



Annual Report
2014-2015



*Global reach,
global presence*

The Overseas Development Institute (ODI) is a 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.

Front cover: China, Yunnan Province, Dai woman returning home along the bank of the Ruili River, having passed the bridge to Jiegao, a border processing zone on the far, Myanmar side, of the River. © Mark Henley, Panos

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ODI researcher Fiona Samuels with Nepalese research partner Anita Ghimire interviewing women in Kailali, Dhangadi, Nepal. © Clare Price

About ODI

We are an independent think tank with more than 220 staff, including researchers, communications and specialist support staff.

We provide high-quality research, strategic advice, consultancy services, evaluation and tailored training – bridging the gap between research and policy and using innovative communication to reach the right audiences with our research.

We work with more than 270 funders including foundations, non-governmental organisations, the private sector, governments, multilateral agencies and academia (page 42).

We work on the following research themes:

- poverty and inequality
- governance, security and livelihoods
- humanitarian policy and practice
- sustainable resource management and climate change

- finance and economic development
- research-based evidence in policy-making

The ODI Fellowship Scheme places postgraduate economists and statisticians in the public sectors of low-income, high-poverty countries. As of 31 March 2015, there are 102 Fellows in post.

We host or partner on projects and initiatives across the humanitarian, development and climate fields, including the Humanitarian Practice Network (HPN), the Budget Strengthening Initiative (BSI) and the Climate and Development Knowledge Network (CDKN) (page 27).

This report outlines our impact for the financial year, April 2014 to March 2015, on our five strategic priorities:

- **leave no-one behind** eradicating poverty and equalising opportunity

- **building sustainable futures** promoting effective action on climate change and managing resource scarcity
- **saving lives, reducing vulnerability** protecting people threatened by conflict, disasters and insecurity
- **effective institutions, engaged citizens** building accountable and inclusive institutions
- **transformative growth** increasing productivity and creating jobs. ■

2014–2015



154

Public events streamed online



385

Publications



95

ODI experts on Twitter

Finding clarity in complexity

James Cameron
ODI Chair

The global development picture is increasingly complex. Millions of people pull themselves out of poverty only to fall back into it once again as a result of economic or climate shocks, or the eruption of conflict. Others remain permanently trapped far below national poverty lines, even in newly wealthy countries, left behind by economic growth and overlooked by the basic social services that could ease their plight. At the same time, there are increasingly complicated relationships between the forces that can either drag people down into poverty or provide a permanent escape from it. The challenge is to find clarity in all of this complexity.

ODI has risen to that challenge over the past year, unravelling the tangled relationships between many aspects of development, humanitarian action and the response to climate change. In everything we do, we seek answers to one global question: what works to ensure that those in need can shake off poverty for good and lead prosperous and fulfilling lives? The impact of our research can be seen in the pages that follow.

As this report shows, no single answer, no ‘siloed’ response, can tackle global poverty. What is needed is joined-up thinking and action to address its many causes and impacts, and collaboration to build comprehensive solutions.

ODI’s new management system reflects this need, with once separate research teams brought together in a simple, unified structure to maximise our impact on our key areas, headed by Directors of Research Groups on an expanded Senior Management Team. These changes have improved our internal efficiency and cross-team collaboration and have bolstered external perceptions of ODI as a single entity, ensuring coherence as we work on key development challenges.

In everything we do, we seek answers to one global question: what works to ensure that those in need can shake off poverty for good and lead prosperous and fulfilling lives?

Such perceptions matter, and the past year has seen impressive progress in the way we communicate, convene and transform our analysis into action on the ground. We are better at explaining what we do and why we do it, and at demonstrating the critical importance of high-quality data, research, analysis and policy guidance. In short, we excel at providing clarity in a world where the established order of rich countries and poor, donors and recipients, is undergoing transformational change. ■



James Cameron at ODI event
with Mary Robinson, ODI, London.
© Simon Rawles

Board members

James Cameron, Chair of ODI's Board.
Founder and former Chairman
of Climate Change Capital

Ann Grant, former Vice Chairman
Africa at Standard Chartered Bank

Isobel Hunter, independent Human
Resources consultant focusing on
international organisations

Richard Laing, non-executive director
in commercial organisations and NGOs
with a focus on developing countries

Elizabeth Ondaatje, public policy
researcher, formerly with the
RAND Corporation

Martin Tyler, Executive Director, Finance
and Resources, at the Refugee Council

Sue Unsworth, Principal with
The Policy Practice

Stewart Wallis, Executive Director
of nef (New Economics Foundation)

Chris West, partner at
Sumerian Partners

For more information about our
Board Members, please visit
odi.org/about/governance-accounts

Shaping the prospects for international development

Kevin Watkins
ODI Director

2015 is a watershed year for international development, and for ODI. Governments are set to adopt a new global framework – the Sustainable Development Goals (SDGs) – to eradicate extreme deprivation, reduce inequality and expand opportunity. As I write, we are advising governments ahead of a crucial UN development financing meeting in July in Addis Ababa, gearing up to inform public debate around the Paris climate change summit in December, and preparing the ground for a major international summit on the humanitarian system in 2016.

So much is at stake. The new development goals have rightly raised the level of ambition, but there is unfinished business from the Millennium Development Goals

(MDGs). To eliminate poverty, end avoidable child mortality and achieve universal secondary schooling, governments must focus on equity. They must build strategies to expand opportunities for the poorest and most marginalised people who are still being left behind by progress.

Climate change is the defining challenge of our generation, posing a real and imminent threat to human development over the 21st century. But it is also an opportunity for governments, businesses and investors to work together to build the low-carbon energy systems needed to sustain economic growth, create jobs and extend modern energy to the 1 billion people living without electricity.

Through our distinctive mix of research, convening power and communications, ODI is uniquely well-placed to generate the ideas, influence the policies and inform the public debates that shape the prospects for international development.

Ambitious goals, both national and international, need credible financing. While aid remains critical, especially for the poorest countries and people, in today's world it is only one small part of international development

finance. The key to inclusive growth is to unlock private investment and mobilise domestic revenue through the effective management of public financial systems.

Delivering on the SDG promises will also require bold reforms of the humanitarian system and of current approaches to migration. There are more refugees and displaced people today than at any time since the Second World War, as more people flee from conflict, persecution and poverty in search of a better life. The shocking response of governments in Europe and East Asia to the plight of boat people only confirms the urgent need for reform.

Through our distinctive mix of research, convening power and communications, ODI is uniquely well-placed to generate the ideas, influence the policies and inform the public debates that shape the prospects for international development. By deepening our research partnerships in developing countries, sending our ODI Fellows across the globe and harnessing world-class research to strategies for achieving change, we can make a difference.

This report captures the extraordinary scope of ODI's work over the past year. I'm very proud of what we have achieved and look forward to the journey ahead. ■



Kevin Watkins chairing an
ODI event, ODI, London.
© Simon Rawles

2015: ODI shaping the global agenda

As the international community prepares to commit to the new Sustainable Development Goals (SDGs) and to a global agreement on climate change, ODI is at the heart of the debates around these critical international processes. We have a long history of leadership and guidance on the international development framework and on the response to climate change, arguing that the needs of the poorest people must be front and centre. Here we summarise some of our key contributions.



Harvesting crops. Bangladesh.
© Scott Wallace, World Bank

Pushing for equitable development

Claire Melamed
Director of Poverty
and Inequality, ODI

As the world reaches the deadline for the Millennium Development Goals (MDGs), there is intense analysis of what has worked, and what has not, since 2000. At the same time, the new Sustainable Development Goal (SDG) framework – more wide-ranging and complex than its predecessor – requires new ways of thinking. ODI is perfectly positioned to provide this analysis, given our past engagement with the MDGs as well as already helping to shape the new SDG framework.

ODI has long argued that any development process must, above all, address the needs of the very poorest people. We have shone a light on the reality of poverty, through the work of the Chronic Poverty Advisory Network (CPAN) and its partners in 15 countries. In 2004, the first *Chronic Poverty Report* broke new ground with its analysis of life-long poverty. The second, in 2008, outlined the traps that keep people

poor, while the third, in 2014, challenged conventional wisdom on linear routes out of poverty. Showing that people often escape poverty, only to fall back again, has been a major contribution to the debate on poverty reduction.

Our research has established the evidence on how best to protect the poorest and most vulnerable people during conflicts. ODI hosts the Secure Livelihoods Research Consortium (SLRC), a six-year programme examining a range of topics, including the role of the state in providing essential services and ways to maintain livelihoods in conflict settings. We have also, through our work on social and cultural norms, helped to reframe the debate on the women and girls who are so often left behind by progress. Our five-year project in this area draws on the real-life experiences of women and girls in Ethiopia, Nepal, Uganda and Viet Nam.

Members of girls club at Tutis Primary School in Oromia State of Ethiopia. © UNICEF Ethiopia



We are now working with multilateral agencies, governments and NGOs to explore how the principle of ‘leaving no-one behind’ can be embedded firmly in post-2015 action. This builds on early work to help shape the SDG agenda. Highlights have included: the regular convening of the key players; creating the ‘post2015.org’ website, a global space for sharing information and ideas as the agenda has developed; and working with UNDP to ensure that global citizens’ voices are heard through the MY World survey. This is possibly the biggest ever global opinion survey, with the number of responses topping 7.5 million in 2014 as people around the globe choose the issues that matter to them, from healthcare to action on climate change. MY World continues to be cited across the SDG debate, including in the keynote report on the Post-2015 agenda presented to UN member states by the Secretary-General in December 2014. ■

Pushing for climate-compatible development

Tom Mitchell
Head of Programme,
Climate and Environment

Climate change presents an enormous challenge for individuals and governments and tackling it requires unprecedented global cooperation. ODI highlights the responsibilities of historic emitters to lead a low-carbon energy revolution, while keeping focused on the needs of the poorest people to both escape from poverty and adapt to climate change.

We manage Climate Funds Update – the only initiative that tracks where international climate finance is going, country-by-country – now recognised as the go-to resource on these issues. In 2014, our authoritative analysis *Climate Finance: is it making a difference?* concluded that climate finance was, in general, having a positive effect, but that there was not enough of it to achieve transformational change. Our September 2014

paper *Fair Share: climate finance to vulnerable countries*, revealed that low-income countries in Africa are digging deep into their budgets to finance adaptation to climate change, as international climate finance flows remain insufficient.

ODI also hosts the Climate and Development Knowledge Network (CDKN), an alliance of organisations working to inform decision-makers

some governments in Africa are mainstreaming climate-compatible development while others do not yet see climate change as a priority.

Finally, ODI has been uniquely well-placed to bridge the gaps between the climate and development communities. From our much-cited 2013 report, *The geography of poverty, disasters and climate extremes in 2030*, to our increasing



Hanoi, Viet Nam. © Ed Peers

on climate-compatible development in low-income countries. In November 2014, a special edition of CDKN's *Climate and Development Outlook* on African climate science featured our analysis on the gulf between the evidence generated by research and practical policy solutions. It revealed that

body of research mapping green growth, we continue to develop this strand of our work. Our analysis will have increasing relevance in the era of the Sustainable Development Goals, as the international community attempts to achieve the twin ambitions of poverty eradication and ending harmful climate change. ■

Our priorities: highlights from 2014-2015

Everything we do, from research to policy guidance, and from convening to communication, is based on the five pillars of our strategy, launched in 2014.

The pages that follow summarise the cumulative impact of ODI's work over 2014-2015, building on a combination of research, advice, convening and communication.

01

Leave no-one behind

eradicating absolute poverty and equalising opportunity

02

Building sustainable futures

promoting effective action on climate change and managing resource scarcity

03

Saving lives, reducing vulnerability

protecting people threatened by conflict, disasters and insecurity

04

Effective institutions, engaged citizens

building accountable and inclusive institutions

05

Transformative growth

increasing productivity and creating jobs

Strategic
priority 01
Leave
no-one
behind

It's clear that the ambitious Sustainable Development Goal of ending poverty cannot be achieved unless inequality is tackled. Despite rapid progress over the past two decades, the challenge in the coming years will be to deliver basic services to those who are the hardest to reach and enable their escape from poverty.

At present, a chronic lack of timely and reliable data makes it hard to gauge the impact of policies in key development areas, such as poverty reduction and maternal mortality.

In 2014–2015, ODI has been investigating how poverty eradication can be achieved by harnessing the data revolution. At present, a chronic lack of timely and reliable data makes it hard to gauge the impact of policies in key development areas, such as poverty reduction and maternal mortality. With our partners, we convened the first workshop for data experts on this issue in July 2014, 'Towards a Strategy for the Data Revolution'. In addition, the Director of ODI's Poverty and Inequality programme, Claire Melamed, was seconded to the UN to lead the preparation of the November 2014 report to the Secretary-General: *A World That Counts: Mobilising the Data Revolution for Sustainable*

Development. The positive reaction to this report means that ODI will continue to develop its research in this important area.

ODI has also been contributing to a sharper international focus on women and girls. At the UK Government's 'Global Summit to End Sexual Violence in Conflict' in June, we presented our paper *The fallout of rape as a weapon of war*. This was accompanied by extensive media work, with coverage on the BBC, *The Times* and in African media. At the 'Girl Summit' in July, sponsored by the UK Government and UNICEF, we shared our paper *Unhappily ever after* on the fight against early marriage, spelling out why such marriages persist despite international treaties and national legislation. Our Ugandan partners brought this issue home to those attending the Summit, when they spoke about the distressingly high levels of child marriage in their country. As a result of our research, ODI's research partner at Makerere University has been asked to take the lead on the development of Uganda's National Child Marriage Strategy.

With funding from the European Union (EU) and the Australian Department of Foreign Affairs and Trade (DFAT), we are analysing ways to strengthen social protection programmes for informal workers to support poverty reduction and social inclusion. Our findings

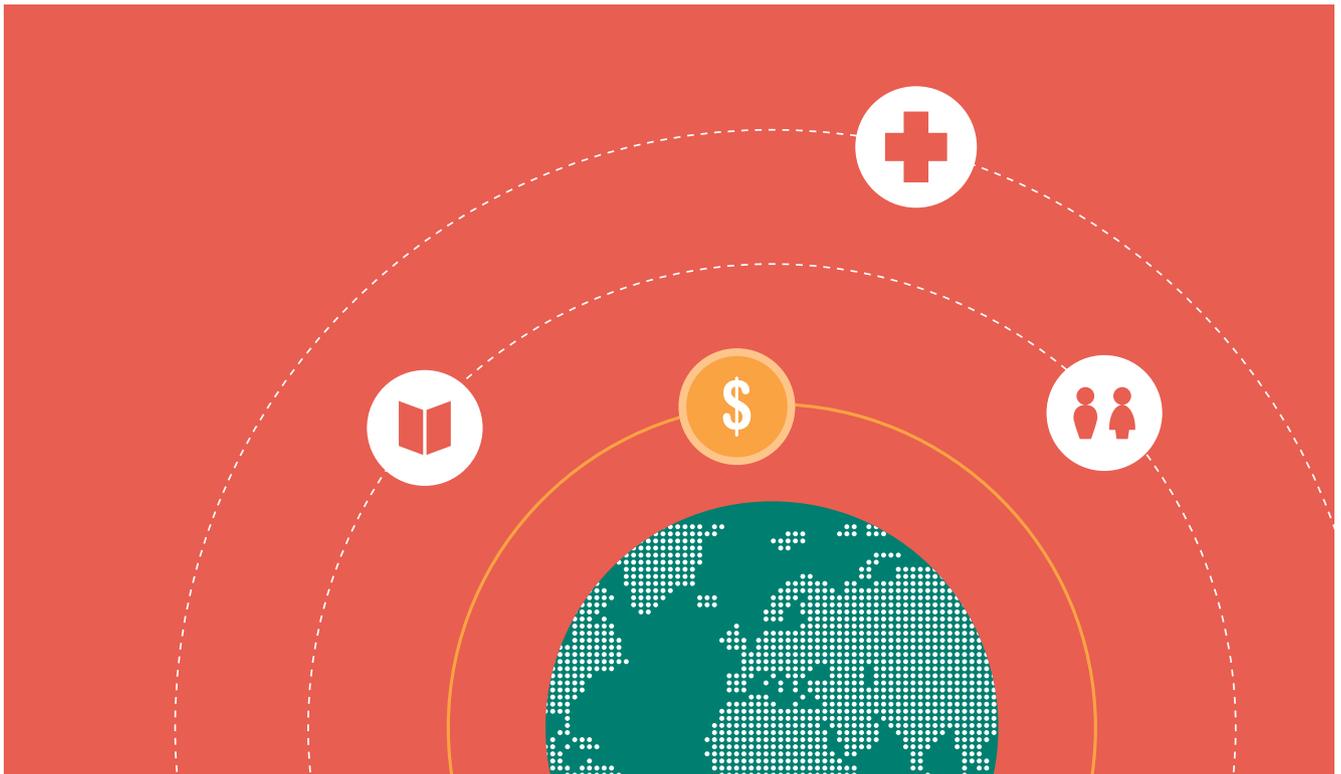
suggest that these programmes can support inclusion, but only if they are specifically designed to do so. As a result of this work, UNICEF Nepal is advocating for an increase in Nepal’s Child Grant and has asked ODI to assess the impact of the grant on Dalit children.

We have zoomed in on the finance that is so crucial for the achievement of future development goals. In March 2015, our ‘Financing the future’ event in Accra, Ghana, brought together around 200 key stakeholders to debate the future

We have zoomed in on the finance that is so crucial for the achievement of future development goals.

role of international public finance in funding the SDGs – a prelude to the July 2015 ‘Financing for Development’ summit in Addis Ababa. Our proposals on a basic social compact to guarantee social and public services for all is proving influential in the run-up to Addis among governments, NGOs and wider society. ■

Below: cover illustration from our Financing the future report.



Strategic priority 02 **Building sustainable futures**

ODI has been at the forefront of debates on fossil fuel production subsidies, the concept of ‘zero emissions, zero poverty’ and disaster-risk reduction, as well as climate finance, over the past year.

Our report *The fossil fuel bailout*, produced in partnership with Oil Change International, revealed that the G20 countries still spend US\$88 billion every year on oil, gas and coal exploration subsidies – more than double the amount invested by the oil and gas companies themselves – undermining global efforts to reduce emissions. The report was launched just ahead of the G20 meeting in Brisbane in November 2014, securing a front-page article in *The Guardian*, recognition on the United Nations Framework Convention on Climate Change (UNFCCC) website, and an endorsement from leading economists, including Professor Jeffrey Sachs.



Shelagh Whitley, Research Fellow,
Climate and Environment, speaking
at an ODI event. © Simon Rawles



ODI has been at the forefront of debates on fossil fuel production subsidies, the concept of 'zero emissions, zero poverty' and disaster-risk reduction, as well as climate finance, over the past year.

In March 2015, ODI was prominent at the World Conference on Disaster Risk Reduction in Sendai, Japan, which aimed to create a new framework to address natural disasters. Although the outcome was not as strong as hoped, ODI researchers influenced the final document on governance, conflict, targets, science and monitoring. After a marathon negotiating session, governments set targets to reduce deaths and economic losses caused by disasters. We are now exploring how this new framework can be made operational to build the resilience of communities against disasters.

The devastation caused by the 2015 Nepal earthquake highlights the importance of local solutions to strengthen community resilience. Since becoming a member of 'Earthquakes without Frontiers' in 2012, ODI has been supporting communities in China, Kazakhstan and Nepal to better protect themselves against earthquakes. This unique five-year partnership,

funded by UK Research Councils, includes earth scientists specialising in earthquake hazard, social scientists focusing on community resilience, and research-to-policy experts. In 2014, we brought together scientists and key players in China's earthquake policy and community-based work, including government agencies, local NGOs and academia, for a series of meetings and workshops in Beijing and Xi'an, to help translate policy into practice.

In March 2015, ODI and the World Resources Institute convened the 'Making progress on climate finance' workshop, looking at ways to mobilise climate finance and secure a strong agreement at the Paris Climate Summit in December. The workshop, attended by UNFCCC negotiators and representatives from governments, leading think tanks, research institutions and NGOs, created an online community and pledged to maintain the pressure for a solid climate agreement.

ODI is increasingly involved in the debate on climate-smart agriculture, testing the concept of 'triple wins' of adaptation, mitigation and development by looking at the experience of programmes in this area. This will become an increasing focus as greater efforts are made to mainstream climate change and allocate climate finance for specific sectors, including agriculture. ■

Strategic
priority 03
**Saving lives,
reducing
vulnerability**

From conflict in Syria to the impact of Typhoon Haiyan in the Philippines, the past year has demonstrated, once again, the human toll of emergencies and the fault-lines in today's humanitarian system. It is clear that the international community must move fast to build better responses to humanitarian crises.

ODI has reinforced the case for more effective humanitarian operations in 2014–2015, flagging up the importance of regional approaches to the crises that so often cross national borders – as seen so vividly and recently in the Middle East. We have highlighted a stronger role for the private sector and have reviewed the impact of counterterrorism and money laundering legislation on humanitarian action.

It is clear that the international community must move fast to build better responses to humanitarian crises.

Our conference on 'Regional humanitarianism in action', in Dubai in February 2015, was the first to bring together major regional organisations to discuss how they can do more to respond to crises worldwide. This meeting has led to the development of an inter-regional humanitarian network. It's hoped that this will, in turn,

ODI has been closing the gap between businesses eager to work on humanitarian issues and NGOs eager to work with the private sector...

influence regional organisations that are increasingly on the front-line of the response to humanitarian disasters, including the African Union, the Association of Southeast Asian Nations, the EU and the Organisation of Islamic Cooperation.

ODI has been closing the gap between businesses eager to work on humanitarian issues and NGOs eager to work with the private sector, given the sector's ability to provide aid, supply goods and donate funds. Our July 2014 report, *Humanitarian crises, emergency preparedness and response: the role of business and the private sector*, set out the sector's current involvement in humanitarian action and a new business case for their more effective involvement in the future. This work has fuelled the creation of new groups and initiatives focused on the private sector within such organisations as the World Economic Forum and the UN Office for the Coordination of Humanitarian Affairs.

We have also been investigating the tensions between UK legislation on terrorism and money laundering and humanitarian action – particularly

in areas controlled by proscribed groups. Our March 2015 report, *UK humanitarian aid in the age of counterterrorism: perceptions and reality*, has revealed the impact on UK charities, including the criminalisation of essential humanitarian operations and the blocking of donations by banks amid fears that the money will fund terrorism. The research urges government action to give banks clear guidance and create a permanent committee to assess the problem and find solutions. Our work is already influencing how charities operate and is spurring more open debate on this difficult issue. Next steps include meeting with banks on how to ensure that charitable donations reach those who need them. ■



Mother and child in the Zaatari
Refugee camp, Jordan. ©
Mohamed Azakir, World Bank

Syria and Iraq: stretching the humanitarian response to the limit

Sara Pantuliano

Director of Humanitarian Programmes

After four years of conflict in Syria, ODI's work on what is possible in a seemingly hopeless situation is helping to shape the debate on the aid response.

We have highlighted the efforts of the Syrian diaspora and local groups that are successful in getting aid to areas that cannot be reached by international organisations. Our March 2015 report on their work, *International and local/diaspora actors in the Syria response*, received global media coverage and informed our high-level conference in Jordan in March 2015, in partnership with the international organisation Wilton Park. The conference brought together diaspora groups, international agencies and humanitarian officials. Our research on this area has generated and informed debate on how the traditional humanitarian system works with under-recognised but crucial groups.

One year after the alleged chemical weapon attack on Ghouta, we compared the spike of media and public interest in Syria with the subsequent apathy as the conflict dragged on. Our infographic on this issue became ODI's most popular visual for the year, re-tweeted hundreds of times in social media – an effective way to maintain public interest in the crisis.

We also focused on Islamic State (IS) in Iraq, working with the IRIN news service to produce December's *Aid and the Islamic State*, a brief on aid delivery in IS-controlled territory. This could not have been more timely, as news broke that IS was rebranding aid from the World Food Programme with its own emblem. The brief debunked key myths about IS aid provision and confirmed the vital role of Iraqi aid agencies in getting help to those in need. It has been widely read by aid agencies in Iraq and Syria and has served as a key source for media coverage on IS and aid. ■

Strategic priority 04 Effective institutions, engaged citizens

ODI has continued to pioneer new thinking and action on how institutions actually work. This matters, given their importance for development, as it is through institutions that citizens hold their governments to account, claim their rights and access basic services.

We focus on how institutions can do better for the poorest people – an ambition that will often require them to work very differently. Highlights have included our co-convening of the ‘Doing Development Differently’ (DDD) network and our flagship report, *Adapting development: improving services to the poor*.

Our DDD workshop with researchers from Harvard University in October

2014 showcased examples of development initiatives that have succeeded by working in ways that differ from most development practice. This led to the DDD manifesto, setting out principles for ‘working differently’, and endorsed by hundreds of signatories from 60 countries. *Adapting Development*, published in February 2015 and downloaded over 3,000 times in its first month, analyses what working differently means for the delivery of better services to the poor. It argues that business-as-usual methods will take decades – if not longer – to bring basic services of adequate quality to the world’s most disadvantaged people. The report was accompanied by a short film showing how local activists in the Philippines made it possible – against the odds –

for ordinary people to own the land they had lived on for generations. The project continues to generate a stream of interest from leading commentators, the media and international agencies.

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ODI continues to lead research and policy engagement on African politics. The Developmental Regimes in Africa project’s synthesis report, published in February 2015, found that many African countries have experienced sustained economic

An illustration from our report *Adapting Development*.

Kenya: On current trends, it will take almost five generations to achieve complete sanitation coverage, a wait of almost 150 years.



growth, but few have embarked on the structural change that has transformed living standards in parts of Asia. The findings of over six years of research, presented at international events in Addis Ababa and Kigali, highlighted that differences in outcomes across countries do not necessarily relate to compliance with standard criteria of good governance – contradicting an assumption widely promoted by development agencies. The differences among regimes cut across conventional distinctions between democratic and non-democratic, or more and less ‘patrimonial’ types.

We are also prominent on the European stage. In September 2014, we produced *Our Collective Interest* in partnership with the German Development Institute, European Centre for Development Policy

Management, and Fundación para las Relaciones Internacionales y el Diálogo Exterior. The report argues for a new and broader European development agenda with strong links to internal EU policy, and more collective action and problem-solving. These messages were taken up by the President of the European Commission, Members of the European Parliament, the Ministry of the High Representative for Foreign Affairs and Security Policy and the Development Commissioner.

In June 2014, we published the RAPID Outcome Mapping Approach (ROMA) guide to maximising policy engagement and influence. The result of over 10 years of research and advice on achieving sustainable policy change, the guide has attracted interest from global development

Responses to the ROMA guide have included... ‘Marvellous! A triumph! Fabulous! Unputdownable’

organisations and has already been translated into Arabic, French and Indonesian. Responses to the ROMA guide have included ‘This is quite a milestone!’ from the Netherlands Organisation for Scientific Research and ‘Marvellous! A triumph! Fabulous! Unputdownable’, from Natural England. In 2015, we are working with the UN’s Food and Agriculture Organization, the International Fund for Agricultural Development and the International Labour Organization, to embed the ROMA principles in their programmes. ■

Ebola in Sierra Leone

ODI has engaged with international debates on the Ebola crisis since it first broke out in the summer of 2014. Research by the Secure Livelihoods Research Consortium found that to prevent similar outbreaks in the future the international community needs to focus on building the capacities of national health and sanitation systems to respond

to emergencies and prevent such unnecessary loss of life. But it needs to work in rather different ways. *Understanding malnutrition and health choices at the community level in Sierra Leone* argues that effective support to national health systems will require engaging with the many actors that provide health services at local level, including traditional

and non-state actors, such as healers, chiefs and community groups, who played a crucial role in the Ebola response. Too often reforms focus on understanding delivery systems from a top-down perspective, capturing only formal providers. What is missing is an understanding of the entire health system from the perspective of its end-users. ■

Strategic priority 05 Transformative growth

Economic growth is a powerful driver of poverty reduction and development: without growth, countries cannot build shared prosperity. Growth alone, however, is not enough. What is needed is transformative growth that raises productivity, generates jobs, develops skills and builds inclusive societies.

Over the past year, ODI has developed a research programme on Structural Economic Transformation to guide UK Department for International Development (DFID) country offices, governments, donors and the private sector on economic transformation in developing countries. In particular, we support

the Government of Nepal and DFID in Nigeria and Kenya in their thinking on economic transformation.

In February 2015, as part of our work to increase the impact of the DFID-Economic and Social Research Council Growth Research Programme, we co-hosted a high-level workshop in Dar es Salaam with the local think tank Research on Poverty Alleviation (REPOA). The event brought local and international players together to discuss economic transformation in Tanzania, with Professor Benno Ndulu, Governor of the Central Bank of Tanzania, giving the keynote speech. The event received good local and regional media



coverage in English and Swahili, and was even picked up in the Chinese press.

There is growing interest in issues around youth employment and we have expanded our work on this area over the past year, particularly in Africa, which has the world's youngest population. We are also participating in the research component of a six-year learning partnership with the MasterCard Foundation on its Economic Opportunities for Youth programme. This work focuses particularly on youth opportunities in agriculture and construction and will be carried out in Ghana and Uganda. Our work on social enterprise has also widened this year, with research on the policy environment and enterprise landscape in Bangladesh, Ghana, India and the Philippines.

ODI has been analysing how to achieve synergies between social protection and economic development. Our findings suggest that it is vital to get the design of social protection programmes right at the most basic level, rather than adding multiple elements later on, and to support secure jobs. These findings were presented at the international 'Graduation and Social Protection Conference' in Kigali, Rwanda, organised by the Institute of Development Studies and the Government of Rwanda in May 2014, attended by donor agencies and social protection staff from many countries.



Workers take a break at a construction site in Ho Chi Minh City. © Tran Viet Duc, World Bank

Economic growth is a powerful driver of poverty reduction and development: without growth, countries cannot build shared prosperity. Growth alone, however, is not enough. What is needed is transformative growth that raises productivity, generates jobs, develops skills and builds inclusive societies.

We have provided swift and topical analysis for policy-makers. Our report *The development implications of the fracking revolution*, for example, revealed that China could reduce its gas imports by up to 40%, with knock-on and negative effects

for the world's poorest exporters. Our research on sovereign bonds drew a strong response. The briefing paper *Sub-Saharan Africa international sovereign bonds* highlighted the risks of the irresponsible use of sovereign bonds, which could lead to boom-and-bust cycles that can devastate economies. Our two-part study, looking first at the risks and second at the role of sovereign bond issuers and investors, was published in January 2015, just before another round of sovereign bonds was issued by key African countries. The work attracted major media attention, featuring in the *Financial Times* and BBC's Focus on Africa, among others, and led to follow-up with key African central banks and finance ministries. As a result, ODI was invited to present its findings to the African Center for Economic Transformation in Ghana. ■

Our global reach

ODI has a truly global reach. From the conference rooms of the United Nations to remote villages in South Sudan, ODI has a presence and a story to tell.

At the global level, we are at the heart of the UN's post-2015 process. At the regional level, we bring regional humanitarian organisations closer together and influence EU development thinking. But we are also working on the ground in developing countries, with governments, researchers and civil society, giving us a first-hand understanding of the problems and opportunities.

In 2014-2015, our ODI Fellows have continued to work with governments in every developing

region, sharing their economic expertise and, for the first time, their statistical knowledge.

This map presents a fraction of our global reach over the past year: just one of the things that makes ODI unique. ■

- 01 ODI engagement
- ODI Fellowship Scheme posting



01 United States

We inform the United Nations post-2015 development framework through our analysis, convening and advisory work.

02 Costa Rica

In January 2015, ODI attends a week of high-level meetings with Costa Rican government agencies, culminating in a meeting with the President, to discuss how the country's national development planning could better align with green growth.

03 Colombia

We capture the rich history of humanitarian action in Latin America and the Caribbean at a conference in Bogota, Colombia, in October 2014 with leading government officials, academics, aid practitioners and policy-makers.

04 Liberia

In response to the outbreak of Ebola, BSI was able to reconfigure the support provided by Advisors and ODI Fellows to provide innovative support for planning, budgeting and the coordination of aid during the crisis and is now providing key support as the country rebuilds.

05 Ghana

ODI and partners hold the 'Financing the Future: Fresh perspectives on global development' conference in March 2015, bringing together key policy and decision-makers to map out how development finance can meet the global challenges of a new era.

06 South Africa

We co-host the 'Finance in the 21st Century' conference in Johannesburg in March, launching our work with African budget officials to build the capabilities of finance ministries in developing countries.

07 South Sudan

One of three countries, together with Liberia and Democratic Republic of the Congo, where our Budget Strengthening Initiative (BSI) provides hands-on support to ministries of finance. In South Sudan we have supported the transfer of funds to support decentralised service delivery, ensuring that basic healthcare is provided and that over 850,000 children can attend primary school.

08 Uganda

Our research on early marriage confirms that nearly one-third of all girls in developing countries will be married before their 18th birthday – often against their will to far older men – and that one-in-nine will be married before they turn 15.

09 Tanzania

The annual learning lab of the Outcome Mapping Learning Community in Dar es Salaam in September 2014, held with KPMG Africa International Development Advisory Services and the International Development Research Institute, highlights innovations in monitoring and evaluating development programmes.

10 Ethiopia

We work with the Ministry of Water, Irrigation and Energy (MoWIE) to assess water-resource pressures and management needs, making the case for more spending to deal with competing demands for water and to support equitable and resilient development.

11 Syria

Our research on the Syrian diaspora and local groups' success in getting aid to areas that cannot be reached by international organisations has both generated and informed debate on how the traditional humanitarian system works with under-recognised groups.

12 Kazakhstan

We work with UNICEF in Kazakhstan on how existing social cash transfers support poor and vulnerable children and their families, setting out policy options to address their needs more effectively.

13 Nepal

One of three countries, together with China and Kazakhstan, where ODI is part of the 'Earthquakes without Frontiers' partnership to help communities protect themselves against the impact of earthquakes.

14 China

We are tracking the centuries-long evolution of humanitarian action in China, launching our research at a public event at Tsinghua University in Beijing and at our Senior Leadership training course for Chinese civil servants and humanitarian responders, held with the Chinese Academy of Governance.

15 Papua New Guinea

We carry out innovative research with three companies on the cost to business of gender violence.

A look at some key moments 2014-2015

April 2014

Our report on China's fracking revolution finds that China could reduce its gas imports by up to 40%, which could have a major impact on some of the world's poorest exporters.



April 2014

Our report *Lost in intermediation: how excessive charges undermine the benefits of remittances to Africa*, funded by Comic Relief, reveals that Africans living abroad face some of the highest fees worldwide to send money home, costing their families some \$1.8 billion a year in lost income.

June 2014

We present our paper *The fallout of rape as a weapon of war* at the UK Government's 'Global Summit to End Sexual Violence in Conflict'.



July 2014

A piece by Research Fellow, Lisa Denney, in *The Guardian* sets out the need for long-term support for health systems in west Africa to stop diseases like Ebola wreaking havoc in the future.



July 2014

Our event 'Can aid donors help support LGBT rights in developing countries' brings together donors, civil society, researchers and others working on lesbian, gay, bisexual and trans-gender rights in response to crackdowns in a number of developing countries.



July 2014

The ODI journal *Development Policy Review* special edition on urban governance and service delivery in sub-Saharan Africa, with free access for interested readers, is downloaded more than 4,000 times: the most popular edition of the year.



August 2014

On 19 August, 'World Humanitarian Day', we host the launch of *Aid in danger: the perils and promise of humanitarianism*, a book by Larissa Fast. *Aid in danger* outlines the grave risks faced by aid workers, 155 of whom were killed in 2013, more than double the number of fatalities in 2012.

September 2014

10 Priorities for the New EU Commissioner is published, with Trade Out Of Poverty, urging the EU to recognise that expanding trade benefits rich and poor countries alike.



September 2014

Our event 'Ebola, what more can be done?' brings together leading experts, officials and aid workers to highlight the depth of the crisis.



November 2014

Children join Nobel Peace Prize winner Kailash Satyarthi at the 'Our future, our rights' event to mark the 25th anniversary of the Convention on the Rights of the Child, which ODI hosted with 'A World at School' to mobilise public support for children's rights.

November 2014

The 2014 CAPE Conference, 'Does money matter? The role of finance in the SDGs', attracts delegates from Ghana, Haiti, Colombia and the rest of the world, as well as senior UN officials.

January 2015

Helen Clark, Administrator of the United Nations Development Programme speaks at ODI on the importance of success in the key 2015 international development processes.

March 2015

There is international media coverage of our Shockwatch bulletin, *The oil price shock of 2014: its drivers, impact and policy implications*.



December 2014

Research by the Secure Livelihoods Research Consortium (SLRC) on the positive effect of migration on poverty reduction features in a blog series on Al-Jazeera, contributing to thousands of downloads of the report.

February 2015

Our flagship report, *Adapting development: improving services to the poor* is the subject of ODI's first Twitter launch, with researchers in London and our partners in the Philippines discussing the report's findings.

October 2014

Our Influential paper *Rural Wages in Asia* demonstrates how a wage revolution could spell the end of mass extreme poverty for the continent.



February 2015

Professor Jeffrey Sachs, leading economist and Special Advisor to the UN Secretary-General on the Millennium Development Goals, speaks at our first #GlobalChallenges event, as does Aggrey Tisa Sabuni, Economic Advisor to the President and former Minister of Finance, South Sudan.

March 2015

At the 'World Conference on Disaster Risk Reduction' in Sendai, Japan, ODI researchers work directly with negotiating teams to influence the final agreement.

In focus

ODI runs a number of flagship projects, hosting or coordinating a wide range of networks and partnerships. Here we showcase highlights from the past year.

Humanitarian Practice Network (HPN) odihpn.org



HPN, hosted by ODI, is a unique independent forum that enables the humanitarian sector to share and learn from information, analysis and experience.

Ahead of June's 'Global Summit to End Sexual Violence in Conflict' in London, HPN convened the 'Into the mainstream' round-table to raise the neglected issue of sexual violence against men and boys in conflict, which had not yet made it on to the Summit agenda. One survivor who shared his story was interviewed and the video was presented during the Summit to over 1,000 people. Speakers, including US Secretary of State John Kerry, the UN Under-Secretary-General for Humanitarian Affairs Valerie Amos and Angelina Jolie highlighted the needs of male survivors in their speeches.



Development Progress (DP) developmentprogress.org

The DP project, funded by the Bill & Melinda Gates Foundation, aims to measure, understand and communicate where and how countries are making progress. To date, DP has published more than 45 country case studies on such topics as education, environment, security and women's empowerment. In the past year, DP has worked with its partners to convene high-level conferences to communicate this research.

In December 2014, the project worked with partners to host the first high-profile event on the 'zero zero' concept (zero poverty and zero emissions within a generation) at the Lima Climate Summit. This two-day event was attended by over 250 participants, and was addressed by high-level speakers such as Mary Robinson, the UN Secretary-General's Special Envoy for Climate Change.

DP also convened one of ODI's largest ever public events in February 2015, to complement an exhibition produced by the project in partnership with the UK charity PhotoVoice at the Royal Geographical Society in London. The exhibition showcased the results of photography workshops with communities in China, Ethiopia, Ghana, Nepal, Peru and Tunisia, showing their perspectives on development progress.

Climate and Development Knowledge Network (CDKN)

cdkn.org

The CDKN team at ODI has continued to support decision-makers on climate-compatible development over the past year. To complement the *Fifth Assessment Report* of the Intergovernmental Panel on Climate Change (IPCC), CDKN has published four reports summarising the panel's key findings on Africa, Asia, Latin America and Small Island Developing States (SIDS) for policy-makers in those regions. We organised policy dialogue events to debate the findings with more than 2,000 decision-makers in Bangladesh, Ethiopia, India, Kenya, Pakistan, Uganda and Southern Africa, and with island leaders at the SIDS Summit in Samoa in 2014. CDKN has also trained journalists and has launched a communications toolkit to empower others to share the findings of the report: 69% of registered toolkit users are from developing countries.

Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED)

braced.org

BRACED, launched in 2014, is a major international programme focused on vulnerable communities in 13 of the world's poorest countries. ODI leads a consortium conducting research, evaluations, communications and learning across BRACED, to find out what works best in strengthening resilience to climate extremes.



The New Climate Economy (NCE)

newclimateeconomy.net

ODI became a partner in the Global Commission on the Economy and Climate – the New Climate Economy (NCE) – in 2014. As part of this major international initiative on the economic benefits of acting on climate change, ODI will contribute its expertise to help formulate new policy-thinking about climate-compatible development.

Photos: opposite from left to right: kids at school in Oromia, Ethiopia © Antony Robbins. PhotoVoice workshop in Ghana © Miguel Amortegui/ODI/PhotoVoice. Graphic illustrator Jorge Martin depicts the debates about how we get to 'zero poverty, zero emissions, within a generation', Development & Climate Days 2014, Lima, Peru © CDKN.

Budget Strengthening Initiative (BSI)

budgetstrengthening.org

ODI's BSI supports fragile and conflict-affected states in their efforts to build more effective, transparent and accountable budget systems. Its current work includes programmes in South Sudan, Liberia and Democratic Republic of the Congo and support to the g7+ group of fragile states.

In Uganda, BSI has been working with the Government and other partners to develop the Ministry of Finance budget website, which allows citizens to scrutinise local budgets and expenditure. This is complemented by a free budget hotline encouraging people to hold their Government to account. The site provides a model for governments across Africa and elsewhere, including the UK.

The European Think Tanks Group (ETTG)

ettg.eu

The ETTG is a network of research institutes focusing on European development cooperation, with ODI working alongside the German Development Institute, the European Centre for Development Policy Management, Fundación para las Relaciones Internacionales y el Diálogo Exterior and the Institute for Sustainable Development and International Relations, which joined early in 2015. The Group brings together international expertise from a wide range of backgrounds and viewpoints to enrich the debate on EU development cooperation and maximise impact.

In September 2014, the ETTG launched *Our collective interest*, a joint memorandum to the new EU leadership. It identifies future challenges for the EU and the world, makes the case for EU action, and examines how actors in the EU system can work better together to make a positive contribution. ■





A man teaches English to Rohingya refugee children in Malaysia.
© The Spacemen

ODI hosts or coordinates many other development partnerships, networks and flagship projects.

The Secure Livelihoods Research Consortium (SLRC) explores livelihoods, basic services and social protection in conflict-affected countries.
securelivelihoods.org

The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) aims to improve the accountability and performance of humanitarian action.
alnap.org

The Chronic Poverty Advisory Network (CPAN), which has partners in 15 countries, aims to ensure that those who are chronically poor are not overlooked by policy-makers.
chronicpovertynetwork.org

Integrated Regional Information Networks (IRIN) is a news agency focusing on humanitarian stories in regions that are too often forgotten. Once part of the UN, IRIN is being supported by ODI as it becomes a fully independent organisation.
irinnews.org

The Pathways to Resilience in Semi-Arid Economies (PRISE) Consortium is coordinated by ODI. This five-year, multi-country research project aims to generate new knowledge on how economic development in semi-arid regions can be more equitable and resilient to climate change.
prise.odi.org

Waterside Market section of Monrovia, Liberia.
© Mark Fischer



The ODI Fellowship Scheme

Robin Sherbourne

Head of the ODI Fellowship Scheme

Three major milestones

- 01 First ODI Statistics Fellows take up their posts
- 02 52 Fellows posted to 27 countries
- 03 New partnership with the Bill & Melinda Gates Foundation

The Fellowship Scheme posted 52 new Fellows to a total of 27 governments and regional organisations in low-income and high-poverty countries in 2014-2015. The year also saw our first Fellows in Haiti and Madagascar, our return to Lesotho and the posting of our first ever Statistics Fellows to Swaziland and Timor Leste –

a natural extension of our ongoing work with National Statistics Offices to generate the best possible data to inform policy and planning.

Fellows responded magnificently to the major challenges of the year. They returned to work in South Sudan following the violence that erupted in December 2013. Those who were withdrawn from Liberia and Sierra Leone in August because of the Ebola epidemic returned to provide vital assistance to these countries in their hour of need. Fellows in Vanuatu were seconded to the National Disaster Management Office to help the country recover from the destruction wrought by Cyclone Pam. Fellows worked through political instability in Lesotho and the historic elections in Nigeria.

Historically funded by the UK's Department for International Development (DFID) and Australia's Department of Foreign Affairs and Trade (DFAT) with local salaries paid for by government themselves, this year the Fellowship Scheme

has also forged a promising new partnership with the Bill & Melinda Gates Foundation. The partnership will fund an additional five ODI Fellows to work specifically on the issue of financial inclusion with governments in Africa and Asia. The Fellowship Scheme continues to develop new relationships – particularly in the field of health. Work with the National Institute for Health and Care Excellence International and the Centre for Health Economics at the University of York, for example, resulted in the first meeting of ODI Fellows working in health at a conference on health systems held in Cape Town, South Africa. ■

For more information about the ODI Fellowship Scheme – including a full list of current country postings, partner ministries and alumni; information about the recruitment and selection process; and a downloadable brochure – please visit: odi.org/fellowship-scheme

Rising to the challenge of Ebola: two stories from the field



‘The Ebola crisis was an emotionally loaded and stressful time for all of us; supporting the response while

keeping pre-Ebola projects going and our own and families’ fear of an ‘invisible enemy’ in check, as colleagues/friends were dying. As one third of the Health Financing Unit, I helped track financial resources for the Ebola response, coordinate distribution of hazard pay to health workers, assess the resilience and necessary improvements of the health financing system and build the costing model for the post-Ebola health-sector strategy. My Liberian colleagues working seven-day weeks without overtime pay, R&R or time to mourn their friends are the unsung heroes of this crisis and their high spirits, humour and continuous support and encouragement remain an inspiration.’

Jennifer Ljungqvist
ODI Fellow, Liberia

“

The Ebola crisis was an emotionally loaded and stressful time for all of us.



‘Fighting Ebola from within the Ministry led to a whole course of emotions: from the initial phase of

complete helplessness and collective mourning within the Ministry for lost health-care workers, to the feeling of being abandoned by the international community and to the chaotic struggles for power amidst the bad coordination of activities. As the acting head of the Health Financing Unit, I was challenged with responsibility for my staff during supervision visits to facilities, financing the health facilities struggling to cope with Ebola whilst also trying to plan for how we would finance the strategy. I was inspired by the countless hardworking heroes I met and worked together with – Sierra Leone will definitely rise again.’

Noemi Schramm
ODI Fellow, Sierra Leone

“

I was inspired by the countless hardworking heroes I met and worked together with – Sierra Leone will definitely rise again.

Working in new Fellowship countries: Haiti and Madagascar



‘As one of the first three ODI Fellows in Haiti, I am currently responsible for

research at the governmental investment promotion agency, the Centre de Facilitation des Investissements (CFI). My research is very diverse, ranging from how to improve Haiti’s investment climate to how to attract investment in the sectors with the highest growth potential. I have had the opportunity to interact frequently with stakeholders from the Haitian public sector, private sector and the international community, and have found the country to be an exceptionally welcoming place to spend my Fellowship.’

Ben Kett
ODI Fellow, Haiti

“

[I] have found the country to be an exceptionally welcoming place to spend my Fellowship.



‘Working in a politically fragile and new Fellowship country has proven to be a unique and

challenging combination of learning-by-doing and continuous adjustment of ideals to realities. While I am still getting to know and mould my position at the Cabinet of the Finance Minister, I am discovering first-hand the impact of political instability on the internal and external work of the Finance Ministry. My perception and understanding of policy-making in practice and donors’ influence in a fragile context is constantly evolving and challenged, which is an opportunity and privilege I hope to explore further over the next 18 months.’

Signe Sorensen
ODI Fellow, Madagascar

“

I am discovering first-hand the impact of political instability on the internal and external work of the Finance Ministry.

Making us heard

Ishbel Matheson

Director of Public Affairs and Communications

We launched ‘Making us heard’ in 2014: a three-year communications strategy to maximise the impact of our research. It aims to ensure that our ideas are heard – and acted upon – by international and national policy-makers and organisations.

The strategy tailors our findings to the audience – whether a short briefing for busy politicians or detailed reports for technical experts. We also re-purpose our findings across different communications platforms – digital, media, visual, publications – for maximum effect.

Our digital approach of ‘being there’ – wherever our key audiences are – means greater outreach through social media and the global and developing world media. We are also stepping up our convening in our London HQ and abroad, as well as focusing on more face-to-face engagement with policy-makers.

Our social media reach has grown rapidly, giving us one of the largest followings in our sector and our distinctive infographics are being

shared and discussed widely, driving downloads of our key reports.

We produce tailored packages around major publications: the launch of our *Adapting development: improving services to the poor* report, for example, was complemented by media, infographics, an online video and follow-up seminars.

We also work in partnership: our report *The fossil fuel bailout* produced with Oil Change International, was accompanied by a letter from leading economists, which was published in *The Washington Post*, *Le Monde*, *El Pais* and the *Financial Times*.

Our experts are in demand by the media for specialist commentary on unfolding global events. They have appeared on news programmes such as *BBC Today* and *BBC World Service’s Newshour*, as well as Al Jazeera and the global business channel, CNBC. Our research features regularly in such global print and online brands as *The Economist*, the *Financial Times* and *The Guardian*.

We also appear in target media in developing countries: our work on the high cost of remittances, for example, was covered by the *East African* newspaper in Kenya, and was widely reported in Asia, including in the *Jakarta Post*.

Our popular #GlobalChallenges event series, launched in January 2015, sees global figures reflect on the major development challenges of our time. Regularly oversubscribed, the series, like all of our events, is live-streamed and attracts a worldwide audience.

We also convene events in the regions or countries where our work has the strongest resonance. In October 2014, Development Progress hosted a round-table in Ouagadougou on community-led climate action in Burkina Faso for regional government officials, media and development experts.

Looking ahead, we will continue to be at the forefront of communication trends, matching world-class research with world-class communications. ■

ODI's communications in 2014-2015

in numbers

Number of Twitter followers



95

ODI experts on Twitter:
a combined following of **73,723**

Geographic spread

40%

are accessing publications from developing countries (103% increase since last year)



ODI's peer reviewed journals *Disasters and Development Policy Review*:

3,900 institutions globally purchased access

Over **200,000** article downloads

Development Policy Review: **16** out of **45** journal articles freely accessible



Page views
7,132

Report downloads
2,937



Twitter chat comments
463



Adapting Development
flagship report

Film views
971



Report downloads from the website



238,139

Over **4,000** media hits

from **116** countries

22%

were from developing countries

Financial and operational performance

Karl Askew
Financial Director

2014-2015 has been another year of rising income for ODI as the institute has continued to attract new and major partners. We have also re-organised our management structure to better respond to today's development challenges. With the right resources in place and a strong new structure, we are in good shape for the coming years.



The rise in income continues

As a result of determined efforts to expand and diversify our donor base, ODI's turnover has risen for the fourth year in a row: from £18.5 million in 2011-2012 to £35 million in 2014-2015. We continued to work with long-standing, valued partners such as DFID. For example, we have begun two new major UK Government funded programmes – one on Building Resilience and Adapting to Climate Change and Disasters (BRACED) and the other on structural economic transformation. We have built new funding relationships with the Rockefeller Institute and the World Resources Institute while reinforcing our existing links with, for example, the Bill & Melinda Gates Foundation and Australia's Department of Foreign Affairs and Trade. We have also received significant funding from the MasterCard Foundation and the Africa Progress Panel and have worked with new private sector partners, including BNP Paribas and Prudential. We are grateful to all our funders, who enable us to deliver the valuable work detailed in the earlier pages of this report.

A new structure for a new era

In line with the overall strategy introduced last year, our reinforced management structure aims to strengthen our institutional leadership and quality. Research clusters have been created, drawing our research programmes together under a simplified management system, with five Directors of Research Groups now sitting on an expanded Senior Management Team. The aim is to guarantee that ODI delivers as one, making the best possible use of our range of expertise to inform and influence a development agenda that is increasingly complex and interconnected. Looking ahead, we will find ways to ensure our everyday business practices are as good as they can be, so that we achieve the maximum value for the partners who fund us and ensure that every pound goes towards achieving the goal of eradicating poverty. ■

A photograph of Mary Robinson, UN Secretary-General's Special Envoy on Climate Change, speaking at a conference. She is wearing a blue blazer and is seated at a table with a microphone and a glass of water. In the background, another man in a blue suit is visible, looking down. The background features a purple screen with a logo and a teal wall with the ODI logo.

Mary Robinson, UN Secretary-General's Special Envoy on Climate Change, speaking at one of our #GlobalChallenges events, ODI, London. © Simon Rawles

Senior Management Team

Kevin Watkins
Executive Director

Anna Locke
Director of Sustainable Resource Management and Climate Change

Claire Melamed
Director of Poverty and Inequality

Dinah McLeod
Director of Strategic Development

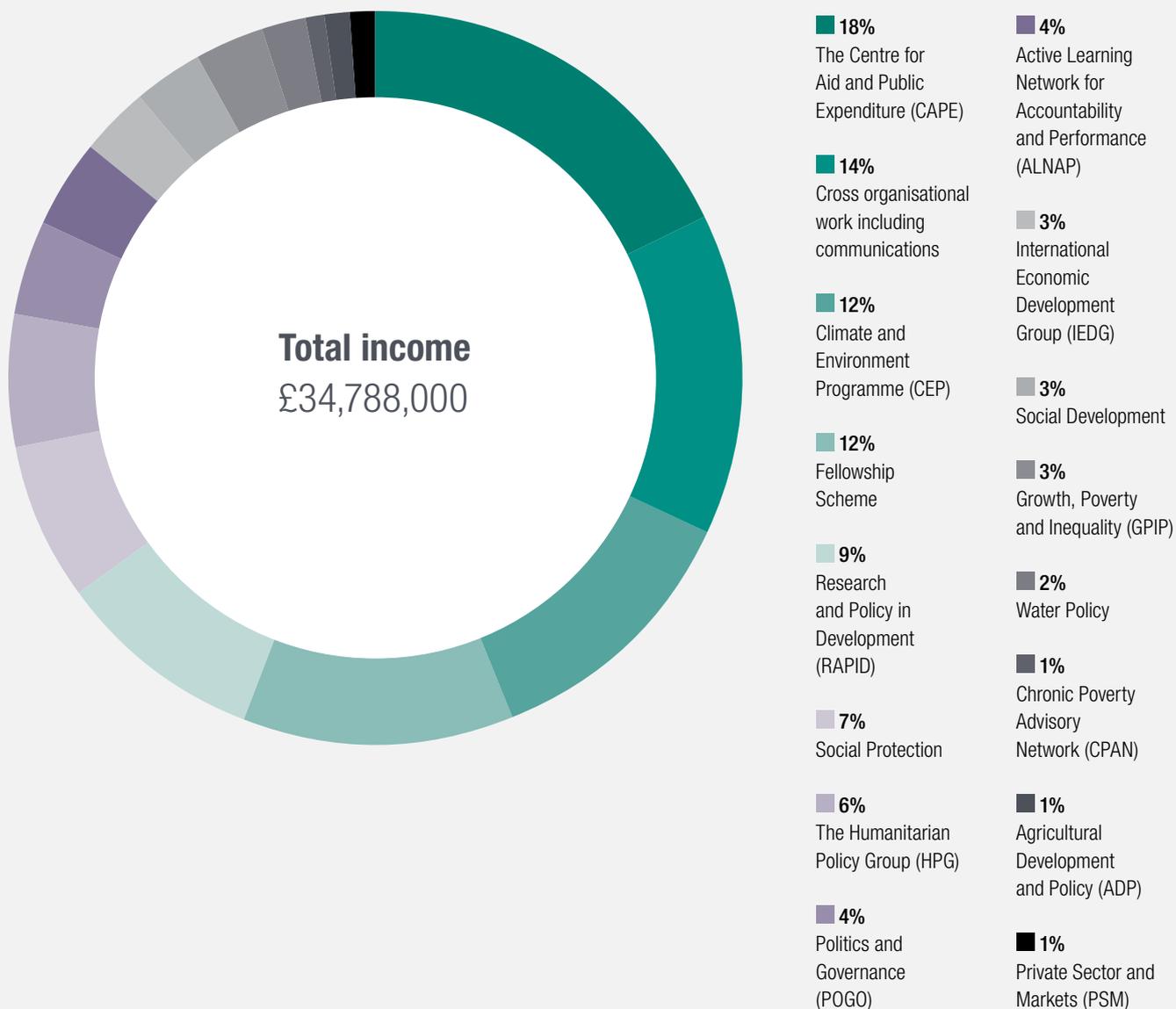
Edward Hedger
Director of Finance and Economic Development

Ishbel Matheson
Director of Public Affairs and Communications

Marta Foresti
Director of Governance, Security and Livelihoods

Sara Pantuliano
Director of Humanitarian Programmes

Income by programme and partnership



Consolidated Statement of Financial Activities

(including income and expenditure account) for the year ended 31 March 2015

	2015 (£'000)	2014 (£'000)
Incoming resources (from generated funds)		
Grants, Fellowship Scheme and project finance	34,714	28,516
Publications and other income	74	25
Total incoming resources	34,788	28,541
Resources expended		
Research, Fellowship Scheme and dissemination	28,884	26,655
Governance costs	38	37
Total resources expended	28,922	26,692
Net incoming resources	5,866	1,849
Realised and unrealised (loss) gains on investment	64	(57)
Net movement in funds	5,930	1,792
Net movement in funds is split between restricted and unrestricted funds as follows		
Restricted funds (held on behalf of funders for future expenditure)	4,967	2,180
Unrestricted funds	963	(388)
Total	5,930	1,792

Approved by the board of Trustees on 27 July 2015 and signed on their behalf by:



James Cameron
ODI Chair

Balance-sheet

at 31 March 2015

	31 March 2015 (£'000)	31 March 2014 (£'000)
Fixed assets		
Tangible assets	1,186	1,391
Investments	1,846	-
Total	3,032	1,391
Current assets		
Debtors and cash	14,480	12,310
Creditors		
Creditors and accruals	(5,498)	(7,617)
Net current assets	8,982	4,693
Net assets	12,014	6,084
Funds		
Designated fund	1,186	1,391
General fund	3,681	2,513
Unrestricted funds	4,867	3,904
Restricted funds	7,147	2,180
Total	12,014	6,084

Our major funders

Adam Smith International	Dutch Ministry of Foreign Affairs	John Wiley & Sons Ltd	Swiss Agency for Development and Cooperation (SDC)
Africa Progress Panel	European Association of Development Research and Training Institutes (EADI)	Jynwel Charitable Foundation	Swiss Federal Department of Foreign Affairs
African Development Bank	Economic and Social Research Council	KPMG	The Organisation for Economic Co-operation and Development (OECD)
Asia Foundation	European Commission	Mastercard Foundation	The William and Flora Hewlett Foundation
Bill & Melinda Gates Foundation	European Union (EU)	Natural Environment Research Council (NERC)	UK Department for International Development (DFID)
Canadian International Development Agency (CIDA)	Food and Agriculture Organization of the United Nations (FAO)	Norwegian Ministry of Foreign Affairs	UNICEF
CARE International UK	Girl Hub Rwanda	Oxfam	United Nations Development Programme (UNDP)
Center for International Forestry Research (CIFOR), Indonesia	Global Development Network	PLAN UK	United States Agency for International Development (USAID)
Coffey International	International Network for the Availability of Scientific Publications (INASP)	Pricewaterhouse Coopers (PwC)	World Bank
DAI Europe	International Union for the Conservation of Nature (IUCN)	Rockefeller Foundation	World Food Programme (WFP)
Danish Ministry of Foreign Affairs	Innovations For Poverty Action (IPA)	RTI International (formerly Research Triangle Institute)	World Resources Institute (WRI)
Department of Foreign Affairs and Trade (Australia)	Irish Aid	Swedish International Development Cooperation	World Vision
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)			

A full list of funders is available on our website at odi.org/about/funders

Auditor's and trustee's statements

Auditor's statement

We have examined the summary financial statements for ODI for the year ended 31 March 2015. The members of the Board are responsible for preparing summarised financial statements in accordance with applicable United Kingdom Law. Our responsibility is to report to you our opinion on the consistency of the summary financial statements with the full financial statements and on compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations thereunder.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the charitable company's full financial statements describes our opinion on those financial statements. In our opinion the summary financial statements are consistent with the full financial statements and the Trustees' Report of the Overseas Development Institute for the year ended 31 March 2015 and comply with the requirements of section 427 of the Companies Act 2006 and the regulations thereunder.

haysmacintyre, Statutory Auditors

Trustees' statement

The members of the ODI Board of Trustees confirm that the summarised financial statements are a summary of the information extracted from the full annual financial statements.

A copy of the financial statements of ODI, upon which the auditors have reported without qualification, will be delivered to both Companies House and the Charity Commission.

The summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of ODI. Copies of the full accounts are available on our website, or may be obtained on request from the Company Secretary, ODI, 203 Blackfriars Road, London, SE1 8NJ. ■

This annual report was written by Angela Hawke and designed by Lucy Peers. Thanks go to all staff who contributed to the report.

Photo captions from p.25-26 from left to right: Money, Malawi © Skip Russell. *10 Priorities for the New EU Commissioner* booklet © ODI/Trade Out of Poverty. Rice fields in Mai Chau, Vietnam © World Bank Photo Collection. Kailash Satyarthi at the 'Our future, our rights' event © Oliver Dixon/Imagewise for A World at School. Professor Jeffrey Sachs at a #GlobalChallenges event © Simon Rawles.

Keep up to date with ODI

E-newsletter

Our e-newsletter has all the latest information on our work, from publications and meetings to updates on our programmes. Sign up online at odi.org/newsletter-sign-up or send an email to newsletter@odi.org

News Feeds

Sign up to our news feeds for automatic alerts whenever new content is added to the ODI website. Visit odi.org/news-feeds

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**Shaping policy
for development**

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