

## About ODI

**WE ARE** an independent think tank with more than 230 staff, including researchers, communicators and specialist support staff.

**WE PROVIDE** high-quality research, policy advice, consultancy services and tailored training – bridging the gap between research and policy and using innovative communication to mobilise audiences.

**WE WORK** with more than 170 funders including foundations, non-governmental organisations, the private sector, governments, multilateral agencies and academia (page 27).

### WE HAVE 12 CORE RESEARCH PROGRAMMES:

- Agricultural Development and Policy (ADP)
- Centre for Aid and Public Expenditure (CAPE)
- Climate and Environment (CEP)
- Growth, Poverty and Inequality Programme (GPIP)
- Humanitarian Policy Group (HPG)
- International Economic Development Group (IEDG)
- Politics and Governance (POGO)
- Private Sector and Markets (PSM)

- Research and Policy in Development (RAPID)
- Social Development
- Social Protection
- Water Policy Programme (WPP)

**THE ODI FELLOWSHIP SCHEME** places postgraduate economists in the public sectors of low-income countries. As of 31 March 2014, there are 102 Fellows in post (page 18).

**WE HOST OR PARTNER WITH** key initiatives, including the Climate and Development Knowledge Network (CDKN), the Development Progress project, and the Humanitarian Practice Network (HPN) (page 16).

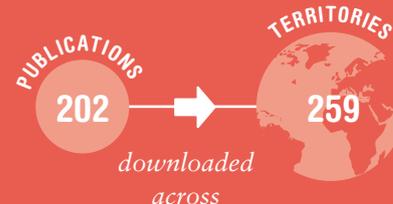
**THIS REPORT** outlines our 2013–2014 impact on our five strategic priorities:

- eradicating absolute poverty and equalising opportunity
- promoting effective action on climate change and managing resources sustainably
- protecting people threatened by conflict, disasters and insecurity
- building accountable and inclusive institutions
- increasing productivity and creating jobs through transformative growth. ■

### 2013–2014 ...



105 public events were streamed online to international viewers in 100 countries





**James Cameron**  
ODI Chair

A NEW DIRECTOR, a new three-year strategy and a new approach – the hallmarks of a year of high impact and impressive growth for ODI.

The delivery of our new strategy, outlined in the pages that follow, requires us to deliver as one – working as a single organisation to support global public goods. This, in turn, requires us to take the burning issues of our time as our starting point, from poverty to climate change, and from economic growth to humanitarian response, before throwing the cross-Institute weight of our research, policy and communication capacity behind the solutions.

The lines between our programmes are increasingly converging as they combine their expertise. From the deliberations of our committed Board Members, to our management team and our daily business practices, we work as one to achieve our outcomes, while holding fast to our reputation for

first-class independent research and to our critical mind. With work on our strategic priorities steered by the new Senior Management Team, and a more efficient governance framework established following an effectiveness review, the structure to deliver our new strategy is now firmly in place.

As our achievements over the past year demonstrate, delivering as one means smart communication and convening to promote high-quality research, strong global and regional partnerships and the continual scanning of the horizon for emerging development issues. None of this would be possible without our world-class staff – it is their dedication and expertise that will give real shape and substance to our strategic vision over the coming years. ■

### BOARD MEMBERS

**James Cameron**  
*Chair of ODI. Non-executive Chairman and co-founder of Climate Change Capital*

**Ann Grant**  
*Vice Chairman at Standard Chartered Bank, Africa*

**Isobel Hunter**  
*Independent human resources consultant*

**Richard Laing**  
*Non-executive Director of a number of emerging markets institutions*

**Martin Tyler**  
*Executive Director, Operations, at Asthma UK*

**Sue Unsworth**  
*Principal with The Policy Practice*

**Stewart Wallis,**  
*Executive Director of New Economics Foundation*

**Chris West,**  
*Director of the Shell Foundation*

For more information about our Board Members, please visit [www.odi.org/about/governance-accounts](http://www.odi.org/about/governance-accounts)

## Global to local action to make a difference



**Kevin Watkins**  
ODI Executive Director

THIS IS A PIVOTAL MOMENT for international development, as the global community sets out its post-2015 development goals, grapples with climate change and tries to create a more effective humanitarian system. It is also a moment of opportunity to build on past development gains, to combat inequality, develop more inclusive societies, pursue low-carbon growth and give people a real say in the decisions that affect their lives.

Each opportunity, however, comes with a risk attached. Failure to underpin the post-2015 framework with practical national and international financing provisions will undermine the credibility of whatever goals are set. Failure to stem the global tide of rising inequality will compromise efforts to eradicate poverty and expand opportunity. The growing concentration of wealth among elites threatens the development of more inclusive and fairer societies. If the climate talks fail, global warming will stall and even reverse hard-won

development gains. And as the images of human suffering from Syria, South Sudan and the Central African Republic remind us, the international humanitarian system is unfit for the purpose of responding to the needs of people affected by armed conflict.

In such an uncertain world, there is a premium on evidence-based research that offers practical solutions to real problems. As one of the world's leading think tanks on development, ODI is primed to inform and influence the policies, practices and public debates that are needed so urgently at this watershed moment. Our challenge is to find solutions to international problems while engaging with national policy-makers and other actors in developing countries. In short, we need to think globally and engage locally.

Our new strategy is framed by one simple proposition: that ODI has both the capacity and a responsibility to

make a difference. Five priority areas define our collective ambition:

- eradicating absolute poverty and equalising opportunity
- promoting effective action on climate change and managing resources sustainably
- protecting people threatened by conflict, disasters and insecurity
- building accountable and inclusive institutions
- increasing productivity and creating jobs through transformative growth.

There are immense challenges in each of these areas and the impact of a single think tank working alone will be modest, at best. But by combining intelligently with partners at every level, and by building on our strengths and limitations, we can play a catalytic role as a force for change. Through our flagship programmes and publications, and by harnessing our research, communication and convening expertise, we can contribute to a truly inclusive, prosperous and sustainable future. ■



**Andrew Norton**  
ODI Director of Research

ODI LAUNCHED its new three-year strategy *Rising to the global challenge – going to the next level of impact*, in March 2014.

The backdrop to the strategy is a decade of momentous change. Progress towards the Millennium Development Goals (MDGs) has been impressive, but many countries will miss the 2015 deadline for their achievement. Poverty has fallen and many developing countries have achieved economic growth rates that have outstripped averages across the countries of the Organisation for Economic Co-operation and Development (OECD). Wider human development indicators – from child survival to school participation – are improving. Democracy is spreading and new technologies are expanding what is possible in development.

But economic successes in parts of the developing world mask deep inequalities, making it imperative that future growth is fairer and more equal.

Meanwhile, the impacts of climate change threaten the sustainability of hard-won development progress.

Our strategic priorities reflect these challenges and the changing context in which ODI works, focusing on areas where we can identify practical, evidence-based solutions to real problems and inform wider policy dialogue. The aim: to maximise the impact of our resources at every level.

1

### **Leave no-one behind**

#### **Eradicating absolute poverty and equalising opportunity**

Despite impressive progress on poverty in recent years, there are still more than one billion people living on less than \$1.25 a day and another three billion – at least – on less than \$2.50 a day. Global inequality is growing, a reflection, primarily, of the rapid growth of elite incomes. This has slowed the pace of poverty reduction, while already extreme

## **Our new strategic priorities in context: rising to the global challenge**

gaps in health, nutrition, education and other aspects of human development are widening.

ODI aims to influence the post-2015 agenda by informing approaches to poverty and inequality, identifying best practices on social protection, and engaging in the debates that matter. We will build integrated approaches to development finance, humanitarian provision and climate finance, with a focus on fragile states. We shall strengthen engagement with the private sector and our voice on poverty and inequality.

2

### **Sustainable futures**

#### **Promoting effective action on climate change and managing resources sustainably**

Few challenges to development are more pressing than climate change. Creating the conditions for a global climate deal requires fundamental shifts – in particular, breaking the link between economic

growth and the continued reliance on carbon-based energy. Even with effective decarbonisation of the global economy, the climate change effects that are already locked in need urgent action to build resilience and strengthen disaster preparedness.

ODI aims to inform the debates around key events, including climate change summits, and highlight links between climate change and poverty. We will explore climate finance, green economic transitions, how public policy can leverage private investment for renewable energy in developing countries and how to balance competing claims for natural resources. We will also review incentives for fossil-fuel subsidies in OECD and developing countries.

3

### **Saving lives, reducing vulnerability**

#### **Protecting people threatened by conflict, disasters and insecurity**

Many countries and communities are plagued by conflict and violence, with the most disadvantaged people facing the greatest risks to their lives, their health and their livelihoods. Some societies that were on the brink of positive political change or of consolidating political freedoms have fallen back into civil conflict, proving that development gains are often more fragile than we would like to think.

ODI aims to build on its track record and growing partner network to argue for a more inclusive and effective humanitarian system, looking beyond the humanitarian sector to engage with a wider foreign-policy audience. We will seek new ways to empower communities to reduce their vulnerability to conflict and violence. Recognising violence against women as a threat to human security, we aim to inform dialogue on this problem and the possible solutions.

4

### **Effective institutions, engaged citizens**

#### **Building accountable and inclusive institutions**

Public institutions are at the centre of the social contract between citizen and state, shaping the delivery of public goods and basic services. Citizens use them to express democratic rights, solve common problems and hold leaders accountable; governments use them to mobilise and spend public money. But a crisis of confidence in institutions hampers their role in progress, including a lack of trust in politics and the perceived failure of ‘business-as-usual’ approaches.

ODI stresses practical solutions, rather than the internal workings of institutions themselves. We focus on three areas: service delivery to marginalised groups; budgeting and

public finance management; and the participation of citizens in political processes. We will create a multi-year, ODI-wide initiative combining research, policy engagement and public affairs on the politics of service-delivery reform, focused on selected ‘cities under stress’ and fragile contexts.

5

### **Transformative growth**

#### **Increasing productivity and creating jobs through transformative growth**

Future progress on the major development deficits – from poverty to health – depends on the poorest countries achieving transformative economic growth. Such growth would raise productivity, generate jobs, underpin the growing tax base needed to extend services, and provide a basis for shared prosperity.

At an international level, ODI focuses on global economic governance to identify the rules and practices in international trade and finance that foster growth in developing countries. At a national level, we aim to identify strategies to raise productivity, build skills, generate jobs and attract high-quality investment. We will also work to support the effective deployment of ‘blended’ public and private finance instruments. ■

To read our full strategic plan for 2014–2017 visit [www.odi.org/about/strategic-plan](http://www.odi.org/about/strategic-plan)