



**odi** 1960–2000

*40 years at the forefront  
of international development policy*

# **Overseas Development Institute Annual Report 1999/2000**

## Overseas Development Institute

ODI is Britain's leading independent think-tank on international development and humanitarian issues. Our mission is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods in developing countries. We do this by locking together high-quality applied research, practical policy advice, and policy-focused dissemination and debate. We work with partners in the public and private sectors, in both developing and developed countries.

ODI's work centres on five research and policy programmes: the Poverty and Public Policy Group, the International Economic Development Group, the Humanitarian Policy Group, the Rural Policy and Environment Group, and the Forest Policy and Environment Group. ODI publishes two journals, the *Development Policy Review* and *Disasters*, and manages three international networks linking researchers, policy-makers and practitioners: the *Agricultural Research and Extension Network*, the *Rural Development Forestry Network*, and the *Humanitarian Practice (formerly Relief and Rehabilitation) Network*. In addition, it hosts the Secretariat of the *Active Learning Network on Accountability and Performance in Humanitarian Assistance*. ODI also manages the *ODI Fellowship Scheme*, which places up to twenty young economists a year on attachment to the governments of developing countries.

As a registered charity, ODI is dependent on outside funds and is supported by grants and donations from public and private sources.

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Kaye Whiteman\*  
Prof Peter Williams\*

\* Stood down this year

# ODI Annual Report 1999/2000

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**from August 2000**

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Jane Northey

Ann Pedersen

Patsy de Souza

Cathy Waterhouse

Melanie Woodland

\* as at 31 May 2000

\* left during the period of this report

\*\* Active Learning Network on Accountability and Performance in Humanitarian Assistance

# Chairman's Statement

**'The founders of ODI saw the need for a centre which would carry out and foster research, act as a forum for development debate, and publicise the needs of the poorest. Surely, that vision is one which still has value today'.**

This year marks ODI's fortieth anniversary. Simon Maxwell reflects overleaf on how the Institute's work has changed. To my mind, our current programme demonstrates that ODI continues to fulfil an important role, despite progress on poverty reduction in forty years, and despite the proliferation of research centres and sources of policy advice, in both North and South. Our niche has changed as a result of these proliferations, however. We do not attempt to cover every aspect of development policy. We are mindful of the need not to crowd out the work of research institutes in the South. And we accept that our voice will be one of many competing for the ears of decision-makers around the world. Some principles follow for ODI. We need to specialise. We need to move up the 'value chain' in terms of being able to generalise research results. And we must work continually to improve the content, targeting and impact of our public affairs programme.

The Council works with the Director and his staff to implement these principles. We have world-class work in many areas. Our international networks are strong and we have an increasing number of collaborations with research institutes overseas. And, though our public affairs programme needs new investment, our meetings are well attended and the dissemination products of ODI remain in high demand. I was particularly pleased by the series of meetings Alan Nicol organised on water policy, in the run up to the Ministerial conference on the subject in the Hague; the Secretary of State, Clare Short, addressed the final meeting.

It is clear from this Annual Report that ODI has grown and diversified very greatly under successive Directors. I want to pay special tribute to one former Director, Professor Tony Killick, who retired during this year after 20 years at ODI, five of them as Director, from 1982 to 1987. Tony is greatly respected in the development profession, especially for his work on structural adjustment, conditionality, and the international

financial architecture. We want to thank him for his contribution to ODI as Director, but also for the quality of his intellectual output, his commitment to policy change, and his institutional good fellowship.

I want to thank also seven Council members who stood down this year, and welcome seven who agreed to join us. We were sorry to say goodbye to old friends who had served us well: Professor Angela Little; Sir Peter Marshall; John Pinder; Stanley Please; Sir John Thomson; Kaye Whiteman; and Professor Peter Williams. However, we are pleased to welcome new members: Andrew Barnett, Dominic Bruynseels, Martin Griffiths, Professor Michael Lipton, Judith Randel, Salil Shetty, and Anuradha Vittachi. They bring energy and a wide range of experience to ODI. I intend to look at new ways in which the energy and experience of Council members can be brought to bear. For example, this year, two Council members (Sir Michael McWilliam and Richard Kershaw) participated in a review of the public affairs programme at ODI, and two more (Dominic Bruynseels and Frances Stewart) helped ODI staff think through future strategy. My thanks to them.

We are now an organisation employing more than 70 people, with a turnover close to £6 million a year. We operate with limited financial resources and slender margins. We keep our head above the financial waters by dint of the hard work and commitment of all our staff. In the year under review, we posted a small deficit. We were able to maintain the value of our assets at last year's level, but it is a matter of concern that these represent a diminishing percentage of our increased turnover. The financial situation remains finely balanced.

Nevertheless, ODI is thriving. The founders of ODI, forty years ago, saw the need for a centre which would carry out and foster research, act as a forum for development debate, and publicise the needs of the poorest. Surely, that vision is one which still has value today.

**Earl Cairns**



**There is more than one anniversary in 2000. Quite apart from the Millennium, this year also marks the fortieth anniversary of ODI – an event locally of more than passing interest.**

**'Our role is to unpack the arguments, explore the theory, adjudicate between competing narratives, and contribute to better policy'.**

The anniversary provides three opportunities: to acknowledge the foresight of our founders; to reflect on progress in thinking about international development; and to assess the health of ODI. Are we at forty, as Shakespeare would have had us, 'full of wise saws and modern instances'? I believe we are – and that the founders would be pleased with us.

### **Forty Years on . . .**

Certainly, the world we are dealing with is very different to that of 1960. When William Clark was appointed as the first Director, he defined ODI's task as being to 'keep the British people concerned about the countries of the Commonwealth and Empire to which they were giving their political freedom'. The well-being of the poorest countries and people was, and remains, an 'urgent priority', but the colonial relationship is not the only feature of the development landscape to have shifted in forty years. A review of our current portfolio, described in more detail in the following pages, illustrates the range of new challenges: globalisation, for example, raising new issues of global governance; conflict in the post cold-war order, presenting astounding difficulties for humanitarian policy; sustaining the environment, nationally and internationally; a technological revolution, not least in crop science; and underlying all of these, partly resulting from the decolonisation process of the 1960s, a new imperative to achieve a better partnership between rich and poor countries, based on trust, respect, and the recognition that developing countries must set their own strategies.

ODI's task is not merely to respond to, or even try to influence, donor initiatives (like the UK Government's new White Paper on globalisation, or the World Bank's Comprehensive Development Framework) – though, of course, we spend a great deal of time on those. Rather, our role is to unpack the arguments, explore the theory, adjudicate between competing narratives, and contribute to better policy. It is not surprising that in so doing, we often find that 'old' debates, with which our predecessors would have been familiar, lie embedded in the new.

### **New themes?**

This is the case, for example, with globalisation, which revisits (albeit in new circumstances) many familiar arguments about the winners and losers from free trade (see *ODI Poverty Briefing* 6 December 1999 by Maurizio Bussolo and Henri-Bernard Solignac Lecomte). It is not self-evident that trade will reduce poverty. Much depends on what happens to income distribution, another familiar topic, though one neglected in recent years. As Lucia Hanmer and her colleagues have shown, income inequality is high and often rising in developing countries. High inequality threatens the achievement of the International Development Targets, and radical new policies will be required to achieve growth with equity.

Policies for poverty reduction find expression largely at national level, where the impetus given by the IDTs, combined with the post-HIPC enthusiasm for poverty planning, have focused minds on poverty monitoring and pro-poor budgets. ODI's new Group on Poverty and Public Policy has been influential internationally on both these fronts. In particular, Mick Foster and his colleagues in the Centre for Aid and Public Expenditure (CAPE) have become a focus of expertise on donor-coordinated, sector-wide approaches. Donors, they find, still have some way to go in transforming rhetoric about developing country ownership into genuine partnership, not least with each other. Will they be able to unite behind the new-style Poverty Reduction Strategy Papers?

There are many countries where the question of ownership barely arises, because of conflict. Here too, however, donors need to work closely together, to protect the basic principles of humanitarian aid, and avoid feeding war. ODI work by Joanna Macrae, Nicholas Leader and others shows that a strategic framework, as in Afghanistan, for example, may not be the answer. Furthermore, aid agencies cannot be left to carry the political responsibility for conflict resolution.

In the humanitarian arena, an important part of the debate deals with international or global issues, for example the role of peace-keeping. There



Simon Maxwell (left) with Tony Killick, ODI former Director who retired this year.

# s Review

are many other spheres in which this is true – to the point where a concern for global issues can be identified as one of the major differences over forty years. ODI is present in the debate, whether the topic is the new financial architecture, UN reform, the governance of economic institutions like the WTO, or new arrangements for carbon trading. Our policy paper on Global Governance offers principles for the new choreography of reform; our policy papers on food aid by Edward Clay, and on carbon trading, by Michael Richards, give concrete examples.

## A wider disciplinary mix

As these case studies of ODI work suggest, another change since 1960 has been the disciplinary diversification of development studies. Whereas William Clark could write about the need to hold the ring as between economists and political scientists, his successor can benefit from the acceptance that development studies is self-consciously multi-disciplinary.

This is well illustrated by research on sustainable livelihoods, a focus of ODI's rural work in recent years. As Caroline Ashley and others have shown this year, poor people draw on a range of assets in order to reach multiple objectives. Assets include access to natural resources, machinery and money, but also intangibles like relationships and social networks; the objectives include income, but also security, autonomy and self-esteem.

There is no way in which economists on their own – or even political scientists! – can resolve the complex policy questions about entry-points and sequencing that then arise. Our series of Working Papers on sustainable livelihoods illustrates the policy value of bringing a multi-disciplinary perspective to bear on issues of rural poverty.

## A consistent pledge on policy

Our livelihoods work speaks to both researchers and policy-makers, and confirms that one feature of ODI has not changed in forty years. We remain bound by what William Clark described as a 'pledge', namely to be a forum for the sharing of ideas, and one where 'the

urgency of the problems is kept before the public and the responsible authorities'.

This task is a good deal less straightforward than it was in 1960, with the proliferation of voices and channels of communication. It is perhaps not surprising that ODI was represented at the world trade talks in Seattle – nor that Sheila Page was on the inside, helping to represent the interests of the Government of Malawi, rather than on the streets outside. ODI needs to offer an independent and reasoned voice, which we strive to do through our meetings, publications and wider public affairs programme. As we were reminded by an internal public affairs review this year, led by a Council member, Sir Michael McWilliam, our role is to make 'strategic interventions in the policy process'.

As we focus on that task ahead, I hope the founders would agree that ODI remains an interesting and lively place. In the last analysis, ODI is the people who work in it. We have lost some good people this year: Aidan Cox (to UNDP), Maurizio Bussolo (to the OECD Development Centre), Ana Marr (to a PhD), Cate Turton (to private consultancy), Naila Kabeer (to the IDS in Sussex) and above all, Tony Killick (to an active retirement). However, I am pleased to welcome new Research Fellows: Andy Norton, Adrian Fozzard and Adrienne Brown (all CAPE), Karim Hussein (RPEG), and Benu Schneider (to work on international finance in IEDG). Oliver Morrissey will also be joining us shortly, to work on aid, in a shared appointment with the University of Nottingham. They will help to shape ODI for the next forty years.

**Simon Maxwell**

**'Development studies is today self-consciously multi-disciplinary'.**

**'In public affairs, we set out to make 'strategic interventions in the policy process'.**

# Poverty and

**The international community is committed to achieving a substantial reduction in world poverty early in this century. From history we know this is possible.**

**'The external agencies must try to keep the difficult balance of assessing the process without imposing a blueprint from outside'.**

Many of the preconditions are well known – increased agricultural productivity, widened access to education, especially for women, a measure of physical security, and peace. Yet attaining these minimal objectives remains tremendously difficult and uncertain.

### A new group

Recognition of the complex challenges facing public policy for poverty reduction has led to the formation of a new Poverty and Public Policy Group (PPPG) at ODI. The group brings together members of the former Poverty and Social Policy Unit, and the DFID-funded Centre for Aid and Public Expenditure (CAPE).

PPPG's interests span all aspects of public policy for poverty reduction, focusing particularly on policy reforms within poor countries and their implications for external finance and aid. CAPE, which retains its separate identity, undertakes specialist work on new forms of development cooperation, centring on the budget process and sector plans.

### Linking debt relief and poverty reduction

After the G8 Summit decision in mid-1999 to link debt relief under the Highly Indebted Poor Country (HIPC) Initiative II to poverty reduction in eligible countries, ODI contributed ideas on how this link might be made. A memorandum was submitted to a World Bank/IMF conference in Addis Ababa and to the major Board meeting in October. This advocated moving away from specific conditions (spend x% of the budget on social sectors), towards basing decisions on an assessment of

country poverty reduction strategies and actions. The emphasis should be on assessing the process as well as the content, recognising that particular policy measures can easily be reversed, but that an accountable and transparent policy and budget process may have more lasting effects (Mick Foster and John Healey with Matthew Martin and Howard White).

These ideas were adopted not only for access to HIPC II debt relief, but by the World Bank and the IMF as the basis for their future lending to poor countries. CAPE staff have continued to work with the World Bank on approaches to poverty-reduction strategy, including good-practice guidance on participation in poverty strategy, and on the budget. A key message is that donors need to support processes that have local ownership. This implies a more passive role than development agencies are used to, giving time for local decision making, not swamping the process with donor-driven analysis and donor-determined timetables.

### Managing poverty reduction at country level

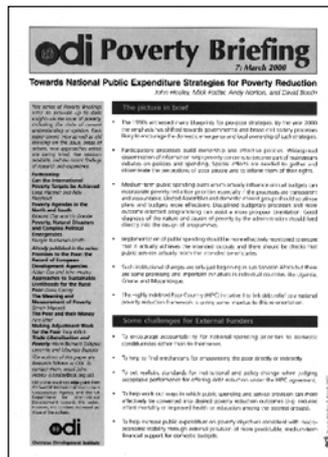
The new approach to poverty reduction places a premium on improving in-country policy processes through well-sequenced institutional changes. This implies speeding up learning between countries about what works and what does not. ODI has contributed to this process with research and advisory work in poor countries of sub-Saharan Africa.

A 'Status Report' on poverty in Africa, prepared for a donor consortium, the SPA, documents the Africanisation of global poverty. Low growth, environmental degradation, HIV/AIDS and the impact of financial or climatic shocks are obvious proximate causes; but the primary causes lie elsewhere, in the social and political 'embeddedness' of African poverty. Government commitment and political accountability look like being prime requirements for sustained poverty reduction (Tony Killick, with Howard White at IDS).

Uganda is widely seen as a continental leader in bringing the goal of poverty eradication into the centre of the national policy process. A revised Poverty Eradication Action Plan (PEAP) has now been accepted as Uganda's Poverty

### PPPG Staff

- David Booth
- Adrienne Brown (CAPE)
- Tim Conway
- Aidan Cox
- Harriet Dudley
- Mick Foster (CAPE)
- Adrian Fozzard (CAPE)
- Joanna Gill
- Lucia Hanmer
- John Healey
- Naila Kabeer
- Felix Naschold (CAPE)
- Jane Northey (CAPE)
- Andy Norton (CAPE)



# Public Policy

Reduction Strategy Paper for the purposes of debt relief under HIPC II. To date, however, major achievements have been limited to improving budget allocations and releases for poverty-reducing purposes. Much remains to be done to improve the effectiveness with which funds are used, and to promote service- and outcome-oriented thinking throughout government, down to the district level.

One contribution to this effort has been the work of the Poverty Monitoring Unit located within Uganda's Ministry of Finance, Planning and Economic Development, which in August 1999 launched a first *Uganda Poverty Status Report*. This document, which reports progress and problems in implementing the PEAP, was produced with technical support from ODI (Lucia Hanmer and David Booth).

PPPG research shows that Ghana, too, has some important things to teach other countries in the region. Public-policy dialogue about poverty is not as developed as in Uganda. However, some headway has been made in linking

budgets to plans for achieving national poverty-reduction goals, and eliciting performance-improvement efforts from sector ministries and local government bodies (David Booth).

Poverty policy and its monitoring in Tanzania is generally less advanced than in Uganda or Ghana. But there are common experiences across the three cases. One is the difficulty of improving officials' orientation to poverty outcomes as long as budget authorities are incapable of delivering allocations in a predictable way. This experience is being drawn upon in current technical support to mainstreaming poverty and gender in The Gambia (David Booth, Naila Kabeer and Lucia Hanmer).

**'What is at issue is not just the type or quality of policy that a government is willing to 'sign up' to, but also the quality of its domestic political and bureaucratic processes'.**

## Inequality, child poverty and rights

Questions about the distribution of income and wealth lie at the core of development studies. They have been neglected but are now re-surfacing, thanks in part to research by Lucia Hanmer and others at ODI. This found that reaching the OECD DAC target for reducing absolute poverty will depend strongly on the pattern as well as the rate of economic growth, and on the quality of government policies.

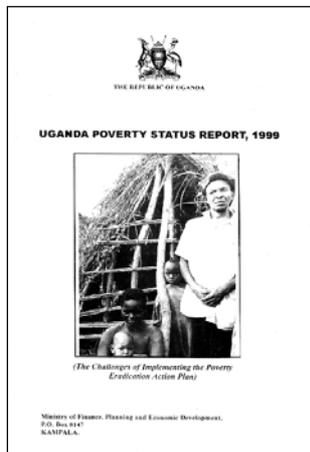
High inequality emerges as a particularly significant barrier – both because it hampers growth, and because it lowers the poverty elasticity, the

amount by which growth reduces poverty. Inequality is very high in many countries, both before and after tax: Latin American cases are well known, but inequality is also high in sub-Saharan Africa. This raises a question for further research: how can the poor acquire the assets they need to benefit from growth? (Lucia Hanmer, Felix Naschold and Simon Maxwell).

Child poverty is politically sensitive in both rich and poor countries. The nature and extent of poverty is changing as a result of globalisation, and so is the state's capacity to respond. There are some winners, for example children in households where the parents are skilled; and some losers, for example children from unskilled households, or whose welfare benefits are caught in a fiscal squeeze. Research at ODI for UNICEF suggests that better support to children needs a stronger functional analysis of child poverty, and more analysis of the multiple consequences of globalisation (Andy Norton and Simon Maxwell).

Poverty reduction is not just a moral imperative. It also has a legal foundation, by virtue of international conventions on economic, social and cultural rights. A rights-based approach sets the achievement of human rights as an objective of development, and invokes the international apparatus of human rights accountability in support of development action. An ODI meeting series and Briefing Paper confirmed that there is value-added here, particularly in the ideas of entitlement and accountability (Simon Maxwell).

A rights-based approach to poverty reduction and a concern with the reduction of inequality also informed an ODI review of donor approaches to



Launch of the Uganda Poverty Status Report and National Participatory Poverty Assessment – David Booth



social protection (Andy Norton and Tim Conway). Commissioned by DFID, this study compared the ways the major multilateral agencies conceptualise social protection and promote it in policy and programme work with partner countries. This work is relevant to the Copenhagen Plus Five conference on social development, in Geneva in mid-2000.

### Mainstreaming of poverty in development agencies

ODI research has continued on how development cooperation can become more effective in benefiting poor people. Research undertaken with other European institutes on the record of ten European agencies in seven countries has now been synthesised into a book, *European Development Cooperation and the Poor* (Aidan Cox and John Healey), which indicates a gap between growing aspirations and the realities of implementation.

A similar pattern emerged from the wider scoping study of all OECD donors, commissioned by the DAC Informal Poverty Network and led by Aidan Cox. The synthesis report showed that donors had not adequately conceptualised the nature and causes of poverty, while their management systems did not adequately 'mainstream' this objective in terms of direction, guidance and incentives to staff. Follow-up to the scoping study has involved PPPG staff in drafting substantial parts of a comprehensive set of Guidelines on Poverty Reduction for the DAC. (David Booth, Tim Conway, Aidan Cox and Lucia Hanmer).

**'Despite many positive examples of development assistance contributing to poverty reduction, there is a strong perception that donor rhetoric runs ahead of field realities'.**

The scoping study found particular weaknesses in the poverty orientation of donors' country strategies. This conclusion is supported by other ODI work, including an evaluation of UK support to poverty reduction in Zambia led by David Booth. While tracing significant improvements in the poverty focus of the country programme over the period (1990-97), the evaluation points to a number of shortcomings, including weak linkage between analysis of country-specific causes of poverty and

choice of aid instruments. Earlier in the year, Tim Conway and Simon Maxwell prepared a study of the 'state of the art' in country programme evaluation for the DAC Expert Group.

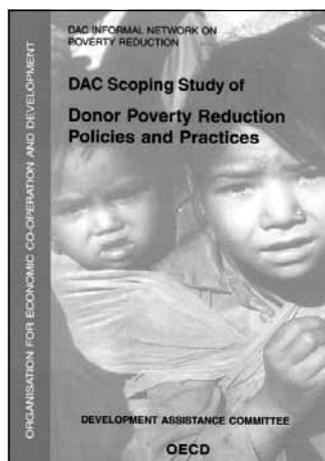
### Good practice in sector programmes

The European donor study found that agencies were moving only slowly towards the sector-wide partnership approach to poverty problems. CAPE has been assisting donors to make headway on this by synthesising recent lessons and current best practice.

CAPE argues that the sector approach is a response to a particular set of problems of the aid relationship. A conceptual framework has been developed for helping to diagnose when sector approaches are appropriate. Other themes of CAPE work on this topic are the need for clarity regarding the public sector role; the importance of country ownership, and advice on how to assess and support such ownership. There is a need to link sector objectives more rigorously to work plans and budgets; and for better monitoring of performance, including collecting information on barriers to benefits reaching the poor.

The advice to donors in sector programmes includes: stand back from the detail; work more effectively with government budget systems; and respect the need for reliable, timely support (Adrienne Brown, Mick Foster, Adrian Fozzard, Felix Naschold and Tim Conway).

**'The international community has a duty to underpin the economic and social rights of poor people, including financially'.**

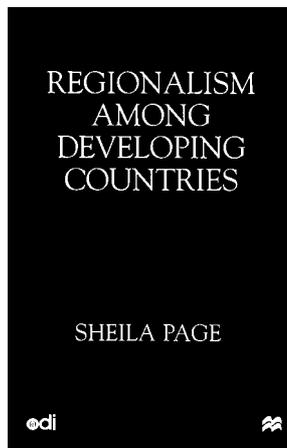
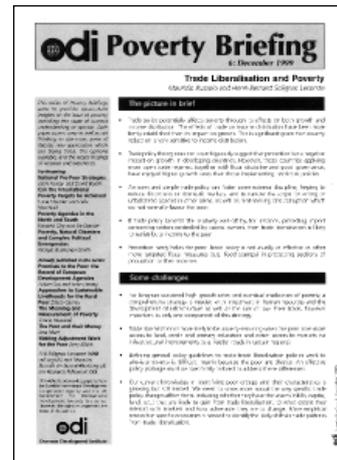


**'The good news is that the DAC income-poverty target is attainable – provided that significant improvements take place in income distribution'.**

# International Economic Development

**Is globalisation good or bad for poor people? Can policy help to bias outcomes towards poverty reduction? And are new or reformed institutions needed internationally? ODI research has much to say on these issues.**

In IEDG, the main focus has been on trade and finance, with strong links to work elsewhere in ODI on poverty and social protection. Proponents of globalisation argue that a strong international economy helps developing countries grow, and that policy can be managed to make growth more effective at poverty reduction. The policies that this implies include opening trade, participating actively in international negotiations, and taking steps internally to ensure the effective participation of the poor.



**'Protection rarely helps the poor. Trade policy is not usually as effective as other more targeted fiscal measures...in protecting sections of the population'**

A surprising alliance of NGOs and popular commentators is arguing that this conventional view is based on mistaken facts or theories. These opponents of integration and liberalisation claim that globalisation hurts the trading interests of developing countries, makes poor people in poor countries poorer, causes environmental degradation, and leaves poor countries at the mercy of

international forces. This alternative paradigm involves protection, compensatory finance and controls to guard against capital movements and other shocks.

### Trade liberalisation

Trade liberalisation is at the heart of the argument and is deeply contested – as Sheila Page discovered as a member of the Malawi delegation to the contentious WTO Ministerial meeting in Seattle. The theoretical arguments are complex because trade policy touches poverty through increasing countries' income and growth and also through its direct effect on income distribution. Some argue that liberalisation affects income distribution more strongly than it does growth, and should benefit unskilled labourers. In East Asia, this was true, but in Latin America less so. Different natural endowments, labour market imperfections and many other factors are in play. How governments manage

### IEDG Staff

- Maurizio Bussolo
- Edward Clay
- Aidan Cox
- Joanna Gill
- John Healey
- Adrian Hewitt
- Melanie James
- Tony Killick
- Ana Marr
- Sheila Page
- Ann Pederson
- Nita Pillai
- Ben Schneider
- Henri-Bernard Solignac Lecomte

### Tony Killick Symposium

To mark the retirement of Tony Killick, former Director and Senior Research Fellow, a symposium, chaired by Adrian Hewitt, was held at ODI on 29 June 1999. Among the distinguished participants who presented papers on a range of key issues in international economics – including trade, debt, structural adjustment – were Walter Elkan, David Henderson, Paul Mosley, Chris Stevens, Frances Stewart, Dr Benno Ndulu, and Samuel Wangwe.



**To communicate ODI's research as effectively as possible, ODI is committed to a wide ranging public affairs programme, aimed at reaching policy-makers at all levels.**

**'our website ([www.odi.org.uk](http://www.odi.org.uk)) has become an even more important part of our communications and public affairs programme. Visits to the site have nearly trebled over the past year...'**

### ODI's website

With the massive growth in the use of the Internet over the past year our website ([www.odi.org.uk](http://www.odi.org.uk)) has become an even more important part of our communications and public affairs programme. Visits to the site have nearly trebled over the past year, at 268,000 in April 2000, compared with just over 100,000 in April 1999 and 47,000 in April 1998.

Following a major redesign last year the range of material included has been considerably expanded, enhancing the website's value. The home page, updated several times a week, features the latest ODI news and links to all sections of the website. Many more reports and working papers are now available in full, to complement the full texts of *Briefing Papers*, *ODI Poverty Briefings*, and *Natural Resource Perspectives* which have been provided for some years. The five research groups and their associated networks each have a 'homepage', with links to information summaries of major research projects and other important ODI activities in their areas.

The on-line publications catalogue section with its secure internet ordering facility is being increasingly used, and email orders and requests to join ODI's mailing lists are growing. To provide for further expansion we have recently moved the site to a new server, and we now have a shorter web address ([www.odi.org.uk](http://www.odi.org.uk)).

### Publications

We have not neglected our conventional publishing programme; there is still a very strong demand for books and other materials in printed format. ODI published thirteen new books this year, seven in collaboration with external publishers, two in India - see the list on page 28. The pricing policies of major commercial publishers are becoming a

cause for concern. Most want to issue books in hardback only at prices now in excess of £60 for an average book, putting them beyond the reach of most prospective purchasers, particularly in developing countries. In response to this trend we now plan to work more with those publishers still willing to publish in paperback at realistic prices, and also to deal more with Southern-based publishers.

Briefing Papers and ODI Poverty Briefings mailed free of charge to 5,000 recipients worldwide continue to be very popular, and are also available from the website. Our two journals *Development Policy Review* and *Disasters* (published on our behalf by Blackwell Publishers) continue to play a major role in their respective fields. Having served as editor of the *Development Policy Review* since 1986, Sheila Page is stepping down this year, to be succeeded by David Booth.

Fourteen new Working Papers have been published, also available from the website.

### Meetings, Seminars and Conferences

Meetings continue to be an important part of ODI's public affairs programme. This year there have been two series of lunchtime meetings: *Halving Poverty by 2015: Have We Got What it Takes?* (Summer 1999); *Lessons Without Borders: Conversations Across the Boundary between Developed and Developing Countries* (Autumn 1999). Additionally a late afternoon series on *Water and the Poor: Visions and Actions for 2025* was held from January to March 2000, from 5.00 to 6.30pm, ending in a roundtable meeting with a major presentation by the Secretary of State, Clare Short MP. The later time was judged to be a success, providing more opportunity for informal discussion afterwards. The texts of talks, presentations and meeting reports are

### Public Affairs and Publications Staff

Vicky Fletcher  
Peter Gee  
Pippa Leask  
Caz Marshall  
Rachel Rank

### Library Staff

Kate Kwafu-Akoto  
Chris Pescud



# and Information

available on our website

For details of these and other meetings see page 31.

## The media

To ensure that ODI's work is communicated effectively to development policy-makers it is important to work with the print and broadcast media to encourage and shape current debate on issues in international development, reaching beyond the narrow constituency of development specialists and thereby influencing the policy agenda.

Over the past twelve months ODI staff have continued to appear across the media from the *Financial Times* and *The Guardian* to Channel 4, BBC Radio 4 (including *Business Breakfast*, *Today*, *The World Tonight*) and Radio 5 (*Wake up to Money*), the BBC World Service and BBC WorldTV.

## Parliament

ODI supplies specialist advice to parliamentary committees and supports the All Party Parliamentary Group on Overseas Development (APGOOD), for many years the pre-eminent parliamentary group for those interested in development issues at Westminster. APGOOD meetings have been very well attended by a diverse range of people from political, NGO, business and civil sectors, with an impressive line-up of speakers. Clare Short MP, the Secretary of State for International Development

addressed a packed audience on Post Seattle: Making the World's Trading System work for the poor; Peter Hain MP, Minister of State for Foreign and Commonwealth Affairs, spoke on How British Foreign Policy can help development in Africa; Mike Moore, the Director General of the World Trade Organisation on developing country interests post Seattle, and President Museveni of Uganda and Clare Short MP on 'Education for All'. The All Party Group has increased its ties with the NGO sector, with Oxfam, Worldaware, ActionAid and Save the Children. The Group has been asked by the Secretary of State to contribute towards the government consultations for their new white paper on globalisation.

## Library

As part of ODI's information management strategy the library is becoming an information centre, combining document storage with information provision from electronic sources. As part of this process, the collection has been weeded and rearranged to improve access to frequently used documents, and at the same time creating much-needed space for new acquisitions. The library's database has been systematically updated and continues to be accessible on line, hosted by the Electronic Development Information System gateway at the Institute of Development Studies, University of Sussex (<http://nt1.ids.ac.uk/eldis/odionly.htm>).

As a complement to the journal collection, ODI staff also have electronic access to a range of journals, and bibliographic and statistical databases on CD ROM. An increasing number of on-line library catalogues, information gateways and commercial information sources and fast document supply are available via the internet, and a newsletter with details of useful web sites is produced each month.

The Library networks with other development institute libraries globally and is active in the European Association of Development Research and Training Institutes (EADI) Information and Documentation Working Group, Forum for Inter-Lending (FIL) and the International Group of the Library Association.

**'To ensure that ODI's work is communicated effectively to development policy-makers it is important to work with the print and broadcast media to encourage and shape current debate on issues in international development'.**

## Public Affairs Review

A comparative appraisal of ODI's public affairs programme was undertaken this year, by a team made up of ODI council members and staff. The review endorsed the critical importance of our website, and concluded that the Institute should take a more strategic and less opportunistic view of public affairs and working with the media. It regarded the meetings programme as essential for an institution seeking to influence the policy climate, and argued for increased branding of ODI's publications output. Overall, the review recognised the need for ODI to improve the communication of ODI's research and other activities, and argued for increased resources to be devoted to this in the medium term.

**'ODI supplies specialist advice to parliamentary committees and supports the All Party Parliamentary Group on Overseas Development (APGOOD)'.**

**During its 36-year history the ODI Fellowship Scheme has provided over 450 economists to work for governments in development countries. Demand for the Scheme remains high and it continues to be demand-led by governments.**

**'The number of applicants for postings in 2000 was 13% higher than in 1999'.**

There are currently 40 Fellows working in 17 countries in Africa, the Caribbean and the Pacific.

### Recruitment

Competition for Fellowships has continued to rise. The number of applicants for postings in 2000 was 13% higher than in 1999. We have been refining the new selection procedures introduced in 1999, to provide us with a more rounded picture of applicants' professional and personal qualities. This, together with improvements to our briefing process, is helping us to ensure the most successful fit between Fellows and their postings.

### Career prospects

On completion of their assignments, Fellows have gained highly relevant experience and are in great demand by potential employers. Most Fellows continue to follow a career in development. The 17 Fellows who completed their assignments this year have been employed by a wide range of international organisations (three at the UK Department for International Development, others at the World Bank in Washington, the Organisation for Economic Cooperation and Development in Paris and at the Food and Agriculture Organisation in Rome) and in research institutes and private consultancies. A total of three former Fellows from this and recent cohorts gained entry under the World Bank's Young Professionals Scheme this year and another has just joined the IMF.

### Fellows in post\*

#### Africa

##### The Gambia

Catherine Porter, Economic Research Department, Central Bank of the Gambia

##### Lesotho

Habib Rab, Ministry of Finance

##### Malawi

Georgina Rawle, Planning Department, Ministry of Education

Thomas Leeming, Ministry of Finance

##### Mozambique

Alessandro Marini, National Sugar Authority, Ministry of Agriculture and Fisheries

Nicola Pontara, Poverty Alleviation Unit, Ministry of Planning and Finance

Lidia Cabral, Ministry of Planning and Finance

Carlos Oya, Ministry of Justice

Giuliano Russo, Ministry of Health

##### Namibia

James MacGregor, Ministry of Environment

and Tourism

Richard Williams, Ministry of Agriculture, Water and Rural Development

##### Rwanda

Strahan Spencer, Ministry of Finance and Economic Planning

Karin Christiansen, Ministry of Agriculture, Animal Resources and Forestry

Richard Erlebach, Ministry of Finance and Economic Planning

##### South Africa

Phil Compermolle, Department of Finance

##### Swaziland

Patricia Clancy, Financial Planning, Ministry of Finance

Gregory Vaughan-Morris, Public Policy Coordination Unit, Prime Minister's Office

##### Tanzania

Vanessa Head, Policy Analysis Division, Ministry of Finance

# The ODI Fellow

### Focus

Fellowship Scheme postings continue to focus on poverty and the majority of our placements continue to be to low-income and least developed countries such as Rwanda and Mozambique, where we now have three and five Fellows respectively. In addition, we have also responded to specific requests from the UK Department for International Development to support some richer countries, such as South Africa, to develop capacity for example in budget forecasts and public finance modelling.

### Fellowship achievements

The typical work of a Fellow varies greatly between posts and countries. Liaison with international counterparts, working with the International Monetary Fund and the World Bank continues to play an important role for all Fellows. Budget preparations, development of Medium Term Expenditure Frameworks, debt relief and poverty reduction strategies are key areas of involvement for many Fellows. Demand is also emerging in the fields of HIV/AIDS, health sector reform and sector wide investment programmes in areas such as education. The following examples indicate the wide range of activities in which Fellows are engaged:

- Review of financial targets and briefing Cabinet members following a change of government and a major policy shift (Fiji).
- Design of a strategy for the privatisation of a state industry, including proposed sector structure and divestment strategy (Lesotho).

### Fellowship Scheme Staff

Susan Amoaten

Susan Barron

Adrian Hewitt

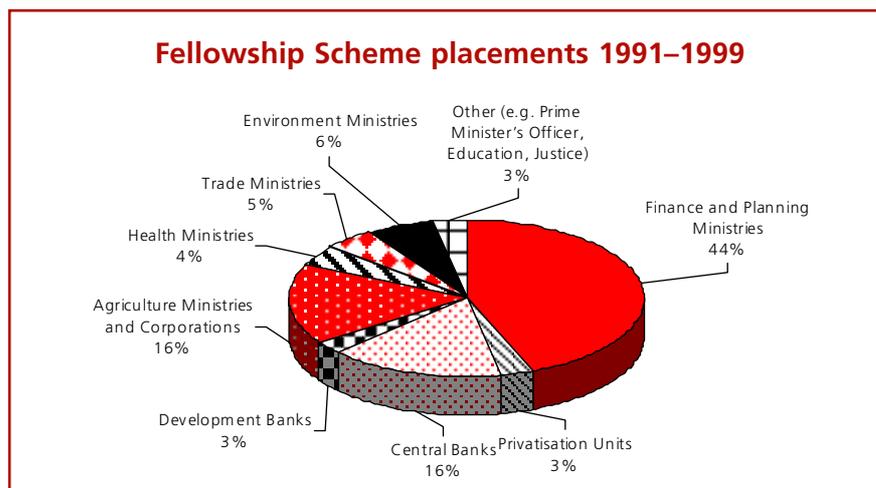
Adrienne Watson

# Fellowship Scheme

- Preparation of a national medium term economic strategy paper (Caribbean Development Bank).
- Development of policy on health sector reform, to include decentralisation of health delivery, managing the reform process, protecting the poor and devising a financial policy for the reform (Guyana).
- Devising a strategic response to HIV/AIDS as a member of the HIV/AIDS Crisis Management and Technical Committee (Swaziland).
- Preparation of the government's response for the World Trade Organisation's Trade Policy Review (Papua New Guinea).
- Introduction of a new VAT policy (Papua New Guinea).
- Devising budget mechanisms to direct debt relief to poverty programmes (Uganda).
- Preparation of the Development Budget for 2000 and the Public Investment Programmes 2000–2002. The introduction of the Medium Term Expenditure Framework to line ministries (Rwanda).

## Capacity building

Capacity building continues to be a key element of the Fellowship Scheme and Fellows are encouraged to pass on their skills through counterpart training. Some Fellows run courses at local universities. Our extended pre-departure briefing programme stresses the issue of capacity building and Fellows are encouraged to consider ways of achieving this, to ensure that their contribution continues to have



an effect after they complete their posting.

## Future of the Fellowship Scheme

As we complete our work in some countries, we also look at the possibilities of expanding into new countries. We are currently looking at the need for and feasibility of operating in countries such as Palestine, Vietnam and Nigeria. Involvement in Nigeria would be at State rather than Federal level and would involve a departure from recent practice of placing Fellows in national posts.

We continue to respond to demands to place Fellows in the Planning Department of line ministries such as Health and Education. However, there is a continuing need for good macro-economic management and a sound budget process and the demand for Fellows from Finance Ministries and Central Banks continues to be high.

**'Capacity building continues to be a key element of the Fellowship Scheme and Fellows are encouraged to pass on their skills through counterpart training'.**

Shabih Mohib, Policy Analysis Division, Ministry of Finance

### Uganda

Anne-Marie Ainger, Ministry of Finance, Planning and Economic Development - Education

David Lawson, Ministry of Finance, Planning and Economic Development - Banking and Finance

Tim Williamson, Ministry of Finance, Planning and Economic Development - Water and Lands

Vincent de Boer, Bank of Uganda

Romilly Greenhill, Ministry of Finance, Planning and Economic Development - Budget Policy

Stephen Rice, Ministry of Finance, Planning and Economic Development - Health

### Zambia

Matthew McCartney, Internal Revenue

Mobilisation Department, Ministry of Finance

### Caribbean

#### Barbados

Christopher Crowe, Economics and Programming Department, Caribbean Development Bank

#### Guyana

Lindsay Chalmers, Privatisation Unit, Ministry of Finance

Andrew Keith, Agricultural Project Cycle Unit, Ministry of Agriculture

Hans Beck, Ministry of Finance

Sylvia Holman, Ministry of Health

#### Montserrat

Gareth Forber, Development Unit, Ministry of Finance and Economic Development

### Pacific

#### Fiji

Susan Matheson, Economic Analysis Unit,

Ministry of Finance

Robin George, South Pacific Applied Geoscience Commission and the Mineral Resources Department of the Fiji Government

David Joiner, Ministry of National Planning

#### Papua New Guinea

Tarun Brahma, Research Unit, Bank of Papua New Guinea

Rob Rudy, Internal Revenue Commission

Juan Luis Gomez Reino, Office of National Planning and Implementation

#### Solomon Islands

Loga Gnanasambanthan, Ministry of National Planning and Development

Sarah Cooke, Ministry of Commerce, Employment and Tourism

\*as at April 2000

# Finance

## Balance sheet summary

	<b>31 March 2000</b>	<b>31 March 1999</b>
	£	£
<b>Fixed Assets</b>		
Tangible assets	109,635	73,351
Investments (Market Value)	<u>1,024,732</u>	<u>1,189,680</u>
	<b>1,134,367</b>	<b>1,263,031</b>
<b>Current Assets</b>		
Stocks	22,635	14,389
Debtors and cash	989,761	558,670
<b>Current Liabilities</b>		
Creditors and accruals	928,884	628,684
<b>Net Current Assets/Liabilities</b>	<b>83,512</b>	<b>(55,625)</b>
<b>Net Assets</b>	<b>1,217,879</b>	<b>1,207,406</b>
<b>Reserves</b>	<b>1,217,879</b>	<b>1,207,406</b>

## Income and expenditure account summary

	<b>1999/2000</b>	<b>1998/1999</b>
	£	£
<b>Income</b>		
Grants and project finance	5,498,480	4,880,933
Investments	135	5,509
Donations	40	7,140
Other operating income	79,553	82,330
<b>Total income</b>	<b>5,578,208</b>	<b>4,975,912</b>
	<b>1999/2000</b>	<b>1998/1999</b>
	£	£
<b>Expenditure</b>		
Staff Costs	2,157,702	1,837,147
Depreciation	74,314	60,665
Research expenditure and other direct costs	1,907,986	1,697,175
Other operating expenses	763,017	707,114
Meetings, conferences and publications	41,460	80,619
Professional and audit fees	7,713	7,462
Fellowship supplements	650,596	561,667
<b>Total expenditure</b>	<b>5,602,788</b>	<b>4,951,849</b>
<b>(Deficit)/Surplus</b>	<b>(24,580)</b>	<b>24,063</b>

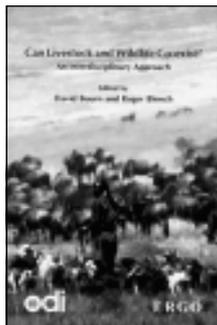
The complete accounts are available from ODI on request.

## Funders

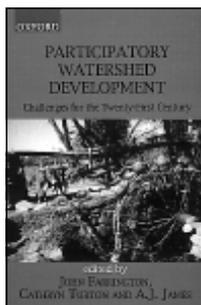
Action contre la Faim, Sierra Leone	Forestry Research Programme, Natural Resources Institute	Nordic Consulting Group
ActionAid	German Development Institute	Office of US Foreign Disaster Assistance
African Development Bank	Green College, Centre for Natural Resources and Development, University of Oxford	One World Trust
African Wildlife Foundation	Harvard Institute for International Development (HIID)	Organisation for Economic Cooperation and Development
Aide à la Décision Economique	Henry Dunant Centre	Oxfam, GB
Association of African Universities	Hunting Technical Services Ltd	Oxford Policy Management Ltd
Australian Agency for International Development (AusAid)	Imani Development (International) Ltd	Planistat Europe
Bioforce développement	Information, Training and Agricultural Development (ITAD Ltd)	Psychology at Work Ltd
British Geological Survey	Institute of Development Studies, Helsinki	RedR
British Red Cross	Institute of Development Studies, University of Sussex	Royal Danish Ministry of Foreign Affairs
Brown University, Providence RI, USA	Institute of Economics, Copenhagen University	Royal Ministry of Foreign Affairs, Norway
Catholic Agency For Overseas Development	Instituto Affari Internazionali	Save the Children, U.K.
Canadian International Development Agency	Instituto Complutense de Estudios Internacionales	School of Agriculture and Forest Sciences, University of Wales
CARE International	Inter-American Development Bank	School of Public Policy, University of Birmingham
Center on International Cooperation, New York University	Intermediate Technology Development Group	SMITS Engineering
Centre for Economic Analysis, Norway	International Committee of the Red Cross	Société d'Eco-Aménagement
Centre for International Forestry Research	International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	Swedish International Development Cooperation Agency (Sida)
Centre for Land Use and Water Resources Research, University of Newcastle	International Institute for Environment and Development	Swedish University of Agricultural Sciences
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)	International Institute of Tropical Agriculture	Swiss Agency for Development and Cooperation
Comic Relief	International Labour Office	The Environment and Development Group, Oxford
Commonwealth Secretariat	International Union for the Conservation of Nature	United Nations Children's Fund
Corporación Financiera del Valle S.A., Colombia	Japan Bank for International Cooperation	United Nations Conference on Trade and Development
Deloitte and Touche	Katholieke Universiteit	United Nations Development Programme
Department for International Development	Leventis Foundation	United Nations High Commission for Refugees
Department of Foreign Affairs, Dublin	London School of Hygiene and Tropical Medicine	United Nations Office for Project Services
Disasters Emergency Committee, UK	Loughborough University	Université de Genève
Emerging Market Economics Ltd	Médecins Sans Frontières, The Netherlands	University of Portsmouth
Environmental Research Group Oxford Limited	Ministry of Foreign Affairs, Finland	University of Uppsala
Eurolatina, San Salvador	Ministry of Foreign Affairs, The Netherlands	University of Wales, Bangor
European Centre for Development Policy Management	Mississippi State University	University of Wolverhampton
European Commission	Natural Resources International Limited	Wageningen University
European Community Humanitarian Office		WaterAid
European Tropical Forest Research Network		World Bank
Food and Agriculture Organization of the United Nations		World Conservation Union (IUCN)
Ford Foundation		World Food Programme
Foreign & Commonwealth Office		World Health Organization
Foreign Policy Association		World Vision
		Worldware
		Zimconsult Ltd

## Books

- Alsop, R., Farrington, J. and Khandelwal, R. (2000) *Coalitions of Interest: Partnerships for Processes of Agricultural Change*. New Delhi: SAGE Publications India.
- Blench, R. (ed.) (1999) *Natural Resource Management in Ghana and its Socio-economic Context*. London: ODI.
- Bourn, D. and Blench, R. (eds) (1999) *Can Livestock and Wildlife Co-exist? An Interdisciplinary Approach*. London: ODI / ERGO.



- Clay, E. and Stokke, O. (2000) *Food Aid and Human Security*. London: Frank Cass.
- Cox, A. (ed.) (1999) *DAC Scoping Study of Donor Poverty: Reduction Policies and Practices*. London: ODI / OECD.
- Cox, A. and Chapman, J. (2000) *The European Community External Cooperation Programmes: Policies, Management and Distribution*. Brussels: European Commission.
- Farrington, J., Turton, C., and James, A.J. (eds) (1999) *Participatory Watershed Development: Challenges for the Twenty-first Century*. New Delhi: OUP India.



- Gill, G. and Carney, D. (1999) *Competitive Agricultural Technology Funds in Developing Countries*. London: ODI.
- Healey, J. and Cox, A. (2000) *European Development Cooperation and the Poor*. Basingstoke: Macmillan.
- Page, S. (1999) *Regionalism among Developing Countries*. Basingstoke: Macmillan.
- Page, S. (ed.) (1999) *Regions and Development: Politics, Security, and Economics*. London: Frank Cass.
- Page, S., Robinson, P., Solignac Lecomte, H.-B., Bussolo, M. (1999) *SADC-EU Trade Relations in a Post-Lomé World*. London: ODI.

- Van Brabant, K. (2000) *Operational Security Management in Violent Environments*. London: ODI.

## Working Papers

- Adams, M., Cousins, B. and Manona, S. (1999) *Land Tenure and Economic Development in Rural South Africa: Constraints and Opportunities*. Working Paper 125. London: ODI.
- Ashley, C. (2000) *Applying Livelihood Approaches to Natural Resource Management Initiatives: Experiences in Namibia and Kenya*. Working Paper 134. London: ODI.
- Ashley, C. (2000) *The Impacts of Tourism on Rural Livelihoods: Namibia's Experience*. Working Paper 128. London: ODI.
- Ashley, C. and Hussein, K. (2000) *Developing Methodologies for Livelihood Impact Assessment: Experience of the African Wildlife Foundation in East Africa*. Working Paper 129. London: ODI.
- Baumann, P. (1999) *Information and Power: Implications for Process Monitoring – A Review of the Literature*. Working Paper 120. London: ODI.
- Baumann, P. and Singh, B. (2000) *The Lahaul Potato Society: the Growth of a Commercial Farmers' Organisation in the Himalayan Valleys*. Working Paper 126. London: ODI.
- Blench, R. (1999) *Traditional Livestock Breeds: Geographical Distribution and Dynamics in relation to The Ecology of West Africa*. Working Paper 120. London: ODI.
- Blench, R. and Somner, F. (1999) *Understanding Rangeland Biodiversity*. Working Paper 121. London: ODI.
- Gsänger, H. and Voipio, T. (2000) *European Aid for Poverty Reduction in Nepal*. Working Paper 123. London: ODI.
- Hobley, M. and Shields, D. (2000) *The Reality of Trying to Transform Structures and Processes: Forestry in Rural Livelihoods*. Working Paper 132. London: ODI.
- Nicol, A. (2000) *Adopting a Sustainable Livelihoods Approach to Water Projects: Policy and Practical Implications*. Working Paper 133. London: ODI.
- Sellamna, N.-E. (1999) *Relativism in Agricultural Research and Development: is Participation A Post Modern Concept?* Working Paper 119. London: ODI.
- Sutton, R., (1999) *The Policy Process: an Overview*. Working Paper 118. London: ODI.



- Turton, C. (2000) *Sustainable Livelihoods and Project Design in India*. Working Paper 127. London: ODI.
- Turton, C. (2000) *The Sustainable Livelihoods Approach and Programme Development in Cambodia*. Working Paper 130. London: ODI.
- Turton, C. (2000) *Watersheds and Rural Livelihoods in India*. Working Paper 131. London: ODI.

## Poverty Briefings

Summarise contemporary debate, insights and experience on ways of more effectively reaching and benefiting the poor. New thinking on and recent experience of poverty reduction measures and emerging approaches to poverty alleviation by donor agencies as well as natural resource, finance and trade aspects are covered. The analysis, evidence and insights are drawn from ODI's recent research and reviews of wider contemporary research, issues being debated and observation from the field. All the papers are free of charge and available on our website.

- Killick, T. (1999) *Making Adjustment Work for the Poor*. 5: May.
- Bussolo, M. and Solignac Lecomte, H.-B. (2000) *Trade Liberalisation and Poverty*. 6 December 1999.
- Booth, D., Foster, M., Norton, A. (2000) *Towards National Public Expenditure Strategies for Poverty Reform*. 7 March 2000.

## Briefing Papers

These papers on topics of current development interest are available free of charge and are mailed to around 5,500 recipients in the UK and overseas. They are on ODI's website.



- Global Governance: an Agenda for the Renewal of the United Nations?* 1999 (2) July.
- What can we do with a Rights-based Approach to Development?* 1999 (3) September.
- Reforming Food Aid: Time to Grasp the Nettle?* 2000 (1) January.

# ns 1999/2000

## ODI Journals

### Development Policy Review

Editor: Sheila Page

Co-editors: John Farrington, David Booth, Adrian Hewitt and Henri-Bernard Solignac Lecomte

Associate Editor: Margaret Cornell



### Disasters: The Journal of Disaster Studies, Policy and Management

Editors: Joanna Macrae and Helen Young

Assistant Editor: Corwen McCutcheon

### Natural Resource Perspectives

These short papers summarise research and are mailed to over 4,000 recipients in the UK and overseas. They are on ODI's website.

Ashley, C., Boyd, C., and Goodwin, H. (2000) *Pro-poor Tourism: Putting Poverty at the Heart of the Tourism Agenda*. Number 51, March.

Blench, R. (1999) *Hunter-gatherers, Conservation and Development: From Prejudice to Policy Reform*. Number 43, June.

Blench, R. (1999) *Seasonal Climate Forecasting: Who can use it and How should it be Disseminated?* Number 47, November.

Boyd, C. et al. (1999) *Reconciling Interests among Wildlife, Livestock and People in Eastern Africa: A Sustainable Livelihoods Approach*. Number 45, June.

Coulter, J. et al. (1999) *Marrying Farmer Cooperation and Contract Farming for Service Provision in a Liberalising sub-Saharan Africa*. Number 48, November.

Ellis, F. (1999) *Rural Livelihood Diversity in Developing Countries: Evidence and Policy Implications*. Number 40, April.

Farrington, J., Carney, D., Ashley, C., and Turton, C. (1999) *Sustainable Livelihoods in Practice: Early Applications of Concepts in Rural Areas*. Number 42, June.

Gill, G. and Carney, D. (1999) *Competitive Agricultural Technology Funds in Developing Countries*. Number 41, April.

Goldman, I. (2000) *Institutional Support for Sustainable Rural Livelihoods in Southern Africa: Results from Zimbabwe, Zambia and South Africa*. Number 50, March.

Goldman, I. et al. (2000) *Institutional Support for Sustainable Rural Livelihoods*

*in Southern Africa: Framework and Methodology*. Number 49, March. 2000.

Inamdar, A., Brown, D., and Cobb, S. (1999) *What's Special about Wildlife Management in Forests? Concepts and Models of Rights-based Management, with Recent Evidence from west-central Africa*. Number 44, June.

Richards, M. and Moura Costa, P. (1999) *Can Tropical Forestry be made Profitable by 'Internalising the Externalities'?* Number 46, October.

### Agricultural Research and Extension Network (AgREN) Papers

Arya, V. (1999) *Towards a Relationship of Significance: Lessons from a Decade of Collaboration between Government and NGOs in Rajasthan, India*. AgREN Paper 97.

Bentley, J.W. and Baker, P. S. (2000). *The Colombian Coffee Growers' Federation: Organised, Successful Smallholder Farmers for 70 Years*. AgREN Paper 1000.

Boyd, C. and Turton, C. (eds) (2000) *The Contribution of Soil and Water Conservation to Sustainable Livelihoods in Semi-arid Areas of Sub-Saharan Africa*. AgREN Paper 102.

Dierolf, T. et al. (1999) *A Process and Tool to Obtain, Build on and Disseminate Local Technical Knowledge*. AgREN Paper 95b

Hagmann, J. et al. (1999) *Putting Process into Practice: Operationalising Participatory Extension*. AgREN Paper 94.

Hoffmann, V., Lamers, J., and Kidd, A. (2000). *Reforming the Organisation of Agricultural Extension in Germany: Lessons for Other Countries*. AgREN Paper 98.

Longley, C. (1999). *On-farm Rice Variability and Change in Sierra Leone: Farmers' Perceptions of Semi-weed Types*. AgREN Paper 96b.

Nathaniels, N.Q.R. and Mwijage, A. (2000) *Seed Fairs and the Case of Marambo Village, Nachingwea District, Tanzania: Implications of Local Informal Seed Supply and Variety*. AgREN Paper 101.

Soleri, D., Smith, S. and Cleveland, D. (1999). *Evaluating the Potential for Farmer-breeder Collaboration: A Case Study of Farmer Maize Selection from Oaxaca, Mexico*. AgREN Paper 96a.

Upreti, B.R. (1999) *Managing Local Conflicts over Water Resources: A Case Study from Nepal*. AgREN Paper 95a.

Whiteside, M. (2000). *Ganyu Labour in Malawi and its Implications for Livelihood Security Interventions - an Analysis of Recent Literature and Implications for Poverty Alleviation*. AgREN Paper 99.

### European Union Tropical Forestry Papers

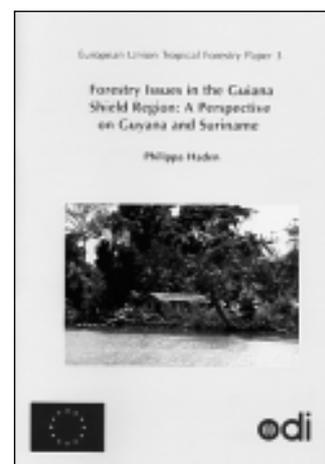
A new series of papers on topics of current forestry policy interest, funded by the European Commission.

Brown, D. (2000) *Principles and Practice of Forest Co-Management: Evidence from West-Central Africa*. EUTFP 2.

Brown, D. et al. (2000) *Getting Aid Delivery Right: Host Country, Donor and International Complementarity for Greater Aid Effectiveness in the Forest Sector*. EUTFP 4.

Davies, J. and Richards, M. (2000) *The Use of Economics to Assess Stakeholder Incentives in Participatory Forest Management: A Review*. EUTFP 5.

Haden, P. (2000) *Forestry Issues in the Guiana Shield Region: A Perspective on Guyana and Suriname*. EUTFP 3.



Richards, M. (2000) *'Internalising the Externalities' of Tropical Forestry: A Review of Innovative Financing and Incentive Mechanisms*. EUTFP 1.

### Rural Development Forestry Network (RDFN) Papers

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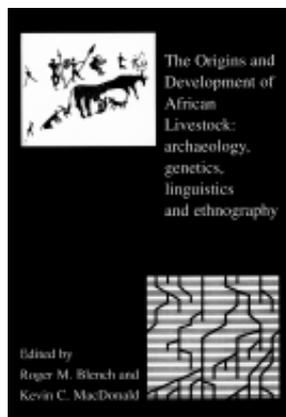
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### Halving Poverty by 2015: Have we got what it Takes?

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- 'Will cancelling debt contribute to poverty reduction? A practical debate'. *Paul Williams, Debt and Finance Team, HM Treasury; Paul Spray, DFID; and Matthew Lockwood, Christian Aid/Jubilee 2000 Campaign.* (23 June 1999)
- 'Are Donors Part of the Solution, or Part of the Problem? How Can Development Cooperation Help Reach the IDTs?'. *Mick Foster, Centre for Aid and Public Expenditure, ODI and David Bevan, Centre for the Study of African Economies, Oxford.* (30 June 1999)

### Lessons without Borders – Conversations across the Boundary between Developed and Developing Countries

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*and Marilyn Howard, Social Policy Analyst.* (4 November 1999)

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- 'The Water Resources Challenge in Africa – A Perspective'. *David Grey, World Bank, Washington D.C.* (23 February 2000)
- 'A Vision for Water 2025'. *Bill Cosgrove,*

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- 'Framing Appropriate Actions for the Future'. *Khalid Mohtadullah, Executive Secretary, Global Water Partnership.* (8 March 2000)
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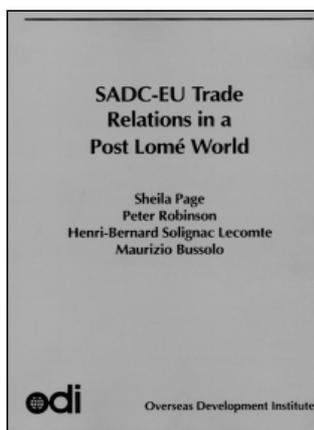
- 'Politics and Standards: Aid to North Korea'. *Aidan Foster-Carter, senior research fellow formerly of Leeds University and Jon Bennett.* (21 April 1999)
- 'Tony Killick Symposium' *Adrian Hewitt (Chair); Benno Ndulu, World Bank; Samuel Wangwe, Economic and Social Research Foundation, Dar-es-Salaam; Walter Elkan; Paul Mosley, University of Reading; David Henderson, University of Melbourne; Chris Stevens, IDS; Frances Stewart, Queen Elizabeth House, Oxford.* (29 June 1999)
- 'World Development Report 1999/2000 Entering the 21<sup>st</sup> Century'. *Shahid Yusuf, Economic Adviser and Team Leader and Weiping Wu, Simon Evenett and Charles Kenny, Members of the WDR team.* (10 September 1999)
- 'Economic Liberalisation and Employment in Latin America and India'. *Professor Homi Katrak, Visiting Professor in Economics, University of Surrey and Maurizio Bussolo, ODI.* (1 December 1999)
- 'Preparing for World Development Report 2000/2001'. Half day workshop for policy directors and campaigners. (17 February 2000)
- 'World Food Prospects: Critical Issues for the Early Twenty-First Century'. *Per Pinstrup-Andersen, Director General, IFPRI and Andrew Bennett, DFID.* (22 February 2000)

# Research Specialisations

- Caroline Ashley** (RPEG): sustainable livelihoods and natural resource management; pro-poor tourism; wildlife and biodiversity; community-based natural resource management; Southern Africa.
- Roger Blench** (RPEG): natural resource conflict; animal traction issues in sub-Saharan Africa; climatic issues (especially drought) in relation to policy (e.g. El Niño); ethno-science and the domestication of the wild in sub-Saharan Africa.
- David Booth** (PPPG): pro-poor institutional reform and donor strategies; participatory methods and the micro-macro interface; institutional and socio-cultural perspectives.
- John Borton** (HPG): complex emergencies; humanitarian programmes; institutional learning and issues surrounding evaluation and accountability practices.
- Charlotte Boyd** (RPEG): incentives for conservation; wildlife; Non-timber forest products; trees on farm; community-based natural resource management and tourism.
- Adrienne Brown** (PPPG – Centre for Aid and Public Expenditure): Public sector planning and management, and institutional reform; donor co-ordination, especially sector wide approaches.
- David Brown** (FPEG): community based forest management and biodiversity conservation; institutional dimensions of participatory development; environmental governance and accountability; Francophone perspectives.
- Margie Buchanan-Smith** (HPG): complex emergencies; famine early warning systems; natural disasters evaluations; relief-development linkages.
- Edward Clay** (IEDG): economic and financial aspects of natural disasters; food and nutrition policy, especially food aid and food security.
- Elizabeth Cromwell** (RPEG): seed delivery systems; agricultural biodiversity conservation; farm level economics; economic policy and agriculture/environment.
- John Farrington** (RPEG): public sector reform, democratic decentralisation and community-based organisations in natural resource planning and service delivery.
- Mick Foster** (PPPG – Centre for Aid and Public Expenditure): public finance; aid policies, especially sector wide approaches and budget support.
- Adrian Fozzard** (PPPG – Centre for Aid and Public Expenditure): Public expenditure management and reform; aid management and decentralisation.
- Lucia Hanmer** (PPPG): micro-economics; gender relations and the household; quantitative methods and econometrics.
- John Healey** (PPPG): aid policy and practice and poverty reduction aspects; governance and the politics of economic policy-making in developing countries.
- Adrian Hewitt** (IEDG): EU/South relations; foreign aid (UK, Japan); international trade; policy; WTO; Africa and the Caribbean; Parliament; development strategy.
- John Howell** (RPEG): agricultural development in Africa (especially South Africa) and South Asia; UK aid policy.
- Karim Hussein** (RPEG): participation and capacity building; agricultural research and extension; farmers' organisations; rural development policy; and sustainable livelihoods.
- Tony Killick** (IEDG): international economic policy; World Bank and International Monetary Fund; structural adjustment and conditionality; African economic problems; aid and poverty.
- Nicholas Leader** (HPG): emergency management; aid policy in unstable situations; humanitarian principles and food distribution during conflict.
- Catherine Longley** (RPEG): farmers' management of crop diversity; the effects of war and natural disasters on seed systems; seed security and agricultural rehabilitation.
- Joanna Macrae** (HPG): humanitarian principles, aid policy in unstable situations, relief-development aid linkages.
- Simon Maxwell** (Director): development theory and policy; poverty; food security; economic, social and cultural rights; aid.
- Alan Nicol** (RPEG): water resource management and security at all levels; global water policy development; and international hydro-politics.
- Andy Norton** (PPPG – Centre for Aid and Public Expenditure): Social policy analysis and social development; participatory approaches to policy development; poverty reduction and public policy processes.
- Sheila Page** (IEDG): international and regional trade: the WTO; comparative trade and development performance; capital flows and foreign investment; tourism; Southern Africa and Latin America.
- Michael Richards** (FPEG): economic analysis of forest co-management; innovative financing and incentive mechanisms; forestry and global governance; Latin America and South Asia.
- Benu Schneider** (IEDG): International financial issues; capital flows; national monetary and exchange rate policy; domestic financial markets in developing countries; and economic policies in India.
- Kathrin Schreckenber** (FPEG): RDFN Coordinator; on-farm tree resources; non-timber forest products; participatory forestry; curriculum development.
- Gill Shepherd** (FPEG): Relationship between forests, environment and poverty; and national-level policy mechanisms for balancing forest benefits for local people, state, private sector and international community.
- Henri-Bernard Solignac Lecomte** (IEDG – joint appointment with ECDPM): future of ACP-EU co-operation; industrial growth in Africa; trade policies and trade agreements; regional cooperation.
- Robert Tripp** (RPEG): seed systems; agricultural research and extension; natural resource management.
- Koenraad Van Brabant** (HPG): HPN Coordinator; security management; organisational learning, coordination, sanctions and aid conditionality for conflict management, war economies.



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liberalisation remains central (Maurizio Bussolo and Henri-Bernard Solignac Lecomte).

In a practical case, the Southern African Development Community is following potentially conflicting policies. The largest member country (South Africa) signed an agreement with the European Union; meanwhile, negotiations continued to liberalise trade relations within the Community, and talks began on an agreement

between the EU and SADC as a whole. ODI research concluded that of the various combinations of future trade policy available to SADC, liberalisation of trade with all trading partners, preferably multilaterally, but even unilaterally by SADC, is much more beneficial than a limited agreement with the EU or the current semi-open position (Maurizio Bussolo, Page, Henri-Bernard Solignac-Lecomte).

For Malawi and Zimbabwe, which were considering their positions in the abortive Seattle WTO negotiations of December 1999, clear gains could be identified from trade liberalisation in agriculture and services, only partly offset by the cost of the loss of some existing preferential arrangements (Sheila Page). Trade liberalisation can therefore offer major benefits for these developing countries.

### Trade negotiations

But participating in trade negotiations raises many challenges for developing

countries. How can a country with limited resources achieve informed forward-thinking analysis to identify the negotiating issues relevant to it and formulate positions which reflect all its interests? Countries must develop a trade policy structure, including strengthening and involving private sector institutions. They must co-ordinate international positions with national priorities and then learn to participate effectively in the growing range of international negotiations; not only for trade, but also the environmental conventions. In order to identify the factors which determine success or failure, we plan a series of case studies of international negotiations and of country experiences (Sheila Page, Henri-Bernard Solignac Lecomte, Michael Richards, FPEG).

### Capacity-building

Developing countries can benefit from trade capacity development (improving their ability to export and to negotiate), but this is a sensitive area for donors, whose commercial interests may conflict with their development objectives. Our research in Senegal, Ghana and the Indian Ocean has shown that where there is no clear trade strategy within the framework of a development programme, there is a risk that donors will shape priorities through their trade capacity efforts. For example, donors may be tempted to 'positively discriminate' in favour of trade related assistance which benefits their own firms. Donors' support to enhance negotiating capacity in organisations in which they also participate has a clear risk of conflict of interests (Henri-Bernard Solignac Lecomte).

With DFID, ODI has developed a strategy of independence and restricted reporting (e.g. that there is a position paper, not the content) in our work advising countries on WTO negotiations (Sheila Page). Working through non-country agencies (for example the Commonwealth Secretariat) or preparing DAC policy guidelines might help.

### Sector perspectives Tourism

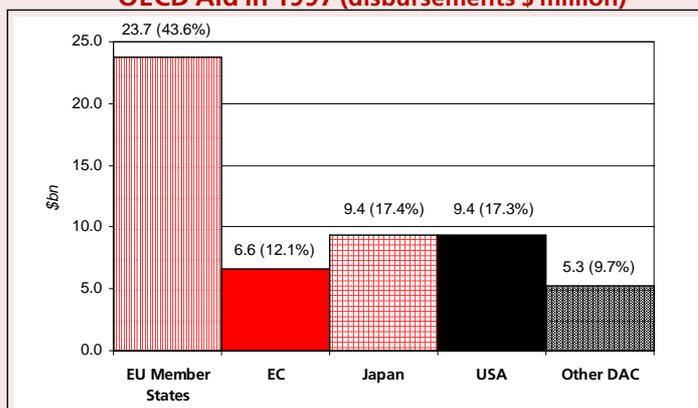
In its rapid growth, the value of tourism has overtaken the traditional leading exports, oil and cars. The supporters of tourism point to the possible benefits

### Improving aid cooperation

The need to improve European development cooperation has been a recurrent theme in the aid debate. Analysis needs to start with the numbers, and ODI has made a major contribution by describing and tabulating the external cooperation programmes of the EU. Our earlier publication, *Understanding EC Aid*, was revised and expanded, and was published by the European Commission as *The European Community External Cooperation Programmes: Policies, Management and Distribution*. It is notable that the EC has become the world's fifth largest aid donor in the 1990s. (Aidan Cox and Jennifer Chapman)



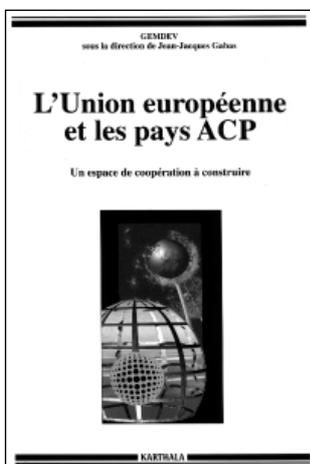
OECD Aid in 1997 (disbursements \$ million)



in terms of employment and foreign exchange; critics claim that there are risks to people and the environment and that most income goes abroad. ODI research is broadly optimistic about the potential (research by IEDG complementing that by RPEG on tourism and livelihoods). World tourism is growing faster than demand for basic goods, although little more than for some new manufactures. And for many developing countries that tourism is labour intensive is an important benefit. The costs, in imports, profits going abroad, or environmental damage, tend to be similar to those of other sectors in a particular country. These may be high in small countries (for example Mauritius), but in larger countries with local capital and good policies (Zimbabwe and South Africa in our study), these costs do not outweigh the benefits (Sheila Page).

### **Sugar, Rice and Rum**

Some Caribbean countries remain heavily dependent on traditional commodities, not just sugar, but also rice and rum. ODI continues to re-examine how these commodities can be encouraged, or the producers helped to move to new products and markets. The 'culture of preferences' which allowed these agricultural commodities into the otherwise protected markets of Europe and North America militated against product development. While in the richer islands, the transition out of export-commodity-based trade is nearly complete, the study revealed that in the poorer countries of the Caribbean these sectors remain so important for

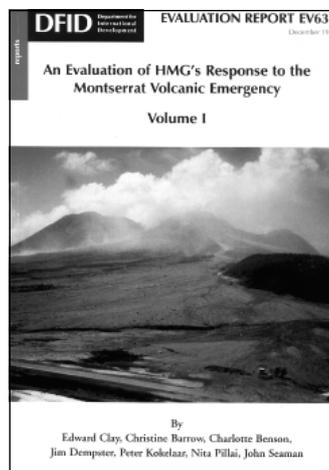


employment and output linkages that radical restructuring would be politically and socially painful, and

possibly unbearable (Adrian Hewitt).

### **Managing shocks**

There is a need for more attention to the economic and financial consequences of major natural disasters. ODI led an evaluation of the British Government's response to the volcanic eruption in Montserrat, a catastrophic event which required 90% of the population to relocate, and which is likely to cost the UK Government over £160 million in relief and reconstruction. The key technical challenges were to translate informed but inevitably uncertain scientific information about the evolution of the eruption into practical policy; and to communicate both risk assessment and



proposed action to the local population. The key administrative challenge was to coordinate the work of different government departments, in Montserrat and London. The lessons learned – about the interpretation of science, and the need for strong leadership of a cross-sectoral emergency task force – resonate for many other emergencies. (Edward Clay)

**'The supporters of tourism point to the possible benefits in terms of employment and foreign exchange; critics claim that there are risks to people and the environment and that most income goes abroad. ODI research is broadly optimistic about the potential'**

**'Developing countries can benefit from trade capacity development (improving their ability to export and to negotiate), but this is a sensitive area for donors, whose commercial interests may conflict with their development objectives'.**

**'The lessons learned from Montserrat – about the interpretation of science, and the need for strong leadership of a cross-sectoral emergency task force – resonate for many other emergencies'.**

**Over the last few years, the role of humanitarian action has broadened. Increasingly it has been seen as a conflict management tool, related to broader political and foreign policy objectives.**

**'The primary principles that govern the use of humanitarian aid might be enshrined in law, to protect them from undue political interference'.**

What are the implications of this shift? This has been a key issue for HPG's research agenda, whilst the group remains committed to improving operational practice and promoting accountability and learning within the international humanitarian system.

### **The politics of policy coherence**

During the 1990s, the concept of 'coherence' became fashionable in public policy circles, including coherence between humanitarian and political action. Attempts to promote coherence have exposed the inherent tensions between the mandates of different public institutions. HPG has undertaken a major study examining what coherence has meant in theory and practice. It has drawn three major conclusions.

First, the concept of coherence has proved a convenient means of shifting responsibility for the formulation of international public policy in non-strategic countries from diplomats to aid agencies. There is growing pressure in the EU and elsewhere for aid to serve a political agenda, rather than, as originally intended for governments to pay *more* political attention to conflict reduction.

Second, while political actors have been quick to claim leadership over humanitarian aid resources, the poverty of diplomacy is revealed by

contemporary warfare. The political economy of many current conflicts is not sensitive to conventional approaches to peace-making. This suggests a need for foreign policy and defence actors to re-analyse the dynamics of violence, and also the tools available to them to intervene.

Third, the idea that humanitarian action should form part of a wider political strategy is problematic, ethically and technically. Principles of neutrality and impartiality that have guided humanitarian action for over a century have proved robust, if difficult to implement. Integrating humanitarian agendas with political strategies of conflict reduction means compromising these principles, and providing (or withholding) aid not on the basis of need, but according to political affiliation.

Thus, a more sophisticated approach to coherence is needed, that recognises conflict as well as complementarity between humanitarian and political objectives. For example, the primary principles governing the use of humanitarian aid might be enshrined in law, to protect them from undue political interference (Joanna Macrae and Nicholas Leader).

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### ***Disasters: the journal of disaster studies, policy and management***

During the past year *Disasters* has continued to assert its place as the leading peer-reviewed journal in its field, significantly expanding its readership, particularly through increased use of the Internet. Its ability to reflect debates across disciplines and continents provides insights into both natural disasters and complex emergencies. A highlight of the year was the publication of a special issue (23/4) on International Public Nutrition in Complex Political Emergencies. This comprised a series of state of the art papers arguing for a new approach to nutrition in conflict situations that addressed not just the physiological status of affected populations but improved analysis of the causes of malnutrition (Joanna Macrae).



# Humanitarian Policy

## Food distribution in conflict: towards a principled approach

Food aid is the most abused and manipulated commodity in humanitarian action. Many food agencies have come to humanitarian work from a background in development and natural disasters, and are struggling to apply humanitarian principles to food distribution in extremely challenging environments. HPG's work in this area draws on recent lessons learned in developing a more principled approach to humanitarian action. See, in particular, HPG Reports numbers 2 to 5.

A number of case studies have explored what humanitarian principles mean for food distribution, and draw out practical recommendations for principled food distribution: for example, the need for a strong situation analysis which analyses how food aid is exploited, and agreement with local authorities outlining the principles of humanitarian action and the respective responsibilities of each actor (Nicholas Leader and Susanne Jaspars of Nutrition Works).

## The political economy of war: what relief workers need to know

The past decade has seen a bewildering array of books and articles suggesting humanitarian aid may actually exacerbate conflict when it is trying to provide relief. HPG has been working in partnership with a number of NGOs, international organisations and academics to review the existing evidence regarding the dynamics of

## An important year for ALNAP

The Active Learning Network on Accountability and Performance in Humanitarian Assistance (ALNAP) is an interagency forum, with its secretariat in HPG, working to improve learning and accountability in the international humanitarian system. 1999/ 2000 was an important year for ALNAP's establishment. It is now funded by almost half its 44 member organisations, demonstrating the breadth of support from, and ownership by the international humanitarian system.

Whilst the twice-yearly meetings provide an important learning forum for the ALNAP members, new ideas have been developed to strengthen learning in the field. During the heat of the humanitarian response to the Kosovo crisis, in 1999, ALNAP members conceived of the idea of establishing a Learning Office in the early stage of a humanitarian assistance/ disaster relief operation. Its aim would be to ensure that learning from previous operations

was available in readily usable form, and that experience from the current operation was recorded and learned from. A retrospective study of how the Learning Office might have operated during the response to the Orissa Cyclone showed there was support for the concept among agencies working in Orissa and at the Delhi level. A real-time pilot will be run in an ongoing operation, probably in 2001. Thus, support from across the international humanitarian system is being built up, giving such an initiative a greater chance of success.

A global study on consultation with, and participation by, beneficiaries and the affected population in the planning, management, monitoring and evaluation of humanitarian programmes was also agreed by the ALNAP membership. This will produce good practice and guidance materials for humanitarian agencies (John Borton).

contemporary conflicts and how aid may become incorporated into them. The objective is to make available to aid workers the growing literature in this field, enabling them to navigate better the complex environments in which they work. A *Humanitarian Practice Network Paper* has been published, and an extensive bibliography has been produced. These have provided the starting point for the development of a larger portfolio of work on war economies, including a research study on

regulating transnational corporations in conflict-affected countries (Philippe Le Billon (Research Associate), Nicholas Leader and Joanna Macrae).

## Learning from evaluations

During the year, HPG fielded two teams as part of Danida's evaluation of its Humanitarian Assistance between 1992 and 1998. Carrying out case studies in Sudan and Afghanistan, the teams raised a number of issues facing bilateral donors in protracted emergencies: for example, the need for an overall strategy to guide a donor's response; and the inappropriately short time-frame of some donor grants.

In Afghanistan, the team reviewed the workings of the Strategic Framework – the most ambitious attempt yet by the UN to bring coherence to its assistance, human rights and political activities in one country. The Strategic Framework has been most successful in bringing together the assistance part of the UN's work through the Principled Common Programme. But institutional mandates still undermine better coordination and a more principled engagement with the warring parties. There are significant conceptual and practical obstacles to



Damaged buildings in uncleared minefield near Sarajevo – Peter Wiles



Destroyed house in Kosovo – John Cosgrave

### The RRN comes of age: the 'Humanitarian Practice Network'



In 1994, HPG launched the Relief and Rehabilitation Network (RRN), as a unique forum for the exchange of experience and good practice in the humanitarian aid sector. Five years on it has a membership of over 1,300 and a reported readership of over 7,000. During this last year, an independent review of the RRN confirmed that the network has earned its place as an important and authoritative, yet accessible, reference, widely valued for its objectivity and analysis, and for its 'consolidating' role. Its materials are often used for teaching and training.

As the RRN appeals most to practitioners, and now covers topics beyond straightforward relief and rehabilitation, the name has been changed to 'Humanitarian Practice Network' (HPN). Directions for the future include greater use of

website publishing to increase accessibility, further developing the concept of the network with collaborating partners, and promoting more interactive learning.

During 1999/ 2000 the RRN has continued to publish on topical issues that aid practitioners are grappling with, for example on 'Protection in Practice: Field-Level Strategies for Protecting Civilians from Deliberate Harm', and on 'Humanitarian Mine Action – the first Decade of a New Sector in Humanitarian Aid' (Network Papers numbers 30 and 32).

HPG's training and research work on operational security management has been compiled into a Good Practice Review, meeting a felt and urgent need of humanitarian agencies (Koenraad Van Brabant and Rachel Houghton).

greater synergy, not least because the UN's total aid is dwarfed by, for instance, the cross-border smuggling trade, and warring parties continue to receive military support from external governments. Donor governments have also tended to use the Strategic Framework to delegate political problems to the sphere of humanitarian assistance, reinforcing some of the conclusions of HPG's research on policy coherence (Nicholas Leader).

The Sudan case study revealed some of the inadequacies of the humanitarian response to the Bahr el Ghazal famine in 1998. For example, the UN Consolidated Inter-Agency Appeal revised its request for resources downwards compared with the previous year, influenced more by its expectation of donor generosity than by need; donor pledging was very late; and coordination mechanisms were weak, particularly on preparedness and contingency planning.

More recently, an evaluation of the Disasters Emergency Committee of UK NGOs member agencies' response to the Kosovo crisis has been carried out. This was one of the best-funded humanitarian operations ever, at least in the early stages, raising difficult issues about the unequal allocation of humanitarian aid at a global level. The issue of impartiality was exacerbated in the case of Kosovo, where the international humanitarian response was closely entwined with NATO's political and military objectives, again particularly in the early stages (Margie Buchanan-Smith, Peter Wiles, Research Associate).



Roma refugee children from Kosovo, now in Sarajevo – Peter Wiles

### An integrated approach for 2000 and beyond: maximising impact

Building on HPG's strong combination of research, evaluation, network and dissemination activities, the group is developing an integrated approach to its work, in the interests of maximising impact and reaching different target audiences through different fora. Thus, for example, HPG's research on the application of humanitarian principles, in Liberia and southern Sudan, were disseminated to ALNAP members, through the RRN as a discussion paper, and at a workshop in Nairobi. Meanwhile, the journal *Disasters*, which is edited by HPG, published a number of papers from the DEC conference – 'The Emperor's New Clothes: the Erosion of Humanitarian Principles'. Thus, HPG was able to make a major contribution to the debate on humanitarian

principles, reaching different target audiences through different fora.

The integrated programme offers the opportunity for a more pro-active and strategic approach to planning and setting of HPG's objectives and priorities. During 2000, an Advisory Group will be established, from bilateral donors, UN agencies, NGOs and the Red Cross movement, to ensure consultation and feedback between HPG and the humanitarian aid system.



Waiting for a house to be rebuilt in Kosovo – John Cosgrave

'Kosovo – this was one of the best-funded humanitarian operations ever, at least in the early stages, raising difficult issues about the unequal allocation of humanitarian aid at a global level'.

'Building on HPG's strong combination of research, evaluation, network and dissemination activities, the group is developing an integrated approach to its work, in the interests of maximising impact and reaching different target audiences through different fora'.

**Institutions lie at the heart of the development process, and institutional change needs to underpin market reform.**

ODI research on rural policy is centrally concerned with institutions: markets, community organisations, private companies, government bureaucracies, and international organisations. Are current institutional structures conducive to poverty reduction? If not, what can be said about the entry points and sequences for reform?

**Public administration, public choice and local government**

A first illustration asks how bureaucracies can be made more accountable to poor people. Earlier work began to address this question in the context of major government and donor programmes for rehabilitating micro-watersheds in India. These were particularly innovative in giving people control over funds for implementing watershed rehabilitation to their own design. During the year, the work's major output was published (Farrington, Turton and James (eds) 1999) focusing on the scope for obtaining the evident benefits of participatory approaches to watershed development on a wider scale.

In parallel, an amendment to India's national Constitution in 1993 had opened the way for central government to channel funds for rural development activities, including watershed development, through reformed local government (*panchayati raj*) organisations. This clearly offers the potential for strengthening local watershed planning and implementation processes, and for elected bodies to make demands on service delivery agencies.

However, implementation of these reforms varies widely by State, and there

are major concerns over how newly elected bodies will interact with the resource user-groups formed specifically for watershed management. Research on this topic (Baumann) has recently been completed, and provides the intellectual base for major new work funded by the Ford Foundation into the wider interaction between local government and natural resource user-groups (Farrington and Baumann).

The theme of improved accountability will be taken further in new research commissioned by DFID, in which Karim Hussein will explore ways of improving downward accountability in public administration in developing countries.

**Seeds and sustainability**

A second illustration concerns seeds – a topic much in the news this year because of the debate about genetically modified organisms. Although agricultural biotechnology continues to generate controversy, little attention has been given to the prospects and problems of delivering the products of biotechnology to resource-poor farmers; the establishment of a competent and transparent regulatory system; the role of the private seed production and input marketing systems; and the provision of adequate information to farmers. An ODI review emphasises the importance of a supportive institutional environment for the equitable utilisation of any new technology (Rob Tripp).

Seeds are a crucial input into agriculture, for both relief and development. But do these contrasting situations require different solutions, and is sufficient effort made to identify and

**'Although agricultural biotechnology continues to generate controversy, little attention has been given to the prospects and problems of delivering the products of biotechnology to resource-poor farmers...'**

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*Dinka agro-pastoralists, southern Sudan – Catherine Longley.*



*A Dinka cattle camp, Bahr el Ghazal Province, southern Sudan – Catherine Longley.*

# d Environment

respond to these requirements? ODI research in Malawi, southern Sudan and Uganda has found that needs assessment prior to the distribution of emergency seed is inadequate, and that the role of agricultural markets is very important for farmers' coping strategies in emergency situations. Seed need not always be provided through relief agencies: farmers' informal seed systems often continue to work well, and seed aid can severely distort local markets if it is continued beyond the immediate emergency (Catherine Longley).

Other ODI studies in Africa and India have also highlighted the role of markets: whilst, with a few exceptions, the private seed sector is poorly developed in sub-Saharan Africa, in the state of Andhra Pradesh private seed companies had captured a surprisingly large share of the market for rice varieties bred by the public sector. The likelihood of this experience being repeated elsewhere (e.g., in Africa) is limited by restrictive government regulations and the distortion of markets through the provision of free or subsidised seed. Although considerable donor effort is currently invested in idealised village seed enterprise projects, higher priority

should be given to the development of farmers' capacity to demand attention from public research and to participate in a more active and discerning fashion in commercial input and output markets (Rob Tripp).

How sustainable is rainfed farming where heavily subsidised seed and fertiliser are provided? Participatory monitoring and evaluation studies in Malawi suggest that farmers have a clear sense of what components contribute to sustainable farming, but lack access to many, and so fall back on chemical fertiliser and hybrid maize seed (Elizabeth Cromwell).

## Sustainable Livelihoods (SL)

The sustainable livelihoods framework developed by DFID to help in designing projects and programmes targeting poverty has continued to be a major focus of ODI work.

We have been involved in the assessment of progress made in implementing Sustainable Livelihoods approaches since their launch in 1998. (Caroline Ashley and Diana Carney), and ODI staff continue to work in a number of advisory capacities in relation to SL, helping to coordinate work on policies, institutions and processes (Karim Hussein). However, ODI continues to research and publish on the strengths and weaknesses of the approach, looking at methodology (see Box p. 18) and in a series of Working Papers, examining SL applications in tourism and wildlife impacts, project and programme design, and organisational and institutional change (Caroline Ashley).

How can policies and strategies in South Asia be made more supportive of poor peoples' initiatives to diversify their livelihoods? ODI (John Farrington, Caroline Ashley) is leading a consortium in a three-year research programme funded by DFID's Rural Livelihoods and Environment Department to investigate these issues. Underlying assumptions are that poor people rely on a combination of initiatives to protect themselves against vulnerability and to climb out of poverty, including better management of natural resources, taking on local and distant employment, and engaging in micro-enterprise. They generally take on part-time work as it becomes attractive and accessible, and drop other jobs. By

## Managing biodiversity

Global conventions promote on-farm conservation and the sustainable use of agricultural biodiversity. But precisely how this might be done is poorly understood, while many donors are looking for evidence that the sustainable use of biodiversity on-farm can contribute to sustainable livelihoods and thus ultimately to eradicating poverty. Early results from a collaborative study between ODI and the Intermediate Technology Development Group suggest that factors normally supposed to influence diversity such as distance to market centres exert less influence than the types of information and inputs available to those markets (Elizabeth Cromwell).

contrast, governments perceive diversification as commodity- or area-based, and prioritise the creation of full-time jobs. ODI staff will also be focusing on access to natural capital in southern Africa in another three-year project (with the Institute of Development Studies (IDS), Sussex). Strong information flows between the two projects will be generated by the work of a number of ODI staff on the IDS project: Alan Nicol on water, Caroline Ashley on livelihoods and Charlotte Boyd on wild resources.

## Pro-poor tourism

We will also be developing our earlier work on the livelihood impacts of tourism in a new study of pro-poor tourism. The results of recently-available work suggest that the poverty impacts of tourism include a wide range of

## Globalisation and water

Is access to water a basic human right? Should people be expected to pay for it? Although there has long been evidence of peoples' – even poor peoples' – willingness to pay for water, this question is at the centre of current debates on water. It underpins a number of related policy questions: how can the poor best express demand for domestic water, and how can poverty best be addressed through water interventions?

Understanding these narratives and their implications for policy on water at all levels is central to new ODI research (Alan Nicol). Many of the research issues were debated in a series of eight weekly meetings in early 2000, the final session providing a platform for the Secretary of State to set out the UK position for the Second World Water Forum in The Hague (17–22 March 2000). ODI also hosted the UK NGO consultation on the Global Water Partnership 'Framework for Action' document prior to its presentation in The Hague.

## Natural Resource Perspectives series (NRPs)

The NRP series provides accessible information on NR policy issues by mailing its four-page briefing papers to some 5,500 persons worldwide. These papers are accessed by many more via the ODI website. Recent topics have included: land reform in southern Africa, livelihood diversification, the politics of joint management of forest and water resources, institutional support for sustainable livelihoods, pro-poor tourism and co-management of wildlife and livestock.

livelihood impacts, not just income or jobs. Changes in policy or in external support can influence the factors having a central bearing on whether and how far the poor will benefit, including the type of tourism, planning regulations, land tenure, market context, and access to capital and training. Ultimately, such changes must be compatible with the commercial orientation of tourism; even so, there is plenty of scope for giving tourism a more pro-poor orientation (Caroline Ashley and Charlotte Boyd).

### Land redistribution

How can governments committed to land redistribution strike a balance between the needs of the poorest and requirements of income-generating agricultural development? In South Africa, grant assistance is available to allow black Africans to purchase white commercial farms; and a legislative framework exists that should ensure an orderly process of land transfer. But difficult policy choices remain. In the short run, farm labourers without tenure security and retrenched workers demand priority in grant allocation, but the requirements of rural job creation and greater farm productivity compel the government towards support for existing black farmers able to provide investment and business experience. These public choice questions are central to the design of grants and grant conditions in which

ODI is engaged through the Ministry of Agriculture and Land Affairs (John Howell).

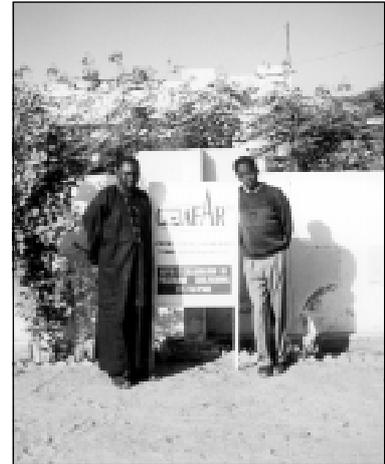
### EC agricultural and rural development strategies

How can the EC's rural development strategy be made more effective for the future? How can greater consistency be achieved between this and its policies on trade and on European agriculture? Questions of this kind are being addressed by work in support of EC policy formulation conducted jointly by ODI (John Farrington and Gerry Gill) and Belgian colleagues at ADE. A diagnostic report and policy orientation paper were completed during the year (see [www.rurpol.org](http://www.rurpol.org)), and work is currently focusing on the preparation of sub-sectoral strategy papers and on approaches for introducing the new policy at country level.

### Coalitions of interest

A major project in Rajasthan published during the year drew attention to the power- and personality-base of the many difficulties facing coalitions. (Ruth Alsop, Elon Gilbert, John Farrington and Rajiv Khandelwal) Further work on Multi-Agency Partnerships is being conducted in West Africa. This study asks how the interaction between rice breeders and farmers can be strengthened in order to improve the quality and relevance of the

varieties distributed, in the face of severe weakening of public sector agencies in the 1990s, over-centralised seed distribution systems, and bottlenecks in input supply. On the positive side, rice processing and marketing are vibrant, in response to rapidly growing demand. The project is at the stage of identifying community-based organisations as a test-bed to help in assessing how external linkages can be strengthened, and with what effect (Roger Blench, Robert Chapman).



Mr. A Cissé (left) and Mr. M. Traore (right). Research Partners to the Multi-Agency Partnerships Project for Technical Change in West African Agriculture – Robert Chapman.

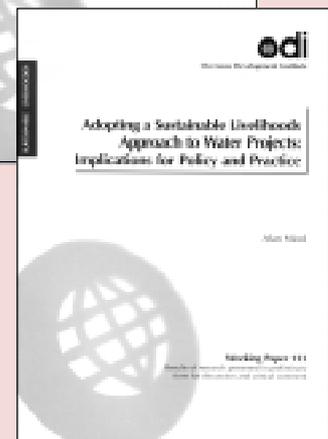
### Methodologies for Sustainable Livelihoods (SL) approaches

SL approaches are providing insights into better ways of addressing poverty. But there will never be enough resources for full-scale field studies of the complexities of poverty. So can rapid yet reliable methods be developed to guide interventions?

One effort in this direction has been the development of GIS-based methods in Ethiopia to enable the systematisation of disparate information for use in 'drought-proofing' communities. These will dovetail with existing early warning systems (e.g. for food security) and will lead to the establishment of simple community-level security mapping (Alan Nicol). At a broader level, Working Paper 133 (part of the series mentioned below) 'Adopting a Sustainable Livelihoods Approach to Water Projects: Implications for Policy

and Practice' proposes new ways of approaching the issue of poverty reduction through water projects (Alan Nicol).

A series of recent ODI Working Papers (WP127–134) on practical applications of SL approaches illustrates the wide range of uses of SL and hence of the methodologies involved. Two, in particular assess methodological issues. One summarises and analyses methodologies for assessing livelihood impacts of wildlife projects in East Africa (WP129, Ashley and Hussein). The other recounts efforts over an extended period to introduce organisational change into a forestry department in India, starting from a basic premise that unless there are fundamental changes within service delivery organisations, there will be no change in their external relations with resource users (WP 132, Hoble and Shields).



**Soil and water conservation – crisis or not?**

How can policies better support local action for improved soil and water conservation in semi-arid parts of Africa? A three-year study in six countries suggests that farmers have a wide range of undescribed but effective techniques for maintaining soil fertility. Differences in soil and water status between villages reached by external (often donor) interventions and those which are not tend to be less than claimed, not least because labour availability is generally a

major constraint on willingness to undertake conservation measures, and differing socio-economic environments have created very different profiles of labour availability within and between countries. A key requirement for the future is for policy to identify and support local initiatives in this area. (Charlotte Boyd, Roger Blench and Tom Slaymaker) Related work focuses on the policy requirements for sustainable farm investment by smallholders (Michael Mortimore and Mary Tiffen).

**The Agricultural Research and Extension Network (AgREN)**

AgREN publishes around six papers per year on topics relevant to the challenges faced by development practitioners. In working out its strategy for the next few years, there has been a wide-ranging review of AgREN's activities. An email discussion among AgREN members has provided a useful basis for subsequent face-to-face interviews with a representative sample of AgREN members. Consultations with other networks have also been undertaken.

AGREN publications (listed in the publications section p.29) are also available electronically at [www.odi.org.uk/agren/publist.html](http://www.odi.org.uk/agren/publist.html)



**'In the short run, farm labourers without tenure security and retrenched workers demand priority in grant allocation, but the requirements of rural job creation and greater farm productivity compel the government towards support for existing black farmers able to provide investment and business experience'.**

*Women play a vital role in N. Ghana in the harvesting and preparation of rice – Robert Chapman.*



*Onions are a popular cash crop on the 2,400 ha Tono Irrigation Project in the upper east region of Ghana – Robert Chapman.*



**Can the global benefits of tropical forest conservation be reconciled with the needs of poor forest-dwellers? Can the international trade in endangered species be controlled without harming poor people? Can the global timber industry be regulated?**

**'Carbon trading and other high potential incentive mechanisms face major technical, political and institutional challenges'.**

Forest policy needs an international framework to deal with these questions – and FPEG researchers are increasingly involved in international debates.

### **Helping to shape international policy**

International Conventions were signed at Rio in 1992, on biodiversity, desertification and climate change – but no agreement could be reached on a forest convention. Instead a parallel, non-legally binding process has been underway, leading from the 'Forest Principles' agreed at Rio to the Intergovernmental Panel on Forests (IPF) and the Intergovernmental Forum on Forests (IFF).

The lack of a formal Convention means that the sustainable use and management of forests is in danger of being side-lined in international thinking. FPEG research attempts to redress the balance by highlighting, for example, the importance of donor support for good quality National Forest Programmes.

### **Internalising the externalities**

The potential of forest-based carbon offset trading is in the limelight. But carbon trading and other high potential incentive mechanisms face major technical, political and institutional challenges. They will only be successful when accompanied by effective forest sector regulatory measures and by efforts to limit the adverse impacts of non-forest sector policies and macro-economic adjustment (Michael Richards).

### **Bushmeat and endangered species**

While wood and fibre are the central focus of much international interest in tropical forests, other non-timber forest products figure strongly in the livelihoods of forest dwellers. Commerce in 'bushmeat' – game meat from tropical forests, usually marketed in dried and smoked form – is a major element in the economy of areas such as Central Africa. With increasing access to forest areas through road-building and the expansion of the timber trade, and increasing sophistication of hunting technologies, the present levels of offtake are unsustainable. Many international environmental agencies argue that the threat is serious enough to justify a ban on hunting for commercial purposes, an approach which finds little favour in many of the producer nations. A UK submission to CITES (the Convention on International Trade in Endangered Species), co-authored by ODI, called for increased investment in the search for sustainable management models and has resulted in the establishment of an inter-sessional Working Group on bushmeat (David Brown).

### **Partnership with the EU**

Improved international policy depends on better communication and dissemination. FPEG has just completed a major four-year programme with the European Commission to improve the quality of communication between the Member States of the Union and their developing country partners. Outputs include a series of EU Tropical Forestry



*Forests and livelihoods in Nepal: members of a village Forest User Group make plans for their forest with staff from the Nepal-UK Forestry project.*

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# and Environment

Papers, the TROPICS database on tropical forestry projects undertaken by the European Commission and Member States, and a website edition of the EU Tropical Forestry Sourcebook.

## Policy at national level

FPEG contributions internationally are founded on expertise in national forest policy issues.

## Diversified forest management for greater equity – evidence from Nepal

Nepal has been a pioneer in community-based natural resource management, but the process remains full of pitfalls. *At user group level*, the protection of village forests has resulted in hardship for poorer villagers dependent upon daily product flows rather than occasional bonanzas; management regimes must diversify to meet these demands. *Locally*, the Nepal government is being encouraged to decentralise many functions and spending decisions to district and village level; but these seem likely to challenge the autonomy of forest user groups. *Nationally*, the Ministry of Forests, Soil and Water Conservation is unable to focus only on the community forestry favoured by the donors to the exclusion of other kinds of forest management. Its own preoccupations are with the valuable forests of the Terai (plains) areas of Nepal rather than the low-value hill forests (Gill Shepherd).

## Developing participatory approaches

Participatory approaches are widely advocated in the forest sector, as elsewhere. FPEG work shows that there is potential, but that the institutional

## Rural Development Forestry Network

The RDFN provides timely review and case study material on key forestry issues. It does so in a manner that successfully appeals to policy-makers and researchers as well as reaching practitioners, many of whom have little access to other forestry literature. The value of the information provided is demonstrated by the fact that network members have independently translated papers into numerous languages including Amharic, Bahasa Indonesia, Hindi and other Indian languages, Kiswahili and Mandarin Chinese. An average of two requests for information about tropical forestry are received per day and the Network continues to expand with upwards of 25 new members joining every month.

With the support of a Ford Foundation grant, the last year has



seen a rapid development of the electronic side of the Network, providing internet access to the more than 150 RDFN publications to date (in three languages) and beginning the transfer of key items from the RDFN's valuable grey literature collection to the web. Responses to the RDFN website have been enthusiastic, praising the large amount of useful material available and its clear presentation.

framework is often a constraint.

In Cameroon, for example, ODI research indicates a high potential for improvement of fruit tree traits as preferred by consumers and traders. Farmers are already taking on this on their own. A study of two species (African plum and bush mango) shows improvement over at least the last two generations of farmers. However, the state needs to support farmer initiatives by providing better planting material and improving access to markets (Kate Schreckenbergh with RPEG Research Fellow Charlotte Boyd).

Similarly, participatory forest management can be improved if the analytical tools used by forest users can be improved. ODI is working with the Nepal-UK Community Forestry Project

to develop a participatory economic methodology for forest user groups (FUGs), and to identify appropriate monitoring indicators. The aim is to increase economic transparency in the user groups and encourage more equitable FUG rules (Michael Richards, with Associate Jonathan Davies).

In The Gambia, FPEG is examining the use of participatory methodologies in forest resource management. Widely publicised government attempts to involve rural populations in community forest management and fire protection have provided the model for other attempts to manage dry lands forests sustainably through co-management with local users. An important issue is whether participatory tools can, of themselves, create attitude changes within public bureaucracies, and thus transcend the constraints of institutional structures and processes (David Brown, with RPEG Fellows Karim Hussein and Catherine Longley, and Associate Mick Howes).

The reality of trying to reform forestry structures and processes is not an easy option as illustrated by RDFN Mailing 24 on institutional change and Working Paper 132 (Hobley and Shields). An approach that permeates all levels of the delivery agency and takes on board the needs of a broad range of stakeholders is essential.



*Log skidding in Costa Rica: market values alone are insufficient for sustainable forest management – Michael Richards.*