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**Evaluation of
the International
Center for
Economic
Growth**

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TABLE OF CONTENTS

	Page
EXECUTIVE SUMMARY	iii
Findings	iii
Recommendations	iv
INTRODUCTION	1
PROBLEMS THAT FRAME ICEG'S WORK	2
Political and Economic Environment	2
Staff Size	5
PUBLICATIONS	5
Examples	9
CORRESPONDENT INSTITUTES	10
Communication Techniques	11
CONFERENCES	12
JOINT RESEARCH PROJECTS	14
SPECIAL PROJECTS	16
NEWSLETTER	17
THE BOARDS	17
THE SURVEYS	18
ON POLICY EFFECTS	20
ANNEX A: ICEG QUARTERLY REPORT TO A.I.D.	A-1
ANNEX B: QUESTIONNAIRES AND TABULATIONS	B-1

EXECUTIVE SUMMARY

FINDINGS

The purpose of the International Center for Economic Growth (ICEG) is to quicken economic growth rates in poor countries through the dissemination of information about rational economic policy design directly to policy makers and through the correspondent institutes. The Center has changed minds and policies in a market-oriented direction.

Interventionist strategies remain prevalent and skepticism about the validity of market-oriented solutions remains widespread. So the task of ICEG retains its high priority.

Six main instruments used by ICEG in pursuit of its objectives are to:

- Subsidize the preparation, editing, and dissemination of books, monographs, executive summaries, occasional papers, working papers, translations, and reprints. This is the most significant program, accounting for 34.5 percent of direct (nonadministrative, nonoverhead) expenditures. Numerous publications have been disseminated (136 to date), which cover a wide range of subjects. The authors are highly reputable; the writing is usually readable and hence accessible to policy makers. They do not break new intellectual ground, but this is not their primary objective.
- Collaborate with and provide assistance to correspondent institutes. ICEG maintains contact with 242 of these institutes. Intensive contacts exist for 30 of these — the bulk of which are well-established research and policy organizations, many of them in Latin America.
- Organize and finance conferences and regional meetings. This has proved a productive use of resources. It provides networking possibilities not otherwise readily available.
- Arrange joint research projects with correspondent institutes. The Center contributes to the financing of these projects, issues research proposals, suggests revisions of proposed research approaches, edits the final product, and manages the publication.
- Engage in special projects with the correspondent institutes. These are ad hoc activities, usually dependent on the opening of unforeseen windows of opportunity. They consist of special studies, organizing policy dialogue sessions with new governments, sponsoring regional conferences, and organizing policy-agenda-setting meetings.
- Distribute a quarterly newsletter to all correspondent institutes, many individuals, and other organizations; recipients number 20,000.

Oversight of ICEG activities is performed by a Board of Overseers and an Academic Advisory Board. These arrangements seem to work well. Members of the two boards are carefully selected. The overseers provide useful networking. The academic board often pitches in with editorial and other advice.

Part of the evaluation for this report involved the sending of questionnaires to correspondent institutes and to USAID missions in countries that have such institutes. The responses to these questionnaires pointed to several conclusions. The institutes replied that:

- ICEG resources have been very useful in expanding the public policy dialogue;
- ICEG gave the institutes access to an inventory of general knowledge that would not otherwise be available;
- ICEG publications effectively targeted relevant public policy issues in the respondents' country;
- Institutes would like more joint research projects; and
- ICEG should allocate more of its resources to the weaker institutes in less developed countries.

As for the USAID Missions, the main observation was that they were not familiar with the work of the correspondent institutes.

RECOMMENDATIONS

1. To increase its impact, ICEG should concentrate on four issues: (1) the efficiency and benefits of market economies, (2) methods to transform command-and-control economies to market economies, (3) the use of economics as an analytical and predictive engine in the examination of public policy, and (4) the role of human development in economic growth.
2. Despite its excellent past performance, experience, the changing environment, and new needs suggest that ICEG's impact could be increased by some reallocation of its activities.
 - ICEG should continue its current intention of reallocating effort from the publication program to the correspondent institutes, because, at the margin, achievement of favorable policy may be more effectively promoted by stronger local institutions than by emphasis on publications.
 - Regarding the correspondent institutes, more resources should be used for capacity building and also more allocations should be made to institutes in poorer countries. This is so far the reason given above, and because convictions about the efficacy of market solutions seems to be shallower in the poorer countries.

- **Although conferences are worthwhile, ICEG should pay for fewer participants and target the correspondent institutes whose quality and influence on policy will be most improved by participation. Speakers and speeches should address "marketization" issues. Finally, informal exchanges should be increased.**
- **Joint research projects are much appreciated and useful, but given the nature of the needs of the correspondent institutes and the main mission of ICEG, cutting back resources in this program should be considered. ICEG is not an academic institution. Its primary goal is to strengthen correspondent institutes and their counsel on economic policy.**
- **Special research projects should be cut back. They are expensive and divert staff energies (both in ICEG and correspondent institutes) from higher priority tasks.**

INTRODUCTION

This is a report on the evaluation of the International Center for Economic Growth (ICEG). This evaluation is based on five site visits; attendance at two conferences in Panama and New Delhi; discussions and consultations with U.S. Agency for International Development personnel, personnel of ICEG and of the Institute for Contemporary Studies (ICS), personnel of the correspondent institutes, and some members of the Boards of Overseers and of Academic Advisers; review of a substantial sample of the publications, periodic reports, and other documents of ICEG and of the correspondent institutes; and a mail survey of correspondent institutes and USAID Missions.

ICEG was established by the Institute for Contemporary Studies of San Francisco. It is mainly financed by funds provided by A.I.D., although it is supported in some measure by funds provided by other, private sources.

The central purpose of ICEG is "to increase the ability of local policy institutions to inform the policy making process and the policy dialogue and thus improve economic policies and performance in countries throughout the world." The areas of the world in which ICEG works are Latin America, Asia, Africa, and Eastern Europe. These are the areas, of course, in which most of the poor countries of the world are located.

ICEG operates through the medium of 242 correspondent institutes in 94 countries.

In the pursuit of a combination of foreign policy and humanitarian objectives, it has been the policy of the United States continuously since the end of World War II and, in intervals before then, to give technical, financial, and other assistance to poor countries. A.I.D. support for ICEG falls into that rubric.

Income is unequally distributed among and within the countries of the world. The real incomes of the people of the OECD countries are higher than those of most other countries by large factors.

There is a large amount of literature on the causes of structural distribution of real income, welfare, and material conditions in the world. Consensus seems to be that the explanation for skewed distribution lies in:

- Differences among (and within) countries in the intensity with which human capital is formed. This involves the shape of knowledge, formal schooling, training in skills, and the shape of health achieved by the populations of different countries;
- Differences that occur among countries in the institutions and cultural mores that instruct and condition behavior;

- Differences among countries in the efficiency, speed, and neutrality of the legal and judicial systems. This can be seen in the definition and recording of property rights both in the enforcement and the adjudication of disputes; and
- Differences among countries in public policies that "tax" some and "subsidize" others, so that in some countries there is a distortion of productive behavior in their economies.

In the foregoing catalogue of the causes of poverty, the first, second, and third are correctable only arduously and over the long term. Altering policy that generates poverty and low standards of living is also not easily done, but it is amenable to correction more quickly. This last is the area in which ICEG works.

The policy effects of scholarly research output are subtle and difficult to measure. They nonetheless occur. ICEG work is important and valuable in assisting the reformation of the intellectual perspective of strategic sectors of the populations of the poor countries. It does this by nourishing institutions that use applied economic analysis and empirical research to exhibit that relatively unconstrained markets can generate improvements in the material conditions of life of the people of poor countries.

PROBLEMS THAT FRAME ICEG'S WORK

Political and Economic Environment

Many of the poor countries have been aggressively interventionist in their economies and this policy has distorted the composition of output, diminished economic growth rates, and intensified poverty among their people. In general, the policies have reflected a mistrust of markets where exchanges are consensually consummated, the terms of exchange are set by market forces, and there is freedom to enter and exit. This interventionist policy is reflected in several ways:

- The state has the legal monopoly in the exercise of coercive force; government as the institutional expression of the state may define permitted and proscribed behavior by individuals and impose costs upon those who transgress these rules. Those who occupy public office — elected, appointed, and those who have seized state power — have a penchant for imposing behavioral rules. Absent doing so, they tend to perceive that they have failed in the performance of their official responsibilities.
- Public officeholders perceive their roles as benign. If they are active in exercising the power of office, they believe they "do good." Conversely, if they are passive, they believe they fail to fulfill their responsibilities. They fail to see, because of a lack of training and analytical skill, that this behavior can have unforeseen, adverse, and malign consequences. The rules that are formulated and enforced affect the behavioral adjustments of individuals in the citizenry.

- Rule-making can be, and often is, a source of income for public officeholders. If some in the community are advantaged or privileged by a rule at the expense of others in the community, they may be willing to pay off those who exercise rule-making authority. Rules are "sold" to bidders.
- Special interests plead their special interests. By lobbying legislatures and executive officeholders and engaging in one-sided "informational" campaigns, these interest groups secure governmental arrangements that serve them at the expense of other groups and the general community.
- Many of the poor countries were colonies that acquired independence from their respective metropolitan powers early in the 19th century. For the most part, the metropolitan powers were active governors of their colonies. The traditions of control and economic intervention survived the end of colonial rule.
- Eastern European countries were governed aggressively by the Soviet Union and its proxies in their own countries. An elaborate ideology of interventionist state behavior was constructed and drummed into the psyche of the populations through the intensive use of all instruments of communication and by the systematic use of the educational infrastructures as propaganda tools.
- A set of flawed ideas has been promoted by the intellectual communities of the poor countries and by the community of international civil servants. These ideas have been seized upon by some sectors to tilt policy design toward a system that produces economic rents for them at the expense of other population sectors. These ideas include the notions that the principle of comparative advantage has no merit in explaining the international division of labor; that economic diversification is under all circumstances to be preferred to specialization; that the terms of international trade run persistently against primary production; that the most efficient precaution against fluctuating primary product prices in international markets is diversity of economic activities; that manufacturing should be considered inherently preferable to primary production as the vehicle for the improvement of the material standard of life of the people; and that, if manufactured goods are being imported for domestic consumption while potential exists to produce those goods within the country, then these goods should be preferentially produced domestically. This holds true even if domestic producers could not survive market competition without severe import constraints. Many poor countries have adopted policy sets framed by those prescriptions.
- In many poor countries the academic and intellectual communities have come to be committed to central planning and versions of Fabian socialism as fundamental, prescriptive components of policy. Their ideas have had a powerful influence in the design of practical governmental affairs.
- A typical example of the policies that have been generated by these influences is a set consisting of:

- **State ownership of industrial ventures and their subsidized survival even if they are inefficient and loss-making;**
- **Industrial licensing requiring governmental approval for setting up a venture, increasing its capacity, or altering the uses to which the venture is put;**
- **Quantitative import controls;**
- **High import tariffs;**
- **Impediments to foreign investment;**
- **The reservation of some production for government-owned companies;**
- **Control of the prices of equity shares;**
- **Forbidding the closure of industrial plants;**
- **Overmanning of public enterprises;**
- **State ownership of financial institutions;**
- **Requiring private financial institutions to hold defined proportions of government debt;**
- **Subsidization of agriculture via control of fertilizer prices; and**
- **Relief of farmer's debt, consumption subsidies for urban residents, and the provision of low-priced power and water to farmers.**

Policies such as these have distorted the composition of output in the poor countries, diminished economic growth rates, intensified poverty, and caused the people of the poor countries to be less well off, on average, than would have been the case under a less mistaken set of policies.

But the failures of interventionist policies, topped by the fall of the control systems of Eastern Europe, have altered this perspective and governments of many poor countries are now searching for alternative types of reform within the old belief systems that persist. This is the policy environment in which ICEG operates. In principle, it can do important and fruitful work.

- **ICEG should concentrate on four themes:**

Exhibiting the efficiency and the beneficent consequences of market economies, where individuals make choices among alternatives with the smallest possible constraints on choice and the public sector specializes in activities in which it has a clear comparative advantage;

Discovering and exhibiting efficient methods of transforming command-and-control economies and those market economies in which the state has intervened deeply;

Using economics as an analytical and predictive engine in the critical examination of public policy; and

Analyzing human resource development, which is implicit in several of the other recommendations. Investment in health, education, and training are analyzable as simple investments but they have such wide-ranging consequences for good governance and other major policy concerns that they should be singled out. Related to this is the need for analysis of the legal and institutional factors in growth. These can be subsumed under the reduction of transaction costs, but again have such wide reach as to deserve special mention.

Staff Size

ICEG's work consists of the issuance of publications, assistance to correspondent institutes, workshops and seminars on communication techniques, the sponsorship of conferences and other meetings, and participation with correspondent institutes in special and joint research projects.

The professional component of the ICEG staff is thoroughly competent and committed to its work, but the staff is thinly stretched across the globe. The professional staff consists of the Director in Panama; the Chief Economist in Santiago de Chile; contact and cooperation persons for correspondent institutes in Asia and Eastern Europe, who are located respectively in Hawaii and New York; a specialist in communication techniques in New York; an office in Washington; and a portion of the San Francisco ICS staff. A substantial portion of what this staff has to do is administrative and nonprofessional — keeping accounts, making payments, arranging travel schedules, dealing with printers, arranging mailings, preparing periodic reports to A.I.D., and the like. With currently available telecommunication facilities, geographical separation is not an important impediment to effective work. It is, however, remarkable that ICEG has been able to achieve what it has with so thin a staff.

- **ICEG should keep in mind that the size of the staff determines both the range of activities in which it can effectively engage and the number and types of the correspondent institutes to which it can relate intensively. Given its small staff size, ICEG should not overextend itself.**

PUBLICATIONS

The purposes of the publications program is to nourish a "dialogue between those who create knowledge and those who implement it — between economic scholars and policy leaders,"

and "the production and communication and dissemination of information for policy decision." The publications program is a significant part of ICEG work. Publications include books, monographs, executive summaries, occasional papers, working papers, translations, reprints, and a periodic newsletter that includes sector studies, country studies, and studies in "human development and social welfare."

The table below shows ICEG expenditures for the most recent fiscal year, June 1, 1991-May 31, 1992, by category of expenditure, in thousands of dollars (000):

Administration	\$ 1,015.9
Publications	487.3
Conferences	355.8
Joint Research	391.9
Other	177.0
Total (without overhead)	2,427.5
Total (with overhead)	3,083.0

Total "project" expenditures in that period excluding administration and overhead were \$1,411,600. Of that total, 34.5 percent was spent on publications.

A reasonable assumption is that administrative time and skill were distributed among ventures in the same proportion as were expenditures. If so, 37 percent of all direct expenditures were spent to conduct the publications program. Assuming the expenditure of funds is a proper measure of the quantity of an activity done, ICEG'S publication program is its largest single activity.

The Center has issued a remarkable profusion of publications. As of July 1, 1992, ICEG had published 31 books and 63 monographs. Including occasional papers, country and sector studies, and executive summaries, 136 publications have been issued. These numbers are indicative of the central role of the issuance of publications in the cluster of activities in which ICEG engages.

With such a large number of publications, the maintenance of scholarly and expository standards becomes problematic. There is, in fact, variance with respect to those variables over the range of the Center's publications. On average, however, the Center has done well in the maintenance of standards.

The publications usually abjure arcane algebraic and geometric forms of exposition that are common when professional economists communicate with one another. The publications can be read by laypersons who are not professionally trained in economics. The topics of the publications are diverse and seem to have a decided generalist tilt. They also show signs of careful editorial assistance to authors by ICEG staff.

The authors include both globally established figures in the economic profession (Schultz, Krueger, Blinder, Boskin, Harberger, Dornbusch, Haberler, Polak, Ranis, Shoup, McKinnon, Balassa, Hanke, Lal, Sachs, Nerlove, Cooper, for example), and others with high reputations for their professional competence in their native countries (for example, Elias, Hachette, Luders, Naqvi, Kemal, Valdes, Combo, Lele, Favaro, Sapelli, Nabig Lizano, Silva, Herzog, Solis).

ICEG seems to have based its publications on the systematic selection of authors, rather than topics. The topics, therefore, have been those within the special fields of competence or interest of the selected writers. The grounds for author choice seem to have been professional competence and reputation. During the period that ICEG found it necessary to establish its own reputation, this was not a bad principle, for the Center became widely known to researchers, academics, and policy makers. The publications have continued to be widely distributed to audiences composed of those members. For the same reasons — the establishment of reputation and becoming known — the large volume and the frequency of publications issued were also warranted.

By and large, ICEG does not break new intellectual ground. Its publications do not contain innovative forms of economic analysis nor findings that are inconsistent with those of other professionally published literature. That is no cause for adverse criticism. ICEG is not an academic institution; its proper mission is not to engage in creative intellectual work. Instead, its purpose is to affect favorably the practical course of public affairs through the use of economics. This involves the dissemination of information on research and analysis, applying findings in other contexts, and the iteration of the findings in the context of the experience of the poor countries.

The ICEG publications program can have a salutary effect when aspects of the literature of economics relevant to poor countries that appear in arcane and complex forms are summarized and explained. In this way, formal literature can be made helpfully understandable to policy makers and to less rigorously trained staff of the correspondent institutes.

ICEG may now want to reexamine its publication policy in several respects:

- **It is recommended that ICEG concentrate on topics for publication that throw light on or explicate the four themes advocated in this evaluation. Publications should:**
 - Show the superior efficiency of market economies over command and control or state interventionist modes for allocating resources among uses and for achieving satisfactory economic growth rates.
 - Exhibit the alternative techniques for transforming command and control and state interventionist economies to market economies, define the conditions appropriate to alternative reform techniques, and rank order those techniques.
 - Use economic analytical methods and case studies that critically examine public policies, including especially explicit and narrow policies, rather than types or

sets of policies. These policy studies will often show that what seems to be benign in its effects and neutral in its distributional consequences has adverse and skewed distributional effects. Many such policies not only depress economic growth rates but are often disadvantageous to other subsets of the community.

Economics is the study of constrained maximization, in theoretical and applied versions; the use of economics in the examination of policy and policy proposals will commonly show that the larger the constraints on choice and behavior, the smaller will be the output of the economy and the lower will be the real income of the people.

- Analyze human resource development — a course that is implicit in several of the other recommendations.
- It is recommended that more attention be given to the selection of topics and less consideration be given to the selection of authors.
- It is recommended that, in its publications, there be less commissioning of authors for original manuscripts for publication by ICEG and more culling of economics journals and other avenues of expression in search of papers that are relevant to the design of economic policy and well done, to be rewritten in plain language, reprinted, or translated. To some extent, ICEG publication policy already applies this strategy. It is not recommended that ICEG use its resources to pay for correspondent institute subscriptions to economic journals because most journal papers do not touch upon policy design and many are arcane.
- It is recommended that ICEG continue and intensify the use of its publications program, which could be used as a vehicle for giving wide distribution to exemplary works done by personnel and associates of correspondent institutes to give the institutes an incentive to enforce high standards upon their researchers.
- It is recommended that ICEG continue its current practice of devoting a small proportion of its expenditures to the publication program so that more funds can be made available for the improvement of the quality of correspondent institutes, as discussed below.

We do not know how much of the expenditures attributable to the publication program in the July 1990-March 1992 period represent production and publication distribution cost, as distinguished from payments to authors and to ICEG staff for time spent in the search for authors, negotiation, or editing. Therefore, it is not known how much would be made available for diversion to other activities if the publication program were reformed from original manuscripts to the culling and rewriting of papers drawn from literature published elsewhere. In any case, substantial funds should be available for reallocation if the number of publications were reduced, as ICEG intends.

Examples

Two ICEG publications can be seen as exemplars of some of the points made above.

1. The volume of Gil Diaz and Fernandez on "El efecto de la regulacion en algunos sectores de la economia Mexicana" is a good example of the "case study" application of economics to narrow policy questions. This is a volume of papers that examines analytically laws, rules, and practices, and their effects in the distribution and use of irrigation and drinking water, property rentals in Mexico City, the trucking of cargo, private and public forms of education, the insurance industry, the labor market, the manufacture of microcomputers, and the production of sugar. In general, the examined cases confirm the expectation that the regulatory intervention of the state in markets produce resource misallocation, distortion, inefficiency, depressed economic output, and intensification of poverty among the poor.
2. The Occasional Paper by the University of Basel group, "Institutional obstacles to Latin American Growth," by Borner, Frunetti, and Weber, is a very good example of the summarization of a segment of the literature and commentary on that literature that should be understood in poor countries, if economic progress is to be heightened. It is well written and uses plain language. It exposes the adverse effects in the economy of uncertainty in the rules within the framework of which individuals make decisions, of the exercise of discretionary authority by those who make and apply rules, and of bias and non-neutrality in the exercise of that discretion. It is a publication that will do much good if it is widely read and its lessons assimilated in the poor countries.

Other publications of the ICEG have won high praise: Paul A. Volcker, former chairman of the U.S. Federal Reserve Board on *International Money and Debt*: "This little volume brings together the thinking of many of the world's most astute observers of the international financial system and its problems. Those interested in understanding where we are and where we are going shouldn't be without it." Jeffrey Sachs, Professor of Economics, Harvard University on *The Public Sector and the Latin American Crisis*: "This superb collection of essays, by many of Latin America's leading economists, offers important lessons for the reforms ahead."

Peter L. Berger, Professor of Sociology at Boston University, on *The Silent Revolution*: "It is very probable that the informal sector will be at the center of the development agenda through the 1990s. This book is a very important contribution to this agenda . . . [and] must reading for anyone concerned with Third World Development." Milton Friedman, Professor Emeritus of Economics, University of Chicago, on *Combating Poverty*: "The political storm that raged about the Pinochet regime prevented serious consideration of its radical reforms in social policy. The restoration of democracy in Chile provides a real opportunity to learn from those experiments. Tarsicio Castaneda's extensive, authoritative, and objective analysis will greatly facilitate the learning process."

Guy Pfefferman, former chief economist of the World Bank, on *Combating Poverty*: "This is a tremendous contribution Relevance to other countries is enormous." ICEG does stellar service when it issues and diffuses publications such as these.

CORRESPONDENT INSTITUTES

The singular most important task of the ICEG is its work with its correspondent institutes. There are now 242 in 94 countries. They are the vehicles through which influence can be had upon the policy of poor countries.

- **The ICEG has done much good work in improving the quality of the correspondent institutes and it is recommended that it reallocate its activities so that a larger proportion be devoted to that purpose.**

The institutes are heterogeneous with respect to many variables including age; expenditures; number of staff members; the competence, skill, and professional training of the staff; ideological perspectives; kinds of work done; pursuit of "pure economics" as distinguished from the political service of the interests of subsets of their communities; attachment to, or independence from, academic institutions; whether or not they teach, train, research, or publish; selection of topics for research and ensuing publications; reputations within their intellectual, lay public and policy-making communities; methods used to disseminate findings; and the influence they have on policy design.

The influence a correspondent institute can be expected to have upon public policy is determined by these variables and also others including the command that the staff has of the central core of economic theory and the staff's capacity to put theory to applied uses; the extent to which the institute's work is free of partisan interest; its reputation for credibility; the capacity of the institute to communicate the results of its work so that it is understood by those without intensive professional training in economics; and the relationship of the institute with legislative and executive policy makers, which, in turn, depends upon the belief of policy makers that the institute is committed to unbiased scholarly work.

Given the small professional staff, who can devote only some of their time to professional work, and the large number of correspondent institutes — it can be expected, and it is apparent, that the ICEG relationship with a large number of its correspondent institutes is marginal and consists mainly of exchanges of publications. ICEG has been forced already to chose selectively; its joint research projects, special projects, equipment provision, and other assistance has been with some, and not all, of its correspondent institutes.

- **With regard to this selectivity, the principle of choice should be based on the estimated magnitudes of the marginal effects of a more intense relationship. There is less cause to work intensively with institutes that are well established, well financed, reputable, influential, and already do high-standard work than with institutes whose standards and influence can be materially improved and enlarged by such support. If an institute's perspective is state interventionist and if it is engaged in political, rather than economic, analytical work, there is less cause for intensive support than with an institute committed to a market perspective, engaged in rigorous economic analysis, and willing to estimate the distributional effects of public policy.**

- **Having selected institutes for intense relationships with ICEG, it is recommended that ICEG search out structural weaknesses in those institutes and fashion the capacity building relationship accordingly. This might suggest additional advanced training for institute staff, identifying qualified personnel who might be induced to associate themselves with an institute, guiding institute staff in the selection of research topics, or assisting an institute in communicating its findings to others in its community.**

This type of support would vary in kind among the institutes. Support might be outside the capacity of ICEG to offer. The staff of an institute might be qualitatively deficient in the command of economic principles and correcting that deficiency might require long-term advanced training. Alternatively, short-term incremental training might suffice to bring some up to acceptable standard. There might be, in the country, qualified personnel not attached to the institute. The process of identifying and attracting them to become attached to the institute might be undertaken. The personnel of an institute might be highly competent in the command of economic theory but at a loss in putting that competence to applied use. These persons might be offered guidance in applied economics. Still others might be accomplished in applied economics work, but select inappropriate topics for research in terms of maximizing their influence upon the reformation of policy. Their work, too, would be improved by guidance. Finally, an institute might select appropriate topics and publish high-standard applied work but be deficient in communicating its results to others. In this instance, instruction in communication skills and tailoring of the form of communication to an intended audience may be required.

Communication Techniques

The economic research findings of the correspondent institutes cannot have an influence upon public policy unless they are communicated to others. The intensity of communication, the instruments through which communication is done, and the intended audiences at the receiving end of diverse communication flows may vary among research topics. They also may depend upon the intensity of the policy, who it effects, and whether a successful policy alteration requires that information be provided to the generalized whole community or to strategically placed vectors of the community. Apart from communicating for the purpose of securing policy change, the correspondent institute may want to make its work known to others for the sake of simply educating both the public and the policy makers.

This means that correspondent institute personnel need to command knowledge of the universe of communication channels available to them, of the characteristics of each of those channels, and of efficient means by which they may have access to and use them. It means, also, that the institutes need to formulate communication strategies and tactics.

The correspondent institutes are composed largely of professionals trained in economics and of supporting administrative and clerical/secretarial personnel. Few have communication specialists on their staffs. The work of the ICEG in technical assistance in communication is, therefore, very important. This is done largely through regional workshops and seminars in

communication techniques and through the distribution of papers on that subject. These workshops and seminars have offered training in how to conduct television and radio interviews, press conferences, and how to fashion scholarly materials into verbal and other forms that make them understandable for nonprofessional persons.

- **This is an important ancillary activity of the ICEG that it might want to consider expanding.**

CONFERENCES

Conferences and regional meetings are fruitful instruments for the nourishment of the correspondent institutes. Recently, for example, such meetings have been held in Popowo, Poland in May 1991 for central and Balkan Europe institutes, in Nairobi in October 1991 for African institutes, in Panama in March 1992 for Latin American institutes, and in New Delhi in May 1992 for South Asian institutes.

These conferences and meetings bring together personnel of correspondent institutes from various countries. They offer what must be uncommon opportunities for their coming together. It makes possible the exchange of information about each other's experience, about the criteria for the selection of research topics, about alternative research methods, and about how research findings can be made to effect policy. More than this, it permits common interests to be discovered and associations to be formed as antecedents to a continued flow of exchange following upon the conclusion of the meetings.

Because the meetings offer expense-free opportunities to visit other countries, there are probably implicit queues of aspiring attendants that exceed the funding capacities of ICEG for these meetings and exceed the limits of scale beyond which diseconomies occur.

- **ICEG must, therefore, implicitly ration its invitations to bear the expense of attendance. The rationing criterion should be based upon the maximization of marginal improvement in correspondent institute quality. This means ICEG must take into account both what some correspondent institutes have to offer others in recounting their experience, and what others will gain by listening.**

Most conferences and meetings attended by personnel of the correspondent institutes provide formal content as well as loci for informal exchanges. The formal content consists of the talks given by invited persons who are not connected to a correspondent institute. Therefore;

- **Care needs to be taken in forming both cohorts of invited speakers and the content framework of their talks.**
- **It is also recommended that the formal content at conferences be designed to concentrate on the four foci recommended in this evaluation.**

The central purpose of the conferences should be the improvement of the work of the correspondent institutes. In part, the conference should sharpen the correspondent institute's understanding of those portions of economic analysis that have particular relevance to its work. These conferences can communicate the findings of particularly successful ventures of correspondent institutes for replication by others.

Informally, exchange occurs at luncheon tables and in corridors. In this setting there is a tendency for heterogeneity in discussion to be forestalled. Personnel of correspondent institutes from country A tend to coalesce, as will personnel from institutes in country B, in informal discussion. ICEG conferences provide opportunities for discussion exchanges to occur among personnel of different institutes from different countries, but also of institutes from the same country that perhaps do not occur at home — especially if the country is large or the perspectives of the institutes within the country are diverse.

- **It is recommended that ICEG explore methods for intensifying this informal exchange among conference participants.**
- **It would also be useful for ICEG to reflect on innovative and creative strategies to promote crossfertilization among participants. Ways to thin — and make more permeable — the walls between correspondent institute sets defined by country would be valuable in its effects.**

Some of the conferences in which ICEG participates do not necessarily bring together correspondent institution personnel and might be arranged by academic institutions. The participants in such a conference are mostly academic figures with a smattering of important figures in various international agencies. Because the volume of papers prepared for such a conference and its executive summary are distributed to policy makers and to the correspondent institutions, they are of some service for the enrichment of those institutes. But they are much less serviceable than conferences at which correspondent institute personnel are brought together.

- **Like any institution, ICEG should guard against the temptation to stray from the performance of its central mission. It is not an academic institution that houses independent entrepreneurs on whom there are no holds on what may be done, so long as it has intellectual content. ICEG's mission is narrower: to have a favorable effect on public policy in the poor countries, mainly by making the correspondent institutes of those countries more effective.**

Academic discourse has its influence on policy, of course, through the powerful mediation of ideas upon practical action, but its influence is tenuous and makes itself felt only in the long term. ICEG's influence upon policy via the correspondent institute should be more immediate and more explicitly felt.

JOINT RESEARCH PROJECTS

ICEG nourishes selected correspondent institutes by making funds available for joint research projects. To an extent, this adds incrementally to the stock of knowledge on the growth implications of policy available to the global community of institutes.

From June 1991 to May 1992, \$391,888 was spent on joint research projects. This was 28 percent of the program budget. Again, as in the reckoning of publication expenses, assuming that the costs of administration were allocated among activities in the same proportion as the allocation of program expenditure, the total expenditure for joint research projects in that period was \$859,877.

There have been 42 approved joint research projects, with a high concentration in Latin America, mainly because the Center has operated there for a longer time than it has in the other continents. Fifty-five correspondent institutes are involved in those approved projects. Research has been completed and results published for 15 projects. Research has been completed but not yet published for 11. And research is in progress for 16.

ICEG funds applied to joint research projects are summed to funds provided by other sources, usually the relevant correspondent institute. For example, new joint research projects approved in the period June 1991-April 1992 provide for funding from ICEG and from other sources in the following indicated amounts.

Funds from ICEG (dollars)	Funds from other sources
15,000	15,571
12,000	3,000
36,000	18,500
76,000	25,000
30,000	39,000
10,000	---

A one-in-eight sample of joint research projects appearing on an ICEG prepared list entitled, "Status as of April 15, 1992" shows a division between the two fund sources as:

Funds from ICEG (dollars)	Funds from other sources
24,000	110,300
25,000	5,000
19,000	19,500
150,000	23,000
21,000	23,900
76,000	25,000

ICEG provides a significant share of joint research project costs. ICEG's funding shares have been sufficiently large that queues have formed for research support. The number of proposals it receives exceeds its funding capacity.

- **ICEG must, therefore, be selective in choosing those in which it will participate.**

ICEG has published a set of "guidelines and applications" for joint research proposals that it will consider. That document specifies the formal procedures for the submission of proposals and includes the following requirements: a brief summary of the proposed project, a description of project objective, explanation of the relevance to policy, discussion of methodology, and information on the qualifications of the proposed researchers. The document also says that preference in funding decisions of ICEG will be given to proposals "based on sound economic theory and on empirical research" and that have "broad economic policy implications outside the country where the study is undertaken." These are sensible criteria of choice.

If, however, the recommendations developed in this evaluation are accepted, the set of criteria of choice would be enlarged. Either the set of qualifying proposals would be diminished or their nature would, on average, be altered.

- **It follows that, to qualify for financial support, acceptable proposals should examine the efficiency effects of markets (and, by implication, the inefficiency effects of state intervention) or alternative methods for transforming controlled and intervened economies to market economies. Projects should also apply economics in a sophisticated way, and emphasize case studies (in the Gil Diaz Fernandez/Mexico mode).**

Although ICEG-supported research projects are called "joint," ICEG participation in those projects appears to consist mainly of soliciting proposals, making suggestions for revisions of both proposals and end result manuscripts, pushing projects to completion, and participatory financing. With its thinly allocated professional population and limited resources, a different kind of participation — as, for example, provision of research personnel to complement the personnel of the correspondent institute — does not appear possible. The revisionary work done by ICEG on research projects proposals and on manuscripts has been done thoroughly and intelligently.

Proposals appear to have been initiated by the correspondent institute in response to a general invitation from ICEG announcing that funds might be available for that purpose and ICEG has then responded to those proposals. ICEG might want to initiate research projects as part of the capacity building of the correspondent institutes. This should occur even if the focus of ICEG research does not become more concentrated and persists in its current, more diffuse form.

- **Therefore, it is recommended that the directional flows in the interactive processes of discussion about research proposals might be reversed.**

SPECIAL PROJECTS

Special projects are another form of ICEG support for correspondent institutes. Per venture, it is a relatively expensive form of support. This activity is defined as one that focuses on providing support to institutes that have special opportunities to give high-level advice to governments or that need to communicate to the public to generate public debate on new policies. Opportunities to give special project support tend to occur in the early phases of a new government. They are undertaken by institutes in direct response to requests by governments and offer the possibility of rapid policy responses. Examples of the types of support that ICEG may provide through special projects include:

- Support of research to assist policy reform initiatives;
- Organization and financing of conferences;
- Organization of teams of analysts to assist institutes in developing plans for policy reforms; and
- Organization and production of national strategic analyses or agenda setting schedules.

The Center's 1991-1992 annual report to its Board of Overseers lists the following special projects:

- Economic deregulation and employment creation in the municipality of Medellin, in Colombia;
- Deregulation of Argentina's hydrocarbon sector; technical support to the Federal Government;
- Privatization in the Dominican Republic;
- Formulation of a people's agenda for development and democracy and the 1991 election in the Philippines; and
- A study of the economic and financial costs and benefits of trade liberalization policies in Costa Rica.

Although some of the special projects stimulate research and publication activities, they appear, by and large, to be like a practice offering consulting services to governmental agencies at no cost to those agencies. Additionally, the topics of the approved special projects appear to be disparate and to be formed on the basis of ad hoc criteria.

Although the policy effects of such a practice may be more immediate than either economic policy research or the production and circulation of publications reporting research

findings, the implications for the dissipation of energy by ICEG and correspondent institute staff suggest that:

- **ICEG may want to reflect on whether special projects, with their defined central purposes, are ventures in which ICEG ought to be engaged.**

NEWSLETTER

The quarterly *Newsletter*, published in English, French, and Spanish and mailed to a large mailing list (currently almost 20,000), is a valuable instrument for disseminating information about the work of ICEG. This includes the compressed and summarized versions of conference proceedings and of ICEG's publications, and the perspectives regarding economic efficiency and growth that the Center seeks to promote. The *Newsletter's* mailing list is made up of a diverse audience of "policy makers, businesses, governments, labor and church leaders, journalists, and libraries" in many countries. The Center gives attention to the improvement of its mailing list by pruning and adding. The content of the *Newsletter* has value, even in its compressed form, and the *Newsletter* cites for its readers the full publication for further examination of the issue.

THE BOARDS

ICEG's work is subject to the oversight of a Board of Overseers and is advised by an Academic Advisory Board.

The Overseers Board, which meets annually, is drawn from several different countries and is made up of persons who have had distinguished careers in business, finance, journalism, and the law; many have held important positions in public service in their own countries or with international agencies. The Board of Overseers is composed to project a favorable image for ICEG, to open doors, and to give wise counsel. ICEG has chosen intelligently in extending invitations to join the Board.

The Board of Academic Advisors is mostly composed of economists from academic institutions who are of high professional competence, have standing in their professional communities, and are specialized in their writings and teaching in the economics of development and in the study of developing country policy.

The Board has been chosen well. It projects a favorable image for ICEG, and gives valued professional advice. The advice of individual Board members is sought out occasionally and appropriately; ICEG is wise to avoid the large expense of periodically assembling the Board at meetings.

THE SURVEYS

A mail survey was taken of a sample of correspondent institutes and a sample of USAID Missions. Copies of the survey questionnaires are appended as Annex B. The correspondent institutes surveyed were divided into three categories: I. high activity (received publications, attended conferences, and participated in joint research and/or special projects); II. (receive publications and attended conferences); III. (only received publications). Of 27 I. institutes sampled, responses were received from 14; of 23 II. institutes sampled, responses were received from 15; and of 21 III. institutes sampled, responses were received from 9. Of 55 USAID Missions sampled, responses were received from 46. Responses were often incomplete in that some survey questions were left unanswered.

The survey responses from the category I. and II. institutes put heavy emphasis on the usefulness of ICEG support in the form of joint research projects. They report that ICEG resources have greatly improved their ability to influence public policy dialogue and to educate policy audiences. As examples, an Argentine institute reported that "the special project 'Deregulation in the Oil Sector' sponsored by ICEG impacted directly on the opinion of the authorities and that during 1992, the Argentine government implemented reforms suggested by the publication." A Uruguayan institute wrote that "based on results from research financed by ICEG, the debate on government size in Uruguay was redirected, focusing discussion on how to diminish its size." A Thai institute reported that its macroeconomic research played a very important role in the structural adjustment of the Thai economy and that it also influenced natural resource and environmental policy.

In the gamut from "none" to "very high" with respect to ICEG's impact on the academic, public, and private sectors, the weight of the institutes' response was "moderate." For the questions of whether ICEG publications reached policy audiences and promoted involvement in policy dialogue, the institutes' responses were concentrated at "moderate" and "high." The institutes said that the ICEG had, to a "high" extent, built an inventory of general knowledge through its publications and research program that would not be otherwise available if ICEG did not exist. They reported, heavily, that they believed the ICEG's current volume of publication is "about right" as is the "composition or mix of the current program." They said that ICEG publications ranked "high" in "targeting relevant policy issues in their countries," but they thought those publications had a small or moderate effect in fostering policy reform. A majority of the responding correspondent institutes reported that ICEG resources should be reallocated so that more of its assistance is given to institutes in least developed countries and less to institutes in advanced developing countries.

- In response, it is recommended that ICEG concentrate its efforts on least developed countries.

The respondent institutes gave very high marks to conferences as vehicles for intellectual crossfertilization and for spreading state-of-the-art knowledge. They reported that their staffs had comparable meetings available that were not sponsored by ICEG. They thought attendance

at international meetings improved their ability to influence policy dialogue. Overwhelmingly, they responded that there was sufficient breadth among participants in ICEG conferences.

A meaningful reading of the responses to the survey from category III. institutes is not possible because of the thinness of the response and because of the dispersion of responses over the ranges indicated in the survey questionnaire.

A significant proportion of USAID Missions said that they were not very familiar with the work of the correspondent institutes in their relevant countries, although it was thought that the institutes could contribute effectively to policy analysis, dialogue, and reform, and many Mission respondents thought there were other institutes not now on the ICEG correspondent institute list that have a higher priority for ICEG work. They did not think that ICEG had a large influence on the ability of institutes to influence policy. Their report on correspondent institute influence on policy is dispersed with concentrations in the "minimal" and "very positive" response categories. They reported that Mission personnel were, by and large, "not at all" or only "minimally" familiar with ICEG services to the institutes. They weighed in heavily for the expansion of joint research services in the event that ICEG received increased resources. A majority of the responding Missions thought that it would be a mistake to reallocate ICEG work to provide more assistance to institutes in least developed countries at the expense of assistance to institutes in advanced developing countries. Among the comments from the Missions appear the following:

- "We are disconcerted that this activity has been going on in Jamaica without our knowledge." (Jamaica)
- "No one at the Mission can remember any contact with ICEG and we have no knowledge of their activity in Lesotho." (Lesotho)
- "We have tried to fill this (questionnaire) as best we can, although we are not at all familiar with the ICEG services in Indonesia." (Indonesia)

Some Missions in Africa replied that they could not fill out the questionnaire either because they had never heard of ICEG or because contact with it was minimal.

Because USAID Missions are on-site and personnel of the Missions remain in the countries to which they are assigned for relatively long periods and familiarize themselves with the institutions of those countries, ICEG might explore the consultative uses to which those Missions can be put for information that would be fruitful in its work.

- **It is recommended that ICEG explore the consultative uses to which Missions can be put to nourish ICEG work.**

ON POLICY EFFECTS

There are always a multiplicity of sources of public policy and causes of policy change in all countries. Many experiences, ideas, and interests play roles in these processes. Because ICEG work is only one of these sources, it is difficult to measure the policy effects of its publications and of the support it gives to correspondent institutes. In some cases — when, for example, the diffusion of a publication is immediately followed by a reformulation of policy or when a policy maker announces that a change occurred because of an ICEG publication finding — the connection can be discerned. But, commonly, the influence makes itself felt more subtly and is difficult to ascertain.

The importance of ICEG's work is that it assists in revolutionizing a country's intellectual outlook — among the general public, policy makers, intellectuals, professionals, and academicians — by providing a better alternative to the policy that has historically been taught in poor countries. ICEG does this by nourishing institutions that use applied economic analysis and empirical research to show that relatively unconstrained markets induce productive behavior, generate improvements in the material conditions of the people over time, cause an efficient use of resources in the production of commodities and services, and distinguish flourishing from failing ventures.

In this way, ICEG has had, subtly, a profoundly valuable and favorable policy effect.

ANNEX A
ICEG QUARTERLY REPORT TO A.I.D.

ICEG Quarterly Report to A.I.D.

Expenses by Geographic Region 3/1/68 - 9/30/68							
	Administration	Global	Latin America	Asia	Central & East. Europe	Africa	Total
ADMINISTRATION							
Salaries	85,133	41,648	26,812	14,233	8,382	2,188	177,396
Taxes & Benefits	13,711	1,518	2,141				17,370
Other Operating Expenses	39,868	10,519	11,449	14,126	8,384	5,288	96,544
Sub-Total Administration	138,712	53,685	40,402	28,359	16,766	7,476	205,300
PROGRAMS							
Publications							
Catalogs	0	9,366					9,366
Newsletter		26,385					26,385
Books		5,745	13,314	7,511	78		26,648
Manuscripts		16,666	9,466	134	256		26,522
Sub-Total Publications	0	38,072	22,781	7,645	334	0	68,832
Conferences							
Board of Overseers		6,149					6,149
Africa						29	29
Forum IV			116,883				116,883
India				13,488			13,488
Sub-Total Conferences	0	6,149	116,883	13,488	0	29	136,549
JEPs							
Communication Seminars		388	19,146	26,988	16,233		62,855
Special Projects			788	3,529			4,317
Feature Services		28	15,888	12,888			27,804
Fellowships						8,984	8,984
Costs Misc Project			5,984				5,984
Other		15,239	6,188				21,427
SUB-TOTAL PROGRAMS	0	79,854	125,771	43,977	25,217	16,423	373,772
TOTAL DIRECT EXPENSES	138,712	133,539	226,442	91,436	41,983	23,905	655,517
Costs Misc			5,924			23,988	29,912
OVERHEAD	37,439	36,853	61,139	34,688	11,286	6,454	188,959
Costs Misc O/H 10%			592				592
TOTAL EXPENSES	176,151	170,392	294,899	116,124	53,269	30,367	845,942

22

ANNEX B
QUESTIONNAIRES AND TABULATIONS

TABULATION OF THE RESPONSES TO THE QUESTIONNAIRE EVALUATING SERVICES ICEG PROVIDES ITS CORRESPONDENT INSTITUTES¹

QUESTIONNAIRE SENT TO INSTITUTES RECEIVING ASSISTANCE LEVEL I and II

This tabulation of responses maintains the same content and format of the questionnaire sent to the institutes.

The total number of responses for each question is in the left margin. To the right of the response, we have broken down the total by region.

For questions which were open-ended, we have noted the responses cited most often by responses.

1. GENERAL INFORMATION ABOUT THE CORRESPONDENT INSTITUTES

1.1 What are your objectives? Who are your primary clients?

Objectives:

Latin America:

- communications and info. dissemination
- research and Phd. programs
- "think tank"
- produce literature for public release
- research and teaching
- research
- foster knowledge through multi-disciplinary analysis
- economic education
- assist in development of market oriented and democratic society
- promote macroeconomic research
- research
- study economic problems and supply recommendations

Asia:

- assist policy development
- research center
- private enterprize and dissemination of information
- research
- networking/research/policy dialogue/disseminate information
- advocacy work - linkages among governments, NGOs, POs, and academics.
- facilitate linkage and dialogue among government, academe, NGOs and PVOs advocating the interests of the basic sector.

¹ Questionnaires were received from 34 institutes that receive level I and II assistance. Of the total completed questionnaires: 17 were from Latin American institutes; 14 were from Asian; and 3 were from African.

24

1.2 How many full-time professional staff do you have, not including secretarial and administrative support? _____

Latin America: 50-10-42-6-15-3-20-18-5-3-30-8-6-7-9-NA-NA

Asia: 27-51-45-16-7-100-23-600-?-66-23-48-NA-NA

Africa: 68-6-20

1.3 Check the appropriate source of your funding. (May be more than one source.)

TOTAL	LAMERICA	ASIA	AFRICA
22 ___ private	13	8	1
15 ___ government	8	6	1
15 ___ Other	6	7	2

1.4 How does ICEG assistance fit into your overall financing and programming?

Latin America:

- publications -
- discussion of ideas -
- joint research projects -
- does not really fit in -

FIEL -- Foundation for Latin American Economic Research in Argentina, receiving assistance level I, says ICEG accounts for 1%-4% of their overall programming.

"The Foundation does not receive ICEG financial or programming assistance. ICEG, however, has provided a wealth of reading materials that have enriched the Foundation's library and its own contributions to other institutions." Fundacion Jose Joaquin de Olmedo, Ecuador, I

"The ICEG provides us assistance through the financing of policy oriented studies that our organization presents to the government. In 1990, with the financial support of the ICEG we presented to the government a proposal of economic policy to be adopted by the next administration. 75% of the policies suggested has been adopted." Fundacion Economia y Desarrollo, Dominican Republic, I

Asia:

- conferences
- useful material for research
- no assistance
- publications are great assistance
- joint research projects -
- ICEG helped programming and financing of a specific project

The support of ICEG for a particular project is US\$12,000 or 5% of total costs. Ateno Center for Social Policy and Public Affairs, Philippines

25

Africa:

- joint research projects
- publications
- funds for research

GENERAL PROGRAM QUESTIONS:

2.1 If ICEG received a reduction because of a shortage in resources, which would be the first service you would cut?

(*** indicates programs which should most be cut)

- | | | |
|----------------------------------|--|---------------------------|
| publications | • executive summaries | working papers |
| *** translations | • newsletters | • joint research projects |
| • special projects | ** author seminars | ** in-country meetings |
| conferences | ** technical assistance in communication | |
| *** provision of basic equipment | | |

"I do not know enough about ICEG to answer those questions." Instituto de Pesquisas Economicas, Brazil, II. (have been receiving publications for just under a year)

2.2 If ICEG received an increase in resources, which program would you recommend be expanded?

Latin America:

- joint research projects
- conferences among institutes
- publications
- translations

Asia:

- joint research projects
- publications and working papers
- in country meetings

Joint research projects are clearly the most popular form of assistance and touted as having the greatest impact. Publications are appreciated by all and useful for those with limited library resources.

2.3 Are there activities not currently undertaken that ICEG could add to its current program?

"Training program for scholars" Chinese Academy of Social Sciences, China, II

"Recommend [ICEG] expand areas of research specially related to regional and global initiatives in economic liberalization, privatization, and environmental issues." Institute for Integrated Development Studies, Nepal, II

"Formal/informal training programs/seminars on applied economics to businessmen, legislators, government decision-makers, and media professionals." Center for Research and Communications, Philippines, II

"Joint research projects with other institutes" Institute of Southeast Asian Studies, Singapore, I

"Short-term research fellowships." Ateneo Center for Social Policy and Public Affairs, Philippines

Training needs for researchers and professors in economics, Instituto de Estudios Superiores de Administracion, Venezuela, II

2.4 Please rate the extent to which ICEG-resources have improved your ability to influence the policy dialogue process and educate governmental and non-governmental policy audiences.

TOTAL		LAMERICA	ASIA	AFRICA
0	none _____	0	0	0
2	minimal _____	0	1	1
8	moderate _____	2	5	1
11	high _____	6	5	0
5	very high _____	3	1	1
8	no answer _____	6	2	0

"Except for the publications, the frequency of the other ICEG assistance as far as PIDS is concerned has not been that regular as yet . . . so their impact/effect on overall capability to influence policies may not be that visible/known yet. Institute for Development Studies, Philippines, II

"ICEG has improved our ability to influence the policy dialogue process through financing of special projects, conferences, and, author seminars." (also comprises 1-4% of their overall programming). FIEL -- Foundation for Latin American Economic Research in Argentina

"ICEG assistance has been very important in helping us influencing public policy in several ways: contacting professionals for specific technical assistance; through the bulletin that put in simple terms important economic dilemmas, etc." (sic) FUSADES, El Salvador, I

2.5 What examples can you give of how the activities of your institute have affected policy debate or impacted directly public opinion?

"The special project 'Deregulation in the Oil Sector,' sponsored by ICEG impacted directly the opinions of the authorities. During 1992, the Argentine government implemented reforms suggested by FIEL and ICEG." Fundacion de Investigaciones Economicas Latinoamericanas, assistance level: I.

"Based on results from research financed by ICEG, CERES redirected the debate on government size in Uruguay, focusing the discussion on how to its size." CERES, Uruguay, I

"TDRI's research on macroeconomic policy played a very important role in the structural adjustment of the Thai economy in the early 1980's. 25 (sic) research on natural resources and environment provided import to the government in enacting a number of environmental laws and regulations in recent years. The Seventh National Economic and Social Development Plan (1992-1996) of Thailand was also based substantially on TDRI's research findings."

**"Our monthly report on the Mexican Economy' has become a reference for public policy debate."
Instituto Tecnológico Autónomo, Mexico**

2.6 How would you rank the impact that ICEG activities have had on the following groups of institutions in your country?

TOTAL		LAMERICA	ASIA	AFRICA
	academic:			
1	none _____	0	1	0
2	minimal _____	0	1	1
14	moderate _____	6	7	1
11	high _____	8	2	1
1	very high _____	0	1	0
5	no answer _____	3	2	0
	public sector (non-academic):			
2	none _____	0	1	1
4	minimal _____	2	2	0
11	moderate _____	6	4	1
3	high _____	2	0	1
6	very high _____	4	2	0
8	no answer _____	3	5	0
	private sector:			
3	none _____	0	2	1
4	minimal _____	1	2	1
8	moderate _____	5	2	1
8	high _____	6	2	0
2	very high _____	2	0	0
9	no answer _____	3	6	0

2.7 Can you give one or two examples of significant involvement of your institute in development of the private sector?

"We act as a bridge (honest broker) between the government and the private sector." Center for Strategic and International Studies, Indonesia

"ISIS is instrumental for the formation of the Malaysian Business Council (A body consisting of the government and private sectors)."

"CRC has organized investment trade missions to encourage joint venture investments between Filipinos and other nationalities. CRC has also been conducting mid and year end briefings with private business community throughout the country."

"Just recently our Institute launched an ASEAN Chamber of Commerce and Industry Study group." Institute of Southeast Asian Studies.

"IDRI's 'study on' policy for family planning promoted the private sector to be directly involved in family planning, thus reducing the financial burden on the government."

"PIDS prepared the discussion paper 'Free the Market, Free the Enterprise' for the Philippine Chamber of Commerce and Industry which became a key reference for policy reform advocacy since the 2nd National Business Conference held in Nov. 1991."

"We have courses offered to executives demanding specialization in areas related to economics." Instituto de Pesquisas Economicas, Brazil.

"1. Advice on economic analysis and forecasting. 2. Channeling of their worries to the government." Fedesarrollo, Colombia

"Privatization conference and organization of political campaigns." Instituto de Estudios Contemporaneos, Argentina

"Trade economic reform. Financial liberalization and control of inflation. Deregulation." Instituto de Economia, Chile.

"Series of article on liberalization of economic policy." Fundacion Jose de Olmedo, Ecuador

3. DISSEMINATION OF PUBLICATIONS AND TRANSLATIONS

3.1 To what degree have ICEG's publications (a) reached policy audiences (business, labor, media, and religious leaders) and (b) promoted involvement in the policy dialogue process?

TOTAL		L.AMERICA	ASIA	AFRICA
(a)				
0	none _____	0	0	0
5	minimal _____	1	3	1
14	moderate _____	6	5	2
11	high _____	7	4	0
2	very high _____	2	0	0
2	no answer	1	2	0
(b)				
0	none _____	0	0	0
3	minimal _____	1	1	1
17	moderate _____	8	7	2
8	high _____	6	2	0
1	very high _____	1	0	0
5	no answer	1	4	0

"policy dialogue has taken place in the second and third layers of government offices and ICEG books are often cited as examples of previous experiences or policy alternatives." CIDAC, Mexico, II

3.2 To what extent has ICEG's research and publication program helped to build and maintain an inventory of general knowledge that would not be otherwise available if ICEG had not existed?

TOTAL		L.AMERICA	ASIA	AFRICA
1	none _____	0	0	1
0	minimal _____	0	0	0
10	moderate _____	7	2	1
13	high _____	5	8	0
7	very high _____	4	2	1
3	no answer:	1	2	0

3.3 Some professionals attending recent ICEG conferences have suggested new priorities for ICEG document dissemination. Please respond to the following questions about the current program:

The current volume of publications provided:

TOTAL		L.AMERICA	ASIA	AFRICA
16	is about right _____	10	5	1
16	should be increased _____	6	8	2
1	should be decreased _____	1	0	0
1	no answer _____	0	1	0

The composition or mix of the current program:

23	is about right _____	13	7	3
7	should be changed _____	4	3	0
4	no answer _____	0	4	0

3.4 If the mix should be changed, please rank the following as alternatives to one or more existing components of the dissemination program:

(ranked according to most common response)

- 4 _____ duplicates of relevant journal articles (such as monographs or compilations of papers published by the OECD, UNDP, World Bank, or International Economics Association)
- 1 _____ quarterly review of recent working papers, articles, and books
- 2 _____ summarize articles, such as reducing them from 30 pages to 3 pages.
- 3 _____ serving as an intermediary for obtaining World Bank and OECD publications

5 _____ provide translations of articles or summaries

3.5 To what degree have ICEG publications targeted relevant policy issues in your country?

TOTAL		L.AMERICA	ASIA	AFRICA
0	none _____	0	0	0
3	minimal _____	1	1	1
9	moderate _____	4	4	1
15	high _____	8	6	1
5	very high _____	4	1	0
2	no answer _____	0	2	0

3.6 What other topics should be the focus of ICEG publications and dissemination?

"Human resources development." Center for Strategic and International Studies, Indonesia

"Industrial strategy of developing countries especially the NIE countries and East Asia." ISIS Malaysia

"Some other issues of concern are the environment and development, water resources, and poverty alleviation." Institute for Integrated Development Studies, Nepal

"ICEG can also consider publishing articles on 'people empowerment', the role of women in development, the impact of macro-adjustment policies on microeconomic sectors." Center for Research and Communications, Philippines

"More on economics and the environment." Institute of Southeast Asian Studies

"Political process of decision making governance." Ateneo Center for Social Policy and Public Affairs., Philippines

"Social topics." Instituto de Estudios Contemporaneos

"Capital market development, social aspects of development, environmental issues as related to equity and efficiency of development." Fundacion Jose de Olmedo

"I can not find one important topic that has been absent from the publications." Fundacion Salvadorarena para El Desarrollo (Fusades)

"Public Administration and governance. Environmental Policy." Colombia

Request for publications targeting privatizing public enterprises. Brazil

"The selection of material and quality of the publications are excellent." Colombia

3.7 How effective has ICEG's publication and translation distribution been in fostering policy reform?

TOTAL		L.AMERICA	ASIA	AFRICA
1	not at all _____	1	0	0
5	minimal _____	2	2	1
18	moderate _____	8	8	2
3	high _____	3	0	0
2	very high _____	1	1	0
5	no answer _____	2	3	0

3.8 Some people say that it would be more cost effective for ICEG to provide more assistance to policy institutes in least developed countries and less assistance to institutes in advanced developing countries. It is argued that such a reallocation would yield more policy reform per dollar spent. Do you agree?

TOTAL		L.AMERICA	ASIA	AFRICA
19	Yes _____	9	7	3
11	No _____	6	5	0
4	no answer _____	2	2	0

"To affect policy change requires not only external assistance, but also institutional framework, existence of competent policy makers who are willing to change." Thailand Development Research Institute Foundation, Thailand, assistance level II.

4. "SPECIAL PROJECTS"

4.1 Please rate the impact of the special projects in which you have participated:

- I. none _____/ minimal _____/ moderate _____/ high _____/ very high 1____/ 1(LATIN AMERICA)
- II. none _____/ (2) minimal _____/ (3) moderate _____/ (4) high _____/ (5) very high _____/
- III. (1) none _____/ (2) minimal _____/ (3) moderate _____/ (4) high _____/ (5) very high _____/

INSUFFICIENT RESPONSES FROM PARTICIPANTS

32

5. JOINT RESEARCH PROJECTS

ICEG has funded a limited number of Joint Research Projects to target policy issues in developing countries.

5.1 Please rate the relevance and potential impact of the joint research projects (responses reflect only those who participated).

TOTAL		L.AMERICA	ASIA	AFRICA
I.				
1	none _____	0	1	0
1	minimal _____	1	0	0
0	moderate _____	0	0	0
2	high _____	2	0	0
2	very high _____	2	0	0
II.				
1	none _____	0	1	0
0	minimal _____	0	0	0
0	moderate _____	0	0	0
2	high _____	2	0	0
0	very high _____	0	0	0
1	no answer _____	1	0	0
III.				
1	none _____	0	1	0
0	minimal _____	0	0	0
0	moderate _____	0	0	0
0	high _____	0	0	0
1	very high _____	1	0	0
1	no answer _____	1	0	0

"We have participated in one joint research projects (sic) that has great impact on dissigning (sic) the legal and institutional arrangements for the promotion of exports." FUSADES, El Salvador, I

5.2 What could be done to enhance the effectiveness of the joint research projects?

"Closer ties between researchers and ICEG." FEDESARROLLO, , Colombia, I

6. SEMINARS, WORKSHOPS, CONFERENCES (Responses reflect only those who participated.)

6.1 Please mark which of the following regional meetings a member of your staff attended:

6 _____ Panama Meeting I, 1-9 January 1987 6(LATIN AMERICA)

- 9 _____ Panama Meeting II, 9-11 December 1987 9(LATIN AMERICA)
- 11 _____ Panama III, 7-9 February 1990 11(LATIN AMERICA)
- 13 _____ Panama IV, 18-20 March 1992 13(LATIN AMERICA)
- 8 _____ Asia I, Bangkok, 3-5 May 1989 2(LATIN AMERICA), 6(ASIA)
- 12 _____ Asia II, Asia II, Kuala Lumpur, 14-16 November 1990 1(LATIN AMERICA),
11(ASIA)
- 1 _____ Eastern Europe I, Warsaw, 26-28 May 1991 1(ASIA)
- 3 _____ Africa I, Nairobi, 2-4 October 1991 1(ASIA), 2(AFRICA)

6.2 To what extent did the conferences attended achieve their objective of intellectual cross-fertilization and spreading state-of-the-art knowledge?

- I. none ___/ minimal ___/ moderate 4 ___/ high 9 ___/ very high 6 ___/
- II. none ___/ minimal 1 ___/ moderate 1 ___/ high 5 ___/ very high 3 ___/
- III. none ___/ minimal 1 ___/ moderate 1 ___/ high 3 ___/ very high 4 ___/
- IV. none ___/ minimal ___/ moderate ___/ high 2 ___/ very high 4 ___/
- V. none ___ minimal ___ moderate ___ high 2 ___ very high ___

"This is the best product ICEG offers." (CIDAC)

6.3 How many non-ICEG in-country seminars did non-administrative staff members attend annually from 1990-1992?

TOTAL		L.AMERICA	ASIA	AFRICA
0	none ___	0	0	0
5	1-2 ___	3	0	3
5	3-5 ___	2	3	0
5	6-9 ___	3	2	0
13	10 or more ___	6	6	1

6.4 Please provide the following information:

Number of trips to international meetings, workshops, and seminars each makes per year on average

LATIN AMERICA: 2-6-1/2-4/5-8-4-20-4-6-3-4-3-2/3-6

ASIA: 3-10-3/4-1-2-1-31
 AFRICA: 3-1-15

Percent of trips that are ICEG financed _____

LATIN AMERICA: 5-2-25-5-1-1-10-5-15-17-0-10
 ASIA: 10-0-5-NONE-50
 AFRICA: 0-0-30

6.5 Are there any comparable non-ICEG-sponsored seminars available to your staff? If yes, please list the sponsoring organization.

TOTAL		LAMERICA	ASIA	AFRICA
21	Yes _____	9	9	2
8	No _____	5	2	1

6.6 Does your institute have a budget for attendance at non-ICEG financed meetings?

TOTAL		LAMERICA	ASIA	AFRICA
12	Yes _____	6	5	1
15	No _____	9	4	2

6.7 To what extent does attendance of your staff members at these international meetings improve your institute's ability to influence the policy dialogue process?

TOTAL		LAMERICA	ASIA	AFRICA
1	none _____	0	0	1
0	minimal _____	0	0	0
8	moderate _____	2	6	0
11	high _____	6	4	1
8	very high _____	5	2	1

"This is the most cost-effective item of spending we have had over the years." (CIDAC)

6.8 Do you feel that participation in ICEG conferences, workshops, and other activities is sufficiently broad-based?

TOTAL		L.AMERICA	ASIA	AFRICA
22	Yes _____	11	9	2
2	No _____	1	0	1

6.9 Some attending ICEG's recent conference in Panama suggested that there is a need for broader representation across the socio-political spectrum ICEG's activities. Is this true?

TOTAL		L.AMERICA	ASIA	AFRICA
9	Yes _____	0	7	2
11	No _____	9	2	0
14	no answer _____	8	5	1

"There is no comparable forum to compare and dialogue over policy issues....Change would be useful, but too much tinkering with a good thing could lead to the destruction of something useful." CIDAC, Mexico, II

"I would do more frequent conferences with more focused topics (or areas) and reduce the frequency of more general regional meeting." CERES, Uruguay, I

**TABULATION OF RESPONSES TO THE QUESTIONNAIRE EVALUATING
SERVICES ICEG PROVIDES ITS CORRESPONDENT INSTITUTES¹**

QUESTIONNAIRE SENT TO INSTITUTES RECEIVING ASSISTANCE LEVEL III

This tabulation of responses maintains the same content and format of the questionnaire sent to the institutes, adding responses and comments.

The total number of responses for each question is in the left margin. To the right of the response, we have broken down the total-response number by region.

For questions which were open-ended, we have noted the responses cited most often by responses.

TOTALS

1. GENERAL INFORMATION ABOUT YOUR INSTITUTE

1.1 What are your objectives? Who are your primary clients?

Objectives:

Each institute may have more than one objective.

- **research capacity**
- **information dissemination**
- **training**

Primary Clients:

Each institute may have more than one client.

- **Government Ministries**
- **Universities**
- **NGOs**
- **Private Sector**

1.2 How many full-time professional staff do you have, not including secretarial and administrative support?

ASIA: 6-10-12-18

AFRICA: 15-NA-10-19-NA

¹DAI sent a questionnaire to 21 institutes receiving assistance level III and received 9 responses: 5 from Africa and 4 from Asia.

- 31

1.3 Check the appropriate source of your funding. (May have more than one source.)

- 7 private
- 6 government
- 6 Other
- 2 no answer

1.4 How does ICEG assistance fit into your overall financing and programming?

"Very well suited, because we are also active in seeking outside funding and linkages, especially with foreign institutions."

"Making available relevant publications to policy makers and senior researchers."

"PADIS mandate is to disseminate development planning information to Development planners and policy makers, and researchers on development issues in 50 African countries. The materials which ICEG supplies to PADIS are highly welcomed by this clientele."

"Our dissemination takes place through 158 exchange activities and ICEG fits well into the overall dissemination pattern."

"We receive publications and participate in conferences organized by ICEG."

2. GENERAL PROGRAM QUESTIONS:

2.1 If ICEG received a reduction because of a shortage in resources, which would be the first service you would cut?

(** indicates which programs should be cut)

- | | | |
|--|---|--|
| <input type="checkbox"/> publications | <input checked="" type="checkbox"/> executive summaries | <input type="checkbox"/> working papers |
| <input checked="" type="checkbox"/> translations | <input type="checkbox"/> newsletters | <input type="checkbox"/> joint research projects |
| <input checked="" type="checkbox"/> special projects | <input checked="" type="checkbox"/> author seminars | <input type="checkbox"/> in-country meetings |
| <input checked="" type="checkbox"/> conferences | <input checked="" type="checkbox"/> technical assistance in communication | |
| <input checked="" type="checkbox"/> provision of basic equipment | | |

2.2 If ICEG received an increase in resources, which program would you recommend be expanded?

- in country meetings and conferences
- joint research projects
- training professional staff
- publications
- technical assistance in communications

2.3 Are there activities not currently undertaken that ICEG could add to its current program?

- visiting scholars
- publications on communications

2.4 Please rate the extent to which ICEG-resources have improved your ability to influence the policy dialogue process and educate governmental and non-governmental policy audiences.

TOTAL		ASIA	AFRICA
0	none	0	0
1	minimal	1	0
3	moderate	1	2
2	high	1	1
0	very high	0	0
3	no answer	1	2

2.5 What examples can you give of how the activities of your institute have affected policy debate or impacted directly public opinion?

"Our research on the interface between education and employment has contributed to the refinement of the chapter on education in the National Development Plan No. 7" (Botswana)

"We know that we have distributed your materials to our client audience which has received them eagerly."

"Our research on small scale enterprises has been instrumental in shaping government policy and public attitude towards these enterprises."

"Impact of our institute's activities to policy: to the extent that we undertake specific studies for the government, which invariably have some policy recommendations."

"At least 2 research works have been constantly discussed at two ministries at this moment."

"We are the only independent source to government forecasts. 99% of our recommendations were incorporated to the 1989 Budget focussed on tax reforms. We prepared the technical studies and the position paper recommendations of the Malaysian government (for the URUGUAY Rounds)."

2.6 How would you rank the impact that ICEG activities have had on the following groups of institutions in your country?

TOTAL		ASIA	AFRICA
academic:			
0	none	0	0
2	minimal	2	0
2	moderate	0	2
2	high	1	1
0	very high		
public sector (non-academic):			
0	none	0	0
3	minimal	3	0
3	moderate	0	3
0	high	0	0
0	very high	0	0
private sector:			
0	none	0	0
4	minimal	3	1
2	moderate	0	2
0	high	0	0
0	very high	0	0
3	no answer	1	2

2.7 Can you give one or two examples of significant involvement of your institute in development of the private sector?

"Set up the Bureau for Malaysian Enterprise between the Institute to provide research support to the Chambers of Commerce."

"We undertake studying and research, we give consultation. We educate future staff and policy makers."

"The IDS has organized several highly successful training workshops, in conjunction with the World Bank."

"We organized a one-day seminar on the development of the informal sector and small scale enterprises in Botswana to which representatives of the informal sector, the government, and funding agencies were invited."

3. DISSEMINATION OF PUBLICATIONS AND TRANSLATIONS

3.1 To what degree have ICEG's publications (a) reached policy audiences (business, labor, media, and religious leaders) and (b) promoted involvement in the policy dialogue process?

TOTAL		ASIA	AFRICA
0	(a) none	0	0
2	minimal	2	0
2	moderate	1	1
2	high	0	2
0	very high	0	0
0	(b) none	0	0
3	minimal	2	1
3	moderate	1	2
0	high	0	0
0	very high	0	0
3	no answer	1	2

3.2 To what extent has ICEG's research and publication program helped to build and maintain an inventory of general knowledge that would not be otherwise available if ICEG had not existed?

TOTAL		ASIA	AFRICA
0	none	0	0
0	minimal	0	0
1	moderate	1	0
2	high	0	2
2	very high	1	1
4	no answer	2	2

3.3 Some professionals attending recent ICEG conferences have suggested new priorities for ICEG document dissemination. Please respond to the following questions about the current program:

TOTAL		ASIA	AFRICA
The current volume of publications provided:			
3	is about right	2	1
3	should be increased	1	2
0	should be decreased	0	0
The composition or mix of the current program:			
3	is about right	1	2
3	should be changed	2	1

3 no answer 1 2

3.4 If the mix should be changed, please rank the following as alternatives to one or more existing components of the dissemination program:

- ___ duplicates of relevant journal articles (such as monographs or compilations of papers published by the OECD, UNDP, World Bank, or International Economics Association)
- ___ quarterly review of recent working papers, articles, and books
- ___ summarize articles, such as reducing them from 30 pages to 3 pages.
- ___ serving as an intermediary for obtaining World Bank and OECD publications
- ___ provide translations of articles or summaries

INSUFFICIENT RESPONSES - HOWEVER, DUPLICATES OF RELEVANT JOURNALS SEEM TO BE DESIRED.

3.5 To what degree have ICEG publications targeted relevant policy issues in your country?

TOTAL		ASIA	AFRICA
0	none	0	0
1	minimal	1	0
2	moderate	2	0
3	high	0	3
0	very high	0	0
3	no answer	1	2

3.6 What other topics should be the focus of ICEG publications and dissemination?

3.7 How effective has ICEG's publication and translation distribution been in fostering policy reform?

TOTAL		ASIA	AFRICA
0	not at all	0	0
2	minimal	1	1
2	moderate	1	1
1	high	0	1
0	very high	0	0
4	no answer	2	2

3.8 Some people say that it would be more cost effective for ICEG to provide more assistance to policy institutes in least developed countries and less assistance to institutes in advanced developing countries. It is argued that such a reallocation would yield more policy reform per dollar spent. Do you agree?

TOTAL		ASIA	AFRICA
3	Yes	1	2
2	No	1	1
4	no answer	2	2

**USAID RESPONSES TO QUESTIONNAIRE EVALUATING SERVICES
ICEG PROVIDES ITS CORRESPONDENT INSTITUTES¹**

QUESTIONNAIRE SENT TO USAID MISSIONS

This tabulation of responses follows in content and format the questionnaire sent to the Missions, adding responses and comments.

The total number of responses to each question is in the left margin. To the right of the response, we have broken down the total-response number by region.

For questions which were open-ended, we have noted the responses cited most often by respondents.

TOTALS

1. USAID Knowledge and Assessment of The Correspondent Institutes

1.1 Please rate your familiarity with the institutes and their activities.

TOTAL		LAMERICA	AFRICA	ASIA
1	Not at all _____	0	0	1
6	minimal _____	3	3	0
4	fair _____	0	3	1
6	good _____	4	2	0
6	very familiar _____	5	0	1
2	no answer _____	0	0	2

1.2 Are all of these institutes able to contribute effectively to the policy analysis, dialogue, and reform process? If no, why?

TOTAL		LAMERICA	AFRICA	ASIA
17	Yes _____	10	4	3
4	No _____	1	3	0
1	both _____	0	1	0
3	no answer _____	1	0	2

¹DAI sent a questionnaire to 48 USAID missions in countries where ICEG correspondent institutes are located and received 25 completed questionnaires: 12 from Latin America; 8 from Africa; and 5 from Asia.

44

1.3 Are there other institutes institute's that you believe would be higher priorities for ICEG's network?

TOTAL		LAMERICA	AFRICA	ASIA
14	Yes ___	4	6	4
8	No ___	6	1	1
2	both ___	2	0	0
1	No answer ___	0	1	0

1.4 How would you rate the impact of ICEG's external assistance on the institutes' ability to influence the policy dialogue process?

TOTAL		LAMERICA	AFRICA	ASIA
1	none ___	1	0	0
6	minimal ___	2	3	1
3	moderate ___	2	1	0
0	high ___	0	0	0
1	very high ___	1	0	0
14	no answer ___	6	4	4

1.5 Some have argued that an ICEG acknowledgement of important USAID support in prefaces would cause ICEG's correspondent institute's and their audiences to question the impartiality therefore discount the value of the document. Do you believe this statement is true or false?

TOTAL		LAMERICA	AFRICA	ASIA
3	True ___	2	1	0
15	False ___	9	2	4
1	both ___	0	1	0
6	No answer ---	1	4	1

"In Thailand, this would not be an issue. . . . It is done all the time here in the public and private sector without so far as we can tell any discredit to the research or charges or bias." USAID/Thailand

"It depends a lot on the credible and independent reputation which the correspondent institutes carry The correspondent institutes have carved their own reputation of credibility and independence and as such, USAID support does not undermine at all the name they have earned for themselves." USAID/Philippines

1.6 Do you think that USAID should require that ICEG acknowledge USAID support in the prefaces to its documents?

TOTAL		LAMERICA	AFRICA	ASIA
16	Yes ___	8	4	4
3	No ___	2	1	0
6	No answer	2	3	1

"Getting the job done is what is important -- not who gets credit." USAID/Tunisia

1.7 How would you rank the impact that the correspondent institutes' activities have had on the contributions of the following groups of institutions to the policy dialogue, reform, and development process in your country?

TOTAL		LAMERICA	AFRICA	ASIA
academic:				
1	negative ___	0	1	0
7	minimal ___	4	3	0
5	positive ___	3	1	1
8	very positive ___	4	2	2
public sector (non-academic):				
0	negative ___	0	0	0
11	minimal ___	5	4	2
4	positive ___	2	2	0
6	very positive ___	4	1	1
private sector:				
0	negative ___	0	0	0
10	minimal ___	3	7	0
5	positive ___	4	0	1
6	very positive ___	4	0	2
4	no answer ___	1	1	2

1.8 Should some of the institutes be dropped from the list?

TOTAL		LAMERICA	AFRICA	ASIA
1	Yes ___	1	0	0
17	No ___	10	5	2
7	no answer ___	1	3	3

2. ICEG Services

2.1 Please rate your familiarity with the services ICEG has provided to particular its correspondent institutes in your country.

TOTAL		LAMERICA	AFRICA	ASIA
12	Not at all _____	5	6	1
8	minimal _____	5	1	2
1	average _____	0	0	1
1	well _____	0	1	0
2	very well _____	2	0	0
1	no answer ___	0	0	1

2.3 If ICEG received a reduction because of a shortage in resources, which of the following services would be the first service you would recommend be cut?

(*** indicates program should be cut)

- | | | |
|--------------------------------------|--|-----------------------------|
| ___ publications | ___ executive summaries | ___ working papers |
| ** ___ translations | * ___ newsletters | ___ joint research projects |
| ___ special projects | ** ___ author seminars | ___ in-country meetings |
| * ___ conferences | ** ___ technical assistance in communication | |
| *** ___ provision of basic equipment | | |

2.4 If ICEG received an increase in resources, which of the above services would you recommend be expanded?

(difficult to quantify so sampling of answers follows:)

- JOINT RESEARCH PROJECTS/TA
- EXECUTIVE SUMMARIES
- PUBLICATIONS
- CONFERENCES/SEMINARS

"Response depends in part on what ICEG is good at doing and in part on local demand for services. Re the former I have no idea about ICEG strengths. Re the latter, I see a strong desire for direct face to face intellectual interchange with American economists. . . . A place like TDRI wants scholars who come in roll up their sleeves and work on joint research projects with staff of the institute. They have a decided disinterest in the person who flits through town for two to three weeks."

2.5 Are there other ways through which you believe ICEG should provide beneficial services to its correspondent institutes?

- Increase joint research projects
- Greater contact with missions 3(LATIN AMERICA), 2(AFRICA)
- ICEG visits

2.6 Some people say that it would be more cost effective for ICEG to provide more assistance to policy institutes in least developed countries and less assistance to institutes in advanced developing countries. It is argued that, because correspondent institutes in advanced developing countries already have more operating resources, an such a reallocation of ICEG resources in favor of less developed developing countries would yield more policy reform per dollar spent. Do you agree?

TOTAL		L.AMERICA	AFRICA	ASIA
11	Yes ___	5	4	2
9	No ___	5	1	3
1	both ___	1	0	0
4	no answer ___	1	3	0

"The growth of advanced developing countries may be complementary to the growth of least developing countries. Moreover, lessons can be drawn for the benefits of less successful developing countries from more successful ones." (USAID/Indonesia)

"ICEG should tailor its program to meet the needs of specific countries. A technical assistance approach with lots of in-country meetings would be appropriate for a least developed country. Regional meetings, conferences, and publications would be appropriate for the advanced developing countries (ADCs). The program could be designed to promote cooperation, training, and technical assistance from the ADCs to the LDCs." USAID/Chile

"Assistance should be based upon the usefulness of ICEG services to resolve the priority issues at hand." USAID/Jamaica

"What ICEG should do in an ADC vs an LDC might be different but resource levels have to be carefully examined before cuts are made." USAID/Panama

"The issue in many African countries is less the available supply of policy studies/advice than the public sector's demand for such advice." USAID/Senegal

USAID Swaziland, Togo, Nigeria, and Lesotho know nothing of ICEG

48

OTHER COMMENTS FROM USAID MISSIONS

"The real issue . . . is whether anyone would pay to read what ICEG writes." USAID/Thailand

"One service distinctly lacking is information to this mission regarding what ICEG is doing in Togo and with whom." (Togo)

Three to four African missions replied that they could not fill out questionnaire because either they had never heard of ICEG or because such contact was minimal.

"We have tried to fill this as best as we can, although we are not at all familiar with the ICEG services in Indonesia."(Indonesia)

"You will note that it (ques.) is rather scanty, simply because no one currently in the Mission seems to have heard of ICEG or any knowledge of its activities with ISER or with PSOJ...If ICEG has done recent work, we would appreciate being informed of it."(Jamaica)

"We are disconcerted that this activity has been going on in Jamaica without our knowledge. Clearly more attention should be given to liaison with USAID on ICEG's activities, which seem quite consistent with many of USAID's objectives in Jamaica." USAID/Jamaica

"I don't know what the impact of ICEG's assistance specifically has been. However, their participation with INCAE and CORDES (correspondent institutes) could be very effective."(Ecuador)

"We canvassed staff in the Mission who have contacts with ICEG correspondent institutes in Rwanda. No one has any knowledge of ICEG or their activities in Rwanda." (Rwanda)