



**Annual Report  
2015-2016**

*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: Yusuf, Ethiopia

'All education in my country used to be taught in the main language of Amharic, but my local language is Oromia. Because of this many people in my community, including my parents, weren't able to go to school as they couldn't understand Amharic. I can read and write in both Amharic and Oromia, due to my education, which has had a positive impact on the whole of my family.

'In the evenings, my father and I teach each other – he teaches me the local language of Oromia and I teach him Amharic. I am also teaching my mother how to read and write in both languages, helping them to understand more about their culture and also to improve their communication skills for the future.'

Photo: EMRDA / ODI / PhotoVoice

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ODI researcher, Eva Ludi with farmers, district water experts and scientists discussing reasons why a hand-dug well has failed, Ethiopia. Photo: Eva Ludi.

# About ODI

ODI is an independent think tank with more than 250 staff, including researchers, communications experts and specialist support staff.

We provide high-quality research, strategic advice, consultancy services, evaluations 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 foundations, non-governmental organisations, the private sector, governments, multilateral agencies and academia.

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 2016, there were 110 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), the Climate and Development Knowledge Network (CDKN) and the Gender and Adolescence: Global Evidence (GAGE) programme.

This report outlines our impact for the financial year, April 2015 to March 2016, against 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. ■

## 2015–2016



123

Events



401

Publications



185

Blogs



4,200

Media hits

# Working on what matters

James Cameron  
ODI Chair

The old distinctions between ‘developing’ and ‘developed’ countries have become increasingly blurred. So a think tank focused on ‘overseas development’ might be thought to be at risk of irrelevancy.

Far from it. If anything, our work is more relevant to more people than ever before. In the face of challenges that span the entire world, ODI is fast becoming a global think tank, working on issues that matter for everyone. In an interconnected world, no country is immune from the risks that come with climate change, financial instability, conflict or cross-border crime. Many of these issues are covered in the pages that follow, as we outline our work over the past year.

Migration, for example, affects us all. There are millions of people on the move, and they have the networks and contacts to speed them on their way in an increasingly interconnected world. As we have seen over the past year, they are not deterred by fences, high seas, the risk of detention or even death.

ODI offers understanding and guidance on why people leave their homes behind and embark on such perilous journeys. Our calm analysis and advice, based on hard evidence, provides a vital counterpoint to a great deal of media speculation, much of it based on no evidence whatsoever.

In many parts of the world, high levels of inequality mean people are being left behind by progress. Climate change, conflict and extremism recognise no borders; gender disparities act as a brake to global progress.

Yet strong national institutions, empowered populations and transformative economic growth can have positive outcomes for us all. ODI has knowledge and expertise to share on these subjects and many more. We can draw on more than five decades of research, policy advice and communication, as well as the knowledge of extraordinary colleagues – including ODI Fellows – who have an intimate understanding of how the world works.

Given the work that is needed, and our reputation, it is no surprise that we continue to grow and attract exceptional, multi-talented people. On behalf of the Board, I want to thank all ODI staff members for their impressive work over the past year.

Looking ahead, we will continue to share our experience on global challenges, from migration to disaster risk reduction, making sure that we are – as always – working on what matters.

This was also a year of loss, bringing sadness and gratitude for long and valuable service. Sue Unsworth provided knowledge and experience to our Board over many years, as well as sage and considerate counsel to ODI staff. She stoically carried serious illness before it claimed her life. The Trustees and staff mourn her passing.

2016 was also the year where Stewart Wallis stepped off the ODI Board of Trustees after 12 years of service. Stewart remains connected to us in many ways, is loved and admired in equal measure, and although we miss him, we know we will be seeing him at events and engaging with his generous enthusiasm. Thank you Stewart. ■



James Cameron at the ODI event, 'Middle East in crisis: how the world should respond'. Photo: ODI.

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## Board members

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**James Cameron**, Chair of ODI's Board, international lawyer and co-founder of Climate Change Capital

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

**Isobel Hunter**, independent human resources consultant

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

**Elizabeth Ondaatje**, public policy researcher, advisory board member of the Fulbright Scholars Enrichment Program

**Martin Tyler**, Executive Director of Finance and Resources at Refugee Council

**Chris West**, co-founder of Sumerian Partners and independent trustee of other foundations and NGOs

For more information about our Board members, please visit [www.odi.org/strategy-and-leadership](http://www.odi.org/strategy-and-leadership)

# Time to deliver on global promises

Kevin Watkins  
ODI Director

If 2015 was the year of summits, pledges and promises on international development, 2016 starts the delivery period – and ODI has a critical role to play in turning words into action.

Governments around the world signed-up for some lofty goals in 2015. The Sustainable Development Goals (SDGs) envisage the elimination of poverty, an end to avoidable child deaths and universal secondary schooling by 2030, along with some far-reaching environmental goals. At the Paris climate summit in November, 195 countries adopted a legally binding deal to limit global warming to less than 2°C. Securing these agreements was far from easy. Delivering results will pose challenges of a different order of magnitude.

Take the SDGs. There has been dramatic progress in many areas of human development over the past 15 years. But sustaining that progress will require a far stronger focus on countries affected by conflict and state fragility – and on the most

marginalised sections of society. Breaking down the inequalities in opportunity associated with wealth, gender, ethnicity and other sources of disadvantage is one prerequisite for delivery on the 2030 promises. As well as monitoring progress and analysing sources of marginalisation to see who is being left behind, ODI is helping to frame the practical policies needed to formulate equity.

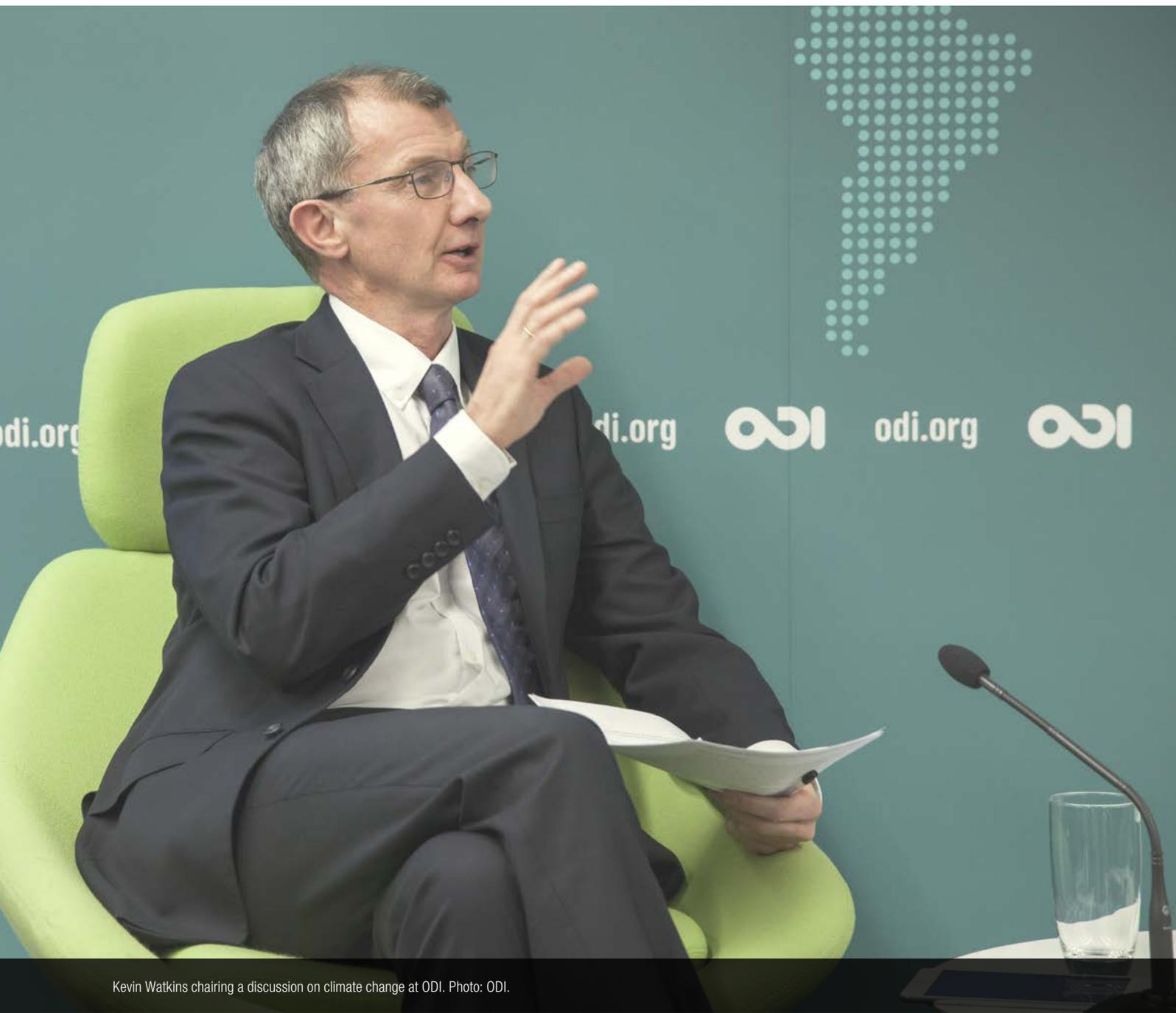
The sheer scale of the challenges ahead has not been widely recognised. Over the next 15 years, governments have to sustain the economic growth needed to create jobs, combat poverty and raise living standards, while decarbonising national economies and preventing the further depletion of natural resources. Achieving this will require an economic transformation that raises productivity and delivers inclusive growth, and an ecological transformation in approaches to natural resource management and climate change.

Scanning the policy horizon, I'm struck by just how rapidly the world is changing. Old distinctions between rich and poor countries are becoming increasingly irrelevant. Many of the issues we work on in ODI – inequality, financing, political accountability, gender and conflict, to name a few – are as relevant to developed countries as they are to 'the South'. Europe's refugee and migration 'crisis' is a stark reminder

that, in an interdependent world, no region is immune to the consequences of poverty, violence and the breakdown of states elsewhere.

ODI is uniquely well-placed to respond to these challenges. We have world class researchers who are passionate about development and want to make a difference. Over the past few years we have emerged as a global leader on communications and convening, enabling us to reach wider audiences, inform public debates, and engage with politicians and policy-makers. We are a think tank with deepening partnerships across the world, including with governments in fragile states. As conflict, natural disasters and climate change increase the risks facing vulnerable populations, ODI will also continue to play a leadership role in promoting the development of a more inclusive and effective humanitarian system.

This year's report captures the extraordinary scope of our work – and the dedication, commitment and professionalism of our staff. I am tremendously proud of what we have achieved and look forward to building on the foundations now in place. ■



Kevin Watkins chairing a discussion on climate change at ODI. Photo: ODI.

## ODI: shaping the global agenda

As Europe responded to the largest movement of people across its borders in 50 years and governments wrestled with how to fix a humanitarian system unable to cope with or adapt to modern demands, ODI has been at the centre of the key global policy debates in the past year. Our evidence-based analysis, critical insights and guidance have helped to frame the terms of these debates and provided sustainable solutions.



## Shaping the humanitarian system

Sara Pantuliano  
Managing Director

Syria, Iraq, South Sudan, the Central African Republic, Somalia... the list of current humanitarian crises seems unending, with more than 100 million people affected worldwide, spilling across borders and regions. It has become all too clear that the international humanitarian aid system is unable to cope with or adapt to these heavy demands.

As a recognised leader in humanitarian policy, ODI has long been at the forefront of the debate on how to improve international humanitarian action. We have ramped up this work over the past year, as the humanitarian sector prepared for the first-ever World Humanitarian Summit (WHS) in May 2016, bringing together world leaders, humanitarian officials, aid workers, people affected by crises and many more.

We have influenced the formal WHS process, serving as a go-to source of expert advice for the WHS Secretariat and others, providing substantial feedback on key outputs and moderating sessions at summit

consultations. Our research on the changing humanitarian landscape also fed directly into a report by the UN Secretary-General setting the scene for the WHS.

Together with the British Red Cross, we hosted a consultation series as a prelude to the WHS. After a final consultation with the UK Department for International Development, we submitted a summary of our findings to the WHS Secretariat, including concrete recommendations on the need for greater recognition that the people most directly affected by crises are not passive victims – they are the first line of defence and need to be better supported and more involved. We were also invited to give evidence to the UK Parliament’s International Development Committee on UK Government priorities for the Summit.

ODI has also highlighted critical issues that were overlooked in the formal WHS process. These include the need for internal reform of the humanitarian system, and for more collaboration between this system and a far broader range of regional, national and local humanitarian players.

To promote such collaboration, we launched a series of landmark conferences in 2015 entitled ‘Forging a new aid model?’ in partnership with the International Committee of

the Red Cross, targeting influential states that have been left on the periphery of the WHS discussions. The first, held in China, engaged top officials from the Chinese government and other influential Chinese institutions. A second conference followed in Indonesia.

Furthermore, we have supported the development of the Regional Organisations Humanitarian Action Network (ROHAN) to bolster region-wide responses and helped push regional humanitarian action up the political agenda, resulting in a Special Session on ROHAN at the WHS. We also helped shape the WHS Special Session on risk and vulnerability.

ODI has also sought to help end the education crisis facing children affected by humanitarian crises. We worked with a consortium of 19 governments, international organisations and networks – including UNICEF, the UN Special Envoy for Education and the Global Partnership for Education (GPE) to design – Education Cannot Wait, a new education crisis platform and fund, launched at the WHS. ■

# An expert voice on migration and displacement

Marta Foresti  
Managing Director

It's easy to feel helpless as we watch refugees and migrants staking everything – even their lives – on the chance of a better future. ODI is working towards better ways to manage human mobility by providing an understanding of why people take such risks, challenging myths and misconceptions. By drawing on decades of experience in international development and humanitarian action, as well as the experiences of people on the move, we reveal the reality of displacement and migration. We have become an influential voice on these issues, from the crises of the past year to long-term, global solutions.

Our paper, *Protracted displacement: uncertain paths to self-reliance in exile*, found that most displaced people stay in their own countries, and that more than half come from just five: Syria, Colombia, historic Palestine, Sudan and Iraq.

Our analysis of migration to Europe found that many EU member states have toughened border controls to deter migrants and refugees. But has

this stopped people getting on boats to Europe? We assessed the evidence in our December 2015 paper, *Why people move: understanding the drivers and trends of migration to Europe*.

We also had conversations with 52 new arrivals in Europe from Eritrea, Senegal and Syria on why they left their homes and their experiences during their journeys. Their views informed our report, *Journeys to Europe: the role of policy in migrant decision-making*, which confirmed that people move because it is their best – and sometimes only – option. Their decisions are shaped by those they know and trust, rather than the policies of far-off European governments, while draconian anti-migration measures have little impact on migration and refugee flows – they simply divert people to other countries.

These conversations inspired our first graphic novel, *Fleeing into the unknown: a journey from Eritrea to England*: the story of Merha who escapes conscription in Eritrea and journeys across Africa to the UK in search of safety and a better life. This was launched, alongside *Journeys to Europe*, by Peter Sutherland, Special Representative of the Secretary-General for International Migration in February 2016.

As a result of our evidence-based analysis, we have become regular

contributors to migration stories on major news channels, including the BBC World Service, Sky News, Al Jazeera and Channel 4. We also advise key players across the UK Government and the European Union, and will be working to influence the UN Summit on Addressing Large Movements of Refugees and Migrants in September 2016.

Our work has confirmed the need for collective action to make journeys safer, build better asylum systems, and make the most of migration's social and economic potential. This will remain a priority for us in 2016 and 2017. ■



A boat carrying around 50 migrants and refugees arrives from Turkey at the Greek island of Kos, 2015. Photo: International Federation of the Red Cross and Red Crescent/Christopher Jahn.

## Our priorities: highlights from 2015-2016

In September in New York and in December in Paris, the world committed to ambitious development and climate change goals. ODI was a clear voice at both of these pivotal moments, providing clarity on where governments and international institutions need to go next, supporting decision-makers with reasoned, informed research. Here, we summarise some of our key contributions from 2015-2016, in line with our five priorities.

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

The Sustainable Development Goals (SDGs) provide an agenda for inclusive sustainable development over the next 15 years. On 25 September 2015, the SDGs were formally adopted at the UN Sustainable Development Summit. ODI had a strong presence throughout the summit, having already established itself as a source of highly-valued, relevant evidence and analysis. ODI's team delivered a number of high-level events, spoke on a range of panel discussions and arranged a number of bilateral meetings with key partners, both current and potential.

On the day of the summit, we published *Projecting progress: reaching the SDGs by 2030*. The report offered the first systematic attempt to show how far countries will get in achieving the SDGs in 15 years' time if current trends continue. The report found that, without increased effort to reach all sections of society, including the most marginalised groups, none of the SDGs will be met. It was launched at a public event in

New York, where over 150 people discussed the first steps for the SDGs and how to move beyond standard approaches to development. Our work was referenced in 200 different publications and led to members of the ODI team being interviewed on BBC World Service and BBC One News.

We also supported the UK Government's official 'leave no one behind' side-event. Speakers at the high-level event included UK Prime Minister David Cameron, US Secretary of State John Kerry, Colombian President Juan Manuel Santos and Liberian President Ellen Johnson Sirleaf. At the event we presented 'Stories from Ghana', a new short film showing the human face of those being left behind and who must be included in progress towards the SDGs.

The findings have since been shared at Australia National University's Development Policy Centre; the World Bank and IMF autumn meetings; the first Swedish development day; in the UK Parliament; and with business leaders. We advised governments, including the British and Dutch, as they considered how to implement and build global support for the commitment to 'leave no one behind'.

#### Support for the data revolution

The data on which governments base key development policies are often inadequate. To meet the SDGs, they

need to be able to measure progress better. In April 2015, ODI organised the Cartagena Data Festival in partnership with Africa Gathering, Colombian think tank CEPEI, Data-Pop Alliance, Paris21, UNDP and UNFPA. More than 450 experts and opinion-formers discussed ways to close the gaps in global data gathering. The festival included a transforming data into art session and a data visualisation competition, and was one of the catalysts for the launch of the Global Partnership for Sustainable Development Data. ODI played a key role in the Partnership launch in New York in September.

Alongside the festival, ODI launched a new report, *The data revolution: finding the missing millions*, which revealed that up to 350 million people worldwide could be missing from poverty data. The report showed how better data gathering could pay for itself by allowing governments to target services more effectively. It was featured in over 40 news outlets and blog sites, and generated more than 5,750 page views and over 2,000 downloads.

We carried out research into child marriage to help the Ethiopian government end this widespread practice. We used national census data paired with in-depth community-level work in 22 districts across seven regional states to better understand the patterns and drivers of child marriage.

The research team presented its preliminary findings to the National Girls Summit in Ethiopia in June 2015 and followed this with a report, *Surprising trends in child marriage in Ethiopia*, in March 2016. One key finding in the report was that instances of child marriage cut across all religions, ethnicities and regions.

In October 2015, Professor Hans Rosling, co-founder of Gapminder, delivered the keynote speech to a packed audience, as part of ODI's special #DataDay lecture. Professor Rosling reminded his audience that to be effective, data must be not only be collected but also used and understood.

### Social protection to reduce inequality

As countries work to meet the SDGs, social protection is crucial to ensuring that no one is left behind. In 2015, we produced a range of publications to improve the effectiveness of social protection and reduce inequality. We worked with partners to develop the Inter-Agency Social Protection Assessment tools which will help governments and development actors assess and improve their social protection systems, and produced a new toolkit to analyse the net effect of social protection and taxation. We published research on how social protection can support rural smallholders to engage in livelihood and agricultural activities and are continuing our work on how social

protection can effectively respond to poor communities' needs in the face of shocks and disasters.

### Empowering women and girls

Women have more presence than ever in developing country parliaments, judiciaries, employment and education, but that doesn't mean that they have real influence. ODI continues to explore what helps and hinders their influence over key decisions.

On 8 March 2016 – International Women's Day – ODI held its first Gender Day conference. We brought together global thinkers, experts and practitioners, with speakers including the Rt. Hon. Justine Greening MP, Secretary of State for International Development and Helle Thorning-Schmidt, former Danish Prime Minister and new Save the Children International CEO.

To coincide with the event we launched ODI's flagship report on childcare, *Women's work: mothers, children and the global childcare crisis*, outlining how 35 million young children are being regularly left at home unsupervised, due to a lack of quality affordable childcare. We published the results of a two-year research project on women's voice and leadership in decision-making, which set out to understand the factors that help and hinder women's access to and influence in decision-making processes in developing countries.

In autumn 2015, the inception phase of the Gender and Adolescence: Global Evidence (GAGE) programme began, with ODI leading a global consortium of university and NGO partners undertaking research focused on advancing the wellbeing of adolescent girls and young women.

The GAGE programme will follow the lives of girls over at least 10 years and will undertake programme impact evaluations and participatory action research in Asia, the Middle East and sub-Saharan Africa. The GAGE programme positions ODI at the heart of debates on adolescence and youth demographics, as well as on social-norm change processes. The programme emphasises the importance of considering both changing contexts and the multiple, interrelated facets of young people's lives, including education and sexual and reproductive health, economic empowerment, freedom from violence and psycho-social wellbeing. ■

## ODI and the Sustainable Development Goals: from negotiation to implementation

The Sustainable Development Goals (SDGs) were adopted by Heads of State from around the world in September 2015. The focus is now on implementation.

From the beginning of the SDG process, ODI has generated agenda-setting research and delivered high-level public events and behind-the-

scenes convening to oil the wheels of the negotiations. In 2015 we focused on how to ensure that the SDGs leave no one behind, fast-tracking progress for the poorest and most marginalised people.

Our analysis helped to maintain political support for language within early versions of the SDGs which emphasised that no goal would be considered met unless it was met for everyone. ODI proposed that all countries should count their people being left behind and demonstrate how they would reach them with

appropriate policies within three years. We tried a version of this exercise ourselves in Bangladesh, Benin, Brazil, Guatemala, Nigeria and Viet Nam, generating a new methodology to identify the characteristics of marginalised groups using existing data.

The findings were launched in February at a #GlobalChallenges event, where Lilianne Ploumen, the Dutch Minister for Foreign Trade and Development Cooperation made a passionate case for leaving no one behind. ■



Rubina walks with her children to the mobile crèche, Delhi India. Photo: Atul Loke/ODI.

## Strategic priority 02

# Building sustainable futures

ODI is helping policy and economic decision makers to map out low-carbon, sustainable futures.

### Energy, climate and poverty

One billion people do not have access to electricity at home, yet this energy poverty has more to do with equitable access to energy than the amount of power being generated. Our May 2015 report, *Speaking truth to power: why energy distribution, more than generation, is Africa's poverty reduction challenge*, found that investment in electricity generation in Africa prioritises power for growing industries and existing consumers, rather than meeting the energy needs of the poor.

ODI also assessed the impact of solar-powered household systems on access to energy in sub-Saharan Africa in partnership with the Global Off-Grid Lighting Association, Practical Action and SolarAid. The research, published in 2016, found that solar energy supports poverty reduction and sustainable livelihoods, and set out policies to increase electricity access through

solar power. In November 2015, we published our *FAQ on coal and energy poverty* in collaboration with CAFOD and Christian Aid. This examined the coal industry's claims that coal is a solution to energy poverty in developing countries, concluding that it has only a limited role in energy access for poor households.

We launched *Zero poverty, zero emissions: eradicating extreme poverty in the climate crisis* at the SDG summit in September 2015, arguing that, contrary to popular belief, low-carbon development is compatible with the zero poverty agenda. Our findings framed the Development and Climate Days that took place during the Paris Climate Conference later in the year, where a number of ODI programmes contributed to high-level convening and analysis.

Ahead of the G20 summit in November, we published *Empty promises: G20 subsidies to oil, gas and coal production*, which showed that support for fossil fuel production by G20 governments represents bad economics, and has potentially disastrous consequences for the climate. The report was featured in news reports globally and was widely acknowledged by key decision-makers. The Canadian Ministry of Finance said the report 'helped to raise the profile of fossil fuel subsidy reform.' Leading economists endorsed our research findings in

a public letter to media outlets, including *El Pais*, *The Financial Times* and *The Washington Post*.

In March 2015, our report *Unlocking the triple dividend of resilience* made a new business case for investment in adaptation and resilience, urging decision-makers to consider the full range of benefits of action to manage disaster risks.

### Support for climate conference negotiations

ODI played an active role in supporting positive results from the landmark Paris Climate Conference, using our research and networks to inform policy makers on key issues. ODI produced targeted research to address information gaps, including *What counts: tools to help define and understand progress towards the \$100 billion climate finance commitment*. We also provided analytical support to climate-finance negotiators, and published real-time commentary and analysis on major developments in the negotiations, in addition to our annual assessment of trends in climate finance in 2015. We also contributed to events organised by the Climate Investment Funds and the Governments of the Netherlands, Peru and Ghana.

Maintaining our emphasis on the links between climate change and development, we launched *Climate extremes and resilient poverty reduction* in December, to demonstrate the impact of climate

extremes on the world's poorest people. Case studies on drought in Mali, heatwaves in India and typhoons in Philippines demonstrated the links between climate extremes, disasters and poverty, and the need for coherence in implementing post-2015 global agreements.

### Healthy diets

In May 2015, we published *The rising cost of a healthy diet*, exploring how governments in Brazil, China, Republic of Korea and Mexico are responding to rising obesity. The research made a strong case for taxing unhealthy foods and subsidising those that are healthier to steer consumers towards healthy options. The research tapped into

growing global interest in obesity-related diseases.

### Water, sanitation and hygiene

ODI is working to promote private sector engagement in water, sanitation and hygiene (WASH) to accelerate progress towards SDG 6: 'Clean water and sanitation'. 2015 highlights included our call to establish an umbrella movement, WASH4Work, to enable businesses to contribute to this goal. This proposal has been taken forward by a coalition of nine international organisations including UNICEF, Unilever and WaterAid.

In May, the *Building adaptive water resources management in Ethiopia*

research project contributed to raising awareness with decision-makers of the pressures on water resources in Ethiopia and the need to match water infrastructure development with an appropriate institutional framework.

In November 2015, we hosted a #GlobalChallenges event, A thirsty world: making local action global, with World Water Prize Winner 2015, Rajendra Singh as the keynote speaker. The event explored how governments, businesses and communities can work together to improve water security, and asked: in an increasingly thirsty world, how can we ensure water reaches those who need it the most? ■



Rajendra Singh, Barbara Evans and Kevin Watkins at ODI's #GlobalChallenges event on 'A thirsty world: making local action global'. Photo: ODI.

## Strategic priority 03

### Saving lives, reducing vulnerability

ODI looks beyond the traditional landscape of humanitarian aid and development to provide fresh research, analysis and guidance on new and protracted crises.

#### Refugee movements

Europe's refugee crisis is part of a global trend of large movements of refugees and migrants as people flee violence and search for new opportunities. In September 2015, a landmark study from ODI, *Protracted displacement: uncertain paths to self-reliance in exile*, mapped support for self-reliance and livelihoods among displaced people and provided a tool to gauge where and how to provide assistance. The study, which gained widespread praise, inspired *10 things to know about refugees and displacement* – one of ODI's most popular publications in 2015.

We worked closely with the World Economic Forum (WEF) to inform its approach to refugees. Our research on Rohingya refugees in Malaysia showed how refugees could contribute to their host countries,

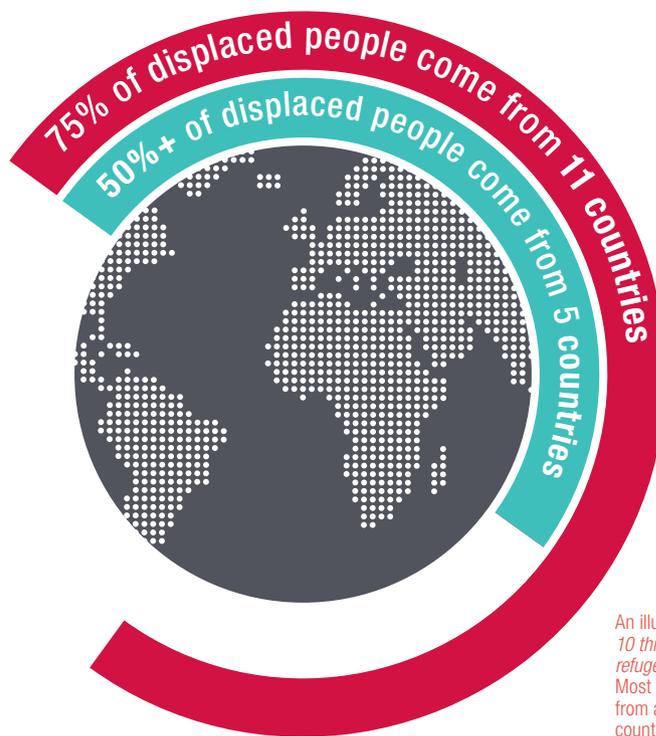
and the policies that stop them doing so. This work was profiled in the WEF's *Global Risks Report 2016*. ODI's Sara Pantuliano became Vice Chair of the WEF Global Agenda Council on Risk and Resilience, and her influential op-ed piece for the WEF – featured by the *Huffington Post* – positioned support for refugees as an investment in the future.

#### Shaping the humanitarian system

The humanitarian system is struggling to cope with the ever-growing number and scale of crises. So far, reforms have focused on improving what is already in place, rather than tackling deep-rooted problems within the system. This

was the subject of our annual Humanitarian Policy Group lecture, Beyond the World Humanitarian Summit: addressing political blockages to humanitarian solutions, by Ambassador Hesham Youssef, Assistant Secretary-General for Humanitarian Affairs from the Organisation of Islamic Cooperation (OIC).

Our study on the Ebola response in West Africa looked beyond the specific challenges of this crisis to examine deeper flaws in the humanitarian system. The report influenced DFID's post-Ebola strategy, and informed the findings of the High-level Panel on the Global



An illustration from our report *10 things to know about refugees and displacement*. Most people are displaced from a very small number of countries.

Response to Health Crises. It was launched in October 2015 around the Global Consultation for the 2016 World Humanitarian Summit at a high-level event in Geneva.

We acted as the Secretariat for the High Level Panel on Humanitarian Cash Transfers, which drew on a decade of research, much of it from ODI, to argue for the transformative potential of large-scale cash programming. The Panel's September 2015 report, *Doing cash differently: how cash transfers can transform humanitarian aid*, informed recommendations from the UN High-Level Panel on Humanitarian Financing and the Secretary-General's report for the World Humanitarian Summit. It was covered by *the Economist*, the BBC and Bloomberg Businessweek, among others.

The g7+ group of fragile and conflict-affected countries drew on ODI research for its publication *Aid instruments for peace- and state-building: Putting the New Deal into practice*.

After a successful five-year relationship with the Post-Conflict Reconstruction and Development Unit (PRDU) at the University of York, we partnered with the London School of Economics and Political Science to offer a new annual senior-level course on Conflict and Humanitarian Response. The course attracted senior UN and NGO

officials and donor representatives with extensive humanitarian experience, many working on today's most complex crises, including Syria, Iraq and Somalia.

### Continuing work on long-term crises

In November 2015, Frank Gardner, the BBC's Security Correspondent, chaired our panel discussion on Iraq: providing aid in a 'protection crisis', launching a special issue of the *Humanitarian Exchange* on the Iraq crisis. Lise Grande, Deputy Special Representative of the Secretary-General for the United Nations Assistance Mission for Iraq, joined discussions on the rise of Islamic State and the impact of political fragmentation on Iraq's humanitarian environment.

In December 2015, humanitarian and security experts considered the plight of Yemen at our event Yemen's forgotten war, held in collaboration with the Royal United Services Institute. Over the past year, the civil war has left 21 million people – more than 80% of the population – in need of humanitarian assistance. The panel, which explored what it will take to end this largely unreported conflict, was addressed by Amat Al Alim Alsoswa, Yemen's former Minister of Human Rights.

In March 2016, our event 'Five years on, what's next for Syria?' marked the fifth anniversary of

a conflict that has claimed over 250,000 lives and forced 12 million people from their homes. Bringing together humanitarian officials, Syrian aid workers and experts, the event discussed how to help people survive – and even rebuild – as the war continues. Speakers included Nigel Fisher, former UN Regional Humanitarian Coordinator for the Syria crisis and Wesam Sabaaneh, Director of the Jafra Foundation, a community-based organisation that works in Palestinian refugee camps within Syria. ■

## Strategic priority 04

### Effective institutions, engaged citizens

ODI has continued to focus on how institutions – from development agencies to electoral systems – can do a better job for the world’s poorest people. It is an ambition that, in many cases, requires them to change the way they work.

#### Doing Development Differently

The Doing Development Differently agenda is moving from theory to practice. In March 2016 we launched *Smart support to economic development*, which set out two cases of successful economic reform in Nigeria and Bangladesh made possible by politically smart and adaptive approaches. It was launched with a public event introduced by UK DFID Minister of State Desmond Swayne and representatives from CDC and Tulow Oil. ODI is now being asked for advice and input to support the implementation of new development programmes, working closely with DFID and other donors.

#### Future development agencies

Development agencies face many challenges, including the vast expansion of global goals and

financing commitments, the increasing concentration of the poorest people in fragile and conflict-affected countries, and mounting domestic pressures. ODI has set up the Future Development Agencies programme to help bilateral and multilateral development agencies remain relevant, build resilience and deliver their priorities. Our inaugural conference in April 2015 brought together senior directors of development ministries and agencies to share perspectives on how to plan and organise development cooperation over the next decade.

#### New development banks

The new Asian Infrastructure Investment Bank (AIIB) and the New Development Bank (often referred to as the BRICS bank) both opened in 2015. Our timely analysis of these new development banks was one of the first on this topic. One estimate, in particular, was widely quoted: that the AIIB could easily have a loan portfolio of \$90-100 billion within 10 years, making it one of the world’s largest multilateral banks. Our public event on ‘The future of multilateral development banks’ in December 2015 debated how these banks could better reflect the new realities of the global economy.

#### Bricks and dollars

The world needs greater infrastructure investment, but past enthusiasm for infrastructure has generated little economic growth. Measures are needed to improve the

management of public investment, and this was the subject of ODI’s ‘Bricks and dollars’ conference in November 2015. More than 100 stakeholders from the public finance and infrastructure sectors discussed how governments can invest effectively in infrastructure, with former UK Prime Minister Gordon Brown among the keynote speakers.

#### Budget Strengthening Initiative (BSI)

We continued to offer practical support to governments trying to improve their budget systems and their levels of transparency. Our work in Uganda has included continued support for the government website, [www.budget.go.ug](http://www.budget.go.ug), which allows citizens to scrutinise national and local budgets. An opinion piece arguing that Uganda is now more transparent than Norway was one of ODI’s top blogs of the year. BSI is now working with the Ugandan Government on a new system of decentralised allocations to support service delivery that allows citizens to track budget allocations to local authorities. The dissemination of BSI’s experiences over the past six years was prioritised in 2015-2016 to capture the lessons learned.

#### Democracy and political parties

In *The political economy of voter engagement in Niger*, ODI worked with local researchers in Niger to examine how political parties engage voters to identify motivations for behaviour that conflicts with the

provision of open and accountable politics. The research found that Niger's electoral system is built on a network of self-reinforcing political patronage. While voters and politicians benefit in different ways from the patronage-based electoral system, women, particularly those with less education, and men with lower social status benefit less.

The research provided recommendations for how voters could be persuaded to use alternative voting strategies not based on patronage. The findings informed a presidential debate during the country's elections in March 2016 and inform USAID's on-going work on electoral reform.

### **Making good use of research**

As a member of the VakaYiko Consortium – building capacity to make good use of research evidence in Ghana, South Africa and Zimbabwe – we worked closely in 2015 with the South African Department for Environmental Affairs (DEA). Our expertise informed discussions with DEA officials who wanted to improve their use of evidence.

We are also a 'learning partner' for the Youth Forward initiative, which aims to help young people transition out of poverty and into sustainable livelihoods in Ghana and Uganda. In partnership with The MasterCard Foundation, we worked with 28 implementing organisations

to develop an evidence-informed understanding of the needs of these young people, and how the initiative can best address them. 2015 was the International Year of Evaluation, and we marked the occasion with our

*10 things to know about evaluation* infographic report. This was shared around the world through social media, including by Bill Gates and the World Bank. ■



Rwanda, Kigali, construction workers on a building site. Photo: Sven Torffinn/Panos.

## Strategic priority 05

# Transformative growth

While there has been strong economic growth in many developing countries over the past two decades, not all groups in society have participated in or benefited from this. Transformative growth that creates jobs is needed to build the inclusive societies that can create genuine and lasting progress.

### Economic transformation

2015 saw the launch of the Supporting Economic Transformation programme which provides practical policy support to country governments and their partners, including donors and the private sector. Researchers worked with the Tanzania Ministry of Finance and Planning to shape its second Five Year Development Plan (2016/17 – 2020/21) on the theme of ‘Nurturing an Industrial Economy’. The work highlighted promising sectors for industrialisation and a new approach to smart implementation of economic strategies.

In December, we held a panel session on trade and economic

transformation at the Trade and Development Symposium, alongside the 10th World Trade Organization Ministerial Conference in Nairobi, where we made the case for a strong role for trade and competitiveness in economic transformation.

We hosted a workshop in Nairobi alongside Vision 2030, assessing the role of services in economic transformation and job creation in Kenya. Vision 2030 is the national long-term development policy that aims to secure a high quality of life in a clean and secure environment for all Kenyans by 2030. At the workshop we put forward the case that the services sector can be an important element in an economic transformation strategy, as long as the links between services (such as ICT, transport, finance) and manufacturing and agriculture continue to be strengthened.

In June 2015, we organised a public lecture by Dani Rodrik, Ford Foundation Professor of International Political Economy at Harvard University, on the future of economic transformation in developing countries. The meeting discussed the scope and limitations of the manufacturing sector in contributing to future growth and transformation.

Our panel discussion with John Page, Senior Fellow at the Brookings Institution, on reversing Africa’s deindustrialisation in January 2016 was followed by support for the

inaugural African Transformation Forum in March, organised by the African Center for Economic Transformation (ACET). The purpose of the forum was to facilitate knowledge sharing and peer-to-peer learning between global and African experts from the public and private sectors. We worked with ACET to highlight the need for a coherent strategy for Africa’s industrialisation, the need to implement plans to facilitate trade, and the need for strong public-private dialogue to implement economic strategies. Our work on Africa’s industrialisation received media coverage in Kenya, Nigeria and the UK.

### Shockwatch

Our Shockwatch bulletin, *Sub-Saharan Africa and international equity*, in October 2015 found that international private equity could help to accelerate the region’s economic development. However, capturing its benefits for the poorest people requires new policies from development finance institutions, national governments and bilateral agencies. These include new standards for responsible investment especially in energy, healthcare and education. The bulletin was covered by BBC World Business news, the *Wall Street Journal* and *The Financial Times*, as well as broadcasters in Kenya and Nigeria. The next Shockwatch bulletin, in March 2016, covered *The triple transition of a slowing China, lower oil prices and a higher US dollar*. The report found that Nigeria,

Ghana and the Democratic Republic of Congo were vulnerable to the impact of lower oil prices, a stronger US dollar and a slowing Chinese economy. ODI presented this work at the G20 leaders meeting in Antalya, Turkey in November 2015 and at the Think-20 (T-20) Summit in Shenzhen, China. Following this, Bloomberg, CNBC Africa, CNBC Arabia and the BBC broadcast special segments on this issue.

Our ‘ODI in conversation with ...’ series featured conversations with Joseph Stiglitz, former World Bank Chief Economist and Nobel Prize winner, in July on the role of finance in development, and Dr Ngozi Okonjo-Iweala, former Nigerian Finance Minister, on economic growth in Africa in October. ■



A man loads boxes of Chinese products onto a boat travelling down the Mekong River, Laos. The goods are bound for sale throughout Indochina. Photo: Zackary Canepari.

## Our global reach

In 2015-2016, ODI continued to make its presence felt around the world.

Our teams worked in dozens of countries, carrying out major research programmes, convening landmark conferences, and producing detailed case studies capturing the human experiences behind development.

Our ODI Fellows have continued to work with governments across the Global South, sharing their economic and statistical expertise and, for the first time, their knowledge on financial inclusion.

This map captures a selection of our major engagement around the world.

### 01 China

We co-hosted a conference in Beijing on the future role of China in humanitarian action. The aim was to inform the approach of the Chinese Government on working together with the international community on shared challenges.

### 02 Ecuador

As part of the STREVA project, ODI is helping to build the resilience of communities living close to active volcanoes by assessing the roles and responsibilities of all agencies involved in risk management.

### 03 Ethiopia

Our research found rates of child marriage falling in some districts and increasing in others. The work uncovered that child marriage was often a default option in the absence of secondary schools, jobs and positive female role models.

### 04 Malaysia

A photo and film project explored the contribution that tens of thousands of Rohingya refugees living in Malaysia could make to society, and the restrictive policies that prevent them from doing so. The research was profiled in the World Economic Forum *Global Risks Report* 2016.

### 05 Nepal

Our evaluation of the delivery and impact of Nepal's Child Grant was positively received by government officials who intend to use the findings when developing the next Child Grant delivery guidelines. The evaluation was included by UNICEF as one of its 12 best evaluations of 2015-16.

### 06 Niger

ODI staff worked with local researchers to examine how political parties engage Nigerien voters, how the unequal deployment of teachers to rural areas could be solved, and some of the underlying issues in the health system.

### 07 Papua New Guinea

We produced a toolkit to help businesses understand the cost of gender-based violence and craft supportive policies for staff. The toolkit was launched by Australia's Ambassador for Women and Girls.

### 08 South Africa

In December, we co-hosted a high-level event in Johannesburg on China-Africa cooperation. The event brought together international experts to look at issues affecting China-Africa relations, including industrialisation, security and natural resources.

### 09 South Korea

ODI signed a partnership with the Korea International Cooperation Agency (KOICA) to connect ODI's research and advisory expertise with KOICA's ambition to be a leading global development agency.

### 10 Switzerland

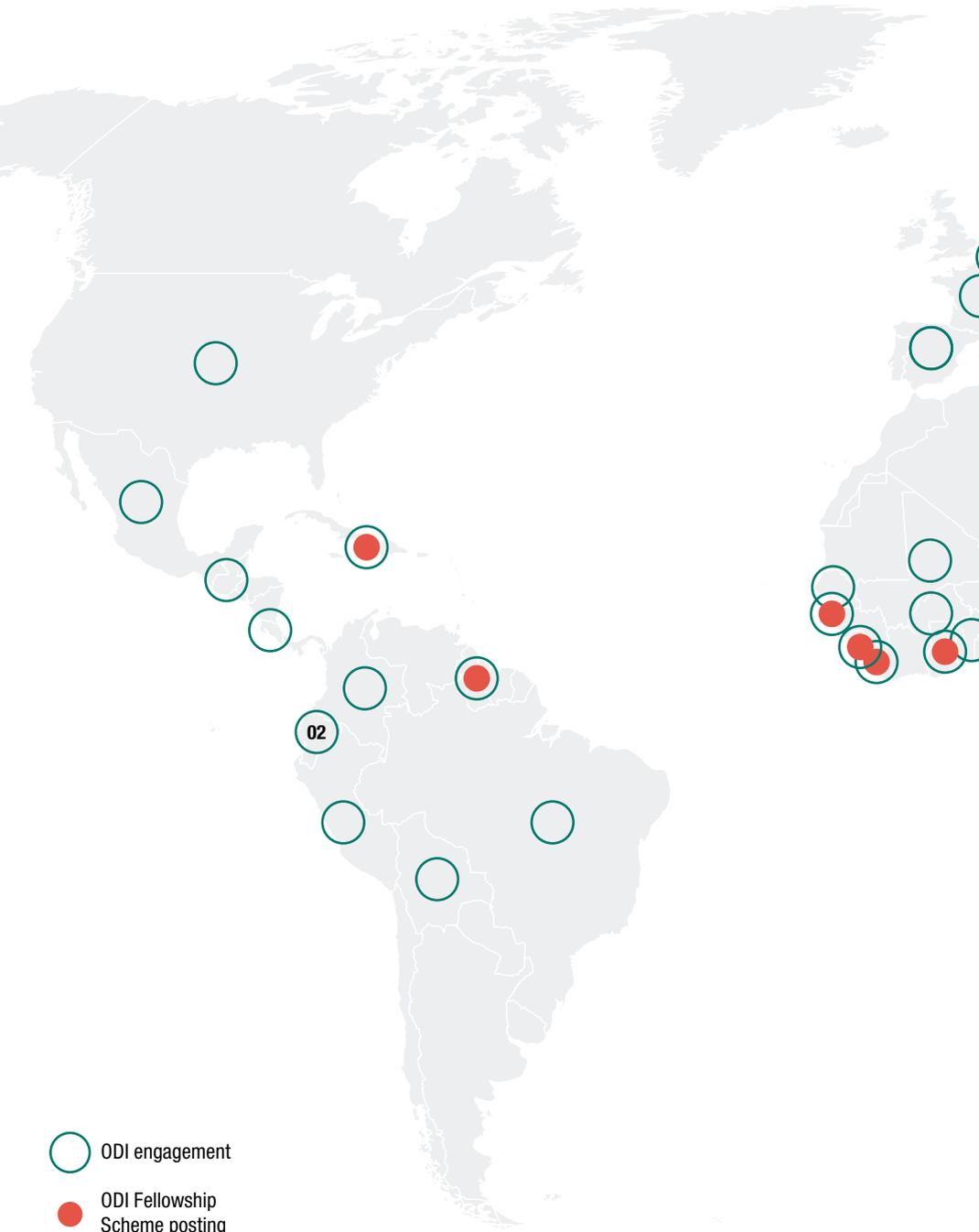
Our study on the Ebola response was launched in Geneva for the Global Consultation on the World Humanitarian Summit, with speakers from the US Government, the Red Cross movement, Médecins Sans Frontières and the World Health Organization.

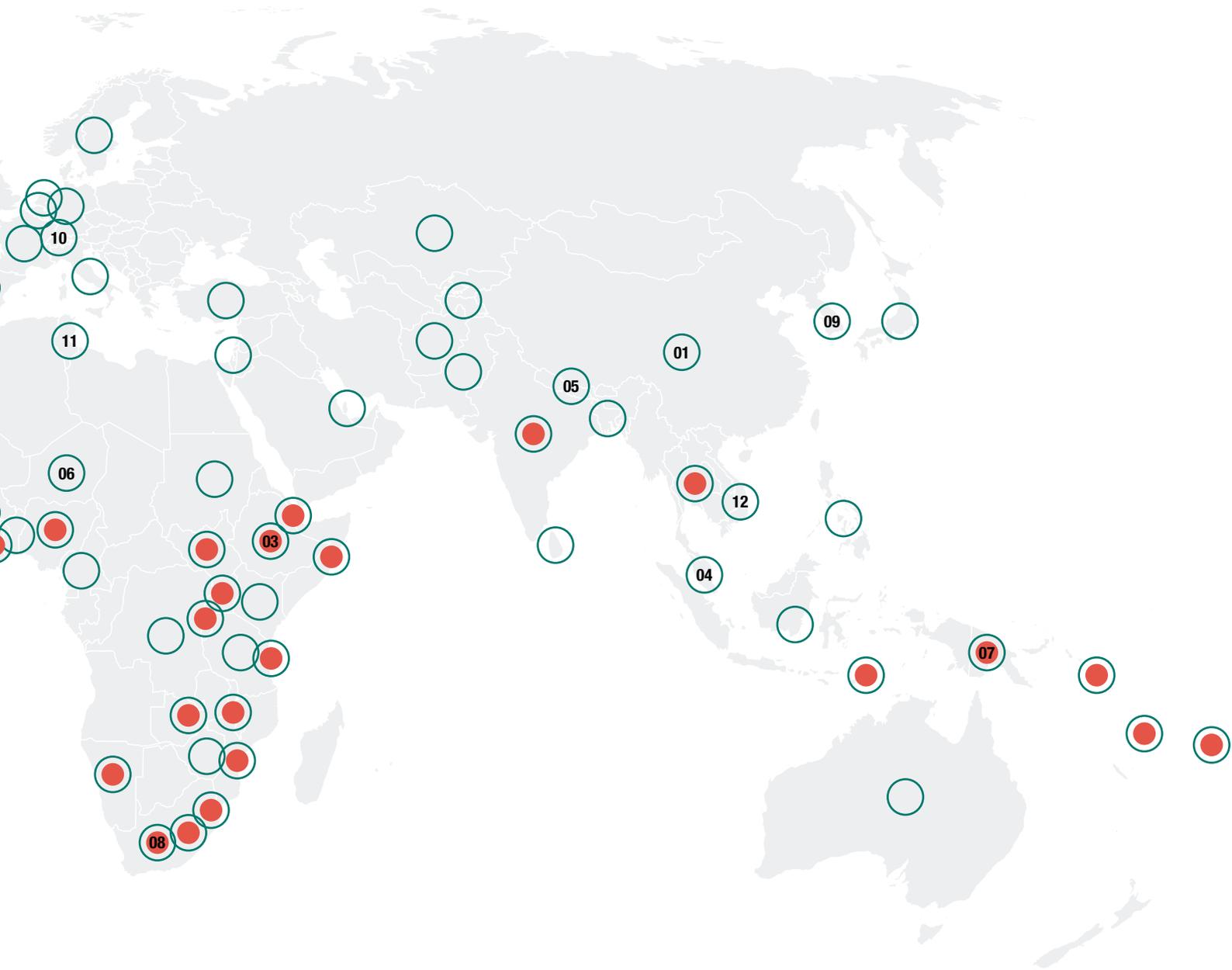
### 11 Tunisia

We ran participatory workshops to provide communities with the skills and equipment to use photography as a mechanism for expression. In Tunisia, seven women participants, inspired by the workshops, co-founded the Association of Female Photographers, using photography and photo stories to address social issues and support global change.

### 12 Viet Nam

We presented our research on the social norms affecting Hmong girls' educational opportunities, and their vulnerability to child marriage, to a meeting of key stakeholders, including government representatives, who got to hear from adolescent girls themselves.





# A look at some key moments 2015-2016



## In conversation with Julia Gillard

Former Australian Prime Minister Julia Gillard discussed the challenges of delivering on the promise of education for all with ODI's Executive Director Kevin Watkins.

## Economic transformation

Leading economist and Harvard Professor, Dani Rodrik, delivered a keynote address on the future of economic transformation in developing countries.

## The rising cost of a healthy diet

This report examined the connection between the rising cost of fresh fruit and vegetables and the growing numbers of obese and overweight people. On Twitter, celebrity chef and campaigner Jamie Oliver used the report to call for a 'Food Revolution'.

## From SDG ambition to action

Ahead of the UN General Assembly, we hosted a reception to reflect on what had been achieved in the MDG era. At an event during the General Assembly, we launched *Projecting progress: reaching the SDGs by 2030*. Speakers included Amina Mohammed, the UN Secretary-General's Special Advisor on Post-2015.

## Humanitarian cash transfers

The High-level Panel on Humanitarian Cash Transfers ran from January to September 2015. The ODI published the panel's final report, *Doing cash differently: how cash transfers can transform humanitarian aid*, at an event featuring David Miliband, President and CEO of the International Rescue Committee.

APR

## The data revolution: finding the missing millions

Our report argued that good quality, accessible, timely data are needed to help governments to extend services to 350 million people around the world who are missed from standard household surveys.

## Financing the future flagship report

We calculated the cost of a new global social contract – education, healthcare and social protection for all – and launched it at an event in New York with the Swedish Secretary of State for International Development Cooperation.

MAY

JUN

JUL

## Rt. Hon. Justine Greening MP

In her first speech following the UK general election, Secretary of State for International Development the Rt. Hon. Justine Greening MP outlined her priorities for DFID and the UK Government in 2015 and beyond.

## After Ebola

We published a report on strengthening health systems after Ebola, with a panel debate including the High Commissioner of Sierra Leone.

## Financing for Development (Addis Ababa)

Our work before and during the Addis Ababa Financing for Development Summit resulted in its Action Agenda including two of ODI's key proposals.

AUG

## World Humanitarian Day

On the eve of World Humanitarian Day, we asked leading humanitarianists why they became involved in humanitarian aid work.

SEP





### Fossil fuel production subsidies flagship

*Empty promises: G20 subsidies to oil, gas and coal production* revealed the true scale of fossil fuel production subsidies in the G20 countries.

### The 2015 CAPE conference

The Liberian and Ethiopian planning ministers and former UK Prime Minister Gordon Brown headlined *Bricks and dollars*, the 2015 CAPE conference on the importance of infrastructure investment for growth.

### GAGE (Gender and Adolescence)

Launched GAGE (Gender and Adolescence: Global Evidence), a major nine-year DFID-funded project aiming to help adolescent girls maximise their capabilities and shape their own futures.



### #GenderDay

Speakers, including Helle Thorning-Schmidt, former Danish Prime Minister, and Nancy Baraza, former Kenyan Deputy Chief Justice, discussed how to overcome the barriers to women and girls achieving their potential. ODI launched a flagship report, *Women's work: mothers, children and the global childcare crisis*, which revealed the hidden global crisis in childcare needs.

### Europe in the world

Neven Mimica, European Commissioner for International Cooperation, led our debate on how Europe can contribute to creating a safer world.

OCT

NOV

DEC

JAN

FEB

MAR

### 10 international development priorities for the UK

This briefing was launched at a reception in the House of Commons, which featured remarks by Conservative, Labour and SNP MPs, and Dr Grace Bantebya-Kyomuhendo, Ugandan advocate for gender equality.

### #DataDay

Professor Hans Rosling launched ODI's #DataDay with an interactive lecture on global demographic trends and the prospects for development progress.



### UN Climate Summit

At the Climate Summit in Paris, we provided analytical support to climate-finance negotiators and helped organise the Development and Climate days, which explored ways towards the goal of 'zero poverty, zero emissions'.

### Global migration: from crisis to opportunity

Peter Sutherland - UN Special Representative on Migration - spoke on what needs to happen to turn the challenge of global migration from a 'crisis' into an opportunity for all.

### Women and power

The synthesis of two years' research on women's voice and leadership in decision-making in developing countries. It analysed the factors that help and hinder women's access to influence in decision-making processes in politics and society.



## In focus

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

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

[braced.org](http://braced.org)

BRACED aims to improve the lives of up to five million vulnerable people across the Sahel, East Africa and Asia facing climate extremes and disasters. ODI leads the knowledge management of BRACED, generating evidence and promoting learning across the programme, to understand what does and does not work in strengthening climate resilience. In its first year of implementation, we generated evidence on how to mainstream gender in resilience programming, measure resilience capacities and how climate extremes and poverty interact to inform climate policies and programmes. Learning and research is innovative; among other things, BRACED partners use games and role playing in their delivery models to governments and stakeholders. ■

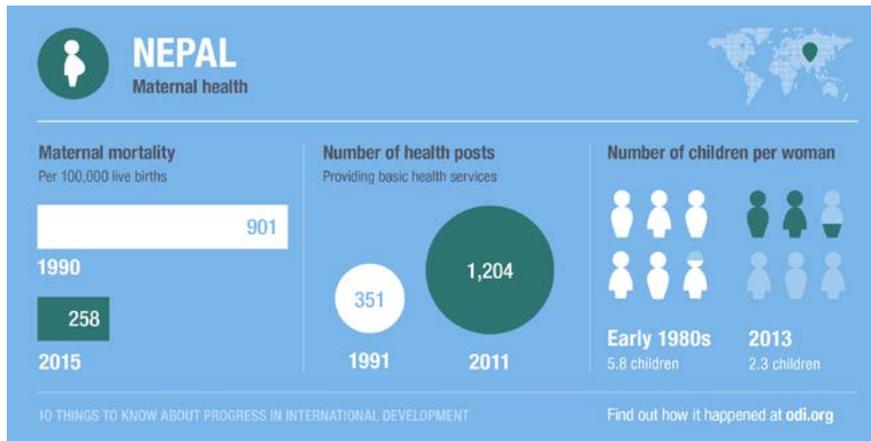
### Budget Strengthening Initiative (BSI)

[budgetstrengthening.org](http://budgetstrengthening.org)

ODI's BSI supports fragile and conflict-affected states in their efforts to build more effective, transparent and accountable budget systems. Its work includes programmes in Democratic Republic of the Congo, Liberia, Sierra Leone and South Sudan and Uganda, as well as support to the g7+ group of fragile states. Key highlights of the year included work with the Government of Uganda to develop online resources that allow citizens to scrutinise budgets and spending right down to the local level, and work in Sierra Leone to improve the management of cash so that predictable funding is made available to spending ministries. ■

Cover illustration by Jorge Martin from the BRACED report *Climate extremes and resilient poverty reduction*.





## Development Progress [developmentprogress.org](http://developmentprogress.org)

The Development Progress project, funded by the Bill & Melinda Gates Foundation, aims to measure, understand and communicate where and how countries have made progress since 1990 against a range of well-being indicators. Development Progress was at the heart of many of the initiatives and key moments outlined earlier in this report: the Cartagena Data Festival, the report on *The data revolution: finding the missing millions*, the *Financing the future* report, and the events and publications around the September 2015 adoption of the Sustainable Development Goals. Other highlights over the past year include the launch of *10 things to know about progress in international development* and the ODI-PhotoVoice project: *Through the people's lens*, with photos from the project exhibited at the UN in New York in February 2016. ■

## European Think Tanks Group (ETTG) [ettg.eu](http://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 and the Institute for Sustainable Development and International Relations. The Group's wide-ranging international expertise aims to enrich the debate on EU development cooperation. Following its 2014 publication *Our collective interest*, a joint memorandum to the EU leadership team, the ETTG hosted a high-level conference in Berlin in March 2016 on the role of the EU Global Strategy for Foreign and Security Policy and its links to the achievement of the Sustainable Development Goals. ■

## The Secure Livelihoods Research Consortium (SLRC) [securelivelihoods.org](http://securelivelihoods.org)

SLRC explores livelihoods, basic services and social protection in conflict-affected countries. Its primary focus in 2015 was on the second round of the longitudinal panel survey in five of its focus countries: Democratic Republic of the Congo, Nepal, Pakistan, Sri Lanka and Uganda. This was no easy task, given the challenges of conducting a survey in areas affected by conflict and finding the same people and households from the first round of the survey. However, SLRC completed the survey in all five countries. This success was the result of detailed planning, including a week of training in April 2015 for country team members, run by the core ODI survey team alongside experts from the UN's Food and Agriculture Organization. ■

## Humanitarian Practice Network (HPN)

[odihpn.org](http://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. On International Day for Disaster Reduction, 13 October 2015, HPN launched an updated edition of its seminal *Good Practice Review on Disaster Risk Reduction*, one of its most popular resources. This was accompanied by an animation on ‘10 things you should know about DRR’ which gained over 8,000 views, and praise from Robert Glasser, the UN Secretary-General’s Special Representative on DRR. To mark the launch of its *Humanitarian Exchange Magazine* on Iraq, HPN unveiled a rebranded website and ran a panel discussion chaired by BBC Security Correspondent Frank Gardner, with UN Secretary General’s Deputy Special Representative for Iraq, Lise Grande, dialling in from Erbil. ■

## Climate and Development Knowledge Network (CDKN)

[cdkn.org](http://cdkn.org)

CDKN is an alliance of organisations that support climate-smart decision-making in developing countries. Within CDKN, ODI leads the knowledge management, research and learning programmes. Over the past year, CDKN captivated government delegates at the Paris climate conference and thousands of online readers with its e-book: ‘Mainstreaming climate compatible development’, which captured CDKN’s experiences over the past five years. Since the Paris conference, CDKN has been convening financiers and policy-makers to explore how to develop ‘bankable’ climate projects. ■

## New Climate Economy (NCE)

[newclimateeconomy.net](http://newclimateeconomy.net)

ODI is a partner in the NCE – the flagship project of the Global Commission on the Economy and Climate, a major international initiative that examines how countries can achieve economic growth while dealing with the risks posed by climate change. In 2015, NCE’s Annual Report highlighted 10 key areas of opportunity that could achieve as much as 96% of the emissions reductions needed by 2030 to hold global warming under 2°C. The core message – that low-carbon development offers many economic opportunities – was disseminated widely through over 8,000 media articles in over 100 countries, and through public events and bilateral discussions, with over 50 heads of state and government ministers. ■



Women sorting produce in the Central Market, Bangalore, India. Photo: Peter Rivera.

## Pathways to Resilience in Semi-arid Economies (PRISE) [prise.odi.org](http://prise.odi.org)

PRISE is a research consortium led by ODI. It aims to find out how economic development in semi-arid regions can be both equitable and climate resilient. We work alongside decision-makers in Burkina Faso, Kenya, Pakistan, Senegal, Tajikistan and Tanzania to identify research areas that respond to demand. Over the past year, PRISE researchers from Innovation, Environnement, Développement en Afrique, in Senegal, joined the National Committee on Climate Change, providing research and strengthening its advocacy and advisory capacities. Pakistan's Ministry of Climate Change invited PRISE experts from the country's Sustainable Development Policy Institute to provide input into the final submission of its Intended Nationally Determined Contributions. In Tanzania, the Centre for Climate Change Studies, a PRISE member, partnered with the Ministry of Agriculture to develop the National Agricultural Climate-Resilient Plan. ■

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

**The Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP)** aims to improve the accountability and performance of humanitarian action. [alnap.org](http://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](http://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 now supported by ODI as it becomes a fully independent organisation. [irinnews.org](http://irinnews.org)



Women of the Tung-Teiya Shea Butter Extraction Women's Association make shea butter by hand from roasted shea nuts in Tamale, Ghana. Photo: Jonathan Ernst/World Bank.

# The ODI Fellowship Scheme

Robin Sherbourne  
Head of the ODI Fellowship Scheme

## Three major milestones:

01 7 new ODI Statistics Fellows take up their posts

02 2 new Financial Inclusion Fellows posted

03 59 new Fellows posted to 25 countries, including four new countries

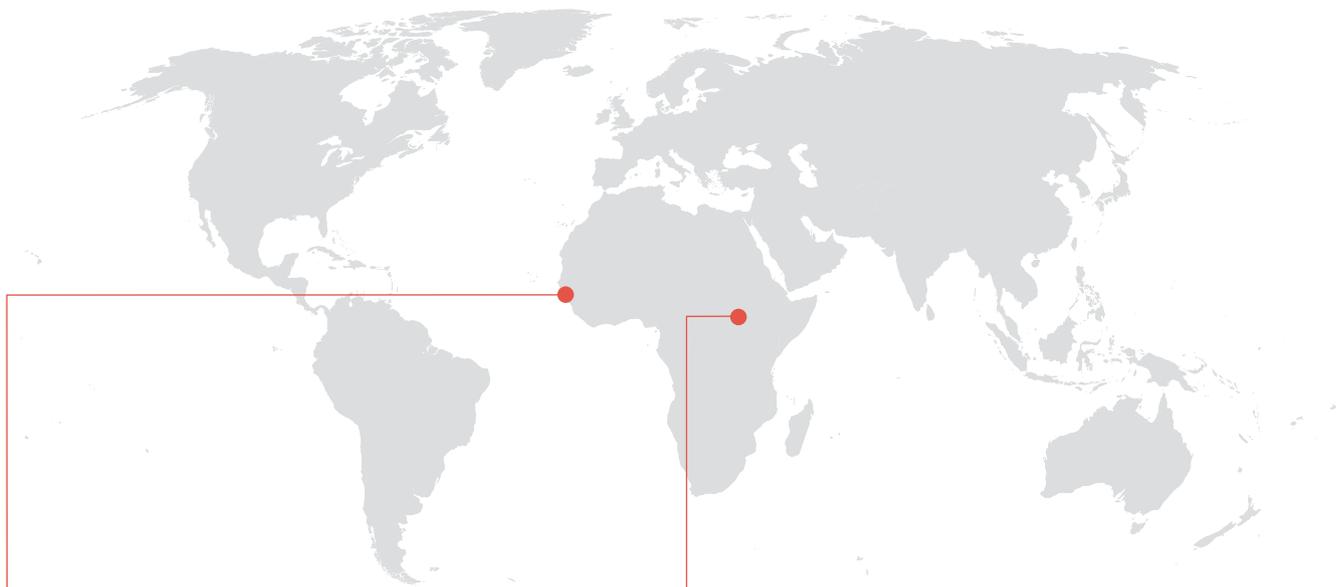
The Fellowship Scheme posted 59 new Fellows to 25 governments and regional organisations in 2015-2016, with a focus on low-income countries and middle-income countries with high poverty rates. The year saw our first Fellows take up positions in Guinea-Bissau, Somaliland and Thailand, in addition to seven new Statistics Fellows, and two Financial Inclusion Fellows in Nigeria and India. Our relationship with the network of former Fellows has proven critical to establishing the Fellowship Scheme in new countries.

Fellows continued to provide valuable assistance to Liberia and Sierra Leone, which were badly hit by the Ebola epidemic. They played important roles in ensuring local ministries of health coordinated local and international assistance to fight Ebola, as well as providing critical data to maximise the effectiveness of measures taken. Both countries have been declared Ebola-free and the Fellowship Scheme has returned in strength to help their recovery. We had to withdraw four Fellows from Burundi in April as a result of political instability and reassigned a further four Fellows from Madagascar.

The Scheme signed a new five-year agreement with DFID that makes provision for statisticians as well as economists, after a review of our previous successful three-year agreement. The Fellowship

Scheme continues to develop new relationships with key partners, with posts at the Centre for Health Economics (CHE) at the University of York, the Health Intervention and Technology Assessment Programme (HITAP) in Bangkok, the Economic Policy Analysis Unit in Addis Ababa, and the Centre for Advanced Financial Research and Learning (CAFRAL) at the Reserve Bank of India. The post at HITAP will allow the Fellowship Scheme to contribute to work on health in low-income countries in Asia while the post at CAFRAL allows the Fellowship Scheme to make a contribution to work on financial inclusion which the Indian Government has made a priority. The relationship with CHE resulted in a health economics training session for health Fellows to bring them up to speed with current issues in health economics, as well as technical support during their Fellowships. ■

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](http://odi.org/fellowship-scheme)



**Jorge Retana de la Peza and Patrick McCartney**  
ODI Fellows, Guinea-Bissau

Being the first Fellows in Guinea-Bissau has been both interesting and rewarding. The political problems of the past still plague the country and working here is not without its challenges, as we are constantly involved in negotiations with the International Monetary Fund and other multilateral organisations.

It has been an extremely good experience because the work is so hands-on. This is one of the advantages of being involved in a country with very little capacity. Fiscal progress is being made and the economic outlook for the future continues to improve, albeit slowly.

**Alex Michie, Duja Michael, Vishal Aditya Potluri and Sophie Hale**  
ODI Fellows, South Sudan

Being an ODI Fellow in South Sudan is challenging, professionally and personally. The conflict and economic crisis make this a dangerous place to live, and budgets in key service delivery areas have fallen by 80%, as have some of our colleagues' salaries.

Working for a government during a civil conflict presents ethical and practical challenges: we must constantly evaluate the benefit of our work. But being a full-time, in-country government official has advantages. Our colleagues and employers often see us as more trustworthy and as having a better understanding of the country than external advisors, but with the ability to offer honest and frank advice.

# Making ourselves heard

Ishbel Matheson

Director of Public Affairs and Communications

At ODI, our communications strategy focuses on getting our research and evidence in front of the right people at the right time, so it can help them make informed decisions. We do this through influential convening and tailored individual briefings, as well as through strategic media and social media work.

The explosion in global communications has transformed our lives. Now more than ever, we can share ideas, experiences and opinions across the world in seconds, at the touch of a smart-phone screen. For policy-makers, this access to information presents enormous opportunities and challenges. How do you sift through the noise to find credible evidence? And how do you respond rapidly in an interconnected world, where opinion often seems to trump fact?

In 2015-2016 – a critical year for development – ODI stepped up its public affairs work. Our findings on the financing of the new Sustainable Development Goals and the ‘Leave No One Behind’ agenda were heard at key meetings in Addis Ababa and New York. In the UK, we engaged with the new government and parliament, hosting the UK Secretary of State for International Development as she gave her first major speech after the general election. Our experts gave evidence to parliamentary committees and our research was cited in official committee reports and parliamentary debates. More broadly, our #GlobalChallenges event series provided a platform for Nobel Laureates to debate issues like gender equality and environmental sustainability, whilst our new ‘In Conversation’ format allowed for a deeper examination of development issues with leading figures in their field.

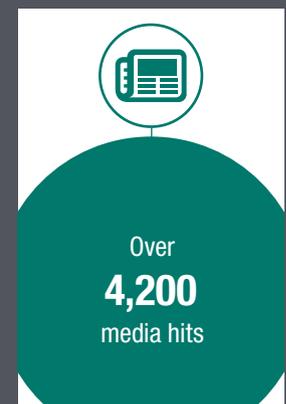
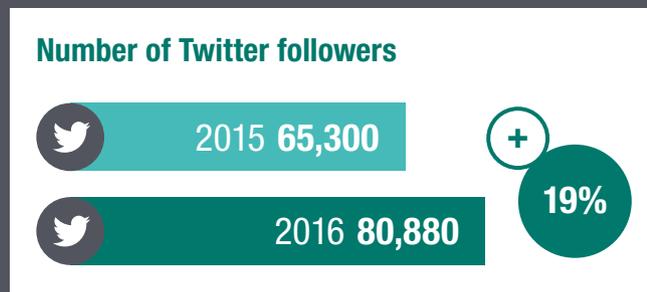
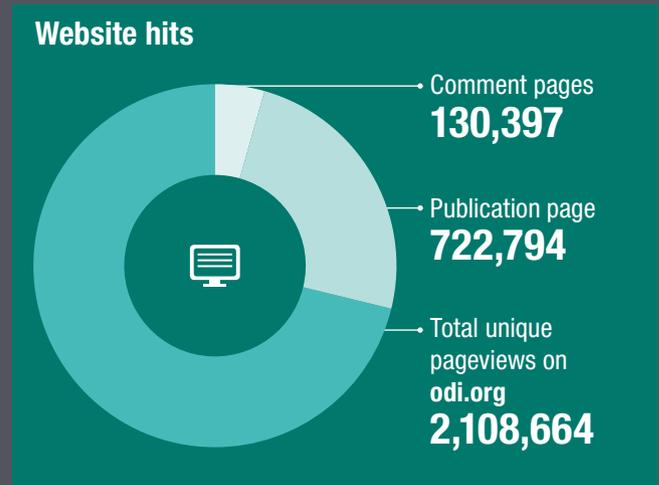
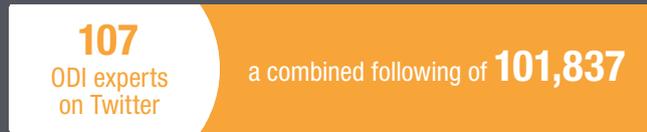
ODI researchers are often in demand with the media, which looks to them to provide expert commentary on unfolding global events. They regularly appear on influential global broadcast outlets, such as the BBC, Al Jazeera and CNBC, as well as in print publications like the *Financial Times*, *Economist*, *Daily Nation* in Kenya and *The Times of India*. In the year under review, ODI’s research was picked up in media outlets across 122 countries, more than half in the Global South.

Our social media has one of the largest followings in the sector and continued its strong growth. ODI’s distinctive animations, infographics and data visualisations were widely shared across these channels throughout the year. Our infographics were tweeted by leaders as varied as philanthropist Bill Gates, Professor Hans Rosling and UN climate chief Christiana Figueres. We continued to experiment with Twitter discussions on cash transfers and development imagery – both of which sparked lively conversations long after the official discussions closed.

Looking forward, we will continue to be at the forefront of communication trends, ensuring that our rigorous, ground-breaking research is accessible to the public and policy-makers through our world-class communications effort. ■

# ODI's communications in 2015-2016

## in numbers



## Disasters and Development Policy Review

ODI's two peer-reviewed journals, *Disasters* and *Development Policy Review*, continue to increase their reach, with *Disasters* releasing 28 open access articles this year – an almost threefold increase. In 2015-2016 the number of institutions able to access our journals rose by 10%, taking the total to almost 10,000 institutions worldwide.

Downloads of *Development Policy Review*'s most successful article of the year, '100 key research questions for the post-2015 development agenda', was downloaded twice as many times as the most popular article in the previous year; the five most popular articles saw a 50% increase in traffic. ■

## Pushing for evidence-based policies and programmes

**John Young**

Head of the Research and Policy in Development Programme (RAPID)

The Sustainable Development Goals will require changes in policies and programmes in every country – not just those labelled as 'developing'. These changes must be informed by the best available evidence – and governments, donors, and development agencies will need to invest more in this.

ODI has undertaken research and provided practical advice on how to integrate local knowledge and research-based evidence into policy and practice for more than 15 years. Our research shows that sustainable policy change requires policy-making systems that value and use robust evidence at country level, development agencies that make better use of evidence, and more rigorous evidence itself.

Our work with the Government of Indonesia on the Knowledge Sector Initiative aims to enhance the production and use of evidence to improve policies for equitable and sustainable development. The Initiative scored a major success in 2015 with the establishment of the Indonesia Science Fund by the Ministry of Finance, which aims to increase research investment.

Our popular 2014 guide, the *RAPID Outcome Mapping Approach (ROMA) to Policy Engagement and Policy Influence* provides a flexible range of tools and approaches to generate and use robust evidence for organisations and practitioners wishing to foster sustainable policy change. ODI is working with UN agencies, international research organisations and NGO networks, as well as governments, to embed these approaches in their work. It is also part of a joint Research Councils UK and Natural Science Foundation of China project on earthquake resilience.

Our guides on *How to design a monitoring and evaluation framework for a policy research project* and *Evaluability assessment for impact evaluation* help organisations establish and use approaches and tools which ensure that evidence, based on monitoring and evaluation, is correctly commissioned, rigorous, reliable and properly acted on. ■

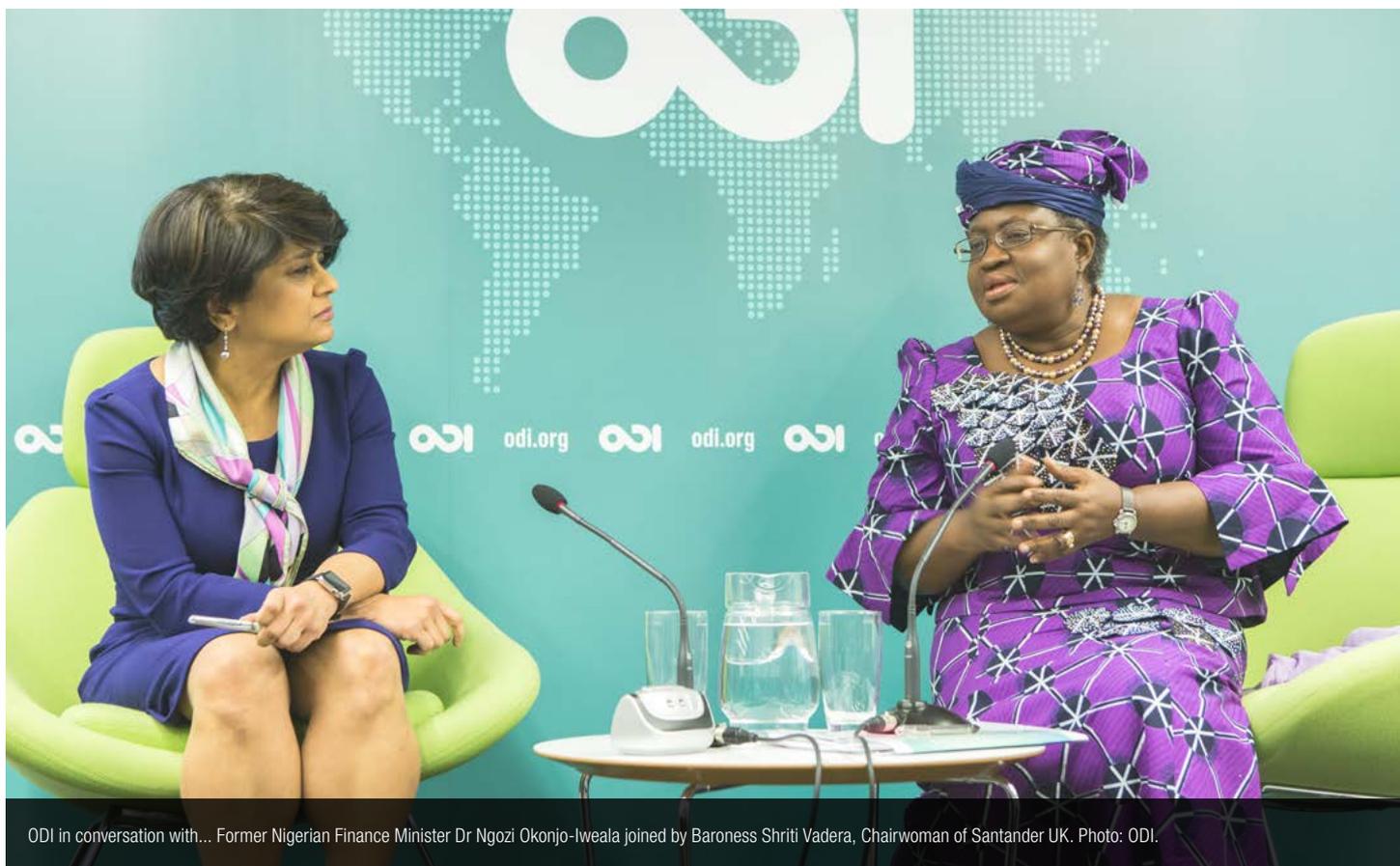
## A hub of global debate

ODI events bring together the world's leading influential thinkers, decision makers and business leaders to discuss the critical issues of our time. From our popular #GlobalChallenges debates to our ODI in Conversation series, we showcase the latest research on

international development and humanitarian policy issues, hosting world-renowned economists, former heads of state and Nobel laureates.

Recent guest speakers have included Professor Hans Rosling, Secretary of State for International Development, the Rt. Hon. Justine Greening MP, former Nigerian Finance Minister Ngozi Okonjo-Iweala, former Australian Prime Minister Julia Gillard, Prosecutor of the

International Criminal Court Fatou Bensouda, economist Joseph Stiglitz and former Danish Prime Minister Helle Thorning-Schmidt. We have worked with global partners to co-host innovative events that widen our reach and influence across sectors beyond development. We convene a global audience, livestreaming events to viewers in 116 countries across five continents and engaging millions with our social media coverage. ■



ODI in conversation with... Former Nigerian Finance Minister Dr Ngozi Okonjo-Iweala joined by Baroness Shriti Vadera, Chairwoman of Santander UK. Photo: ODI.

## Financial and professional services

**Karl Askew**

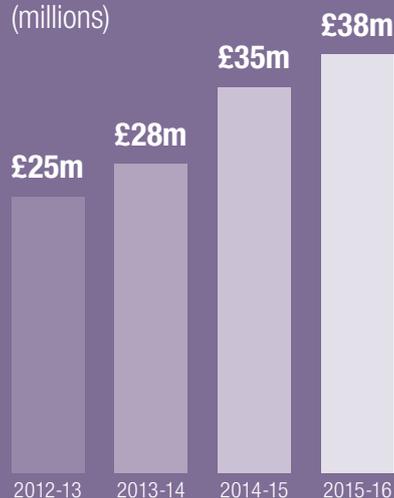
Director of Finance and Business Improvement

**Christopher Williams**

Director of Professional Services

ODI continues to go from strength to strength; evolving and adapting to reflect the changing development landscape. Our organisational changes and strategic partnerships ensure we are in the best possible shape moving forwards.

Income  
(millions)



## Strengthening partnerships

ODI continued to strengthen relationships with its core partners in 2015/16, while also attracting new donors. Over the past year, ODI has secured new funding to support some of our most successful and well-established programmes, such as the ODI Fellowship Scheme and the Budget Strengthening Initiative. We have continued to develop fruitful partnerships with the Bill & Melinda Gates Foundation, the World Resources Institute and The Rockefeller Foundation – amongst others. We also signed an agreement to work with DFID on Gender and Adolescence: Global Evidence (GAGE), a major nine-year programme to pinpoint the policies that help girls to shape their own futures. As a result of these efforts, ODI's income increased for the fourth year in a row, rising to £38 million in 2015-2016.

This was the first financial year in which ODI adopted the new accounting standard FRS 102 and the related Statement of Recommended Practice. As a result we have had to change the way we present our financial information to include a provision for our share of the deficit in a multi-funder pension scheme of £2.1 million. We have also had to restate our results for 2014-15.

## Investing in infrastructure and global reach

ODI employs research associates spread across 16 countries and works with research partners in 55 countries, with roughly half of our project activities taking place in sub-Saharan Africa. To match our global reach, we continue to invest in up-to-date infrastructure and technology to ensure effective working. ODI has built on the 2014-15 restructuring of its management structure to further embed strategic leadership across the institute, break down barriers between research programmes and maximise our resources, from our work around the adoption of the SDGs to the Paris Climate Summit and the data revolution.

Our commitment to developing our staff to ensure they have the right skills has continued this year. Staff can access a range of professional development options, from research skills to effective writing and management courses. This year saw a 50% increase in the attendance rate among staff attending these courses. Responding to a fast-changing and ever more uncertain world, we have introduced the role of Global Security Manager. His priority is to ensure the safety of all those working for ODI around the world. ■



Claire Melamed chairing #GenderDay at ODI. Photo: ODI.

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## Senior Management Team

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**Kevin Watkins**  
Executive Director

**Karl Askew**  
Director of Finance and Business Improvement

**Marta Foresti**  
Managing Director

**Edward Hedger**  
Managing Director

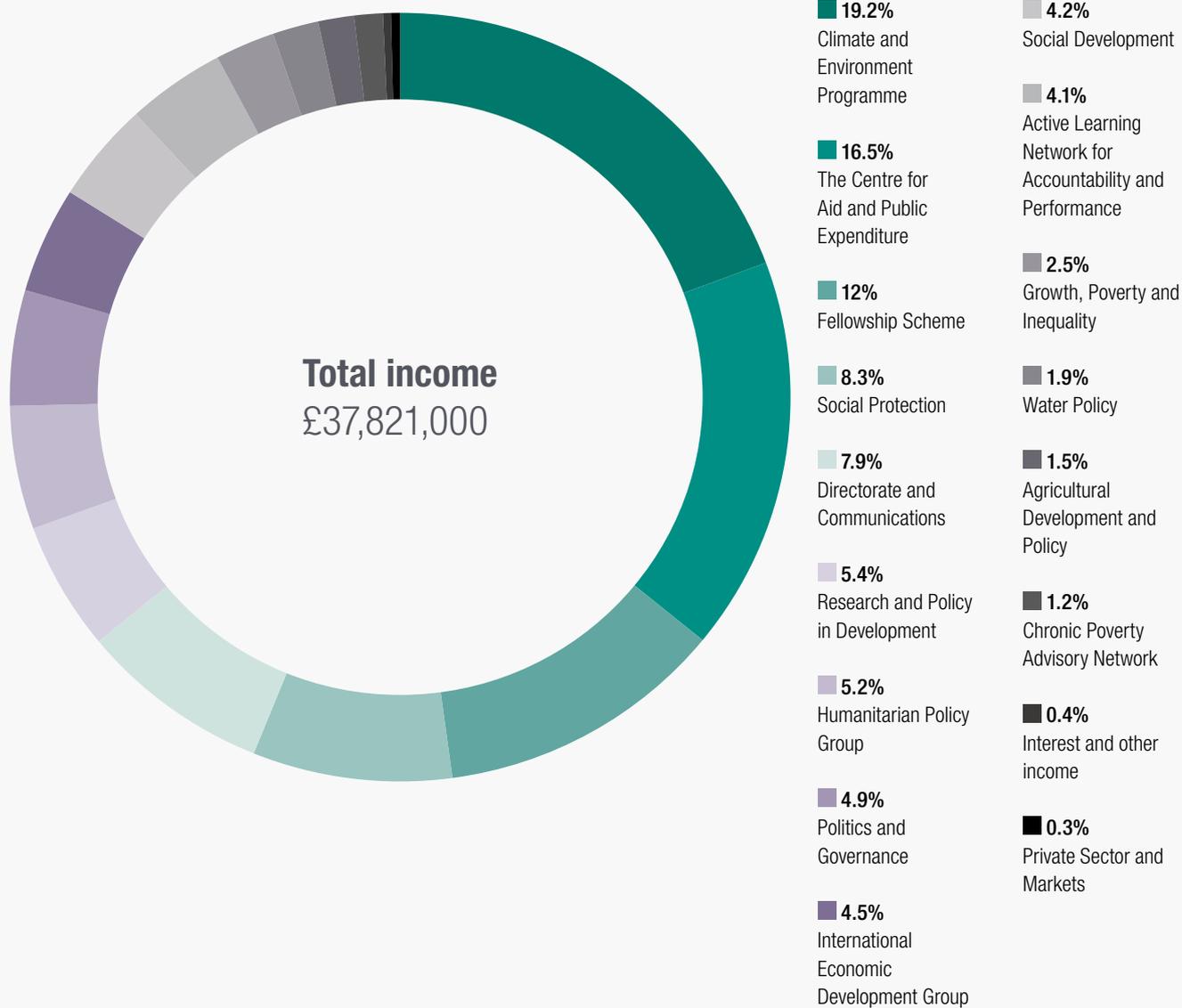
**Ishbel Matheson**  
Director of Public Affairs and Communications

**Claire Melamed**  
Managing Director

**Sara Pantuliano**  
Managing Director

**Christopher Williams**  
Director of Professional Services

## Income by programme and partnership



## Consolidated Statement of Financial Activities

(including income and expenditure account) for the year ended 31 March 2016

	2016 (£'000)	2015 (£'000)
<b>Income</b>		
Grants, Fellowship and Project Finance	37,681	34,751
Publications and other income	140	37
<b>Income</b>	<b>37,821</b>	<b>34,788</b>
<b>Expenditure</b>		
Research, Fellowship Scheme, Dissemination and Governance	36,034	28,776
Pension deficit revaluation	1,432	164
<b>Expenditure</b>	<b>37,466</b>	<b>28,940</b>
<b>Income before gains on investment</b>	<b>355</b>	<b>5,848</b>
<b>Realised and unrealised (loss) gains on investment</b>	<b>16</b>	<b>64</b>
<b>Net movement in funds</b>	<b>371</b>	<b>5,912</b>
<b>Net income (expenditure) is split between restricted and unrestricted funds</b>		
Restricted funds	(300)	4,967
Unrestricted funds	671	945
<b>Total</b>	<b>371</b>	<b>5,912</b>

Approved by the board of Trustees on 11 July 2016 and signed on their behalf by:



**James Cameron**  
ODI Chair

## Balance-sheet

at 31 March 2016

	31 March 2016 (£'000)	31 March 2015 (£'000)
<b>Fixed assets</b>		
Tangible assets	987	1,186
Investments	1,886	1,846
<b>Total</b>	<b>2,873</b>	<b>3,032</b>
<b>Current assets</b>		
Debtors and cash	16,703	14,480
<b>Creditors</b>		
Creditors and accruals due within one year	(6,172)	(5,671)
<b>Net current assets</b>	<b>8,440</b>	<b>7,910</b>
Pension liability	(2,091)	(899)
<b>Net assets</b>	<b>11,313</b>	<b>10,942</b>
<b>Funds</b>		
Designated fund	987	1,186
General fund	3,479	2,609
<b>Unrestricted funds</b>	<b>4,466</b>	<b>3,795</b>
Restricted funds	6,847	7,147
<b>Total</b>	<b>11,313</b>	<b>10,942</b>

## Our major funders

Asian Development Bank

Bill & Melinda Gates Foundation

Blackwell UK Ltd

British Academy

British Council

Canadian International Development Agency

Cellule d'exécution des financements en facilité des Etats Fragiles

Christian Aid

Coffey International Development Ltd

Ministry of Foreign Affairs of Denmark

Department of Foreign Affairs and Trade, Australia

Deutsche Gesellschaft für Internationale Zusammenarbeit

Development Alternatives Inc

Economic and Social Research Council

Enhancing Learning and Research for Humanitarian Assistance

European Commission

European Union

Food and Agriculture Organization of the United Nations

Federal Department of Foreign Affairs, Government of Switzerland

Federal Foreign Office of Germany

IKEA Foundation

International Development Research Centre

International Network for the Availability of Scientific Publications

Irish Aid

KR Foundation

The MasterCard Foundation

Ministry of Foreign Affairs Norway

Natural Environment Research Council

Oil Change International

Oxfam GB

Oxford Policy Management Ltd

PricewaterhouseCoopers

RTI International

The Rockefeller Foundation

Swedish International Development Cooperation Agency

UK Department for International Development (DFID)

United Nations Childrens Fund (UNICEF)

UNICEF Ethiopia

UNICEF Malawi

United Nations Development Programme (UNDP)

United Nations Foundation

United States Agency for International Development

U.S. Department of State

Vivid Economics

WaterAid

The William and Flora Hewlett Foundation

World Bank

World Resources Institute (WRI)

**A full list of funders is available on our website at [odi.org/about/funders](http://odi.org/about/funders)**

## Auditor's and trustees' statements

### Auditor's statement

We have examined the summary financial statements for ODI for the year ended 31 March 2016. 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 2016 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 edited by Angela Hawke and designed by Sean Willmott. Thanks go to all staff who contributed to the report.*

## **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](http://odi.org/newsletter-sign-up) or send an email to [newsletter@odi.org](mailto: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](http://odi.org/news-feeds)

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Registration no. 661818

Charity no. 228248

ODI Sales is a private company  
limited by shares

Registered in England and Wales  
Registration no. 7157505

Registered office:  
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203 Blackfriars Road  
London SE1 8NJ



**Shaping policy  
for development**

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**[odi.org](http://odi.org)**