

Project Title: TTI Phase 2 Institutional Support Grant

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Institution Name: Institute of Economic Affairs (IEA)

Location: Accra, Ghana

Final Technical Report

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EXECUTIVE SUMMARY

Provide an informative summary of the key results, and significant or important outcomes arising from support from the Think Tank Initiative (TTI), with a focus on the enhancement of organizational capacities.

TTI Phase 2 grant offered helpful support to the IEA to deliver more effectively on its mandate of influencing public policy by enabling it to further improve its research quality, organizational performance and communications and advocacy strategies. The core nature and continuity of the funding were particularly important in ensuring uninterrupted research and advocacy.

TTI grant ensured availability of core staff of well-qualified and seasoned economists and the engagement of equally-qualified and experienced non-resident scholars as needed. This ensured improved quality of research and the effective communication and advocacy. The IEA occasionally featured international eminent scholars to share their knowledge and experiences on a broad range of issues that are of relevance to the development of Ghana and the West African sub-region.

TTI grant supported continuous organizational strengthening of the IEA, including enhancing management expertise, improving infrastructure and facilities, and reinforcing working systems and operations, all of which are critical for institutional performance and progress.

Policy influence capacities and outreach of the IEA were strengthened under the TTI project. Strengthened capacity of research staff led to production of high-quality research that was easily salable to policymakers and relevant stakeholders. In-house communications capacities were reinforced and staff were capacitated to use new communication tools and new media to disseminate the results and findings of IEA research publications and to consolidate effective outreach and advocacy. This provided a major boost to the number of IEA followers on twitter and facebook and led to increased number of references to the IEA's research work. On the whole, the result was an up-scaled influence on policies and legislations.

Overall, TTI support equipped IEA with the tools it requires to deliver high-quality, evidence-based research, carry out critical policy analysis and conduct effective communication and advocacy programmes that had strong and far-reaching impact on public policy.

OBJECTIVES AND PROGRESS TOWARDS MILESTONES

Briefly describe achievement and progress towards the overall organizational objectives related to the three pillars of (1) research quality, (2) organizational performance, and (3) policy engagement for the reporting period (TTI Phase 2). Provide any evidence that milestones were achieved, and refer to evidence in previous reports and/or attached annexes (as needed). If applicable, explain why any milestones were not achieved.

TTI grant was appropriately tailored to strengthening institutional capacity to improve research quality, organizational performance and policy engagement and influence. Significant progress was made in all these important areas: IEA has become a much better and revered institution, which has demonstrated un-paralled capacity to conduct quality research and provide evidence-based recommendations backed by effective advocacy that have influenced numerous policies and legislations in Ghana.

Progress in Improving Research Quality

High-quality research is the foundation for delivering the Institute's ultimate mandate of influencing and reshaping government policy. Considerable progress was made under TTI in ensuring that research is of the highest quality and policy-relevant. In-house research capacity was strengthened through recruitment of economists with advanced degrees in diverse areas. Recruitment of advanced-degree economists and with the capacity to carry out research on emerging issues and to respond to growing national demand. This enabled the Institute to respond in a more timely manner to emerging policy issues and further enhanced the impact and influence of the Institute as the one-stop shop for policy advice and recommendations.

On the job training in-house and out-house were regularly organized for both senior and junior economists, including in research design, modern research methodologies and statistical software (such as SPSS, E-VIEWS and STATA), which strengthened research capacities and sharpened analytical skills; this ultimately had a positive trickle-down impact on research quality. This was evident in the improved quality of research from the proposal writing stage through to the final research products. The regular update and maintenance of the IEA software promoted efficiency and accuracy in data analysis. The analytical skills of junior staff were sharpened, enabling them to critique data and tables prepared by senior researchers and to offer constructive feedback. Junior researchers were offered opportunities to participate in research and international seminars, including international workshops organized by the IMF, World Bank and other donor agencies. This helped to expose them to international standards and new thinking and ideas on various research and policy issues. The opportunity also provided a major boost to their confidence and saw research assistants writing newspaper articles on emerging issues. Overall, research knowledge was enriched and deepened, with a positive impact on research quality.

The Institute upgraded the existing software packages under TTI. These proved helpful in the analysis of survey results and reduced cost substantially. The current software packages at the IEA include: SPSS, CSpro, Microsoft Office and STATA. IEA hosted several luncheons with potential donors/ambassadors where the research findings of the Institute were shared. This paved a way for renewed collaboration and cooperation with the UK and US representatives. It further resulted in the IEA holding a policy dialogue with the former UK Prime Minister, Tony Blair, and a delegation of Senators from the US led by Senator Coons. The IEA is of the belief that these would pave the way for both UK and US support of the Institute's research agenda.

The Institute added two surveys on Socio-Economic and Governance issues, and the other on Business Confidence in Ghana to its research portfolio. The results provided the opportunity for policy makers to discuss key policy challenges confronting the country and consider the research recommendations made by the IEA. The surveys were particularly useful to the new political administration as they obtained copies for their own internal consideration. The IEA commissioned a number of research papers on pressing policy issues to international experts. This saw renowned experts such as Ha-Joon Chang from Cambridge University, Gareth Austin also of Cambridge University and Justin Lin, former Chief Economist at the World Bank all visiting the IEA to present their commissioned research findings. Whilst in Ghana, they interacted with key policy makers such as the Minister for Trade, Minister for Finance, as well as the Speaker of Parliament. All research papers of the Institute went through a rigorous peer review process to ensure high research quality. Although this caused some delays in publications, it resulted in high quality research output comparable to international/ academic journal standards. These publications include;

1. Access to Basic Public Services: Challenges Ghana Must Overcome
2. Fixing the Roof While the Sun is Shining
3. Women as Economic Actors: Experiences From Northern Ghana
4. Fighting Corruption in the Public Sector of Ghana: The Role of Assets Declaration Regime
5. The Roots of Corruption: The Ghanaian Enquiry Revisited
6. The IEA Corruption Survey.
7. Inflation Targeting Under Weak Macroeconomic Fundamentals: Does Ghana need a Monetary Policy Redirection
8. Making Fiscal Council Work For Ghana: Country Experiences and Best Practices
9. Commitment or Rhetoric? Ghana's Dilemma in Actualizing Anti-Corruption Values in a Flawed Democracy.

The Institute conducted two research-in progress meetings every month. This brought about increased collaboration and harmonization among the various research units of the Institute and enriched research output and, ultimately, improved quality. Hold at least four Advisory Committee meetings over the year. The Institute institutionalized research ethics and quality assurance to govern IEA research outputs. The Institute held four Advisory Committee meetings over the

period. The Committee's advice and guidance were helpful and complemented the above efforts to improve research quality.

Progress Towards Organizational Performance

TTI support enabled IEA to improve its organizational performance in relation to the Board and management; infrastructure, equipment and other facilities; administrative systems; and operations, which contributed immensely to the delivery of the Institute's research and policy engagement mandates.

Steps were taken to attract and retain high-quality management and administrative staff and to strengthen institutional performance and management through an improved governance system. Regular mentoring and coaching sessions were held for staff, thereby allowing them to share the vision of the Institute and have a feeling of belonging to organization. These contributed to the retention of the Institute's high quality management and administrative staff. Regular peer review meetings were held with staff to assess and review their performance by peers. As a result, the performance of research officers showed marked improvement. Research officers were able to develop minor proposals to attract more funding for the Institute. A research officer, Evans Nelson-Dziwornu, wrote a proposal which resulted in the Institute securing funding for a small project from a local funding agency, BUSAC Fund. Annual performance appraisal of all staff was regularly conducted with the support of an external management consultant. Performance appraisals were institutionalized to strengthen the workforce. Appraisals were done by team leaders. As part of the internal appraisals, retreats were organized to discuss staff performance and to provide appropriate training. Among the training offered to staff was a training programme to build capacity in the area of writing analytical articles and briefs for newspaper publication. This improved staff's writing skills overall. Four feature articles were developed from a perception survey on MP's. This was published in the Daily Graphic, the leading newspaper in Ghana. Prof. Oquaye, Speaker of Ghana's Parliament has quoted extensively from that survey report. At least 20 multinationals were formally written to, to discuss strategic and research plans and seek possible support. The Institute was awaiting responses, which it hopes would be positive.

The IEA planned to achieve 40% core funding (of total institutional budget) within 4 years as a way of contributing to the Institute's long term sustainability. Over 25 multinational corporations and indigenous companies were identified and meetings were held with them. These would hopefully yield positive results in the future. Relationships were developed with the CEO's of Stanbic and Stan Chart, which were also expected to attract funding or enter into some collaboration with them such as jointly organising an international and economic conference. Towards the goal of achieving 40% core funding (of total institutional budget) within 4 years, several luncheons were held for the Ambassadors of the UK, Denmark and Norway, among others.

These yielded some benefits. The Australian High Commission, for example, provided a minor grant to the Institute to support research activities. Again, sustained efforts aimed at fundraising saw several proposals being written. Proposals were submitted to USAID, DFID among others. Additionally, efforts were made to engage the heads of multinational corporations. This sowed the seeds for future support.

Maintenance and upgrade of ICT infrastructure were undertaken to support research work and improve the working environment. A regular maintenance schedule was kept with service providers to ensure that all ICT infrastructure was well-maintained. This schedule was adhered to and guaranteed the durability and effective functioning of the Institute's ICT infrastructure. Estates and other assets well well-maitained also to help improve the working environment under a schedule agreed with suppliers. The regular maintenance of the Institute's estate and equipment guaranteed their durability and efficiency. The main servers of the IEA, all computers, photocopiers, printers, generator and air conditioners were serviced quarterly.

Regular mentoring and training sessions were organized for senior management and administrative staff of the Institute to enhance their career and skills development. The sessions were both formal and informal and included one-on-one training, as well as organized sessions for staff. All employees also had an opportunity to discuss the goals, culture and values of the Institute, which were also featured as part of the broad training. This led to a feeling of renewed ownership among staff and helped to promote employee retention. Also, weekly peer review meetings made staff accountable, as a result of the open and frank discussions. Staff were empowered to question the work output of their peers and offer constructive criticisms. This had a positive impact on research output and productivity. Team leaders organized the appraisals of their direct reports. The appraisals were helpful in identifying the training needs of staff, which were addressed through training programmes, mentoring and coaching exercises. The Institute introduced the “Worker of the Month” award where a plaque and a citation were presented to the best worker. This has helped to boast moral of staff.

Progress Towards Policy Engagement

Policy engagement is the ultimate key, but challenging, task of every think tank. High research-quality and strong organizational performance will be meaningless unless they can support effective communication and policy engagement. And in this connection, IEA made considerable strides with the aid of TTI grant.

Communications and Policy Engagement capacity was strengthened by recruiting two programmes staff with Masters Degree and One Publications Officer. Steps were also taken to retain and strengthen other in-house communications staff capacity to consolidate effective outreach and advocacy. Refresher training sessions were conducted for Programmes and

Communications staff on new communication tools. Staff of Programmes and Communications Unit underwent training on how to use new media to disseminate the results and findings of IEA research publications and work. This provided a major boost to the number of IEA followers on twitter and facebook. Currently, the statistics for our social media platforms stand at 169,574 followers for our facebook account and 13,251 followers for our twitter account. The result was an increase in the number of references to the IEA's research work. The Institute held several roundtable discussions on pertinent policy issues to disseminate the findings of its work. The roundtables brought together key policy makers, including Ministers, Parliamentarians and Members of the Council of State.

Research publications (in both hard and soft copies) were regularly disseminated to over 2000 policymakers and influential stakeholders in Ghana, including the Executive, Parliament, Media and Development Partners. The Institute's printed newsletters were distributed to over 1000 stakeholders and published on the IEA website. This created awareness about the Institute's work beyond its conference rooms, in the newspapers and on radio. Several examples of the Institute's influencing role exist. This includes the paper calling for the establishment of a Fiscal Responsibility Council to ensure the prudent and efficient management of the public purse. The paper attracted a lot of attention and succeeded in getting the government to commit to establishing such a Council. The Minister of Finance, subsequently, noted the government's intention to establish such a council following persistent advocacy by the IEA. Eventually, government established a Fiscal Council, along with the passage of a Fiscal Responsibility Law, to help entrench fiscal discipline in Ghana.

The IEA research flowing from a Corruption Survey as well as a Survey on the Perceptions of MPs was also cited by the Speaker of Parliament. The Institute serialised the survey report on MPs and had them published in the newspapers. This generated extensive discussions on radio and TV. Again, at the opening of Parliament, the Speaker referred extensively to the IEA's survey on the Public Perception of Parliament and called on parliamentarians to do their best to improve on their image in the eyes of the public. The IEA ultimately secured an institutional collaboration with Parliament to jointly host quarterly breakfast forums during which issues of national importance would be discussed. The expectation was that this would spur action by Parliament on issues highlighted. It would also help to demystify Parliament and make the House responsive and accountable. The IEA also raised the issue of revisiting the state of Ghana's Constitution and bringing the importance of the process to the front burner of national discourse. The President requested a report on the state of the constitution review process that had been initiated in 2012 by a Committee of which the IEA Executive Director, Mrs. Jean Mensa, was a member, but which had subsequently stalled. The IEA submitted a report on the state of the review process and has been awaiting action from the President's Office.

A policy-influence strategy was developed for the Institute's research recommendations. Several feature articles summarizing the Institute's policy recommendation were published in the leading newspapers. This further strengthened the Institute's policy influence and impact. Regular radio and television interviews were granted on identified policy-related issues and on issues flowing from the Institute's research recommendations. These kept the Institute's policy recommendations on the frontburner of policy discourse. The Research Staff were constantly sought to analyze the key policy issues in the media. The recruitment of one Programmes and one Communications Staff reduced the heavy load on the Programmes Unit during the 2016 election year. This recruitment was timely as two Programmes Officers left to pursue further studies. The Institute also provided training for the new staff. Overall, this greatly enhanced the visibility of the Institute and increased its following on both Facebook and Twitter. Through the publication of feature articles and contribution to policy discussions on radio and television, the IEA shaped public opinion and informed policy making.

SYNTHESIS OF RESULTS

Reflect on the main outcomes from the grant. In particular, reflect on:

- ♣ **Changes in behaviour, capacities, actions, or relationships within your think tank, its researchers or organizational staff, relation to networks or other research institutions?**

Changes in internal capacities, behaviour, actions and relationships: TTI grant supported the building of capacities of senior, middle-level and junior staff as well as management and the Board. Several staff were supported to upgrade their professional knowledge and skills through formal education and/or training programmes that equipped them to deliver high-quality output and service to the organization. The research, governance and programmes departments as well as the survey unit can boast of well-qualified and trained staff who demonstrate high levels of professionalism and competencies in their respective areas of work. Improved capacities enhanced internal technical discourse and interactions among staff, which impacted positively on research work and institutional performance and outcomes. Over the period the Institute also sponsored one of its young researchers Mr. Samuel Manu to pursue a PhD program at the University of Cape Town, South Africa. It is expected that several of such opportunities will be given to young researchers who would return to contribute to the research agenda of the Institute.

Networking: The Institute collaborated and worked actively with local and regional think tanks to address issues of national and regional interest and benefit. In Ghana, the Institute networked with, among others: a) the CSO Platform on Oil and Gas, which seeks to promote transparency, accountability and efficiency in the management of Ghana's oil resource; b) the Economic Governance Platform (formerly CSO Platform on the IMF Program), whose objective is to ensure

fiscal discipline and sound economic governance in Ghana; and c) the Institute for Social, Statistical and Economic Research (ISSER), an institute of the University of Ghana. We also collaborated extensively with the Centre for Global Development, Washington DC, and hosted, Vice President Dr. Todd Moss at several roundtable discussions at the IEA. We also collaborated extensively with the Tony Blair Foundation. We also developed new links with the Chinese Embassy in Accra which resulted in them providing support for the Institute's research in small-scale mining.

♣ **Changes in behaviour, capacities, actions, or relationships of research users or those affected by the research process or findings?**

TTI grant allowed IEA to enhance its independence and neutrality while delivering objective and analytical policy advice. The IEA's non-partisan posture endeared it to stakeholders of all political persuasions, thereby allowing the institute to achieve a high rate of acceptance of its recommendations based on its research and achieving high success in influencing policies and legislations. The Institute has been able to cast a niche for itself and is positioned as a first-class policy and knowledge-based institution delivering high-quality research, critical policy analysis and effective advocacy. *The Institute has won several professional accolades, including the British High Commissioner's Award for the best Ghanaian Think Tank in 2017.*

♣ **Policy influence (e.g., expanded policy engagement capacities of researchers; strengthened communications function; broadening policy horizons of policymakers; and specific policy influence stories, including any development outcome of the influence)?"**

Strengthening Policy Influence Capacities

Policy influence is the ultimate goal of think tanks but it is also a challenging task. IEA has strengthened its policy influence capacities and outreach under the TTI project. This has entailed: a) building the capacity of researchers to produce high-quality research that is easy to sell to policymakers and relevant stakeholders; b) strengthening in-house communications staff capacity to consolidate effective outreach and advocacy, including offering them training on new communication tools and on how to use new media to disseminate the results and findings of IEA research publications and work; and c) disseminating over 1000 copies of IEA research publications (in both hard and soft copies) to policymakers. This provided a major boost to the number of IEA followers on twitter and facebook. The result was an increase in the number of references to the IEA's research work.

Policy Influence Story: Promoting Sound Public Financial Management In Ghana

Background

Over the last two decades, the Ghanaian economy had experienced a situation where government expenditure has consistently exceeded revenue generated. This had resulted in persistent high fiscal deficits. In fact, excessive government spending had contributed significantly to the growing public debt to Gross Domestic Product (GDP) ratio since 1990 - as a result of rampant borrowing to finance the deficits. The situation was clearly unsustainable and needed to be addressed as a matter of urgency.

IEA's Work

A review undertaken by the IEA to examine how successive governments have managed the country's finances over the past 20 years revealed weak fiscal discipline, with the budget not being kept under control. For instance, between 2005 and 2013, average government spending exceeded accrued government revenue by about 7.5 percent of the country's GDP compared with an average of 3 percent for Sub-Saharan Africa. As part of its efforts to promote sound public financial management in Ghana, the IEA in 2014 undertook research on the theme "Improving Fiscal Management In Ghana: The Role of Fiscal Policy Rules". The study was undertaken as a result of high fiscal deficits, partly reflecting pro-cyclical fiscal policies in good times and electoral cycles that were experienced in Ghana. The research sought to evaluate the management of government's expenditure and how revenue creation capacity could be improved. After extensive review of the literature and, thorough analysis of best practices from other countries, the study recommended the establishment of an independent Fiscal Policy Council. The function of the council will be to promote fiscal discipline, enhance the quality of budget discussions and foster greater transparency to improve fiscal management in Ghana. The IEA organized roundtable discussions with key stakeholders from government agencies, civil society organizations, professional bodies, the business community, and media houses among others, to discuss the findings and recommendations of the study. In addition to the monograph, which documented the research study undertaken, the IEA published a summarised version of the monograph as a policy briefing paper. The paper was widely circulated to influential policy makers, media houses and key stakeholders to generate broad public discussion on the issues identified. To promote consideration of the recommendations outlined, the Institute also engaged key Members of Parliament across the political divide, policy makers and political leaders in Ghana – using its convening power and the IEA's influential Board Members. The extensive advocacy efforts generated broad discussions – not least given the current concerns over Ghana's fragile economy. The Finance Minister, Mr. Ken Ofori-Atta, in his budget statement to Parliament on 2nd March, 2017, outlined government's intention to adopt the IEA's policy recommendation of establishing a Fiscal Council to promote sound fiscal policy making and implementation. This was a step in the right direction.

The Results

IEA's research and sustained advocacy finally bore fruit. Early this year, the President announced the establishment of a Fiscal Policy Advisory Council to advise the President on how to achieve and sustain fiscal discipline in Ghana in order to reap the potential benefits of macroeconomic stability and debt sustainability. Around the same time, a Fiscal Responsibility Law, which stipulates a ceiling on the budget deficit, was also passed by Parliament. The IEA welcomes the positive response to its sustained advocacy and it is pleased to have contributed to the institutionalization of sound public financial management in Ghana.

- ♣ **Lessons learned about approaches to elements for organizational strengthening, building capacity, or influencing policy or practice? What problems arose, and what changes in orientation occurred? Were certain aspects of project design particularly important to the degree of success of the project?**

TTI grant proved the importance of an all-embracing financial support, including for organizational strengthening and capacity building, which are critical in ensuring high-quality research output, effective advocacy and enhanced policy influence.

TTI grant supported continuous organizational strengthening at the IEA, including enhancing management expertise, improving infrastructure and facilities, and reinforcing working systems and operations, all of which are critical for institutional performance and progress.

Building capacity of staff is critical for effective research and advocacy, and TTI support was quite helpful in that regard. However, retaining capacitated-staff is not always guaranteed under TTI grant, given the keen competition for skilled staff. There were instances when staff departed the Institute to seek more lucrative jobs or for higher academic pursuits. Potentially, this can cause delays to project delivery. Often, it became necessary to engage the services of external resource persons, who do not always come cheap.

Influencing policy is a challenge that faces all think tanks. The high political turnover in Ghana that leads to frequent changes in policy- and law-makers as well as in government policies and programmes, can disrupt or prolong advocacy on particular issues. For example, advocacy on a Presidential Transition Bill proposed by IEA to ensure orderly transfer of power from one administration to the next, took about a decade to reach final passage into legislation. Meanwhile, a Right to Information Bill that the IEA pioneered and is aimed at making public information readily available to the public and ensure transparency in governance and reduce corruption, also took over 20 years to become law this year.

In terms of TTI project design, it is noted that submission of periodic work plans and other reporting requirements were instrumental in overall project success. Also, regular monitoring by the competent and committed Project Officer and his team kept the project on course.

♣ **What contributed to these results and what lessons did you draw from the experience?**

Several factors contributed directly or indirectly to the successful results of the TTI project and provide helpful lessons for the future. These include:

1. Close and effective on-sight and off-sight monitoring and oversight by quite knowledgeable and experienced TTI project management team were instrumental in keeping the project on track and ensuring its overall success.
2. On the part of the IEA, internalisation of knowledge and experience acquired through staff training and networking, coupled with adherence to best work practices and ethics contributed to successful project outcomes.
3. Continuity of funding under TTI grant was crucial in ensuring full and timely execution of project targets and meeting reporting requirements.

♣ **What was the role of other organizations or donors in this project? How was this relationship managed?**

Other organizations or donors complemented TTI support by providing alternative funding either to IEA individually or to networks of which IEA is part. Like TTI grant, some of the alternative funding also supported research, capacity building and organizational strengthening. However, such funding was largely project-based and, as such, lacked the flexibility and durability provided by TTI core funding. The working relationship with the other organizations and donors was mutually beneficial and productive. Alternative support will become even more critical for sustainability of think tanks after the expiry of TTI grant in dispensing their indispensable responsibility as institutions of policy influence and change.

PROBLEMS AND CHALLENGES

Have there been any problems or challenges faced by the project? These could include delays, problems amongst stakeholders, with research activities etc. Highlight any risks that might have emerged in the project, and innovative ways you have found to deal with these risks.

The TTI project was managed reasonably well, thanks to the entire management Team. However, no management system can be said to be perfect. The IEA notes a few challenges and risks that we encountered and how the Institute endeavoured to mitigate them:

1. It was not possible to reach the Institute's full complement of staff in almost all departments due to limited funds and in view of the competition for skilled labour. This obviously had

effects on effective and timely execution of the project. The problem was compounded by high staff turnover, including young graduates proceeding to further their education. This meant heavy workload for project staff. The IEA mitigated this risk by using the services of external researchers with relevant competencies, which also ran the risk of meeting project target dates.

2. There were the usual difficulties of accessing official information, documents and relevant literature to carry out research work. This had the potential to affect output and timeliness of research work. To the extent possible, the IEA relied on institutions and individuals with the relevant contacts to obtain official information and data. Networking also helped to have access to information. Fortunately for the IEA, some of our staff are well connected with public and academic institutions and, therefore, were able to have access to some of the required research data and literature.
3. Hurdles were encountered, as expected, in obtaining buy-in and acceptance of research recommendations within a rapidly changing political-cycle environment with equally fast-changing ideologies and policies. This meant that policy engagement and advocacy often became protracted, thereby increasing costs. Some of our policy recommendations took sustained advocacy for decades to come to fruition as accepted policies or legislations. Using several communication channels, including meetings, the media and the IEA website helped to get our messages across to policymakers and other relevant stakeholders.

ADMINISTRATIVE REFLECTIONS AND RECOMMENDATIONS

This section is about administrative recommendations for IDRC. What would you do differently as a result of this experience, and what general and useful lessons can be derived for improving future projects?

TTI grant contributed to improved organization capacity the IEA, capacity building of staff and high-quality research. However, institutional inadequacies still exist while the full complement of skilled staff remains to be attained. The IEA would continue with institutional building, including strengthening of management and operating systems, and building capacity and retooling of staff.

TTI grant could not have ensured long-term sustainability of the Institute. Unfortunately, this shortcoming did appear to have received enough attention and it remains a goal that is yet to be accomplished. Future efforts would be geared to strategising to build the long-term sustainability of the Institute, post-TTI.

What recommendations would you make to IDRC with respect to the administration of the project, related to the scope, duration, or budget? Candid observations about the overall experience with the project are encouraged. However, any sensitive or confidential information should be addressed through a direct exchange with the program officer, and documented and filed separately.

The TTI project was well administered during its tenure, which is owed to the entire management team. The strong monitoring and oversight by the management team comprising both the IEA and IDRC Program Officers ensured the successful delivery of the intended outcomes. Below are a number of recommendations:

- Provision of sustained funding for capacity building could have ensured availability of skilled staff on a durable basis for think tanks which need to beat the competition.
- A gradual phasing out of TTI funding would be more helpful in avoiding potentially disruptive and damaging consequences on grant Institutions that could be attendant to an abrupt termination.
- Where possible, the TTI grantor should assist in phasing in alternative funding vehicles to aid sustainability of grantees.
- The decision by donors to shift their development assistance to emerging markets from direct aid to trade is already beginning to tell on support not only for governments but also for think tanks. This development is potentially damaging to the indispensable role of think tanks as agents of policy influence and change.
- There is scope for streamlining and simplifying the procedures and reporting requirements under the TTI grant administration to make them less cumbersome and less demanding on the administrative capacities of grantees.