union and its crisis response capability. (4) Working out of offices in Bogota, the Latin America and Caribbean Program reports on reform, instability and conflict issues across the Columbia/Andean region and monitors Haiti. (5) The Middle East and North Africa Program operates in Amman and analyzes the long and short-term factors that stimulate violent conflict, for the purpose of identifying ways of increasing the capacity and will of governments to collaborate on issues of internal and international security. The program is currently working on projects involving the Israeli-Arab conflict; Islamism and political developments in Egypt and North Africa and promoting good governance, economic growth and regional stability and security in Iraq, Iran, and the rest of the Gulf. The Crisis Group's Thematic Issues research is coordinated from Brussels. Current themes are: Islamism, Violence and Reform, Democratization, HIV/AIDS as a security issue, International Terrorism and the European Union and its crisis response capability.

Governance
ICG is co-chaired by the former European Commissioner for External Relations Christopher Patten, and Ambassador Thomas Pickering, Boeing's Senior Vice President for International Relations. Former Australian Foreign Minister Gareth Evans has served as ICG's president and chief executive since January 2000. The co-chairs and president lead Crisis Group's board, which consists of 53 members, eight of whom comprise the Executive Committee. An International Advisory Council, chaired by Rita E. Hauser (president of the Hauser Foundation) and made up of 32 key individual and corporate benefactors, provides financial support and advice.

Areas of Overlap with CGD
Areas of overlap include issues of security and examining and engaging fragile states. Development is a key component of these programs within ICG and aligns well with the objectives of CGD.

Collaboration with CGD
No formal collaboration.

Comparative Advantages/Disadvantages
ICG has a number of branches throughout the globe and is becoming a preeminent think tank in the research of crisis resolution and development of transitional countries. ICG's research is grounded in field work.

National Bureau of Economic Research

1050 Massachusetts Avenue
Cambridge, Massachusetts 02138-5398
Telephone: 617-868-3900
http://www.nber.org

Mission

The National Bureau of Economic Research (NBER) is "dedicated to promoting a greater understanding of how the economy works. The NBER is committed to undertaking and disseminating unbiased economic research among policymakers, business professionals and the academic community."

Central Objectives

NBER seeks to maintain its status as the leading economic research organization in the United States through continuing its unbiased research, recruiting the nation's top economic researchers and reaching the policymaking and business communities.

Structure/Personnel

NBER was founded in 1920 as a private nonprofit, non-partisan research organization. Throughout its tenure, the research agenda of the Bureau has addressed a wide range of issues including aggregate economy, examining the business cycle and long-term economic growth, national income accounting, the demand for money and consumer spending. Its researchers have been members of the nation's economic elite and have included sixteen of the 31 American Nobel Prize winners in Economics. There are over 600 professors of economics and business teaching at universities and colleges throughout the country who are NBER researchers. Further, the Bureau has 45 administrative staff.

Target Audience

NBER seeks to inform and influence members of the public as well as members of policymaking, business and academic communities.

Key Activities

NBER organizes working groups, solicits for papers related to its fields of research and holds conferences. Recent conferences and projects have included, the Conference on Research in Income and Wealth, the Conference on Econometrics and Mathematical Economics, the Sloan Science and Engineering Workforce Project and the Boston Center Research Data Center.

Publications

The Bureau disseminates publications of its research including the following: (1) *NBER Reports* – issued four times a year; (2) *NBER Digest* – available in hardcopy by subscription; (3) books; (4) *Bulletin on Aging and Health*; and (5) Historical Bulletins – available from 1922-1940 online. In addition, NBER hosts databases for researchers.

Research Priorities

The major programs of the Bureau involve twenty or more research associates and a number of faculty research fellows. These economists meet periodically to discuss their work and to further their research efforts. Each program includes one or more primary projects, each involving ten to twelve economists, and several smaller projects. Research areas include: aging, asset pricing, children, corporate finance, development of the American economy, economics of education, economic fluctuations and growth, health care, health economics, industrial organizations, international finance and macroeconomics, labor studies, law and economics, monetary economics, political economy, productivity and public economics.

Funding

In 2004, total revenues for NBER amounted to $23.1 million and total expenses were $24.5 million. The Bureau received $17 million from government grants, and additional sources including public agencies, the National Science Foundation, individuals, corporations and foundations such as Olin, Bradley and Scaif.

Governance

NBER is directed by its CEO and president, Martin Feldstein, as well as a Board of Directors with representatives from the leading U.S. universities and major national economics organizations and seven officers. In addition, other prominent economists from business, trade unions, and academia are members of the Bureau's board.

Areas of Overlap with CGD

Similar issues areas include the link between education, economic growth and development, international trade and investment.

Collaboration with CGD

None.

Comparative Advantages/Disadvantages

NBER is highly respected as a leading economic nonprofit research organization and clearinghouse for sharing research. As noted above, 16 of the last 31 American Nobel Prize winners in economics and six of the past chairmen of the President's Council of Economic Advisers have been researchers at NBER.

Overseas Development Institute

111 Westminster Bridge Road
London SE 7JD, U.K.
Telephone: 44 (0) 20 7922-0300
http://www.odi.org.uk

Mission

The mission of the Overseas Development Institute (ODI) "is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods in developing countries." It seeks to do this through a combination of high-quality applied research, practical policy advice, and policy-focused dissemination and debate. ODI works with its partners in the public and private sectors in both developing and developed countries.

Central Objectives

Within the institute, the Center for Aid and Public Expenditures (CAPE) undertakes professional advisory and evaluation work on public financial management systems and new aid approaches that aim to strengthen country systems. The Poverty and Public Policy Group's mission is to contribute through research, advice and communication to measures that work effectively toward the goal of eradicating poverty on a global scale. The Research and Policy in Development Group (RAPID) aims to improve the contribution of research-based evidence to development policy and practice through research, debate, advice and practical support to researchers, practitioners and policymakers in the Global North and South.

Structure/Personnel

ODI is Britain's leading independent think tank on international development and humanitarian issues. Its staff includes 115 employees – nineteen research officers and 60 research fellows. The institute is divided into Research Groups: Humanitarian Policy; Poverty and Public Policy; Rural Policy and Governance; and International Economic Development and Research Programmes (see list in Research Priorities). In addition, ODI is a major partner in the Chronic Poverty Research Centre. The institute also manages three international networks linking researchers, policymakers and practitioners: the Agricultural Research and Extension Network; the Rural Development Forestry Network and the Humanitarian Practice Network.

Target Audience

ODI aims to influence the policymaking community in the United Kingdom and elsewhere, fellow think tanks, academics and the general public.

Political and Ideological Orientation

ODI is an independent and non-partisan institution, and it regularly undertakes research and conducts meetings on a cross-party basis in the U.K. Parliament.

Key Activities

The institute holds regular discussion meetings, workshops and seminars on development topics of general and specialist interests, addressed by speakers from the U.K. and abroad. ODI also organizes many high-profile meetings with APGOOD, a formal all-party group regulated by the Commissioner in Parliament. Further, individual meetings and meeting series are developed and participated in by ODI scholars as well as foreign and domestic experts. ODI also hosts informal background briefing sessions for Members of Parliament, colleagues working at international agencies and journalists.

Publications
ODI produces a number of publications in both print and online including: (1) ODI Blog; (2) Journalist Listserve; (3) portals on specific issues; (4) expert-practitioners topic networks; (5) research reports; (6) working papers; (7) Development Policy books; (8) Environmental Economics Books; (9) Humanitarian Policy and Practice books and papers and (7) briefing papers. In addition, the institute produces two journals – *Development Policy Review* and *Disasters: The Journal of Disaster Studies, Policy and Management*. Meeting reports are posted on the website within 48 hours, and audio clips are also made available. The institute plans to develop a new communications strategy in 2006, including overhauling its website and improving knowledge management capabilities. ODI's 2006 annual report indicates that its website received 1.6 million visits in 2005, and that it sends its monthly e-newsletter to 15,500 subscribers.

Research Priorities
In addition to the Research Groups listed above in Central Objectives, the institute has a number of Research Programmes: Research and Policy in Development; Water Policy; Rights in Action; Business and Development Performance; Centre for Aid and Public Expenditure; European Development Cooperation to 2010; Civil Society Partnerships; ESAU Economic and Statistics Analysis Unit; Latin America and Caribbean Group and Forest Policy and Environment.

Funding
As a registered charity, the institute is supported by grants and donations from research foundations, international organizations, NGOs and business. The 2005 total revenue of ODI was 8.6 million British pounds of which 8.4 million pounds were generated from grants and project finance. The institute's total expenditures amounted to 8.2 million pounds. These expenditures were as follows: Rural Policy and Governance 32 percent, Poverty and Public Policy 26 percent, Humanitarian Policy 13 percent, Partnerships and Communications 10 percent, International Economics Development 9 percent, Active Learning Network for Accountability and Performance 6 percent, and Economic and Statistics Analysis Unit 4 percent.

Governance
The institute is directed by Simon Maxwell. Its 22-member council is chaired by Baroness Margaret Jay, a former Labour MP and minister of health.

Areas of Overlap with CGD
There is a significant degree of overlap between the two institutions, including the following areas of research: governance and corruption; the future of aid architecture; democracy and governance; engaging fragile states; trade; WTO; agriculture; international financial institutions; growth and poverty reduction in Asia; internal migration; poverty and development; poverty; inequality and international economic development.

Collaboration with CGD
The two institutions have no formal collaboration, but they do occasionally interact. For example, Nancy Birdsall gave a presentation at ODI in May 2006, and ODI and CGD co-hosted a panel called "Transatlantic Divide? Post-Summit Views of Aid and the MDGs" at the Brookings Institution in September 2005. In addition, ODI's Simon Maxwell spoke at a CGD seminar in 2004. ODI has a series of online video clips of interviews on the topic of bridging research and policy called "Talking Heads" that includes a three-minute clip of CGD's Nancy Birdsall discussing CGD's work on the Millennium Challenge Account.

Comparative Advantages/Disadvantages

The institute is mainly financed by grants and project funds, and its research is demand-driven. This may constrain the institute's ability to pursue new and ground-breaking areas of research. Conversely, it can contribute to ODI's influence on policy since much of the work is commissioned by governments, bilateral agencies and multilateral institutions.

The Peterson Institute for International Economics

1750 Massachusetts Avenue, NW
Washington, DC 20036-1903
Telephone: 202-328-9000
http://www.petersoninstitute.org

Mission

The Peterson Institute for International Economics – known as the International Institute of Economics (IIE) until October 24, 2006 – engages in policy-oriented research studies of major international economic issues and communicates the results of these studies to the public. Further, the Peterson Institute aims to anticipate emerging issues and to be ready with practical ideas to inform and shape public debate.

Central Objectives

The Peterson Institute seeks to reach its target audience, successfully forecast future issues of political and economic significance and enhance the public and policy level of debate on these matters. Its agenda emphasizes global macroeconomic topics, international money and finance, trade and related social issues, investment and international implications of new technology.

Structure/Personnel

The Peterson Institute was established in 1981 and since that time has "provided timely, objective analysis and concrete solutions to key international economic problems." The research foci of the institute are divided among the following areas: Country and Regional Studies, Debt and Development, Globalization, International Finance/Macroeconomics, International Trade and Investment and U.S. Economic Policy. In addition, in late 2001, the institute assisted in the creation of the Center for Global Development to address poverty and development issues in economically depressed countries. There are approximately 50 staff members at the institute, including seventeen senior fellows, four publications and website development staff, and 77 visiting fellows and other authors.

Target Audience

The institute's audience includes government officials and legislators, business and labor leaders, management and staff at international organizations, university-based scholars and students, other research institutions and nongovernmental organization, the media and the public at large. It addresses these groups both in the United States and around the world.

Key Activities

The institute organizes and holds one or more seminars, meetings and/or conferences nearly every week to discuss topical international economic issues. In addition, the Peterson Institute's experts provide testimony before Congress and hold many informal meetings, briefings, seminars and conferences that seek to influence public discussions of international economic policy. Its overall approach to advocacy, however, is comparatively passive.

Publications

The Peterson Institute creates publications in order to disseminate its findings to its respective audiences in the government, business and academic communities. Specifically, these include one or more publications monthly such as: (1) policy briefs –arranged by subject index, written by institute scholars and available online since 1998; (2) working papers – available since 1994 and arranged by subject index; (3) news releases – archived in PDF form from 1995; (4) articles/op-eds; (5) transcripts of speeches and testimonies; and (6) "In Brief" –PDF reports on "hot topics."

Research Priorities
Research at the Peterson Institute is arranged in the following areas: (1) Africa and the Middle East; (2) Asia and the Pacific – including APEC, ASEAN, China, Japan, North and South Korea, South Asia, and Southeast Asia; (3) Europe – including EU Trade Policy and Transatlantic Relations, Euro, European Union, Germany and Russia; (4) Latin America – including Argentina, Brazil and FTAA; (5) North America – including Canada, FTAA, Mexico, NAFTA, and the United States; (6) Debt and Development – including Corruption, Debt Relief, Foreign Aid/Technical Assistance, Technology and Developing Countries, Transitional Economies, World Bank and Regional Development Banks; (7) Globalization – including Globalization and Environment, Globalization and Labor, Issues and Impact, Migration, and Politics of Globalization; (8) International Finance/Macroeconomics – Exchange Rate Regimes/Monetary Policy, Finance, Investment and Debt, Global Financial Crises, International Monetary Fund, New Economy and Productivity, and World Economy; (9) International Trade and Investment – including Competition Policy, Corporate Governance/Transparency, E-Commerce and Technology, Economic Sanctions, Energy, Foreign Direct Investment, Intellectual Property Rights, Regional Trade Blocs, Tax Policy, and WTO; (10) U.S. Economic Policy – including Economic Sanctions, Foreign Aid/Technical Assistance, Trade Disputes, Trade Promotion Authority, Monetary/Fiscal Policy, and Trade Policy.

Funding
The institute's annual budget is approximately $8 million, and revenue is generated from a wide range of charitable foundations, private corporations and individuals, as well as from earnings from publications and its capital fund. In 2004, the annual expenses totaled $7.6 million and revenues were $7.4 million.

Governance
The institute is directed by its founder and president, C. Fred Bergsten. It has a Board of Directors led by a chairman and vice chairman, along with an executive committee led by a chairman and honorary chairman. There are approximately forty members on the board. The institute also has an advisory committee of about 35 members chaired by Richard N. Cooper.

Areas of Overlap with CGD
There is a high degree of overlap between the Peterson Institute and CGD in substantive areas such as debt relief, globalization and labor, environment, migration, governance, international organizations and foreign aid.

Collaboration with CGD
In late 2001, Fred Bergsten and the institute helped to launch CGD in collaboration with Nancy Birdsall and Edward W. Scott, Jr. CGD was housed at the institute during its start-up period and continues to work closely with the institute, including joint staff appointments and projects. Two senior fellows currently have joint appointments with IIE and CGD. CGD's by-laws [Sec. 3.06.] reserve a place on the CGD board for the institute's president for as long as CGD's president has a spot on the Peterson Institute's board.

Comparative Advantages/Disadvantages
After 25 years of research and analysis, the Peterson Institute is firmly established as one of the leading U.S. think tanks specializing in international economic issues. The institute's focus on the global economy has made it a prominent information source for U.S. public policymakers, as well as for framing debates on the global economy in the international arena. Further, it has been successful in providing the intellectual foundation for a variety of major international financial

initiatives during the past two decades including: reform of the IMF, adoption of international banking standards, exchange rate systems in the G-7 and emerging-market economics, policies toward the dollar and euro, and fast-track legislation related to Trade Adjustment Assistance (TAA) reforms.

Progressive Policy Institute

Democratic Leadership Council & Progressive Policy Institute
600 Pennsylvania Avenue, SE, Suite 400
Washington, DC 20003
Telephone: 202-547-0001
http://www.ppionline.org

Mission

The mission of PPI is to define and promote a new progressive politics for America in the 21st century. Through its "research, policies and perspectives, the institute is fashioning a new governing philosophy and an agenda for public innovation geared to an Information Age."

Central Objectives

The institute seeks to conduct its research according to three ideals: equal opportunity, mutual responsibility and self-governing citizens and communities. From these, PPI works to advance five key strategies: (1) "restoring the American Dream by accelerating economic growth, expanding opportunity, and enhancing security;" (2) "reconstructing our social order by strengthening families, attacking crime and empowering the urban poor;" (3) "renewing our democracy by challenge the special interests sand returning power to citizens and local institutions;" (4) defending our common civic ground by affirming the spirit of tolerance and the shared principles that unite…Americans;" and (5) "confronting global disorder by building enduring new international structures of economic and political freedom."

Structure/Personnel

PPI is a research and education institute that is a project of the Third Way Foundation Inc. – a nonprofit corporation organized under section 501(c)(3) of the Internal Revenue Code. It was established in 1989 based on the belief that America "is ill-served by an obsolete left-right debate that is out of stop with the powerful forces re-shaping our society and economy." Consequently, it advances a philosophy that "adapts the progressive tradition in American politics to the realities of the Information Age and points to a 'third-way' beyond the liberal impulse to defend bureaucratic status quo." The institute has 18 core staff and a press officer.

Target Audience

The institute's goal is to educate policymakers at the local, state and federal level about key issues and progressive alternatives. PPI also aims to education and influence the general public.

Key Activities

PPI organizes and hosts a variety of special events including policy discussions, report releases and guest speakers. Additionally, their *Friday Forum* program is a discussion series featuring Washington's most influential policy and opinion leaders. Events are typically held one to two times per month and focus on issues related to their areas of research.

Publications

PPI produces policy papers and reports that reflect and relate to the Democratic Leadership Council's positions on a variety of issues. E-Newsletters contain reports from each of their key research areas and Press Releases and op-eds are available on their website. The institute has also published two books, *10 Big Ideas to Transform America* and *Mandate for Change*.

Research Priorities

The research of the institute is focused in the following areas: National Defense and Homeland Security, Foreign Policy, Economic and Fiscal Policy, Trade and Global Markets, Health Care, Technology and Innovation, The New Economy, Work, Family and Community, National Service and Civic Enterprise, Quality of Life, Crime and Public Safety, Political Reform, and Education. Articles are published in each field of study and are available on the institute's webpage.

Funding
The institute is a research and education organization that is a project of the Third Way Foundation, Inc. From 2000-02, PPI received $225,000 from the Lynde and Harry Bradley Foundation. Other notable direct contributors include: AT&T Foundation, Eastman Kodak Charitable Trust, Prudential Foundation, Eli Lilly & Company Foundation, Georgia-Pacific Foundation, Chevron, and Amoco Foundation. Contributors to Third Way Foundation and Democratic Leadership Council can be found at http://rightweb.irc-online.org/profile/1534. In 2004, the Third Way Foundation had a total revenue of $2.4 million.

Governance
The institute is directed by President Will Marshall and COO Paul Weinstein, Jr. The chairman of the Third Way Foundation, Al From, is also active in oversight of PPI.

Areas of Overlap with CGD
Areas of overlap include the research topics of – national security, globalization, environmental issues (especially those linked to environmental disasters), foreign policy, foreign aid and effectiveness, political and agency monitoring, and global health.

Collaboration with CGD
There have been cross-postings of research papers on each organization's websites.

Comparative Advantages/Disadvantages
PPI is a think tank for the Democratic Leadership Council and as a result their research has an ideological or partisan slant.

RAND Corporation

RAND Corporate Headquarters
1776 Main Street
Santa Monica, California 90401-3208
Telephone: 310-393-0411
http://www.rand.org

Mission

RAND seeks to provide objective analysis and effective solutions that address the challenges facing the United States and the world. These challenges include such critical areas as social and economic issues, education, poverty, crime, national security and the environment.

Central Objectives

RAND aims to provide cutting-edge analysis in the fields and issues they research, to work with decision-makers in both the public and private sectors, to find solutions to difficult, current and complex problems, and to act as employees, consultants and advisors.

Structure/Personnel

The corporation was established in 1948 as a nonprofit institution that attempts to improve policy and decision-making through research and analysis. RAND is divided into a number of divisions, including: the Arroyo Center, RAND Education, RAND Europe, RAND Health, Infrastructure, Safety and Environment, Institute for Civil Justice, Labor and Population, National Security Research Division, and Project AIR FORCE. Beyond their headquarters in Santa Monica, CA, RAND also has offices in Washington, DC , Pittsburgh, PA, Jackson, MS, Cambridge, U.K., the Netherlands and Qatar. RAND has a staff of 1,600 full- and part-time employees. There are 16 staff members in the Office or External Affairs, and five in the Office of Congressional Relations.

Target Audience

RAND aims to inform and influence decision-makers in the public and private sectors, other think tanks and research organizations, policymakers on a local, state and federal level, and academics.

RAND research is often client driven, however it does have an Office of Congressional Relations to get RAND's work to policymakers in Congress and U.S. federal agencies. The office provides information to RAND's research units about Congressional activities and interests as well. RAND communicates its research findings through a variety of vehicles to Congress and the Executive branch, including briefings and testimony. RAND's staff also provides research assistance to Congressional offices. In addition, it operates a graduate school and summer associate program.

Publications

RAND disseminates a variety of publications including: (1) books – profiled and advertised on their website and available for purchase; (2) Commentary – articles written by RAND scholars and researchers and available on the RAND website, these are from commentaries to newspapers, magazines and websites worldwide; (3) Issue Papers – developed from 1993-2003, these papers contained early data analysis, an informed perspective on a topic, or a discussion of research directions and were not based on published research; (4) Research Briefs – present policy-oriented summaries of individual published, peer-reviewed documents or of a body of published work; and (5) RAND Journal of Economics – available at http://www.rje.org.

Research Priorities
Research at RAND is conducted in the following areas: the arts, child policy, civil justice, education, energy and the environment, health and health care, international affairs, national security, population and aging, public safety, science and technology, substance abuse, terrorism and homeland security, transportation and infrastructure, and workforce and workplace. In addition, "Hot Topics" include: Afghanistan, Bioterrorism, China, Climate Change, Counterinsurgency, Globalization, Emergency Preparedness and Response, Energy, HIV/AIDS, Intelligence Gathering, Iran, Iraq, Middle East Security and Stability, North Korea, Security and Electronic Surveillance, Social Issues in Islamic Countries, U.S. Relations with Europe and NATO, and the Terrorism Risk Insurance Act.

Funding
RAND's total revenue for 2005 amounted to $249 million, of which $208 million was from contracts and grants. Total expenses were $230 million – $177 million in research and $52 million in management costs.

Governance
President and Chief Executive Officer James A. Thomson heads the organization. RAND has a chief financial officer, Office of External Affairs, Staff Development and Management Office, Office of Services, Research Divisions at RAND, and Corporate Chairs. Each department has a director that oversees its activities.

Areas of Overlap with CGD
Areas of research issue overlap include international health, security issues, population research, Education-Technology for Development; Infrastructure; Safety, and the Environment.

Collaboration with CGD
CGD's Global Health Policy Research Network (PRN) partnered with RAND's health team to produce a paper entitled, "The Challenges of Creating a Global Health Resource Tracking System." RAND is a core member of the PRN.

Comparative Advantages/Disadvantages
RAND's large size, budget and staff, allows it to have high quality research in a variety of subject areas. Its research topics often are U.S.-focused and generally relate to issues of national security instead of development. RAND's well-known expertise in defense and security matters makes it a highly credible source of knowledge about the nexus of security and development.

Urban Institute

2100 M Street, NW
Washington, DC 20037
Telephone: 202-833-7200
http://www.urban.org

Mission

The Urban Institute seeks to analyze policies, evaluate programs and inform community development to improve social, civic, and economic well-being. In addition, the International Activities Center has a similar mission to analyze, evaluate and inform.

Central Objectives

the Urban Institute attempts to: (1) "use rigorous, state-of-the-art methods to analyze public policies and programs;" (2) "bring sound objective evidence to public policy decisions;" (3) "save government and communities time and money through research on effective and efficient programs;" and (4) "work to make the Washington, DC metropolitan area a stronger community."

Structure/Personnel

The institute was founded in 1968 in response to what President Johnson saw as the need for independent, non-partisan analysis of the problems facing American cities and their residents. the Urban Institute was chartered and created as a part of a blue-ribbon commission of civic leaders who recommended such establishment. The institute works in all 50 states and abroad in 28 countries. The personnel of the Urban Institute includes a multidisciplinary staff of almost 400 individuals who work in 9 centers. Specifically, three work in public affairs, five in publications, three in the Urban Institute press, two in website maintenance, 50 in administration, 11 who are Senior Fellows, and 14 researching international issues. Their policy centers include: Assessing the New Federalism, Education Policy Center, Health Policy Center, Income and Benefits Policy Center, International Activities Center, Justice Policy Center, Center on Labor, Human Services and Population, Metropolitan Housing and Communities Policy Center, Center for Nonprofits and Philanthropy, and the Urban-Brookings Tax Policy Center.

Target Audience

The institute seeks to influence and inform policymakers, program administrators, members of the business community, academics, and the public.

Key Activities

The scholars of the Urban Institute provide testimonies to Congress, organize speeches, interviews, events and conferences on a regular basis. the Urban Institute hosts conferences and discussions year-round that bring together representatives of the independent sector and social service agencies, government officials, the business community, researchers from the institute and other think tanks, and the press. In addition, they also host two monthly series of panel discussions from October to June.

Publications

Publications of the Urban Institute include: (1) press releases – available online in html format; (2) storyboards – focused on a variety of topic areas of research; (3) commentary – available in html format; and (4) testimony.

Research Priorities

Research areas include the following: (1) Crime and Justice- corrections and prisoners, courts and policing, crime victims, domestic violence, juvenile justice, substance abuse, crime statistics; (2)

Economy and Taxes – federal budgets, income and wealth distribution, state and local budgets, state and local tax, tax distribution and economic trends, taxes and social programs; (3) Education – elementary and secondary schools, employment and education, school and teacher evaluations, school-based partnership and services, standards-based vouchers; (4) Health and Healthcare – community based care, disabilities, health insurance, hospitals and physician payment, Medicare, Medicaid, health statistics; (5) Housing – federal programs and policies, homelessness, racial segregation, neighborhood indicators; (6) Welfare – family well-being, food stamps, state programs, supplemental security, temporary assistance to needy families; and (7) Work and Income – disabilities and employment, job mobility, training, unemployment, income data. These research areas are typically housed in their corresponding policy center and involve a number of research scholars and fellows.

Funding
In 2005, the institute's total revenue was $75.9 million and total expenses of $74.3 million. the Urban Institute has a large number of foundations, companies and public organizations as donors, including domestic and international organizations.

Governance
The institute is led by its president, Robert D. Reischauer.

Areas of Overlap with CGD
Research issue overlap includes: multiple finance, financial sector, infrastructure, sub-sovereign lending, governance, democracy and civil society development.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
The Urban Institute works in all 50 states and abroad in 28 countries.

Comments
The Urban Institute has a strong focus on economic development.

United States Institute of Peace

1200 17th Street, NW
Washington, DC 20036
Telephone: 202-457-1700
http://www.usip.org

Mission

The mission of the United State Institute of Peace is three-fold: (1) to prevent and resolve violent international conflict; (2) to promote post-conflict stability and democratic transitions; and (3) to increase peace-building capacity, tools and intellectual capital worldwide. USIP attempts to accomplish this mission by "empowering others with knowledge, skills and resources, as well as by its direct involvement in peace-building efforts around the globe."

Central Objectives

The institute aims to develop new and innovative approaches to managing and alleviating conflict based upon the belief that "it is essential that the United States, working with the international community, play an active part in preventing, managing, and resolving threats to international peace. Interstate wars, internal armed conflict, ethnic and religious strife, religious extremism, terrorism, and the proliferation of weapons of mass destruction all pose significant challenges to security and development throughout the world." Consequently, USIP aims to "think, act, teach, and train."

Structure/Personnel

USIP was founded in 1984 with the support and funding of the U.S. Congress. It seeks to do the following: (1) perform cutting-edge research; (2) identify best practices and developing innovative programs; (3) providing professional/practitioner training; (4) educating emerging generations; (5) supporting policymakers; and (6) informing academia, the media and the public. The institute maintains about 70 permanent full-time staff. In addition, each year brings ten to fifteen senior fellows and guest scholars to USIP, along with their part-time research assistants. The institute recently reorganized its internal structure with an eye toward increasing impact, promoting innovation, and facilitating growth. The new structure has a Director of Congressional Affairs, Director of Public Affairs and Communications, and a Director of Development – all of which report to the president.

Target Audience

The audiences of the institute include policymakers, academics, fellow members of the think tank community, and the general public.

Political and Ideological Orientation

Non-partisan.

Key Activities

The institute engages in the following: (1) building leadership capacity through training and workshops; (2) facilitating dialogue between and among parties; (3) identifying and disseminating best practices in conflict management; (4) sponsoring leadership summits and strategic conferences; (5) promoting the rule of law; (6) developing educational and teacher training materials; (7) helping to build civil society institutions; (8) sponsoring a wide range of countrywide working groups (i.e. Afghanistan, Haiti, Iraq, Korea and Sudan); and (8) educating the public through informative events, documentary films, radio programs and an array of other outreach services. Scholars also provide briefings and testimony to Congress. Historically, roughly 60 percent of USIP's projects have been conducted in partnership with U.S. government agencies.

Publications
USIP regularly publishes an array of comprehensive analysis and policy recommendations on current international affairs issues – especially regarding prevention and resolution of conflict. These include: (1) Special Reports – in-depth analysis on international conflict/resolution and available in Arabic; (2) Peaceworks – reports offering comprehensive analysis and policy recommendations on topics dealing with current events and international relations; (3) USIPeace Briefings – reports available online and disseminated several times each month; and (4) Peace Watch – reports and bulletins highlighting current issues in specific countries, available online.

Research Priorities
The institute has the following research projects and programs: (1) the Center for Conflict Analysis and Prevention; (2) the Center for Mediation and Conflict Resolution; (3) the Center for Post-Conflict Peace and Stability Operations; and (4) Centers for Innovation – including the Rule of Law, Religion and Peacemaking, and Virtual Diplomacy.

Funding
Funding for USIP operations, activities, and programs come from the institute's annual appropriations from Congress. However, it can also accept other sources of funding for building, maintenance and materials. In 2006, USIP's appropriations were approximately $22 million.

Governance
The institute is led by its president, Richard H. Solomon, and overseen by a 12-member Board of Directors. The board is bipartisan and members are appointed from outside of federal service. The U.S. president appoints members to the board, subject to Senate confirmation. There are also four ex-officio board members – the secretary of state, secretary of defense, president of the National Defense University, and USIP president.

Areas of Overlap with CGD
Overlap in research agenda are primarily security issues and the engagement of fragile states.

Collaboration with CGD
None.

Comparative Advantages/Disadvantages
USIP has a stable funding source via Congress and has a clear topical focus. Congress allocated $100 million to the institute for the construction of its new headquarters at the northwest corner of the National Mall in Washington, DC. Construction is expected to be complete by approximately 2011.

In accordance with the legislation that created USIP, the institute takes no policy position and advocates no specific policies.

Woodrow Wilson International Center for Scholars

Ronald Reagan Building and International Trade Center
One Woodrow Wilson Plaza
1300 Pennsylvania Avenue, NW
Washington, DC 20004-3027
Telephone: 202-691-4000
http://www.wilsoncenter.org

Mission

The Woodrow Wilson International Center for Scholars aims to unite the world of ideas to the world of policy by supporting pre-eminent scholarship and linking the scholarship to issues of concern to officials in Washington.

Central Objectives

The central objectives of the center are to: (1) "bring the highest quality thinkers to Washington, DC for extended periods of time to pursue projects in a place and atmosphere in which they interact with the world of public affairs;" (2) "create contacts between scholars and public officials in Congress and the Executive Branch [and] extend these conversations worldwide through publishing, broadcasting and internet programs;" (3) be policy relevant by bringing in "broad-ranging scholars and leading thinkers whose work can illuminate the key public policy issues or identify overlooked or emerging issues;" (4) provide a forum for "research and discourse through a number of programs and projects, with a particular strength in international affairs;" (5) remain non-partisan by refraining from advocacy and advancing a "neutral forum for free and open, serous, and informed scholarship and discussion;" and (6) "separate the important from the inconsequential, and to take a broader perspective to the issues, putting them into their larger context."

Structure/Personnel

The center was established in 1968 as an official, national memorial to President Woodrow Wilson. It is organized within the Smithsonian Institution, although it maintains its own board of trustees. The center's director and staff include scholars, publishers, librarians, administrators and support. The majority of the staff form specialized programs and projects. The total staff size is 163 – 90 program staff, 10 outreach and communications, 6 radio and television, 6 Wilson Quarterly, 3 press, 15 public policy scholars, 7 development office and 5 involved in scholar selections.

Target Audience

The center seeks to disseminate their research to policymakers in the United States (Congress and the Executive Branch) and abroad, fellow academics, the media and the general public.

Key Activities

The center is involved in broadcasting and sponsored more than 700 lectures, discussions and conferences which are open to the public in 2005. They also maintain "Dialogue" a weekly radio interview show that is nationally syndicated. Conferences and events are typically related to strategic and regional discussions.

Publications

The Woodrow Wilson Center publishes books, a journal (*The Wilson Quarterly*), a monthly newsletter, and an email newsletter.

Research Priorities
The center researches the following regions and countries: Africa, Argentina, Asia, Brazil, Canada, China, East Europe, Latin America, Mexico, the Middle East, Southeast Europe and the United States. In addition, they have projects such as: Cold War International History, Comparative Urban Studies, Congress, Environment Change and Security, Global Health, History and Public Policy, International Security Studies, Emerging Nanotechnologies, Leadership and Building State Capacity, and Science, Technology, America, and Global Economy.

Funding
In 2005, the center's revenue was $35.4 million and expenditures were $32.8 million. The annual budget is raised mostly through gifts, grants, and endowment income, but 30 percent is comes from U.S. budget appropriations ($8.4 million in 2005).

Governance
The center is led by its director, former congressman Lee H. Hamilton, as well as the board of trustees and Wilson Center. The board is led by Chairman Joseph B. Gildenhorn and is comprised of members appointed to six-year terms by the president of the United States. Trustees serve on various committees including executive, audit and finance, development, investment, fellowship, and investment policy. The Wilson Council is the center's private-sector advisory group.

Areas of Overlap with CGD
The major areas of research overlap include: the Global Health Initiative which examines health's impact on development, the role of international and national institutions in global health policy, infectious disease, and emerging health technologies. In addition, the Wilson Center's focus on environmental change, security programs, international security studies, terrorism and immigration is also similar.

Collaboration with CGD
There is little formal coordination, however, CGD researchers and scholars have presented research findings to Wilson Center staff and guests.

Comparative Advantages/Disadvantages
The center has well-organized outreach and communication through different media venues and conducts thorough research or countries and regions. The center is well regarded for having established and maintained a lively, neutral forum for informed dialogue.

The Yale Center for the Study of Globalization

Yale University, Betts House
393 Prospect Street
New Haven, Connecticut 06511
Mailbox: P.O. Box 208360, New Haven, CT 06520-8360
Telephone: 203-432-1900
http://www.ycsg.yale.edu/center/index

Mission

The Yale Center for the Study of Globalization is devoted to examining the impact of our increasingly integrated world on individuals, communities and nations. In recognition of the challenges and opportunities that have been created by the forces of globalization, the center aims to support the "creation and dissemination of ideas for seizing the opportunities and overcoming the challenges."

Central Objectives

The center is particularly focused on recognizing and developing practical policies that can enable the "world's poorest and weakest citizens to share in the benefits brought by globalization." It also attempts to explore solutions to problems are global in nature, and can therefore be most aptly addressed by multilateral collaboration.

Structure/Personnel

YCSG was developed in the fall of 2001 for the purpose of enriching the debate about globalization on Yale's campus, as well as to promote the flow of ideas between the University and the policy world. The efforts of the center are directed toward the primary goals of linking the academic and policy worlds together, and understanding globalization and the institutions and policies that need to be enhanced for positive to result for all people.

Target Audience

The center seeks to disseminate their research and policy advice to the students of the Yale University campus, fellow academics and scholars, the policymaking community and the general public.

Key Activities

In order to disseminate their research and advice, the center's scholars organize and participate in public lectures, conferences, workshops, roundtable discussions, collaborations, in addition to arranging public events on video and inviting distinguished visitors to speak. The aim of these activities is to connect the academic and policymaking worlds by bringing scholars and experts from outside the University to interact with Yale's faculty and students in workshops, panel discussions and colloquia. One major conference is organized each year to explore issues of globalization. Further, YCSG has a program through which they can invite distinguished visitors to the University for periods of up to a year to complete a project or collaborate on a body of work. Collaborations with other organizations are also pursued.

Publications

"One of the Center's main objectives is to generate and support research and analysis that has relevance for the policy world and to facilitate the flow of ideas to that world." Toward this end, YCSG generates documents and publications with the goal to outline "the practical policies that will enhance the world's poorest and weakest citizens share in the benefits brought by globalization." These publications include reports, task force documents, papers and conference proceedings. The center participates in two international task forces – the Task Force on Trade of the UN Millennium Project and the Task Force on Global Public Goods supported by the governments of Sweden and France. In addition, YaleGlobal Online is the flagship publication of the YCSG. The publication is a magazine which explores the implications of the growing interconnectedness of the world by drawing on the rich intellectual resources of the Yale University community, scholars from other universities, and public- and private-sector experts from around the world. The publications of the center, as well as the key activities, present clear policy recommendations (materials published under "Global Trade" in particular).

Research Priorities
Relevant issue areas include the following: Global Trade Reform, Climate Change, Foreign Policy Role of International Players, Global Economic Governance, International Cooperation for Development, Strengthening the Multilateral Trading System, Protecting Shared Environmental Resources, Global Health Issues, Key Factors for Inclusion in Globalization, Extracting Lessons from National or Regional Experiences, Gender, Economy, Environment, Health and Security.

Funding
The center's principal sources of funding include: William H. Draper, III, Henry Hamlin, William and Flora Hewlett Foundation, Worth Loomis, LaRue Lutkins, John D. and Catherine T. MacArthur Foundation, Mr. and Mrs. Whitney MacMillian, Joseph Potter, The Sunrise Foundation, The Nelson Talbott Foundation, and the Nathan Cummings Foundation.

Governance
The center is directed by the former Mexican president Ernesto Zedillo together with Associate Director Haynie Wheeler. In addition, YCSG maintains an advisory committee comprised of thirteen Yale University faculty members.

Areas of Overlap with CGD
The center maintains programs that are focused on the issues of globalization, the environment, health, security and terrorism, and trade. The Global Trade Reform program produced a report entitled, "Strengthening the Global Trade Architecture for Economic Development: An Agenda for Action," intended to build on the findings of the report of the UN Millennium Project Task force on Trade – "Trade for Development." The Program has reports focused on the role of trade in development on their website.

Collaboration with CGD
The Center for Global Development is listed as one of Yale's collaborating partners. Director Ernesto Zedillo is a member of CGD' Research Advisory Board and has spoken at CGD events.

Comparative Advantages/Disadvantages
The center is well placed on Yale University's campus and as a result can leverage faculty members and faculty resources. However, YCSG is relatively small in size and has limited financial resources. The center is relatively young and in its beginning stages of development.

APPENDIX H:
WEBSITE DESIGN – A REVIEW OF SELECTED WEBSITES

December 2006

Arabella Philanthropic Investment Advisors
1816 Jefferson Place, NW, Washington, DC 20036
www.arabellaadvisors.com

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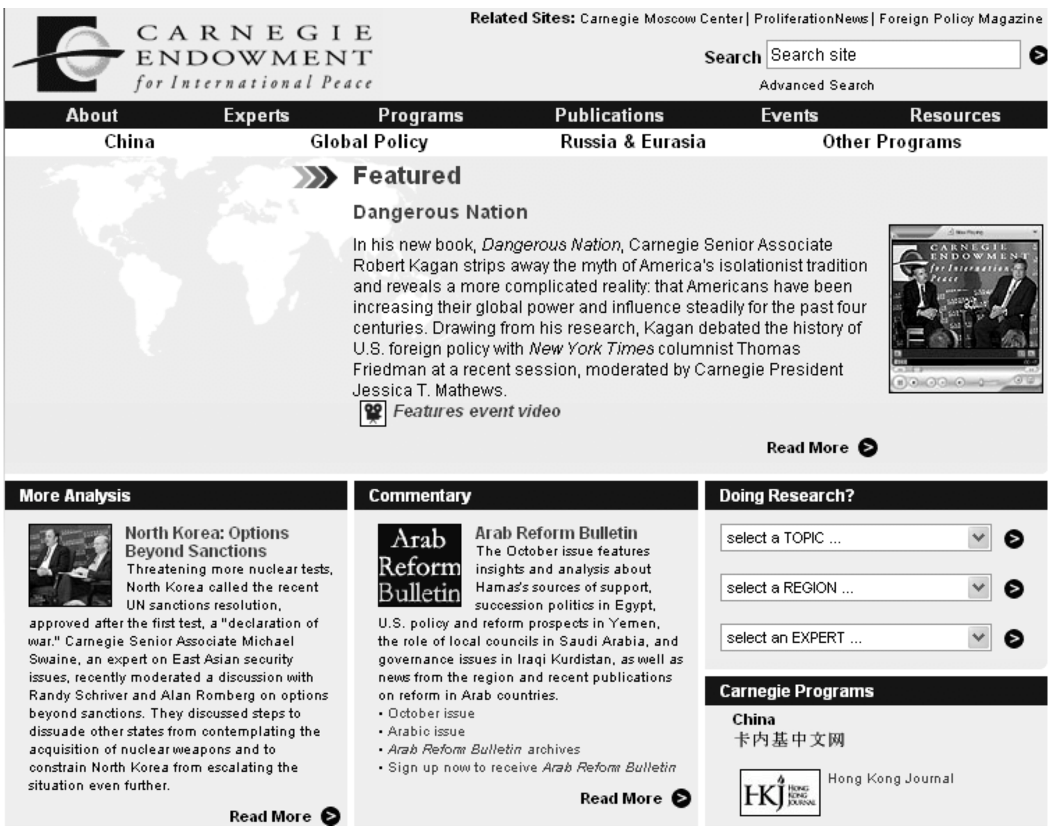
The reviews below provide an overview of how other policy and media organizations organize content and engage users. Each review includes a brief summary of the website and three key points tied to the analysis of the CGD site in Chapter IV.

Carnegie Endowment for International Peace (www.carnegieendowment.org)

The Carnegie Endowment site offers the most focused layout of the group. The main story is prioritized above a simple three-column layout that provides additional, but related, analysis, and information. However, a significant amount of information below the fold will be lost to most users.

- Dense text caters to a sophisticated target audience more than the casual user.
- The research drop-down menu is intuitive and offers easy access to deep content.
- With no blog, there is no focus on user engagement or organizational personality.



Heritage Foundation (www.heritage.org)

The Heritage Foundation prioritizes a single story on the top left of its home page, driving the user to pay attention to that piece of content before all else. However, there is far too much content available on the home page. The four-column layout (including advertising) is unconventional and likely to confuse the user. The advertising in particular is out of place given the heavy use of text throughout the rest of the site.

- The blog mini-site (http://policy.heritageblogs.org) is cross-promoted to drive users to the most relevant content on a given issue.
- Deep content is accessible via an extensive list of research issue links – but that list is below the fold and likely to be lost amid the other text on the page.
- The home page is cluttered with redundant information, such as the graphic box and text link which both direct users to visit www.familyfacts.org.

Council on Foreign Relations (www.cfr.org)

The Council on Foreign Relations site offers a strong, clear layout with good prioritization of its main grouping of stories. It is clear that the council has a single item it wants users to engage. Short, focused introductions to articles and accompanying pictures help to set the appropriate context and drive a user to seek out more information.

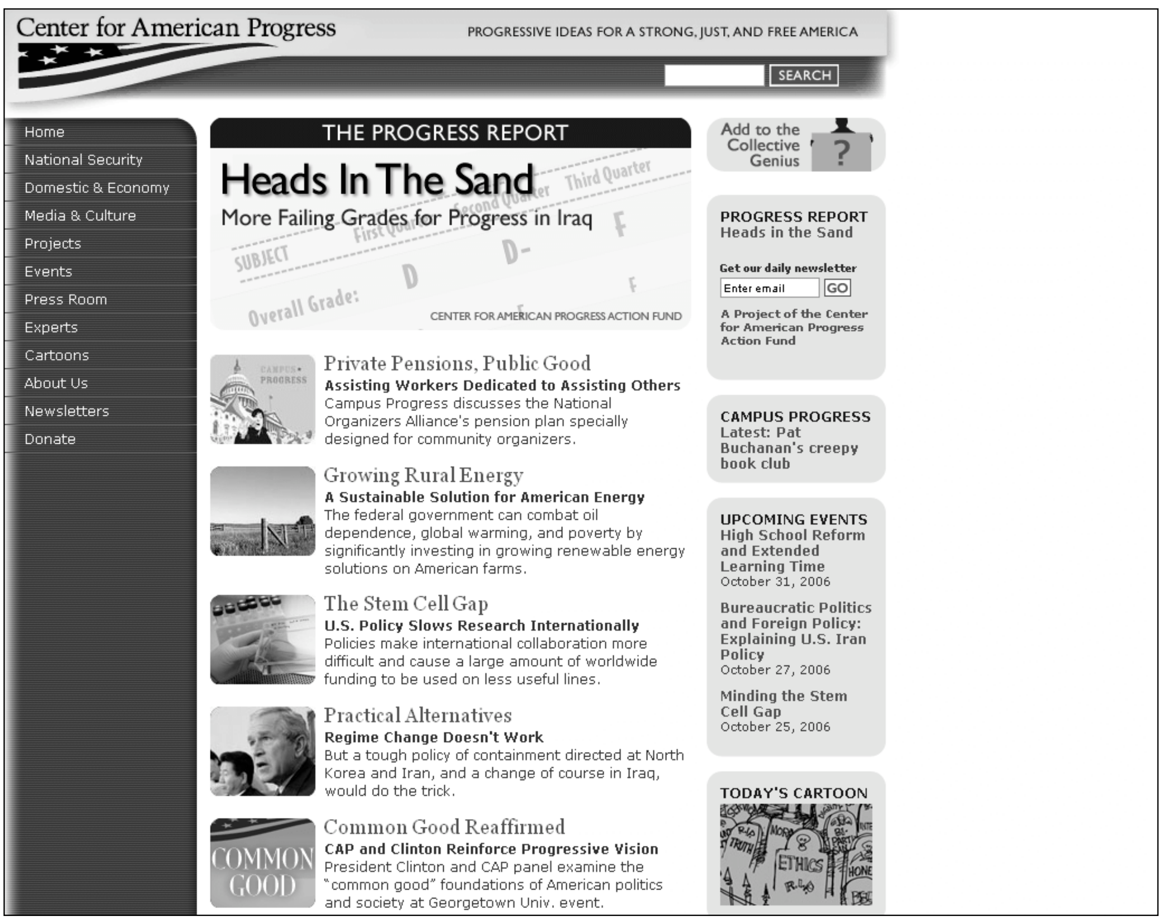
The vibrant color palette is both appealing to the eye and helps to support easy navigation by separating out user-centric elements (By Region, By Issue, By Publication Type) from the organizational-focused information (The Think Tank, For The Media, For Educators, About CFR). CFR also prompts its audience with user-friendly terms (Must Reads, Focus: A Nuclear North Korea) to provide some guidance on how users can prioritize information based on their preferences.

- Phone numbers are provided throughout, making it clear how experts can be contacted.
- The site index is more helpful than a site map, yet is still not an aid to people who do not know what to look for.
- There is no blog – the focus is not on user engagement or organizational personality.

Center for American Progress (www.americanprogress.org)

The Center for American Progress presents a clear, focused layout with good prioritization of stories. More importantly, the site clearly caters to a broader audience, making the articles seem less academic and more accessible. The strong images and design elements to promote specific initiatives help users to identify stories without lots of reading. The invitation to 'Add to the Collective Genius' helps bridge divide between users and the organization. Best of all, the content itself is more mainstream – often including movie reviews, television summaries, talking points, and similar items that are of interest to a broader audience and yet still deliver policy analysis and critical thinking.

- Cross-referencing content maximizes the use and reach of the research (one story had eighteen hyperlinks – all internal to the site).
- Users are clearly encouraged to engage the information with print and email functions.
- Email campaigns are very focused, specific, and timely.



CATO Institute (www.cato.org)

The Cato Institute offers a very dense, text-heavy presentation of content on the home page and throughout the site. Its integration of images – on the right and left, bookending the content – is distracting and should be better integrated with the content. Moreover, the formatting of individual articles and the inconsistency with which they include images to promote certain content do not allow users to distinguish easily areas of interest.

- The daily podcast encourages regular subscribers.
- The option of finding experts by topic is effective.
- The separate blog allows for the engagement of a distinct audience. (http://www.cato-at-liberty.org/).

BBC News (news.bbc.co.uk)

The BBC News site is often cited as the best in the news industry for its layout and presentation of content. The top story is clearly promoted with three additional links to related content in different formats. The left navigation bar offers a selection of subcategories that are known to be the most important for users to access quickly.

- Site accessibility is very good, with links in the top navigation bar for users with special needs (vision-impaired or mobile users, for example).
- Information is offered in multiple formats – audio, photographs, video, and text.
- The blog is presented in terms of its content, not featured as a particular format, recognizing that users search for issues rather than particular format features.

National Public Radio (www.npr.org)

NPR's mission is to produce audio content. However, the organization recognizes that the online audience looks for content in a variety of formats. NPR meets that expectation by offering easy access to audio, podcasts, news feeds, and text. Some users want hard news while others are driven by their interest in culture or music. NPR uses its left navigation bar to respond to this diversity of interests – highlighting categories as well as specific shows.

- The user's attention is focused on a single top news story, but short links to other stories are also provided.
- The top navigation bar uses a drop-down menu to provide access to deep content, saving space on the home page for high-priority or featured content.
- Blogs are used to solicit feedback from users to improve the offering.

APPENDIX I:
ACADEMIC PUBLICATIONS

CGD's research staff and fellows have published articles, comments, and reviews in numerous respected scholarly journals and paper series, many of them peer-reviewed. These include:
African Affairs
American Economic Review
Bulletin of Indonesian Economic Studies
Bulletin of the World Health Organization
C.E.P.R. Discussion Papers (Centre for Economic Policy Research, London, UK)
CEP Discussion Papers (Centre for Economic Performance, LSE)
Columbia Journal of International Affairs
Current History
Development Policy Review
Economic Journal
Economists' Voice
eJADE: Electronic Journal of Agricultural and Development Economics
European Journal of Education
Finance and Development
Foreign Affairs
Foreign Policy
Health Affairs
International Affairs
International Economy
Journal of African Economies
Journal of Development Studies
Journal of Economic Growth
Journal of Economic Literature
Journal of International Affairs
Labor History
Lancet Infectious Diseases
NBER Economic Research Conference Report
NBER Working Papers
New Political Economy
Revue d'Economie Financière
Washington Quarterly
World Bank Economic Review
World Bank, Policy Research Working Paper Series
World Development
World Policy Journal

APPENDIX J: EVALUATION TEAM BIOGRAPHIES

Evaluator Biographies

Richard Bumgarner provides independent consulting services across an array of fields for public sector and private clients. His areas of expertise include health project design and management; tuberculosis program design, supervision, monitoring and evaluation; health financing and economics; cost recovery policies; public administration and public sector management; health systems planning; and the design and use of advocacy strategies. His public-sector consulting clients have included the World Bank; the World Health Organization (WHO); The Global Fund Against AIDS, TB and Malaria; the Malaria Vaccine Initiative; the University of California; the Global Commission on Macroeconomics and Health and Johns Hopkins University's Zinc Task Force. Mr. Bumgarner's 29 years with the World Bank included stints as the Bank's Principal Operations Officer; many years of designing and supervising health projects in China, Indonesia, India and a number of West African countries; and seven years on assignment with the WHO. He served on the transition team to establish UNAIDS and helped to establish the WHO's Global TB Program, serving as its deputy director.

Douglas Hattaway is President and CEO of Hattaway Communications, Inc., a strategic communications consulting firm. Since 1992, Mr. Hattaway has helped foundations, nonprofit organizations and advocacy groups evaluate their communications programs and develop effective communications strategies. The Woodcock Foundation hired him to conduct communications audits of several grantees and help these organizations utilize cutting-edge communications techniques and technologies to advance their missions. Other past clients include the World Bank, U.S. Agency for International Development (USAID), the State Department, and the WHO. Mr. Hattaway has unique experience working with research and advocacy organizations that work to shape national and international policy. He helped launch the Center for American Progress, a major policy research organization in Washington, and is currently working with Third Way, a new policy center that has quickly become an influential player in domestic, foreign and security policymaking on Capitol Hill. He has worked with a wide variety of advocacy organizations that turn research into action, including Common Cause, Human Rights Campaign, Gill Foundation and the Progressive Government Institute. Having served as spokesman for Vice President Al Gore, communications director for U.S. Senate Majority Leader Tom Daschle and advisor to other Members of Congress, he brings high-level experience with policymakers to bear in his work with clients who seek to inform policymaking.

Geoffrey Lamb is a senior fellow for the Global Development Program of the Bill & Melinda Gates Foundation. Mr. Lamb served as Counsel to the President of the World Bank until July 2006 after previously serving as its Vice President of Concessional Finance & Global Partnerships the Chair of the Development Grant Facility. Mr. Lamb's responsibilities included mobilizing concessional finance for the International

Development Association (IDA), Global Environment Facility (GEF), Highly Indebted Poor Countries (HIPC) initiative, and various trust funds and grants. He also managed a broad spectrum of programs related to global partnerships and policies. He led policy negotiations and replenishment processes for IDA, GEF, and HIPC and was responsible for institutional linkages and dialogue with official bilateral and multilateral development agencies, export credit agencies, and others. He also managed the organization's strategic approach to partnerships. Mr. Lamb sits on the Board of the Global Fund to Fight AIDS, Tuberculosis and Malaria, and he is the chairman of the board of the International AIDS Vaccine Initiative, a public-private partnership supporting research and development to find a safe and effective AIDS vaccine. An Irish national born in South Africa, Mr. Lamb previously held senior development research and academic positions, notably as Fellow and Deputy Director of the Institute of Development Studies at Sussex, where he obtained his Ph.D. in political science and development administration. He held a number of operational, strategy, and policy positions in the World Bank after joining it in 1980. He has worked extensively in countries in Asia, Africa, Europe (including the former Soviet Union), and the Middle East.

James G. McGann is a senior fellow at the Foreign Policy Research Institute in Philadelphia, where he directs the Think Tanks and Civil Societies Program, and an assistant professor of political science at Villanova University. He is also president and founding partner of McGann Associates, a program and management-consulting firm specializing in the challenges facing think tanks, policy makers, international organizations and philanthropic institutions. He is a consultant and advisor to the World Bank, United Nations, USAID, Soros Foundation and foreign governments on the role of non-governmental and policy organizations in civil society. From 1983 to 1989, Dr. McGann directed grants for the Pew Charitable Trusts, where he launched a series of multi-million dollar policy initiatives involving many of the leading think tanks and university research centers in the United States. Dr. McGann earned his M.A. and Ph.D. from the University of Pennsylvania, and he also holds a master's degree from Temple University, where he specialized in the administration of nonprofit organizations.

Holly Wise is a consultant on international development and corporate social responsibility. She spent 26 years as a foreign service officer with USAID, achieving the diplomatic rank of Minister Counselor. Ms. Wise was the founder and director of USAID’s Global Development Alliance (GDA), which forges strategic public-private alliances to address international development issues. From its inception in 2002 until 2004, GDA formed 300 new alliances under her leadership, using $1.1 billion in USAID funding and leveraging an additional $3.8 billion in private resources for the world’s poor. During her diplomatic career, Ms. Wise served in Uganda, Kenya, Barbados, China and the Philippines. She worked on development issues ranging from HIV/AIDS and education for girls to micro-credit and capital markets development. In Washington, she led USAID’s Office of Business Development. Ms. Wise is a Phi Beta Kappa graduate of Connecticut College and holds advanced degrees from Yale University and the National Defense University. She sits on the board of The HealthStore, a nonprofit bringing essential medicines to the poor in Africa. She is a member of the Council on Foreign Relations.

Arabella Management Staff Biographies

Eric Kessler is the Founder and Principal of Arabella Advisors. He has worked in the nonprofit and philanthropy community for over fifteen years. He has funded, founded, managed and advised nonprofit organizations across the country and around the world. He has advised family, business and government donors and worked alongside institutional funders in 23 countries.

Mr. Kessler served as the National Field Director for the non-partisan League of Conservation Voters Education Fund and then as a White House political appointee where he helped President Bill Clinton and Interior Secretary Bruce Babbitt deepen their connections with community organizations across the country. He spent six years working in the former Soviet Union, Southeast Asia, and throughout the Middle East to train and advise local nonprofit organizations and assist international donors. He studied at the University of Colorado and earned an MBA from Georgetown University.

J. Andreas Hipple, CGD Evaluation Project Manager and chief editor of this report, is a Ph.D. candidate working under Francis Fukuyama in the International Development program at the School of Advanced International Studies (SAIS), Johns Hopkins University, and has a diverse background in international development, institutional investment consulting, and editing for academic journals. He has previously worked in Benin, Ethiopia, and Germany. Mr. Hipple holds a B.A. in economics from Carleton College and earned his M.A. (honors) in international relations from SAIS.

Stacy Leff, Associate, has a background in corporate social responsibility programs and volunteerism in the higher education and nonprofit sectors. She studied at Washington University and earned a Master's in Public Administration, with a concentration in nonprofit management, from The George Washington University.

APPENDIX K: ACKNOWLEDGEMENTS

Arabella Advisors and the members of the evaluation team wish to thank the many individuals whose willingness to spend time discussing the Center for Global Development and its work made this report possible. These include the 157 interviewees listed in Appendix D, the 1,200+ audience survey respondents, the individuals who wrote and contributed to the white papers in Appendix F, as well as dozens of others who have answered questions in an informal manner for the team along the way.

The team is grateful to the management and staff of CGD itself, in particular Nancy Birdsall, Dennis de Tray, Ruth Levine, Lawrence MacDonald, and Conor Hartman, for their frankness in interviews, their efforts to facilitate the team's data-gathering process, as well as their firm commitment to maintaining the independence of the team's evaluation.

Finally, the team would like to thank the foundations that sponsored this evaluation. Too often evaluators are hired to simply convey the preconceived ideas of their clients. This project, however, was a model of truly independent evaluation and analysis. The foundations' interest in gathering a vast array of independent opinions about one of their grantees and making the analysis publicly available is a testament to the rigor and relevance of their own philanthropic strategies.

Arabella

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