



*Global to local action
to make a difference*

Annual Report 2013 – 2014

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.



02

About ODI

Who we are, our services, our impact, our funders and our work

03

Delivering as one

James Cameron, *ODI Chair*

04

Global to local action to make a difference

Kevin Watkins, *ODI Executive Director*

05

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

Andrew Norton, *ODI Director of Research*

07

Making a difference globally

A summary of work around our five strategic priorities:

08 Strategic priority #1

09 Strategic priority #2

10 Strategic priority #3

12 Strategic priority #4

13 Strategic priority #5

14

Our global reach

ODI's work spans the globe, working in partnership with governments, researchers and civil society

16

In focus

Showcasing a small selection of our networks, partnerships and flagship projects

18

The ODI Fellowship Scheme

Robin Sherbourne, *Head of the ODI Fellowship Scheme*

20

Right place, right time, right audience

Ishbel Matheson, *Director of Communications*

Global recognition for ODI's innovative approach to communication and convening

22

Financial and operational performance

Fraser Winterbottom, *Director of Strategic Operations*

27

List of major donors

28

Auditor's and Trustees' statements

About ODI

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

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

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

WE HAVE 12 CORE RESEARCH PROGRAMMES:

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

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

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

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

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

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

2013–2014 ...



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





James Cameron
ODI Chair

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

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

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

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

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

BOARD MEMBERS

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

Ann Grant
Vice Chairman at Standard Chartered Bank, Africa

Isobel Hunter
Independent human resources consultant

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

Martin Tyler
Executive Director, Operations, at Asthma UK

Sue Unsworth
Principal with The Policy Practice

Stewart Wallis,
Executive Director of New Economics Foundation

Chris West,
Director of the Shell Foundation

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

Global to local action to make a difference



Kevin Watkins
ODI Executive Director

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

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

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

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

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

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

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

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



Andrew Norton
ODI Director of Research

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

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

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

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

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

1 **Leave no-one behind**

Eradicating absolute poverty and equalising opportunity

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

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

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

2 **Sustainable futures**

Promoting effective action on climate change and managing resources sustainably

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

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

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

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

3

Saving lives, reducing vulnerability

Protecting people threatened by conflict, disasters and insecurity

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

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

4

Effective institutions, engaged citizens

Building accountable and inclusive institutions

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

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

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

5

Transformative growth

Increasing productivity and creating jobs through transformative growth

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

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

To read our full strategic plan for 2014–2017 visit www.odi.org/about/strategic-plan

Making a difference globally

The five pillars of our new strategy, launched in March 2014, have been developed over the past year and already provide the framework for our research and policy advice:

#1 Leave no-one behind

#2 Building sustainable futures

#3 Saving lives, reducing vulnerability

#4 Effective institutions, engaged citizens

#5 Transformative growth

The following pages provide a 'snapshot' of the cumulative impact of ODI's work over 2013–2014, building on a combination of research, advice, convening and communication.



Strategic priority #1

Leave no-one behind

Eradicating absolute poverty and equalising opportunity

ODI has reinforced the need to include the most marginalised people in the development framework that will succeed the MDGs. We have pushed for the monitoring of outcomes for people, rather than the number of people reached, proposing new indicators on governance and gender and the effective use of data to support social protection.

At global level, the MY World survey – brainchild of ODI and the United Nations Development Programme (UNDP) – is now the largest global survey in history, with 2 million people voting for future development priorities. The survey has informed recommendations from the High-Level Panel on the post-2015 goals led by David Cameron and the Presidents of Indonesia and Liberia, and there are plans for a similar survey to monitor these new goals.

We presented research to the UN Open Working Group on the need to include climate change and disasters in the future goals and organised a

Wilton Park conference for the UN Secretary-General's Advisor on the post-2015 development framework, attracting governments, businesses and NGOs. Our global links in post-2015 processes were strengthened by simultaneous events in Bogota, Dhaka, London and Nairobi in June 2013 to mark the launch of the UN High-Level Panel report.

At local level, research on social exclusion in Ethiopia, Nepal, Viet Nam and Uganda looked beyond national averages to outline how social norms can prevent the inclusion of adolescent girls in society, stimulating policy engagement in all four countries. It informed our 'Leave no girl behind' event in October 2013, which argued for a post-2015 gender goal and indicators, including the age at which women first give birth. The findings were shared with Justine Greening, Secretary of State for International Development, at the Committee on the Status of Women held in New York in March 2014.

Other contributions to gender debates included the book *Gender and social protection: beyond mothers and safety nets*. ■

A look at some key moments across 2013–2014:

APRIL 2013



Our publication on the accountability of the G20 development agenda is the only paper cited in the *Saint Petersburg G20 Accountability Report on Development Commitments*.

 www.odi.org/AR13-14-apr1

A virtual issue of *Disasters* on resilience is downloaded more than 9,400 times.

 www.odi.org/AR13-14-apr2

MAY 2013



Our report on the need to invest in young people as part of the post-2015 development framework is launched at an event that attracted as many online participants as participants attending in person: 200 in all.

 www.odi.org/AR13-14-may

JUNE 2013

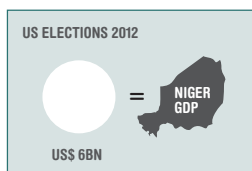
We coordinate a global response to the launch of the UN High-Level Panel report on the post-2015 development framework, with simultaneous panel discussions in Bogota, Dhaka, London and Nairobi ensuring that developing-world perspectives on the report are heard.

 www.odi.org/AR13-14-jun1

We are invited to provide an independent commentary on the *G8 Accountability Report* in advance of the Lough Erne G8 summit.

 www.odi.org/AR13-14-jun2

JULY 2013



We launch our infographics on 'Ten things to know about democracy and elections', which is featured in World Bank and UNDP blogs and is downloaded more than 5,000 times.

 www.odi.org/AR13-14-jul1

A special issue of *Development Policy Review* on transparency and accountability initiatives is downloaded almost 6,000 times.

 www.odi.org/AR13-14/jul2

Strategic priority #2

Building sustainable futures

Promoting effective action on climate change and managing resources sustainably

ODI's research locked together expertise on climate adaptation, green growth, climate finance and sustainable resource management. Our new evidence on the *Geography of poverty and disasters*, developed with the Met Office and Risk Management Solutions, explored how climate change could increase global poverty by 2030, mapping out the countries at risk.

Our report *Time to change the game: fossil-fuel subsidies and climate* exposed the massive subsidies received by fossil-fuel producers, in contrast to the financing for climate change responses. World Bank, Iranian and Bangladeshi government negotiators used our research and interactive game at the Warsaw Climate Change Summit in November and the UK Government is now looking to include subsidy reform in its climate support to developing countries.

Our Climate Funds Update platform, the premier resource on climate finance, had more than 34,000

individual visitors over the year and informed our road-map for climate finance to 2015.

ODI's work on land transparency informed the June 2013 G8 discussions at Lough Erne. And in December, we outlined the impact of biofuels on food security to German Members of the European Parliament and media in the run-up to a European Parliamentary vote on biofuel mandates.

We also carried out case studies in Malawi, Tanzania and Sierra Leone, developing an approach to help donors screen the potential risks to the delivery of water, sanitation and hygiene in the face of climate change – an approach that is influencing UK Department for International Development (DFID) programmes in a number of countries. Our analysis of poor people's access to water and sanitation for health and livelihoods led to advisory work for UN-Water on a post-2015 water goal.

In January 2014, *Future diets* explored changing diets, new health challenges and agricultural pressures, becoming the most cited report in our history. ■

Strategic priority #3

Saving lives, reducing vulnerability

Protecting people threatened by conflict, disasters and insecurity

ODI convenes and collaborates to respond to an ever-changing humanitarian landscape.

At global level, the ODI-hosted Budget Strengthening Initiative (BSI) continued to provide research and advice to the g7+ group of fragile and conflict-affected countries, which achieved notable successes: the inclusion of its demands in the UN High-Level Panel report on the post-2015 agenda and its ‘institutionalisation’ by the World Bank as the main platform for such countries.

ODI has continued to influence the debate on the humanitarian landscape by highlighting the role of rising global players and the implications for the ‘traditional’ humanitarian system. A roundtable in Jakarta in March 2013 with the Association of Southeast Asian Nations (ASEAN) and a conference in Istanbul in October, organised with Wilton Park and the International Committee of the Red Cross, explored these issues in depth. In January 2014 we hosted

a conference in Amman with the Humanitarian Forum, the UN Office for the Coordination of Humanitarian Affairs (UN OCHA), the Organisation of Islamic Cooperation and the Jordan Hashemite Charity to discuss ways to improve humanitarian action in the Middle East.

At national level, ODI is the only major think tank talking to armed non-state actors about humanitarian assistance. Our case study on Al-Shabaab, in partnership with the Heritage Institute for Policy Studies (Somalia’s first independent think tank) influenced the UN Secretary-General’s report on protecting civilians in armed conflict and sparked debate on how counter-terror laws hamper aid agency negotiations with such groups.

ODI has also stressed the need for a long-term reconciliation process in South Sudan. An opinion piece questioning the technocratic nature of aid to the country was syndicated worldwide, while our roundtables in London and in South Sudan generated frank discussions on the growing crisis. We have advised the UK Parliament, donors and humanitarian organisations on possible responses. ■

AUGUST 2013



Our briefing paper on the end of cheap rice prices captures the attention of the media – particularly in Australia – with its analysis of rice prices that have more than doubled since 2000. The paper calls for social protection policies to guard against price shocks, but points out that the rise in rice prices presents an opportunity for African farmers, in particular.

 www.odi.org/AR13-14/aug

SEPTEMBER 2013



The Mwananchi project comes to an end. Five years of deep country engagement has built coalitions for social accountability in Ethiopia, Ghana, Malawi, Sierra Leone, Uganda and Zambia. The final evaluation finds that the work of Mwananchi grantees has empowered citizens to play a more effective role in local governance.

 www.mwananchi-africa.org

OCTOBER 2013

Governance for development in Africa, based on the work of the multi-year Africa Power and Politics Programme, sparks debate with its argument that the right approach to governance for development is 'best fit', not 'best practice'. This requires a commitment to work with the grain of the context, build on existing institutional approaches and shift from direct support to the facilitation of local problem-solving.



www.zedbooks.co.uk/hardback/governance-for-development-in-africa

NOVEMBER 2013



Our lead-in to the Warsaw Climate Summit includes a report on fossil-fuel subsidies, and we are asked to provide evidence on such subsidies to the UK Environment Audit Committee.



www.odi.org/AR13-14-nov



A wider lens on the Syrian crisis

ODI has applied an international and regional lens to the continuing tragedy of the Syrian conflict over the past year, with a cross-cutting body of work to support the humanitarian response. Starting with an analysis of the scope for discussion with humanitarian officials linked to warring factions in Syria, ODI has also exerted direct influence on the UN with its research on resilience and on tracking aid flows for the region-wide Syria response, and has worked with UN OCHA and others to examine how the private sector in Jordan could support the refugee response.

We have explored the impact on and the role of Lebanon and Jordan, the countries that host the majority of Syrian refugees, by convening the December 2013 high-level conference in Beirut on education for refugees with the UN High Commissioner for Refugees, the UN Educational, Scientific and Cultural Organization and other partners. Our research, commissioned by Gordon Brown, the UN's Special Envoy on Education, set out a detailed strategy for getting the over 1 million Syrian refugee children now out of school in Lebanon back into the classroom. The UN and DFID have taken the strategy on board under their 'No lost generation' initiative. ■

Strategic priority #4

Effective institutions, engaged citizens

Building accountable and inclusive institutions

ODI pioneers new thinking on public institutions, emphasising their results rather than their formal structures. The aim: to promote what works, so public institutions gain the trust of the citizens they serve.

Over the past year, ODI has analysed how aid can enhance the delivery of public services, drawing on aid programmes in Sierra Leone, Tanzania and Uganda that have addressed governance constraints. The report *Unblocking results* listed six practical lessons, from seizing windows of opportunity to responding to changing circumstances, while our study of medicine shortages in Malawi has been adopted by DFID Malawi to inform future programming.

Public services were highlighted in February 2014 at a conference organised with the World Bank to mark the 10th anniversary of the *World Development Report 2004: Making Services Work for Poor People*. While celebrating the influence of the report

on development thinking and practice, the conference highlighted how far the world has to go before every citizen has access to good quality basic services. The conference was commended for its discussions and communication outreach, including interviews with the authors of the 2004 report.

ODI's work on public financial governance included partnership with the Government of Nepal on a review of its public financial management reforms, focusing on their prioritisation and sequencing. The review has shifted the emphasis from technical processes to non-technical factors – including institutions and politics – that shape results.

Scrutiny of institutions that should link citizens to the state included analysis on why elections matter. Our infographics on 'Ten things to know about democracy and elections' have been downloaded more than 5,000 times, appearing on UNDP and World Bank blogs. ■

DECEMBER 2013

ODI works with the Heritage Institute for Policy Studies – Somalia's first independent think tank – to interview members of Al-Shabaab, as well as NGO staff, about what really happened during the 2011 famine in the Horn of Africa. This builds on our work around humanitarian dialogue with armed non-state groups, including the Sudan People's Liberation Movement-North and armed opposition groups in Darfur, as well as aid workers and diplomats, to assess the challenges of negotiating access to people affected by conflict.

 www.odi.org/AR13-14-dec

JANUARY 2014



Our report *Future diets* becomes the most cited ODI output ever.

 www.odi.org/AR13-14-jan

FEBRUARY 2014

A major ODI conference in partnership with the World Bank marks the tenth anniversary of the ground-breaking *World Development Report 2004: Making Services Work for Poor People*, attracting high-profile speakers.

 www.odi.org/AR13-14-feb1

ODI advises the UK House of Commons International Development Committee on the new challenges facing UK development finance.

 www.odi.org/AR13-14-feb2

MARCH 2014



Almost two million votes have been cast worldwide to date via the MY World global survey, providing a unique picture of what people in different countries see as the priorities for government action. The organisers mount a global push in March to generate an additional 500,000 votes for the survey – originally devised by ODI and UNDP.

 myworld2015.org

Strategic priority #5

Transformative growth

Increasing productivity and creating jobs through transformative growth

ODI informs global and national debates on growth, trade and investment, sparking high-level debate and solid country engagement.

Our April 2013 assessment of the G20's development work, commissioned by the Commonwealth Secretariat, was the only paper cited in the *Saint Petersburg G20 Accountability Report on Development Commitments*.

Our analysis for the Growth Research Programme run by DFID and the Economic and Social Research Council (DEGRP) on financial sector development and the garment industry generated dialogue with bankers in Ghana and ministers in Bangladesh.

In July we hosted the roundtable to launch the 2013 World Investment Report, *Global Value Chains*, with the Secretary General of the UN Conference on Trade and Development, and influenced debate on Aid for Trade (AfT) effectiveness via a panel session with the

Commonwealth Secretariat at the 4th Global AfT Review. As well as papers on AfT and global value chains for the African and Asian Development Banks, we coordinated blogs from the EU, World Trade Organization (WTO) and OECD and produced the definitive book on this issue, *Assessing Aid for Trade*, featuring a chapter co-authored by Nobel-prize winner Joseph Stiglitz.

Our July report *Impact investing and beyond* drew on a pilot study funded by the Shell Foundation on support to social enterprises in emerging markets, where lack of data hampers investment, paving the way for an annual survey to close this data gap. With our partners, we convened workshops in Hanoi and Nairobi on social enterprise investment in health and agriculture, bringing together business schools, investors, fund managers and social entrepreneurs – new allies for ODI.



Our relationship with the UK Foreign and Commonwealth Office was strengthened by our December 2013 presentation on policy developments in Brazil, Russia, India, China and South Africa (BRICS) to representatives from their embassies and financial and business communities. ■

Our global reach

ODI's work spans the globe. The past year has seen us working in partnership with governments, researchers and civil society, and hosting launch events and debates in a range of countries.

Our work in developing countries has ranged from intensive policy support on such issues as trade, poverty reduction and public services and the strengthening of budget processes, as well as the exploration of the role of the private sector in development. Our ODI Fellows have worked with the governments of every developing region, sharing – and expanding – their economic expertise. We have also shared our research analysis and policy advice at the regional and global level, with the EU and the UN, among others, and in a range of industrialised countries.

This map highlights a small selection of our work to illustrate our global reach, and shows where our ODI Fellows have worked with and for governments over the past year.

-  ODI engagement
-  ODI Fellowship Scheme posting

For a full list of country postings visit www.odi.org/fellowship-scheme

JAMAICA

ODI works with the University of the West Indies in Kingston to explore how developing countries – particularly small states – can enhance competitiveness by moving up global value chains (the activities needed to bring a product from conception to distribution).

BELGIUM

Our policy recommendations on the need for greater EU support for social insurance in developing countries are presented to the European Parliament's Committee on Development, triggering lively debate.

SIERRA LEONE

With ODI support, the Secure Livelihoods Research Consortium produces a report on whether current efforts to build government capacity to prevent undernutrition are 'fit for purpose'.

UNITED STATES

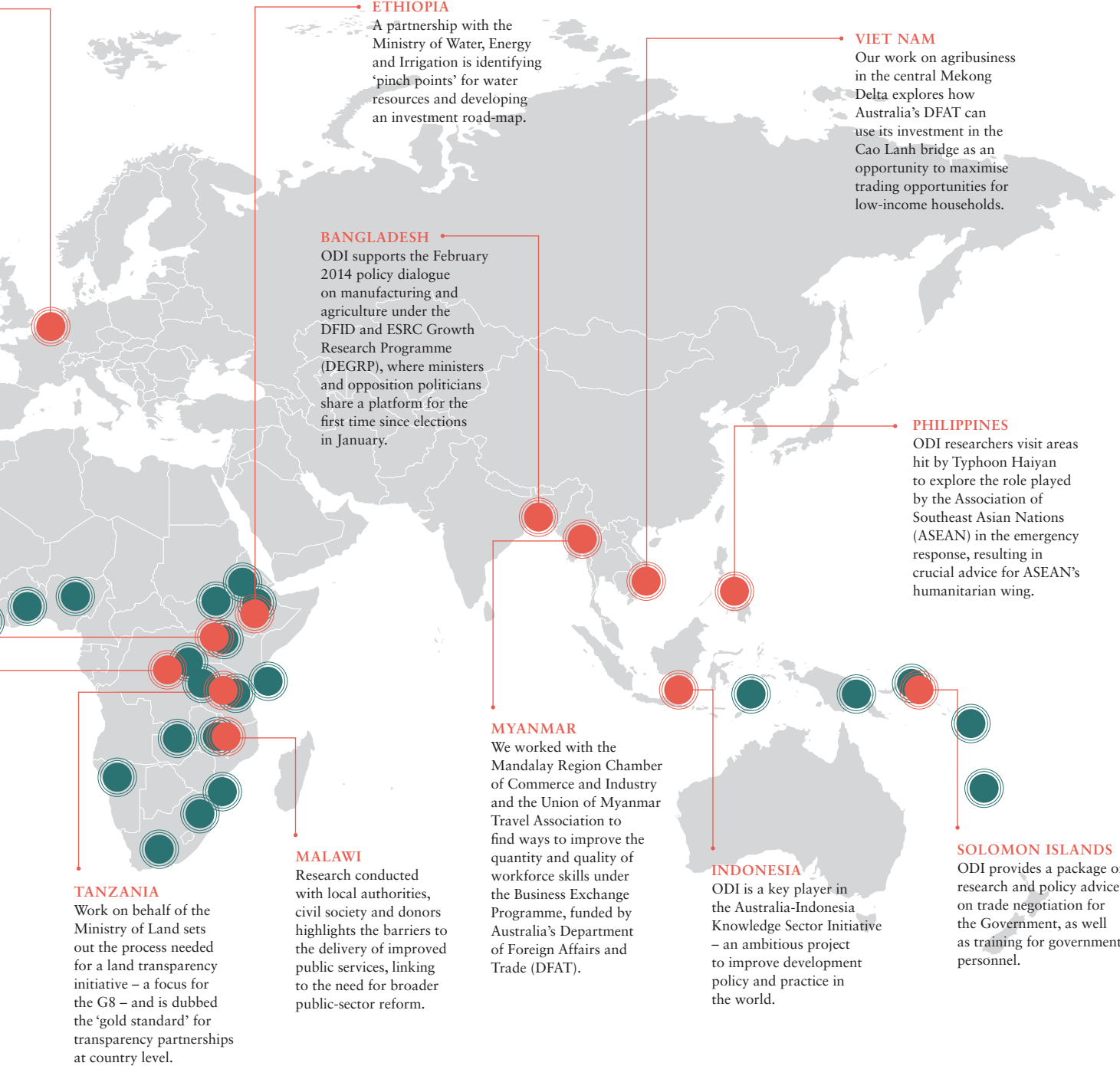
ODI marks the tenth anniversary of the World Development Report 2004: *Making Services Work for Poor People* with a major conference in Washington, DC, co-hosted with the World Bank.

UGANDA

ODI and Kampala-based Advocates Coalition for Development and Environment complete the country's first national study on climate finance, and we work with the Government to create a budget information website to share information on the use of public funds.

DEMOCRATIC REPUBLIC OF CONGO

One of two countries, the other being South Sudan, where ODI is reviewing Tearfund's water, sanitation and hygiene programming.



ETHIOPIA

A partnership with the Ministry of Water, Energy and Irrigation is identifying 'pinch points' for water resources and developing an investment road-map.

VIET NAM

Our work on agribusiness in the central Mekong Delta explores how Australia's DFAT can use its investment in the Cao Lanh bridge as an opportunity to maximise trading opportunities for low-income households.

BANGLADESH

ODI supports the February 2014 policy dialogue on manufacturing and agriculture under the DFID and ESRC Growth Research Programme (DEGRP), where ministers and opposition politicians share a platform for the first time since elections in January.

PHILIPPINES

ODI researchers visit areas hit by Typhoon Haiyan to explore the role played by the Association of Southeast Asian Nations (ASEAN) in the emergency response, resulting in crucial advice for ASEAN's humanitarian wing.

MYANMAR

We worked with the Mandalay Region Chamber of Commerce and Industry and the Union of Myanmar Travel Association to find ways to improve the quantity and quality of workforce skills under the Business Exchange Programme, funded by Australia's Department of Foreign Affairs and Trade (DFAT).

INDONESIA

ODI is a key player in the Australia-Indonesia Knowledge Sector Initiative – an ambitious project to improve development policy and practice in the world.

SOLOMON ISLANDS

ODI provides a package of research and policy advice on trade negotiation for the Government, as well as training for government personnel.

MALAWI

Research conducted with local authorities, civil society and donors highlights the barriers to the delivery of improved public services, linking to the need for broader public-sector reform.

TANZANIA

Work on behalf of the Ministry of Land sets out the process needed for a land transparency initiative – a focus for the G8 – and is dubbed the 'gold standard' for transparency partnerships at country level.

In focus

ODI hosts or coordinates a wide range of networks, partnerships and flagship projects. Here we showcase a small selection of their highlights from the past year.

BetterEvaluation

ODI is a founding partner of BetterEvaluation, an international collaboration to improve evaluation practice and theory by sharing information about evaluation options and approaches. This global network of individuals and organisations documents and analyses good practice in evaluation, as well as providing advice on evaluation challenges. Launched in 2012, BetterEvaluation is now the 'go to' place for information and advice on evaluation, and its website – with its step-by-step guidance on the best evaluation options – has been visited by 250,000 people from 228 countries over the past year.

betterevaluation.org

Climate and Development Knowledge Network (CDKN)

ODI continues to consolidate the findings and analysis of CDKN, which aims to support decision-makers to design and deliver climate-compatible development. Keen interest from the global South is reflected in visits to the CDKN website, almost half of which (46%) come from developing countries. The past year has seen CDKN bringing the findings of the *Fifth Assessment Report* by the Intergovernmental Panel on Climate Change to policy-makers in developing regions. It has also seen CDKN's twitter following expand to 5,000 and its online debates attracting more than 500 participants on a regular basis.

cdkn.org

Development Progress

ODI hosts the Development Progress project, a hub for ideas, debate and resources on how the world is doing – and what works – on international development goals. Over the past year, Development Progress work has been presented at events across five continents, from the EU Development Days in Brussels to the Health Systems in Asia conference in Singapore. The project, funded by the Bill & Melinda Gates Foundation, embarked on case studies on what drives national progress in specific areas, with the first study focusing on maternal mortality in Nepal.

developmentprogress.org

Humanitarian Practice Network (HPN)

HPN, hosted by ODI, is a unique independent forum that enables the humanitarian sector to share and learn from information, analysis and experience. Over the past year, HPN's focus on what works to prevent and respond to gender-based violence in emergencies has included a network paper and an issue of *Humanitarian Exchange* magazine. The analysis has filled a key knowledge gap, and was presented in February 2014 at one of ODI's most popular events to date, with 400 people registered to watch the live stream of the event online.

odihpn.org

MY World

ODI is a founding partner of the MY World survey, alongside UNDP. The survey, which allows people to have a direct say in shaping a better world, received 1.5 million responses by September 2013. To mark this milestone, a major exhibition was held at the UN during the UN General Assembly. Visitors included Gordon Brown, UN Special Envoy on Global Education, and Queen Rania of Jordan. Almost two million responses to the MY World survey had been received by March 2014, more than 80% of them from developing countries.

myworld2015.org

Secure Livelihoods Research Consortium (SLRC)

ODI hosts the SLRC, a six-year global research programme that explores livelihoods, basic services and social protection in conflict-affected countries, with funding from DFID, Irish Aid and the European Commission. During its second year of operations the SLRC contributed to global debates on these issues and conducted several successful SLRC panels at global conferences, including the Third World Conference on Human Security in Istanbul in October 2013. The work of SLRC was cited in the 2014 *Fragile States Report: Domestic Revenue Mobilisation* by the OECD.

securelivelihoods.org

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.
alnnap.org
- **The Budget Strengthening Initiative** supports fragile and conflict-affected states to build more effective, accountable and transparent budgets.
budgetstrengthening.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. CPAN launched its third *Chronic Poverty Report* in March 2014.
chronicpovertynetwork.org
- **The European Development Cooperation Strengthening Programme (EDCSP)**, based at ODI, is the UK's prime resource on institutional and policy change for EU development cooperation.
international-development.eu

The ODI Fellowship Scheme



Robin Sherbourne
Head of the ODI Fellowship Scheme

THREE MAJOR MILESTONES

1

Record number of Fellows posted in the field

2

Introduction of new statistics stream

3

50th anniversary and an emerging alumni organisation

THE PAST YEAR has seen three major milestones for the ODI Fellowship Scheme. First, the posting of a record number of Fellows to the field – 57 in all. Second, the expansion of the services provided by our Fellows, with statisticians taking their place alongside the economists who have formed the basis of the Scheme for decades. And third, the 50th anniversary of the Scheme and the first steps towards the establishment of a fully-fledged alumni organisation.

The Scheme provides developing-country governments with highly-qualified and motivated postgraduate economists and statisticians, with the governments and ODI sharing the costs of each two-year placement. In doing so, it helps to fill gaps in local expertise, while providing invaluable and practical work experience for the Fellows themselves. There are now 102 Fellows in post, working for 24 country governments and regional bodies. The Scheme also

established itself in one new country in 2013–2014 – Djibouti – and discussions with several other new countries should see them come on board in the coming years as the demand for ODI Fellows continues to grow.

The 50th anniversary of the Fellowship Scheme was not only a chance to improve the marketing of the Scheme, it also saw us take the first steps towards establishing a full alumni programme for the more than 1,000 economists who have worked as Fellows in more than 40 countries since 1963. This alumni initiative will become a tremendous resource for the Scheme, for ODI, and for the wider development community, given the wealth of expertise and first-hand knowledge represented by this unique group of people.

The four Fellows who share their experiences here will only add to that pool of knowledge and expertise. ■



'Working in a new Fellowship country is a unique experience. Instead of stepping into a well-established position where the Scheme has built a reputation, a Fellow in a new country has to shape their job description together with the ministry in order to ensure the post responds to the country's needs and expectations. It is exciting to feel like a pioneer and it has been a very rewarding experience so far.'

Shoghi Emerson and Marta Dormal
ODI Fellows in Djibouti

'I decided to recruit ODI Fellows into the Ministry of Economy and Finance of Djibouti to draw on their specialist technical skills, but mainly to benefit from a fresh new outlook on the challenges facing the country. As the first Fellows to come to Djibouti, Shoghi and Marta have adapted quickly and integrated well into my teams. They have brought real value-added to top-priority dossiers that were instrumental in important successes. As a result, I hope our partnership with the ODI Fellowship Scheme will continue over the coming years.'

H.E. Ilyas Moussa Dawaleh
Minister of Economy and Finance of Djibouti



'I am an economist with the Nigeria Sovereign Investment Authority (NSIA), which manages the country's Sovereign Wealth Funds (SWF). I'm part of an investment team focused on creating a 'best in class' SWF. I track international financial markets, Nigeria's macro position, and support portfolio managers on infrastructure projects while performing certain portfolio management functions. The work is intense, fast-paced and rewarding, making for a fascinating ODI Fellowship.'

Tom Northover
ODI Fellow, Nigeria

'The work at NSIA is very broad, with our Future Generations Fund taking global exposure across financial markets, whilst requiring great depth, as we develop projects for investment in Nigerian infrastructure. Our team must fulfill multiple functions with precision and our ODI Fellow has proved a fantastic resource. It is clear why demand is high for Fellows and we are so appreciative to be a partner.'

Hanspeter Ackermann
Executive Director & Chief Investment Officer,
NSIA



'My ODI placement is within a Research Unit in the National Treasury of South Africa within which I am applying key aspects of my training from Hong Kong, Oxford and the WTO in trade and development macro in a real policy context. I have found the exposure to the challenges of policy development in another BRICS country immensely rewarding and humbling, in that it enriches my perspective on development and inspires me to help shape future policies in my home country of China.'

Isabel Yang
ODI Fellow in 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 www.odi.org/fellowship-scheme

Right place, right time, right audience



Ishbel Matheson
Director of Communications

WE MAKE OUR WORK COUNT through smart communication and convening, ensuring that our high-quality research is propelled into the policy arena to shape key debates. Our commitment to make our research as widely available as possible is as strong as ever: our publications are free to download and our events are live-streamed.

ODI uses a growing range of channels to ensure our messages reach the right people in a way that works for them. The past year has seen us reach audiences worldwide, via a combination of digitally-savvy outputs, online access and media dissemination.

Seizing the moment

We launch our research when it will have the biggest influence. Our *Future diets* report was published in early January 2014, for example, just as many people were embarking on a healthier diet. The main findings – that the developing world is getting fatter, faster than the developed world – have been cited worldwide, from the Solomon Islands to Zimbabwe.

Similarly, our report *Time to change the game* on the global scale of fossil-fuel subsidies was published just ahead of the UN Climate conference in Warsaw in November 2013. Its findings were discussed at the meeting and attracted widespread media coverage.

Diverse channels for messages

ODI is expanding its use of infographics to illuminate key facts on often complex topics. Over the past year, they have captured issues as diverse as chronic poverty and how to create climate-friendly policy.

Similarly, digital channels like twitter and Facebook ‘headline’ research, while video and photography bolster our visual communications. The Development Progress project, hosted by ODI, is working with amateur photographers in the developing world to illustrate the reality of their lives. And in early 2014, ODI hosted the ‘Turning towards justice’ exhibition on challenges to justice in Sierra Leone.

The past year has also seen the growth of multimedia packages tailored to our audiences. One prime example was the multimedia package around the UN Climate conference in Warsaw, which included infographics, opinion pieces, audio interviews, a briefing paper, two research reports and four public events (including a side-event at the Summit itself).

Convening: from high-level to online participation

ODI convenes debates on development issues around the world as well as in London. The numbers of people accessing our events online is growing, and we regularly attract full houses for our events. The November CAPE conference on budgeting and public finance, for example, attracted 180 online participants, as well as 100 attendees, including global opinion formers. The conference was addressed by Antoinette Sayeh, Director of the Africa Division at the International Monetary Fund, and Mozambique’s former Prime Minister, Luisa Diogo. ■

ODI'S COMMUNICATIONS IN 2013-2014 IN NUMBERS

105 PUBLIC
EVENTS



with **7,117 PEOPLE**
(43%) registering to
attend in person

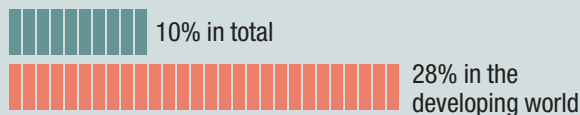


and **9,401** (57%)
registering to watch
online

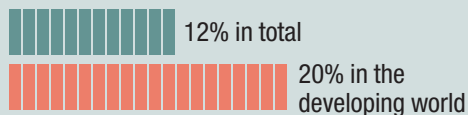


ODI JOURNAL DOWNLOADS ARE UP BY ...

Disasters



Development Policy Review



TOP TWO REASONS FOR VISITING THE ODI WEBSITE



The *Future diets* report becomes the most cited ODI output ever



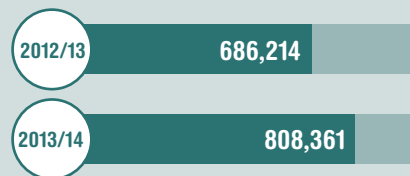
132 MEDIA HITS
from **32 COUNTRIES**
across **SIX CONTINENTS**
within a month

1,000 MEDIA MENTIONS,
and **40 MEDIA INTERVIEWS**
for ODI staff. Downloaded
20,000 TIMES in three
months



We regularly reach
32,489 PEOPLE on Facebook

WEB VISITORS



E-NEWSLETTER:
29,529 subscribers
including directors,
researchers, consultants,
lecturers, students,
academics, government
and NGOs

Financial and operational performance

The past financial year has been characterised by strong growth for ODI. This growth reflects the strength of ODI's 'brand' as a trusted source of independent research and policy analysis. And that brand is built on the bed-rock of our most valuable asset: the professionalism and commitment of our staff.





Fraser Winterbottom
Director of Strategic Operations

Growing our income

ODI's turnover has risen for three years, from £18.5 million in 2010–2011 to £28 million in 2013–2014. We continue to work with long-standing, valued partners, such as DFID, but we are also diversifying our income by attracting new funders. More than 20% of our funding came from the private sector, foundations and other non-governmental sources in the past year, including the Bill & Melinda Gates Foundation, PriceWaterhouse Coopers and Coffey International. We are grateful to our funders, who have enabled us to deliver the impact detailed on earlier pages of this review.

Strengthening our human resources

We now have well-recognised expertise in research that spans a wide range of development issues, in effective monitoring and evaluation and in communication, with growing demands on our staff time from governments, donors, the private sector, civil society and international institutions. Coupled with more than 100 ODI Fellows working for developing-country governments this year, and we have a unique blend of human assets.

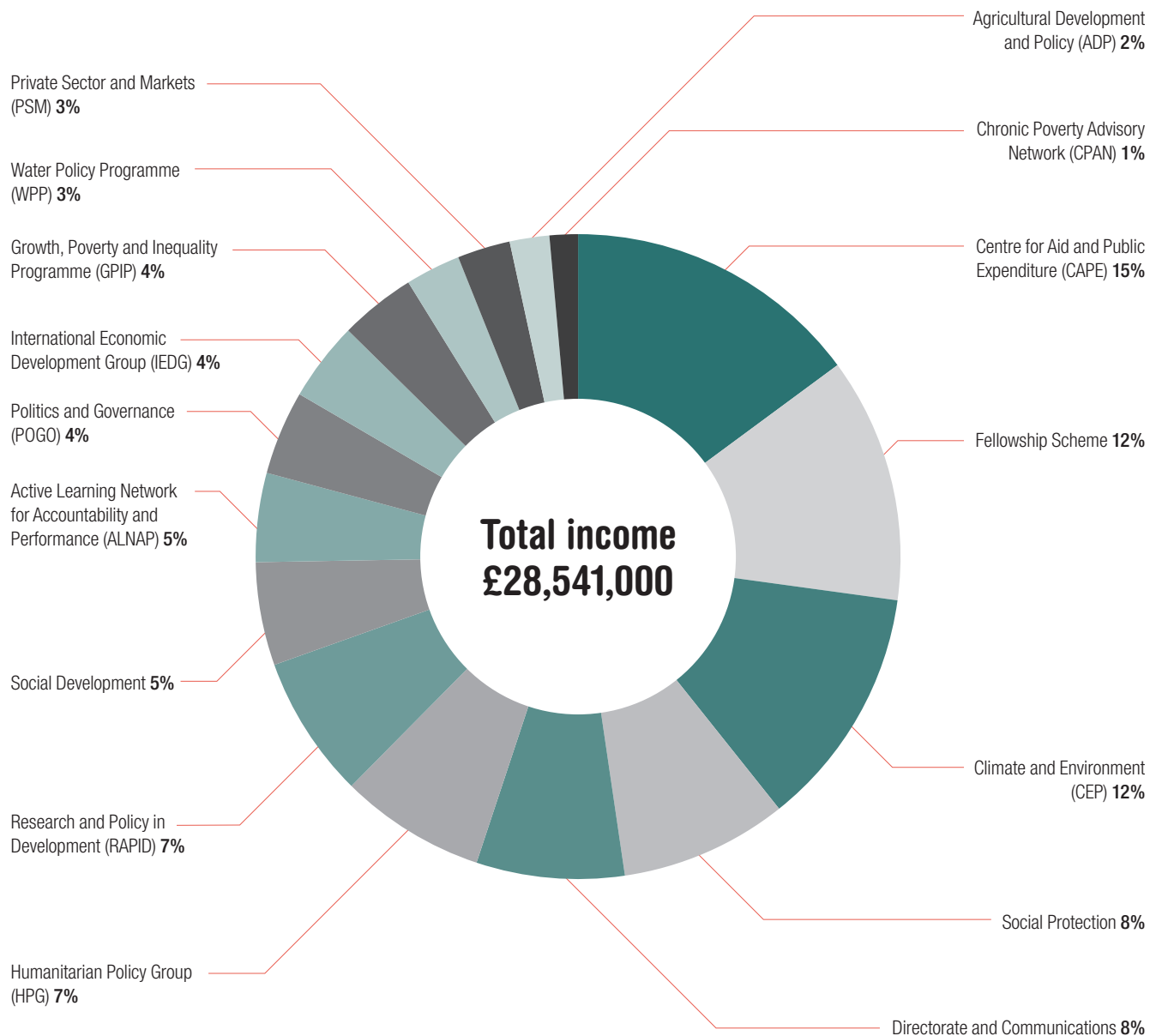
To match the growing demand we have increased our staff by 30 new positions in the year 2013–2014. Most growth has been within our research programmes, widening the range of skills within the Institute. Support staff have increased in line with the need to free up more time for research.

New governance for a new strategy

As our Chair James Cameron mentioned earlier in this report, our new strategy aims to ensure that ODI delivers as one, deploying resources across teams and disciplines to ensure maximum impact.

To support this, we are reinforcing our Senior Management Team with new Directors of Research Groups, as well as streamlining our governance structure, with our Board and Council replaced by a single ODI Board. We are so grateful to the Council Members who have given us their time and support over the years; we have benefited enormously from their expertise and commitment, and look forward to continued collaboration with our Board Members. ■

Income by programme and partnership



Consolidated Statement of Financial Activities (including income and expenditure account)
for the year ended 31 March 2014

	2014 £'000	2013 £'000
Incoming resources		
Incoming resources from generated funds		
Grants and projects finance	25,012	22,105
Fellowship programme	3,504	3,479
Publications and other income	25	9
Total incoming resources	28,541	25,593
Resources expended		
Research and dissemination	23,485	22,116
Fellowship activities and services	3,163	3,168
Governance costs	44	33
Total resources expended	26,692	25,317
Net incoming resources	1,849*	276
Realised & unrealised (loss) gains on investment	(57)	128
Net movement in funds	1,792	404

*including £2,180,000 held in restricted funds on behalf of donors for future investment.

Approved by the Board of Trustees on 28 July 2014 and signed on their behalf by:

James Cameron
ODI Chair



Balance-sheet
at 31 March 2014

	31 March 2014 £'000	31 March 2013 £'000
Fixed assets		
Tangible assets	1,391	1,477
Investments	–	1,821
Total	1,391	3,298
Current assets		
Debtors and cash	12,310	9,160
Creditors		
Creditors and accruals	7,617	7,986
Provision for liabilities and charges	–	180
Total	7,617	8,166
Net current assets	4,693	1,174
Net assets	6,084	4,292
Funds		
Designated fund	1,391	1,477
General fund	2,513	2,815
Total funds	3,904	4,292
Restricted funds	2,180	–
Total	6,084	4,292

List of major donors

A

Africa Progress Panel
African Development Bank
Asian Development Bank

B

Bill & Melinda Gates Foundation

C

Canadian International Development Agency
Care International UK
Coffey International
Crown Agents

D

DAI
Department of Foreign Affairs and Trade, Australia
Department for International Development, UK
Deutsche Gesellschaft für Internationale Zusammenarbeit

E

Economic and Social Research Council, UK
European Centre for Development Policy Management
European Commission
European Union

G

Girl Hub Rwanda
Global Development Network

I

Institute of Development Studies, Sussex
International Development Research Centre
Irish Aid

K

KPMG

L

Liverpool School of Tropical Medicine

M

Ministry of Finance, Liberia
Ministry of Finance, Netherlands
Ministry of Foreign Affairs, Denmark
Ministry of Foreign Affairs, France
Ministry of Foreign Affairs, Germany
Ministry of Foreign Affairs, Netherlands
Ministry of Foreign Affairs, Norway

N

Natural Environment Research Council, UK
New Venture Fund

O

Oak Foundation
Organisation for Economic Co-operation and Development
Oxfam

P

PricewaterhouseCoopers

R

Research Triangle Institute

S

Swedish International Development Cooperation Agency
Swiss Agency for Development Cooperation
Swiss Federal Government

T

The Prince's Youth Business International

U

UN Women
UNICEF
United Nations Development Programme
United Nations Environment Programme
United Nations Food and Agricultural Organization
US Agency for International Development

W

Wiley-Blackwell
William and Flora Hewlett Foundation
World Bank
World Resources Institute

Auditor's and Trustees' statements

Auditor's statement

We have examined the summary financial statements for ODI for the year ended 31 March 2014. 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 2014 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 Rachel Bray at Soapbox. Thanks go to all staff who contributed to the report.



Cover photo

A girl stands on the roof of a shack in New Delhi, India, holding a brightly coloured scarf. © Chris de Bode, Panos.



Inside cover

Local children sit on a boulder overlooking the Kenyan slum of Kibera. © Gates Foundation.



Page 7

Bamboo scaffolding on the space museum in Hong Kong. © Anne Roberts.



Page 8

Youth activist holding a speakerphone. © Restless Development 2013.



Page 10

Maiama Bayoh, elected councillor for Kono District, Sierra Leone. © Jessica Sinclair Taylor.



Page 11

Children earn a living by transporting goods inside the Zaatari Refugee Camp. © Mohamed Azakir, World Bank.



Page 22

Three women plant seeds in a farm in Chimaltenango, Guatemala. © Maria Fleischmann, World Bank.

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Registration no. 7157505

Registered office:
Overseas Development Institute
203 Blackfriars Road
London SE1 8NJ

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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 www.odi.org/services 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 www.odi.org/news-feeds



Shaping policy for development

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