



Annual review 2010-2011

Our mission

ODI is the UK'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.

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.

To read ODI's full *Annual review and accounts 2010-2011* visit www.odi.org.uk/ar11

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About ODI

Who we are

We are an independent think tank with more than 130 staff, including researchers, communicators and specialist support staff. To find out more, visit our staff directory: www.odi.org.uk/ar11-staff

Our services

With a reputation for high-quality research and policy advice, ODI is in demand by governments, international institutions and other partners around the globe. In addition, ODI offers consultancy services that include monitoring and evaluation and the development of tailored training courses, as well as expertise in communications and knowledge management.

In the past financial year, ODI has been contracted by 15 different donor governments. We have also carried out research supported or requested by the Bill & Melinda Gates Foundation, the Commonwealth Secretariat, the European Commission and European Union, and the Organisation for Economic Cooperation and Development (OECD), as well as many international financial institutions, non-governmental organisations, think tanks and academic institutions and 15 separate United Nations agencies.

Our work

We work across a wide range of sectors that have a direct impact on the well-being of the poorest people in developing countries.

In addition to our 12 core research programmes, ODI hosts important networks, including the Humanitarian Practice Network (HPN) and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). We are also actively involved in a wide range of partnerships, including the European Think Tank Group (ETTg), the All Party Parliamentary Group on Overseas Development (Apgood) and the Climate and Development Knowledge Network (CDKN).

The ODI Fellowship Scheme has given postgraduate economists an opportunity to work in the public sector of developing countries since 1963. Today, there are 100 Fellows in post, working with the governments of 25 developing countries and two regional bodies.





Messages from the Chair and the Director



**Dr Daleep Mukarji OBE,
Chair of ODI**

ODI has grown substantially in the past ten years. Growth has helped us deliver on our mission as the ‘UK’s leading independent think tank on international development’ and given us a stronger public profile. It has allowed us to diversify our work, giving us the freedom to pursue new avenues. This growth has reflected consistent demand for our services and has been fuelled by our own successes.

Our 50th anniversary was, however, the right time to take a close look at our structure and working practices, and to reflect on new strategic directions that will ensure that ODI is exactly where it should be in 2015 – a crucial year that marks the deadline for the achievement of the Millennium Development Goals (MDGs).

Decisions made over the next year or so will have a real impact on our direction of travel. But one thing is certain: our strengthened emphasis on organisational effectiveness, together with efforts to expand our fundraising and our global alliances, will ensure that we are in tune with a rapidly changing development agenda.

Given the impact of the recession, and a public that questions the value of aid at a time of domestic economic troubles, there has never been greater pressure to demonstrate the value of support for international development and humanitarian engagement. But ODI is well positioned to respond, with half a century of experience of showing what works, and what does not, and its proven ability to adapt to, and lead, change.

As this report shows, 2010-2011 was a year characterised by innovation. I believe that our anniversary year has given us the perfect launch pad to set out our new directions for the future. These are interesting times at ODI, and I am excited about our prospects.



**Alison Evans,
Director of ODI**

It has been a very special year for ODI. Our 50th anniversary was a chance to look back over half a century of achievement and to set out new directions for the future. Importantly, it was a moment to re-connect with ODI’s friends past and present, and to remind ourselves of the critical importance of our mission in a world awash with change.

The anniversary year was a validation for ODI, a time for reflection on past successes. But it was also characterised by ground-breaking work on new areas, and new ways of working, as this report shows.

As a core partner in the Climate Development Knowledge Network (CDKN) we are responding directly to demands from developing country governments to set their own agendas for climate-compatible development. Our Budget Strengthening Initiative (BSI) has supported economists from the Ministry of Finance in Uganda to mentor their counterparts in South Sudan as they prepare and execute a realistic budget. In our work on *Development Progress Stories* we have shown what is working in health, education, agriculture and governance across a wide range of countries. And we are already focusing on the post-2015 development agenda. ODI is investing in the thinking, bringing people together to consider options for sustained and inclusive development in the wake of the MDGs.

I was thrilled to be at the helm of ODI in our anniversary year and am excited about our future. In the last 12 months we have invested heavily to ensure that ODI can thrive in a rapidly changing world. I am confident that we are in a position to pursue new directions with as much vigour and impact as we have over the past 50 years.

Stories of change

‘One of the great achievements of ODI was completely transforming the way in which British politics saw aid ... Development has been established as an absolute priority.’

Rt. Hon Vince Cable, UK Business Secretary (and former ODI Fellow)

Advancing knowledge, shaping policy, inspiring practice: ODI at 50

ODI’s 50th anniversary was a time to take stock of five decades of changes and achievements, and map out a course for the future.

Highlights included an ODI timeline, charting ODI’s evolution from a small research institute with a handful of staff, to the UK’s leading think tank on development and humanitarian issues. This evolution can be traced in publications that have been newly-digitised to mark our anniversary. Development practitioners worldwide can now access a unique collection spanning key moments and trends over the past half century.

We also looked forwards, ending the anniversary year with the first ODI Development Debate: *International Development – the next 20 years*, chaired by Jon Snow and with contributions by Sir Mark Moody-Stuart, Dr Linda Yeuh, Dr Andrée Carter and Rakesh Rajani.

The introduction of a new strapline – *advancing knowledge, shaping policy, inspiring practice* – summarises the essence of our work. ODI has certainly been at the forefront of changes in all three areas over the past 50 years, as a glance at our timeline shows.

Advancing knowledge

We broke new ground in the 1960s with *World III: a handbook on development*, an early analysis of development, aid, trade and the UN, and our hosting of the first international conference on aid effectiveness. We were the first to study the impact of aid from the communist world and, three decades later, we were among the first to examine the implications for developing countries after the fall of the Berlin Wall.

Shaping policy

In 1970, our lessons learned were summarised in the Pearson Report, which guided the strategy around the UN’s second development decade. In 1980, we contributed to the first ever survey of EEC policies affecting developing countries. Our Centre for Aid and Public Expenditure (CAPE), created in 2000, has influenced the evolution of Poverty Reduction Strategies and new aid instruments over the years.

In 2008 we provided the first research into the impact of the global financial crisis on developing countries – work that influences policy thinking on the crisis to this day.

Inspiring practice

The ODI Fellowship Scheme was born in 1963, with three young economists posted overseas. Today, 100 ODI Fellows work for government ministries in more than 25 developing countries and two regional bodies.

In 1994 we created the Relief and Rehabilitation Network (later the Humanitarian Practice Network). This response to the Rwandan genocide was the first – and remains the only – independent forum for humanitarians to share what works, and what doesn’t, in emergencies.

And, through our Research and Policy in Development programme (RAPID), we continue to work with organisations worldwide to share best practice in policy-influencing, helping others to turn research into tangible benefits for the world’s poorest.

ODI has been ‘advancing knowledge, shaping policy and inspiring practice’ for 50 years, and 2010-2011 was no exception, as the following three stories show.

www.odi.org.uk/ar11-50years

Zambia: mobile or not so mobile?

Work by ODI has contributed to a major policy change in Zambia's mobile phone sector: reducing the price of licences for access to the international gateway that allows international mobile calls. This has removed a barrier to Zambian businesses and is expected to benefit the entire economy. Research by Deloitte shows that a 10% increase in mobile phone penetration leads to a 1.2% increase in GDP growth in developing countries.

For three years, ODI's Business and Development programme (now the Private Sector and Markets programme) has examined how relationships between politicians and business people affect competition, and how competition, in turn, affects markets. With funding from the UK Department for International Development (DFID), the programme examined the sugar, cement and beer industries and mobile phone services in Bangladesh, Ghana, Kenya, Viet Nam and Zambia. It showed that the way markets were organised and managed influenced their performance.

The research found that the Zambian mobiles market was weaker than any other market examined, and weaker than similar markets across Africa. By showing how the mobiles market was managed differently (and performing better) in other countries, the research emphasised the economic benefits of sector reform.

One key difference was the management of the international gateway. Until recently, Zambia's state-owned mobile services provider, Zamtel, charged licence fees for access to the gateway beyond the reach of most private mobile operators. The fee of \$18 million in 2008 was the highest in Eastern and Southern Africa, with fees pegged at \$214,000 in Kenya and \$50,000 in Uganda.

This state 'monopoly' drove up prices, distorted the mobiles market and increased the costs of doing business. To cover their costs, the country's two mobile service providers, Zain and MTN, charged high prices for calls – double the average for sub-Saharan Africa in 2007.

The initial findings made national headlines in 2010, and when the research report was launched in London in July it was welcomed by Chilufya Sampa, Director for Mergers and Monopolies at the Zambian Competition Commission, who said 'a report like this makes it much easier to advocate to the government'.

The impact

In June 2010, the Zambian Government reduced the licence fee to \$350,000 and awarded licences to Zain and MTN. They reduced charges to between 40% and 80% of previous prices.

Feedback from the Zambian Competition Commission suggests that, along with other evidence, the ODI research played an important role in this success. It helped to rigorously compare and contrast Zambia's pricing and competition regime with that of other countries.

www.odi.org.uk/ar11-psm

**'Already we've seen that
Zambian consumers have
started benefiting ... I
think it's a huge benefit
to Zambian consumers
and also to the business
community.'**

Mulenga Chisanga, Acting Director of Economic Regulation and Licensing
at the Zambia Information Communications Technology Authority

‘The work of ODI has shone a light on an issue that was once invisible, providing the evidence that is crucial to tackle violence against children in schools.’

Cesar Bazan, Global Campaign Research Coordinator,
Plan International

Making schools safe

School should be a safe place to study, learn and develop. But for some girls and boys, schools are places of danger, where their experiences are shaped by the fear of violence, whether sexual, physical or psychological.

With funding from Plan International, ODI’s Social Development programme has illuminated a subject once in the shadows. In 2008 we researched the scale and causes of violence in schools in sub-Saharan Africa, South Asia and Latin America, pinpointing what fuels the abuses and identifying policy solutions. In 2010 we broke new ground by estimating the economic costs of different forms of violence in schools. Using an innovative costing methodology, early analysis suggests that school-based violence may cost India a minimum of \$7.4 billion each year.

ODI’s original research findings rang alarm bells. A study in Ghana found that 6% of girls surveyed had experienced sexual blackmail by a teacher in return for higher grades. The true figures are probably higher, with many cases unreported.

Despite the shocking scale of abuse in schools, our research encountered a culture of silence, with victims afraid to speak out in the absence of support systems or judicial measures to punish offenders. They also fear being ostracised.

The recommendations in the resulting report outlined different strategies, ranging from the need to provide gender-specific facilities and services in schools, such as girls’ toilets, to the need for effective monitoring and learning on this issue.

The impact

ODI’s research has contributed to Plan International’s global campaign on school violence, supporting policy and programme solutions that are helping to protect children from such violence.

Two years after our original research findings were published, Plan confirms that our work underpinned the campaign’s efforts to seek legislative change, work with teachers and pupils and raise awareness. The results include:

- the protection of over 390 million children from violence as a result of new legislation
- the training of nearly 20,000 teachers in non-violent discipline techniques
- the participation of nearly 600,000 children in campaigns to raise awareness about their rights to a non-violent education and for redress if they are abused at school
- campaign messages that have reached 94 million people through radio, television and theatre productions.

We are now broadening our support for the Plan initiative, aiming to help bridge the gap between researchers and practitioners working on Millennium Development Goal 2 (getting all children into school) and those working on child protection issues, including violence.

www.odi.org.uk/ar11-schoolviolence

The good news on the Millennium Development Goals

In 2010, ODI's work with the Bill & Melinda Gates Foundation helped to change the message on the MDGs, highlight national achievements and move equity up the development agenda.

With just five years until the deadline for achievement of the MDGs, the pessimists were out in force in the run-up to the MDG Summit in New York in September 2010. There was scepticism about development targets in general, and the MDGs in particular. Commentary focused on the goals and regions falling behind and the barriers to progress, rather than on the genuine progress being made or the ingredients for success. At the other end of the spectrum were the MDG optimists.

With funding from the Bill & Melinda Gates Foundation, and working with the Millennium Campaign, ODI set out its stall between these two camps. We demonstrated the genuine progress that has been made and stressed the need for equity for the achievement of the MDGs.

Researchers and communicators across ODI produced a set of *Development Progress Stories* and a *Report Card* on the MDGs, informed by feedback from focus groups in Nairobi, Brussels and London.

The *Development Progress Stories* show what has worked in development, and why, with each story highlighting progress in a specific country.

The *MDG Report Card*, meanwhile, introduced a methodology to analyse progress on the MDGs, with league tables on selected MDG indicators showing where the greatest advances have been made, and where progress has been most sustained and equitable.

It revealed high achievers across the world and particularly in Africa. Ghana outperformed every other country by reducing hunger by nearly three-quarters between 1990 and 2004. Its agricultural growth has averaged more than 5% a year for the past 25 years, putting it among the five top performers worldwide. It will achieve MDG 1 – the eradication of extreme poverty and hunger – before 2015. Exceptional progress has also been made in education, where nine out of ten top performers are from sub-Saharan Africa. African enrolment ratios increased from an average of 52% to 74% between 1991 and 2007. And there was progress on gender disparities, including Benin's impressive improvements in girls' education – highlighted in one of the *Development Progress Stories*.

The impact

Strong communication generated global media coverage by, for example, the BBC World Service, NPR America, Radio France Internationale, Deutsche Welle, *The New York Times*, *The Guardian*, *The Economist*, *The East African*, *The Standard* (Kenya), AllAfrica.com and many more.

This work helped to change the tone of the MDG Summit away from missed targets to progress and lessons learned. It has helped to build a consensus that development 'works', a crucial shift when policy-makers are under increasing pressure to demonstrate progress and value for money.

www.developmentprogress.org

'By documenting impressive progress by some of the poorest countries, ODI shows that development efforts can work spectacularly well. This helps us address the concerns of MDG sceptics.'

Alan Winters, Chief Economist,
UK Department for International Development

Programme highlights

Over the past year, ODI's 12 research programmes have helped to drive the development and humanitarian agendas in new directions. Our programmes cover a vast range of issues, and each one has an extensive portfolio of research projects. What follows is a snapshot of major programme highlights in 2010-2011, giving examples of where and how ODI has broken new ground.

For more information, visit www.odi.org.uk/ar11-programmes

Centre for Aid and Public Expenditure

ODI's new Budget Strengthening Initiative (BSI), operational since June 2010, has already helped civil servants in South Sudan deliver a better quality budget for 2011 and lay the foundations for macroeconomic management and aid policy.

There is much to be done in South Sudan. As well as reshaping public financial management to meet the needs of a country emerging from war, the Ministry of Finance has had to prepare to handle a new national economy.

The BSI helps to strengthen the financial management process in fragile states by supporting its strategic direction and providing practical advice on how to build effective budget systems in challenging environments. Rather than 'parachuting' consultants in to do the job, ODI works with, develops solutions for, and trains Ministry of Finance staff as they go about their daily business.

BSI supports peer learning, and counterparts from Ministries of Finance in Uganda and South Sudan are now visiting each other. According to a participant in such a visit, the South Sudanese now have a better understanding of the reforms needed to build a professional Ministry of Finance.

BSI is operational in South Sudan, Liberia and the Democratic Republic of Congo, with funding of £8 million from DFID.

www.odi.org.uk/ar11-cape

Climate Change, Environment and Forests

ODI plays a pivotal role in the Climate and Development Knowledge Network (CDKN), launched in 2010. This global alliance spans the worlds of research, management consultancy, climate expertise, capacity-building and civil society mobilisation. It aims to give decision-makers the best available research, knowledge and advice on climate-compatible development.

What is new about CDKN is the way it provides its services. This is a demand-driven initiative – with the needs of developing countries setting the agenda. Developing country decision-makers, for example, come to CDKN with questions on climate change issues and ODI develops the research needed to find the answers.

In 2010, ODI commissioned policy briefs and articles on climate-compatible development in response to such demands. Our media articles, produced via the Inter Press Service, reached more than 55,000 individual subscribers, mostly in the global South. ODI also organised a landmark event on climate change and development with UK Secretary of State Andrew Mitchell and Lord Nicholas Stern, attracting more than 15,000 online viewers.

It is clear that CDKN has tapped into a massive, and previously unmet, need and the five-year project is already spanning 30 countries. Initial funding of £40 million from DFID has been boosted by a further £11.8 million from the Dutch Ministry of Foreign Affairs.

www.cdkn.org

www.odi.org.uk/ar11-cccf

Growth, Poverty and Inequality

Our Growth, Poverty and Inequality programme is at the forefront of thinking around the post-2015 development agenda. Until 2015, the focus is bound to be on how to make as much progress as possible before the deadline for the achievement of the MDGs. But then what? The international community needs to start thinking now about what happens in 2016 if the momentum and global focus on poverty encouraged by the MDGs are to be maintained.

Over the past year, ODI's Growth, Poverty and Inequality programme has explored some thorny issues that are crucial to the achievement of the MDGs and to lasting progress post-2015. We have looked at how inequality is a barrier to achieving the MDGs, and the different ways that economic growth does – and doesn't – lead to progress on different goals.

ODI launched an event series in March 2011 to move the post-2015 agenda forward, looking at issues such as urbanisation, climate finance and employment, which have risen up the agenda since the MDGs were agreed. High-level panellists included representatives from CAFOD, the Center for Global Development, DFID, *The Globe and Mail* (Canada), Save the Children and the UN Research Institute for Social Development (UNRISD).

This new strand of work will be developed further in the coming year, as the need for post-2015 planning becomes ever more urgent.

www.odi.org.uk/ar11-gpip

Humanitarian Policy Group

Over the past two years, the Humanitarian Policy Group (HPG) has examined efforts to stabilise fragile and conflict-affected states. Commissioning case studies and leading a series of discussions, HPG reviewed 'stabilisation' across a wide range of countries.

The results, published in a special issue of the ODI journal *Disasters*, revealed that stabilisation efforts have focused on containing perceived threats from such countries. However, there is increasing emphasis on integrating security, development and humanitarian action, and this may even blur the distinctions between these three domains.

In countries such as Afghanistan, Colombia and Somalia, this has created tensions between stabilisation actors and humanitarians. The latter argue that integrating security and humanitarian agendas has reduced their access to populations in need and led to greater insecurity for aid workers.

However, the resulting hostility towards stabilisation has been tempered by the fact that many humanitarian actors are involved in wide-ranging activities that overlap with aspects of stabilisation, including recovery, peace-building and development work.

Current tensions are partly caused, therefore, by ambiguities within the international humanitarian enterprise. HPG research confirms the need for greater clarity on the boundaries of humanitarian action, as well as greater respect for humanitarian principles by stabilisation actors.

Building on this research, HPG, in partnership with the Post-war Reconstruction and Development Unit (PRDU) at the University of York, also ran the first ever summer school on Conflict, Crisis and Transitions in 2010.

www.odi.org.uk/ar11-hpg

International Economic Development Group

Over the past year, ODI's International Economic Development Group has examined the role of the G-20, trade and finance policies and the facilities created by donors to promote growth and resilience after the global financial crisis. We also examined the links between trade and climate change.

The programme currently leads a cross-ODI initiative to produce the third *European Report on Development 2011-2012*. This will examine effective natural resource management for inclusive and sustainable growth, particularly the role of the public and private sectors. The research consortium, led by ODI, includes the German Development Institute (DIE) and the European Centre for Development Policy Management, and is building on long-established links between the three partners.

With a grant from the European Commission and seven EU Member States, the consortium will focus on the role of public and private actors in governing the use of natural resources. This is vital given increasing competition for resources and fears for environmental sustainability.

The Report will mark a departure from the usual analysis of scarcity and the impact of climate change to explore the roles and interactions of the public and private sectors in the management of three interrelated resources – water, energy and land – also called the WEL nexus.

The consortium is now commissioning papers and hosting consultation events, leading up to the launch of the Report at the end of the year.

www.odi.org.uk/ar11-iedg

Politics and Governance

ODI has carved out a leading role on the thinking and practice around political economy analysis and its uptake – an area that is reshaping governance support. Efforts to combat poverty and insecurity work best when backed by a good understanding of the local political context, but it is hard to apply this principle in practice. ODI aims to respond to this challenge.

Our Politics and Governance programme is building a strong reputation for political economy analysis at national and sectoral levels, providing concrete recommendations on how to work with political realities on the ground. Our 2010 work on aid and accountability in the Ugandan health sector, for example, highlighted how political incentives shape prospects for improvements in service delivery and the need for more politically informed donor engagement.

We have gone beyond producing analysis to deliver training and workshops, helping donor agency staff build their capacity to understand the realities of the countries in which they work. Over the past year, in collaboration with The Policy Practice, we have carried out training in London, New York, Königstein and Limerick, working with DFID, the United Nations Development Programme (UNDP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Irish Aid. We ended the year by bringing together donor agencies, think tanks, non-governmental organisations (NGOs), academics and practitioners for a high-level discussion on the politics of development and aid, setting the agenda for next steps to improve the uptake of this work.

www.odi.org.uk/ar11-pogo

Private Sector and Markets

The private sector drives the economic growth that has helped to reduce poverty in developing countries. Recent years have seen the private sector and development communities edging towards each other, and looking for ways to collaborate. Their collaboration could have more impact on the lives of the world's poorest people than either could achieve alone.

ODI has worked on the role of business in development for many years, but in 2010 we took this to a new level, combining our portfolio into the Private Sector and Markets programme. The programme works with a range of partners, including businesses and donor agencies, to examine three areas.

First, the role of government policy in facilitating private sector activity. In 2010 we investigated the market-friendly policies that promote access to formal financial services, and our research on competition helped to change the regulation of the mobile phones market in Zambia with significant economic benefits (see page 5).

Second, business impact on development. Examples include developing a tool to help a major tourism company trace its economic impact, and work with an NGO to develop a framework to assess the impact of its partnerships with business.

Third, private sector development. We continue to advise on different types of private sector development activities, including a 2010 review of job creation interventions and private sector development in fragile states on behalf of the World Bank.

www.odi.org.uk/ar11-psm

Protected Livelihoods and Agricultural Growth

This is an exciting time to be an agricultural economist. After two decades of relative neglect by many developing world governments and development agencies, agriculture has returned to centre-stage: rising food prices, concerns about biofuels, and a rush to acquire land for crops have stoked interest.

The agricultural sector remains critical in the fight against poverty and hunger, but the bar has been raised. The sector needs to feed an estimated 2.2 billion additional people within the next 40 years. At the same time, the sector is not only affected by climate change, it is a culprit, producing up to 30% of the world's greenhouse gases. The good news is that farming — unlike most other sectors — could achieve low, even zero, net emissions with its ability to sequester carbon in its soil and biomass.

With work on agriculture spanning five decades, ODI is well-placed to provide policy options once political leaders realise the urgent need for action on climate change. Research on food prices, biofuels, climate change mitigation, food security and smallholder commercialisation is being carried out by ODI's Protected Livelihoods and Agricultural Growth programme. This will contribute to policy debates on how agriculture can fulfil a triple role: contributing to economic growth and poverty reduction, providing food for all, and supporting the response to climate change.

www.odi.org.uk/ar11-plag

Research and Policy in Development

The Research and Policy in Development programme (RAPID) has collaborated with research institutes in developing countries for almost a decade to increase the impact of research on policy. The aim: to expand the network of policy entrepreneurs in the global North and South.

2010 saw national organisations that have benefited from RAPID support and partnership taking the lead on RAPID-style training and approaches. This decentralised approach aims to share policy-influencing techniques with a growing and increasingly local network of researchers and advocates.

Two national organisations are leading this process in Latin America: Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) in Argentina, and Fundación para el Avance de las Reformas y las Oportunidades (Grupo FARO) in Ecuador. Having worked with RAPID for the past six years, both are now taking on the challenge of developing RAPID in Latin America, aiming to provide services that were once supported centrally from London.

In Sri Lanka, the Centre for Poverty Analysis (CEPA), a key partner in the RAPID-coordinated Evidence-based Policy in Development Network (ebpdn), is taking the lead in developing the network's South Asian arm in collaboration with the Global Development Network.

This expansion of the RAPID 'family' allows ODI and national partners to play to their respective strengths, to tackle national policy issues on poverty.

www.odi.org.uk/ar11-rapid

Social Development

Our Social Development programme aimed to make the invisible visible in 2010. Research on discrimination against girls and women was one highlight. It marked a shift from traditional approaches centred on the impact of gender discrimination, to focus on the 'social institutions' that allow discrimination to flourish.

With funding from the Chronic Poverty Research Centre, the report *Stemming girls' chronic poverty* outlined discriminatory laws, norms and practices, including family codes that enshrine male control over children, practices that endorse early marriage, and a preference for sons that is rooted in cultural and traditional norms. The impact includes girls being kept out of school, girls and young women who are denied livelihoods, and the practices of foeticide and infanticide.

Combined, these discriminatory social institutions deprive girls and women of their inheritance rights, their ability to voice opinions, and even their lives. Their safety is undermined, as are their civil liberties, including the basic right to gather together, vote, or even walk down the street alone.

By making these discriminatory institutions visible, the research paves the way for effective action. Rather than tackling the symptoms by, for example, penalising doctors who perform sex-selective abortions, policy-makers should also tackle the preference for sons and the perception of daughters as expendable.

The enthusiastic response from donors to the report has spurred ODI researchers to examine what works when it comes to changing formal and informal laws and entrenched customary norms and practices.

www.odi.org.uk/ar11-sd

Social Protection

New ODI research in 2010 examined the affordability of international targets on specific sectors, confirming that affordability is a political, rather than technical, issue.

Research led by the Social Protection programme analysed budgets from Ethiopia, Kenya, Malawi, Mozambique and Uganda to assess the true cost of reaching international spending targets for social protection, health, education, water and sanitation, agriculture and infrastructure.

The findings provided a much-needed reality check around affordability issues. In every country, reaching the targets in just these six sectors would consume more than the entire national budget. These countries cannot reach the full range of international targets at the same time, using only their own resources. Reaching all six sectoral spending targets would, for example, require 120% of total government expenditure in Ethiopia and Uganda.

The silo approach to international sectoral targets means that sectors compete with each other in isolation from the bigger fiscal picture, making the push for targets incompatible with realistic or credible public financial management.

The research suggests the need for far greater focus on the political economy factors that influence decision-making and the prioritisation of the use of existing resources. Not surprisingly, the research is making waves across the development community, with representatives of multilateral and bilateral donors and NGOs gathering in London in May 2011 to look at the implications for the social protection sector, in particular.

www.odi.org.uk/ar11-sp

Water Policy

Speculation is rife on prospects for the world's water supplies in the face of climate change. More extreme climate events seem likely, and water scarcity is now a hot international topic. Yet little is known about the likely impact of climate change on water resources in general, and even less about its impact on groundwater – the main source of water for most rural people in Africa.

In 2010 ODI added clarity to this debate, working with scientists from the British Geological Survey (BGS) and University College London (UCL) to determine the resilience, or vulnerability, of groundwater resources and groundwater-dependent people to climate change in Africa.

In Ethiopia, Mali, Nigeria and Tanzania, teams looked at how much water was stored in the ground, how people accessed and used water, and whether people had enough water to meet basic needs for drinking, cooking and hygiene.

The early findings are clear. There is more natural storage in shallow groundwater than once thought, providing resilience to drought and climate change. But people still can't get enough water, especially if they are poor. The problem here is water access, not availability. This suggests that policy-makers need to re-double their efforts to extend water access in poorer areas, to meet basic needs and increase resilience to climate change.

www.odi.org.uk/ar11-wp



Our networks and partnerships



ODI hosts or coordinates a wide range of networks and partnerships, each with an extensive portfolio of activities and projects.

Active Learning Network for Accountability and Performance in Humanitarian Action: a unique and collective response by the humanitarian sector that aims to improve humanitarian performance through increased learning and accountability. www.alnap.org

Africa Power and Politics Programme: a network of research centres and think tanks in Africa, Europe and the US dedicated to fill a vital knowledge gap and develop innovative policy ideas about governance regimes for better development results and poverty reduction in sub-Saharan Africa. www.institutions-africa.org

All Party Parliamentary Group on Overseas Development: ODI provides the secretariat to Apgood, which brings together members from all UK political parties and both Houses of Parliament to discuss key issues on the development agenda. www.odi.org.uk/apgood

Chronic Poverty Research Centre: a global partnership of universities, researchers and non-governmental organisations, which completed its 10-year programme in 2011. A final report synthesises the key messages for policy-makers from CPRC's decade of research on how best to include the poorest people in development. www.chronicpoverty.org

Climate and Development Knowledge Network: ODI provides the research expertise for CDKN, which aims to help decision-makers in developing countries to design and deliver climate-compatible development. www.cdkn.org

European Think Tanks Group: a network of leading think tanks strengthening the debate on EU institutional and policy change with the best analysis on EU development cooperation. www.international-development.eu

Evidence-based Policy in Development Network: a global community of practice for think tanks and policy research institutes to promote evidence-based, pro-poor development policies through regional research, knowledge-sharing and training initiatives. www.ebpdn.org

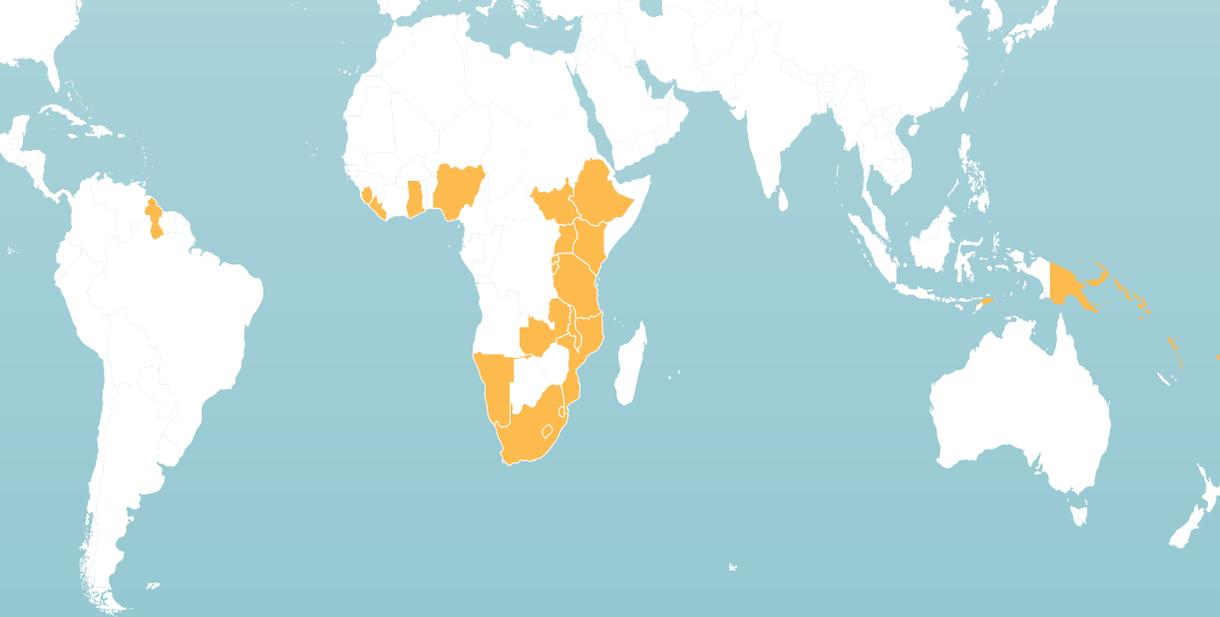
Humanitarian Practice Network: a unique network that provides an independent forum for the humanitarian sector to share, disseminate and learn from experience and analysis. www.odihpn.org

Mwananchi: aims to promote citizen engagement with governments in seven African countries by providing small grants to local organisations to build capacity for stronger citizen-state relationships. www.mwananchi-africa.org

Outcome Mapping Learning Community: an informal network funded by the International Development Research Centre and hosted by ODI, with over 3,000 members worldwide sharing knowledge and experience on outcome mapping. www.outcomemapping.ca

REDD-net: a knowledge forum for Southern civil society organisations to find information on reducing emissions from deforestation and forest degradation (REDD), share their experiences and formulate pro-poor REDD projects and policies. www.redd-net.org

Secure Livelihoods Research Consortium: a new six-year programme that brings together leading research organisations from around the world to bridge the gaps in knowledge about secure livelihoods in fragile and conflict-affected situations. www.odi.org.uk/ar11-slrc



ODI Fellows work in 25 countries across the global south

ODI Fellowship Scheme

The ODI Fellowship Scheme is ODI's longest-enduring partnership with developing country governments. It sends postgraduate economists to work on two-year contracts in the public sectors of developing countries at the request of their governments. Today, there are 100 Fellows in post, working with 25 developing country governments and two regional bodies. In 2010, as in other years, ODI Fellows were the engineers of change.

Health in South Sudan

Elizabeth O'Neill is the first ODI Fellow to work in the Ministry of Health in South Sudan. Having emerged from decades of conflict, South Sudan has some of the world's most challenging health statistics. On arrival, Elizabeth was thrown straight into helping to compile the 2011 National Health Budget and is now preparing the health-related sections for the 2011-2013 South Sudan Development Plan. She follows 12 ODI Fellows employed by the Government of Southern Sudan in recent years, and more have been requested for the coming years.

Sustainable development in Papua New Guinea

David Freedman provides economic advice and analysis to the Papua New Guinea Sustainable Development Program (PNGSDP) – a unique government-based entity formed through a partnership between the Government and a legacy mining company. Its publicly-held funds of more than \$1.2 billion were generated through ownership of 64% of a gold and copper mine in the Western Province – the largest mine in the country, and one that is to be decommissioned. Western Province itself is the largest in the country, with vast areas of pristine rainforest. It is also the least populated; until now, people have been isolated by the lack of transport and communications infrastructure.

PNGSDP aims to address this and ensure a sustainable future for the area through initiatives in education, agriculture, energy, infrastructure, business development, health services and banking.

Macro-economic modelling in Sierra Leone

In Sierra Leone ODI Fellow David Knight led the development of a new macroeconomic modelling framework – the Sierra Leone Integrated Macroeconomic

(SLIM) Model – designed to create consistent and accurate forecasts across the economy.

David and his Sierra Leonean colleagues in the Ministry of Finance and Economic Development formed a new Integrated Macroeconomic Modelling and Forecasting (IMMF) Steering Group to build collaboration among experts across government, while a core team developed the nuts and bolts of the new model.

This work formed the basis of Sierra Leone's 2011 Budget estimates, improving their credibility and accuracy. This, in turn, has helped the Government to focus on strategic spending priorities such as health, education and infrastructure. The process has also reduced its dependence on external partners and the International Monetary Fund for economic forecasts, allowing well-informed discussions with development partners on the accuracy, targeting and monitoring of their programmes, and improving accountability.

For more information about the Fellowship Scheme, including first-hand reports from Fellows, visit www.odi.org.uk/ar11-fellowship

Communications



ODI is seen as a leader in terms of development communication. In 2010-2011, innovations included our work on the *Millennium Development Goal Report Card* and, more recently, on the *Development Progress Stories* – prime examples of collaboration between the research and communication sides of ODI, with communications seen as central to their success. At every stage, the emphasis was on how best to communicate positive MDG messages and stories of progress to key audiences.

The results included worldwide coverage by key media outlets, including the BBC World Service, NPR America, Radio France Internationale, Deutsche Welle, *The New York Times*, *The Guardian*, *The Economist*, *The East African*, *The Standard* (Kenya), AllAfrica.com and many more. More importantly, this work helped to change mindsets on the MDGs, as shown on page 7, and provided the foundations for continued engagement around the *Development Progress Stories* throughout 2011-2012.

Another innovation was the communication ‘package’ built around ODI’s 50th anniversary, including a timeline of key development moments – and ODI’s role in them – over the years. The package featured a short animation setting out clearly and simply what ODI does, and how. The digitisation of our back catalogue of key publications dating back to the 1960s is a unique global resource. We produced a themed issue of our peer-reviewed journal *Development Policy Review* (DPR) on ‘Aid, governance and institutions’, which pulls together DPR’s best articles on this issue over the years. And we ended the year with the first ODI Development Debate: *International Development – the next 20 years*, chaired by Jon Snow, with Sir Mark Moody-Stuart, Dr Linda Yeuh, Dr Andrée Carter and Rakesh Rajani as speakers.

DPR and our other peer-reviewed journal, *Disasters*, continued to attract international readership amongst academics, policy-makers and practitioners. The introduction to a special issue of *Disasters* on stabilisation – guest edited by researchers in our Humanitarian Policy Group and launched alongside an ODI meeting series on this subject – became the most downloaded *Disasters* article in 2010.

We pioneered an innovative communications ‘dashboard’ to track the impact of our communications work, helping to demonstrate ODI’s value for money and increase transparency. This is helping us to share key results and statistics with partners and funders on a regular basis.

2010-2011 also saw a further expansion in the number of people worldwide who join our public events online, with all events now streamed live on our website as standard.

Our communications goals for the future include a major shift in our online approach. Our content will follow online audiences; delivering the right content to them, in a format that is relevant and accessible, when they need it, on the sites they use.

www.odi.org.uk/ar11-communications
www.odi.org.uk/ar11-50years

Communication in 2010-2011: the numbers

| | |
|---|-------------|
| Downloads from the ODI website: | 2.3 million |
| Unique page views: | 1.6 million |
| People registered to attend events in person: | 5,100 |
| People registered to watch events online: | 3,700 |
| Subscribers to the ODI newsletter: | 18,000 |
| Subscribers to the ODI events update: | 14,000 |
| Twitter followers: | 5,000 |
| Facebook fans: | 3,800 |



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This report was prepared by the ODI Communications team and Directorate with support from colleagues across ODI.

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Photo credits

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Getting to ODI

Our London offices are on the south side of Westminster Bridge Road, close to the junction with Kennington Road. ODI is one minute from Lambeth North underground station (Bakerloo line) and five minutes from Waterloo railway station.