



Overseas Development
Institute

Annual Report 2010

Advancing knowledge, shaping policy, inspiring practice



Our mission

ODI is the UK's leading independent think tank on international development and humanitarian issues. Our mission is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods.

We do this by locking together high-quality applied research, practical policy advice and policy-focused dissemination and debate.

We work with partners in the public and private sectors, in both developing and developed countries.



About ODI

What we do

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

In the past year, ODI has been contracted by more than a dozen donor governments. We have also carried out assignments supported or requested by the Bill & Melinda Gates Foundation, the Commonwealth Secretariat, the East African Community (EAC), the Hewlett Foundation and the Organisation for Economic Co-operation and Development (OECD), as well as many international financial institutions, multinational companies, non-governmental organisations, think tanks and United Nations agencies.

What we work on

We work across a wide range of sectors that have a direct impact on the well-being of the poorest people in developing countries. In 2009/10, key areas of work included the global financial crisis and climate change, as well as our priority themes of the Millennium Development Goals, the future of aid, growth, risk and fragile states, and the role of think tanks in development.

In addition to its 13 core research programmes, ODI hosts a number of important networks, including the Humanitarian Practice Network (HPN) and the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). We are also actively involved in a wide range of partnerships, including the Chronic Poverty Research Centre (CPRC).

The ODI Fellowship Scheme has given postgraduate economists an opportunity to work in the public sector of developing countries since 1963. Today, there are more than 90 Fellows in post, working with the governments of more than 20 developing countries.

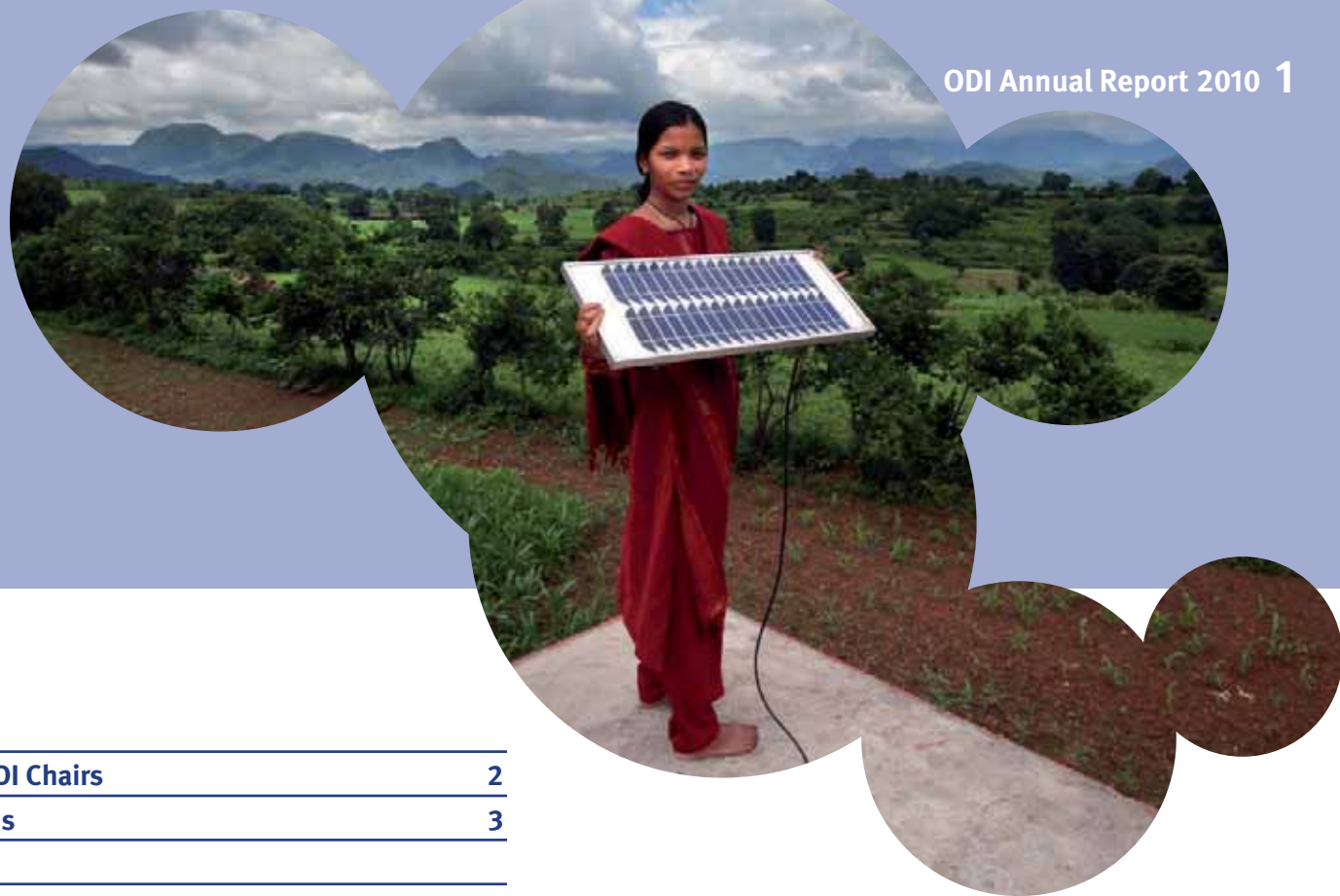
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Messages from the former and current ODI Chairs

Lord Adair Turner
of Ecchinswell



Dr Daleep Mukarji,
OBE



Lord Adair Turner of Ecchinswell

In the last *ODI Annual Report*, I commented on the dramatic changes taking place in the global economic landscape. A financial and economic crisis that began in OECD countries was being felt across developing countries that had no part in its making, and which were expected to feel the impact very deeply.

Research by ODI during the past year has shown that developing countries have indeed been affected by the downturn, but that some countries have been better able to manage the consequences than others. These countries provide important lessons for others that have struggled, and ODI has been a critical source of evidence on the different impacts of the crisis on low-income and small and vulnerable economies, as well as on low-income groups and households.

Beyond the financial crisis, ODI has continued to gather the evidence to influence key debates about social protection, pro-poor value chains, the need to understand domestic politics when engaging in fragile states, better humanitarian response and new challenges for development as a result of climate change.

In its 50th year, ODI can be very proud of its reputation as the UK's leading international think tank on development and humanitarian issues and I am pleased to have been able to play a role in ODI over the past three years. I am, of course, sad to be stepping down as Chair, but I retain my strong interest in ODI and am delighted to hand over the reins to Dr Daleep Mukarji. Daleep brings invaluable experience and skills to ODI, from his intellectual engagement and experience in development, to his personal commitment to poverty reduction. I am certain that he will make a vital contribution to the leadership of this outstanding organisation.

Dr Daleep Mukarji, OBE

First, I must thank Adair for his leadership as Chair of ODI during tumultuous times. I look forward to building on his good work in the future.

It is particularly exciting to be taking up this role during ODI's 50th anniversary year – an opportunity to work with ODI's Director and her staff to reflect on half a century of excellence and chart our future course.

The task ahead is to maintain the outstanding reputation of ODI while responding to new opportunities and challenges. Now, more than ever, it is vital that we continue our mission to inspire and inform policy and practice which will lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods in developing countries.

My career in development has shown me that there is so much more to poverty than the lack of money, and so much more to poverty reduction than aid. The solutions to sustained and inclusive growth and development are not one-size-fits-all. There is a huge need to generate evidence, from the micro to the macro level, that helps us to understand the way the world works and to better tailor our solutions. With mounting global risks and challenges, and a shifting local and global economic landscape, this kind of evidence on what works – and why – is needed more than ever. And harnessing this evidence is the great strength of ODI. I look forward to working with the Institute in the years ahead.



Celebration without complacency

Alison Evans, ODI Director



As we celebrate ODI's 50th anniversary, it is worth reflecting on our earliest days in 1960. With funding from the Ford Foundation, our first objectives were to create a centre for analytical work on development problems, to provide a forum for sharing that work and to keep the urgency of the challenges facing the developing world in the public eye. Today, our mission has evolved but our core business remains the same, captured in our 50th anniversary strapline: *advancing knowledge, informing policy, inspiring practice* on international development and humanitarian affairs.

There has been much soul-searching at ODI on how best to mark our 50 years. Should we trumpet our achievements, or sound a warning bell? Should we congratulate ourselves on reaching our half century, or mourn the fact that we are still needed? The answer has to be a combination of these, so the tone for our 50th year is one of celebration without complacency.

Indeed, there is no room for complacency in our ever-changing world. Globalisation is in crisis and the world's centre of economic gravity is shifting. Increasingly, emerging economies are investing in and trading with each other and across the developing world, without

reference to the traditional economic powerhouses. A new geography of poverty is also emerging, shaped, on the one hand, by those who benefit from new technology and new sources of finance and knowledge, and, on the other, by those feeling the full force of climate change, rapid urbanisation and changing patterns of conflict. In this new geography, terms such as 'developed' and 'developing' are losing their meaning.

Change is nothing new to ODI, however. Our ability to be ahead of the curve has shaped our reputation. Early examples included groundbreaking work on aid from the Soviet Bloc, trade, aid effectiveness, rural development and sustainable livelihoods, the European Community, poverty reduction and humanitarian policy and practice.

Coming to the present day, we have broken new ground over the past year on such issues as Aid for Trade, low-carbon growth, the continuing impact of the global financial crisis, international engagement in fragile states and accountability and transparency in aid delivery.

This ability extends to the ODI Fellowship Scheme, which has expanded from just three Fellows in 1963 to more than 90 today. Working with government ministries in low-

income countries, ODI Fellows are supporting a growing number of countries on a widening range of issues.

Looking ahead to 2011, you will see more ODI work on growth, equity and the factors associated with development progress, and on the role of the G-20 and emerging market economies in driving economic development. There will be outputs from the Climate and Development Knowledge Network (in which ODI is a core partner) and from the Budget Strengthening Initiative intended to support improved budgeting in the poorest and most vulnerable states. There will be more work on aid effectiveness in the run-up to the High Level Forum in South Korea in 2011, and on the 'Beyond Aid' agenda. In each case, we will focus on the importance of building rigorous and compelling evidence and will find ever more effective ways of putting research into use.

This report shows how our work has had an impact, from increasing access to safe water, to the creation of a unique online resource to track climate change finance. Our task now is to ensure that ODI remains fit for purpose – flexible, dynamic and forward-looking. With 50 years of knowledge and expertise behind us, ODI is in good shape to move ahead.

'Working with ODI helped us to understand the impact of the crisis on children, and make children more visible in global debates'

David Stewart, Chief, Social Policy and Evaluation, UNICEF Uganda

'Recovery with a human face' – the global financial crisis and child well-being

Twenty years after the seminal *Adjustment with a Human Face* report by UNICEF and the adoption of the UN Convention on the Rights of the Child, children and their rights are all too often ignored in high-level development debates. Responses to the 2009 global financial crisis did not break with this trend, with few countries focusing adequately on women and children.

Faced with a potential rise in child deaths, as seen in past crises, and other risks to children after years of hard-won advances, a number of UNICEF offices approached ODI's Social Development programme for research and support on policy responses. In addition to its track record on women and children and on the global financial crisis, ODI had also carved out a niche in the under-researched area of child rights.

Evidence gathered on past economic crises by ODI, in partnership with UNICEF and the Chronic Poverty Research Centre, suggested likely increases in child illness, labour and exploitation and violence against children and women, and declines in school attendance, the quality of education and child nurture. The research found early evidence of children being removed from school in Egypt, Sudan and Yemen as a result of the present crisis.

The evidence confirmed the importance of policy choices for recovery, citing the recovery of South Korea and Indonesia from earlier crises, aided by social protection systems to cushion future shocks.

UNICEF's response to the global financial crisis, *Recovery with a Human Face*, drew on a framework developed by ODI to determine the impact of an economic crisis on children. The first step was analysis of the macroeconomic environment, including aid flows and exchange rates, followed by examination of the intermediate effects of the crisis, such as reduced access to credit and rising unemployment. Next was a review of the main policy responses available to governments in a crisis: fiscal stimulus, social protection, aid policy and labour policy. The framework concluded with an analysis of the combined impact of policies on households, from consumption levels to their ability to nurture their children, in order to map out child vulnerabilities. The framework was accompanied by regional and thematic papers and a joint ODI/UNICEF international conference.

The papers have been widely circulated, and in some countries, such as Kazakhstan, their budget recommendations have gone before parliament. UNICEF is now mobilising its internal communications machine to mainstream the key messages into the work of more than 150 UNICEF offices across the globe, working to ensure that children are not overlooked in recovery efforts.



'This is a very timely and excellent contribution on disputes over land and property as major sources of armed conflict'

Gunnar M. Sørbo, Director,
Chr. Michelsen Institute, Norway

Uncharted territory

Humanitarian agencies often underestimate the importance of land issues in sparking conflict, and the importance of what happens to land once a conflict ends. Land issues can undermine hard-won peace agreements and keep tensions simmering year after year.

In 2009, ODI's Humanitarian Policy Group (HPG) published the book *Uncharted Territory* to support better engagement of the humanitarian community with these issues. Launched in Kenya, Colombia, the UK, the US and Switzerland, it builds on three years of intensive research on the links between land, conflict and humanitarian action. The research was grounded in six country case studies: Afghanistan, Angola, Colombia, Timor-Leste, Rwanda and Sudan.

The study confirmed the difficulties of land restitution after a conflict – the usual response by humanitarian organisations. Restitution was possible, to some extent, after the Balkans conflict in the 1990s, given the relative brevity of the conflict and the existing documentation of land ownership. But it works less well in such countries as Afghanistan or Sudan, where land records may not exist, and where people may have been uprooted for decades. To support durable solutions in such countries, restitution must be backed by wider community and policy processes.

The research revealed good practice. In Colombia, for example, one government-backed project has international agencies monitoring

abandoned land and, in Darfur, GPS technology is being used for the same purpose. The study has identified those who can actually make a difference: community organisations with local knowledge and the ability to intervene directly to smooth the path to reconciliation.

The research has also highlighted the lack of experts with knowledge of both land tenure and humanitarian responses and has helped to bridge this divide. In Rwanda, for example, HPG worked with a leading land tenure expert who had retired from the World Bank. The case study was enhanced by his knowledge, and his knowledge was expanded, in turn, by contributions from humanitarian colleagues.

The International Committee of the Red Cross has used the research to develop a framework for its work on land issues in crises, and the UN Cluster Group on Early Recovery has used it to develop guidelines for humanitarian workers and the broader land tenure community. The case studies shaped the first conference to bring together land tenure experts and humanitarian actors. A roster of land tenure and humanitarian response experts has been created and is being managed by Displacement Solutions, while land conflict guidelines emerging from the research have been developed by UN-Habitat with support from HPG. Finally, specific guidelines for humanitarian workers have been developed to move land issues up the humanitarian agenda.



‘Over the past four years, the DFID-funded RiPPLE programme has provided invaluable support to the water and sanitation sector’

H.E. Mr Asfaw Dingamo,
Minister of Water Resources,
Ethiopia

A wave of change ripples through Ethiopia

The global target for water and sanitation, enshrined in the Millennium Development Goals (MDGs), is to halve the proportion of people without sustainable access to safe drinking water and basic sanitation by 2015. An ODI-backed initiative is supporting progress towards that target in Ethiopia, where only 26% of rural people have access to clean water, and only 8% to adequate sanitation.

With funding from DFID, ODI’s five-year Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region (RiPPLE) programme shows action research at its best. Not only does it increase understanding of the challenges facing the water sector, it also tackles those challenges as part of the process.

The knowledge RiPPLE generates for policy-makers reveals issues that go beyond water and sanitation supply to encompass underlying social, economic and environmental factors. Field studies, for example, have confirmed the importance of fresh water for many purposes in rural communities, including for livestock and small-scale enterprises, as well as for domestic use.

Researchers work with Learning and Practice Alliances (LPAs) to fill knowledge gaps on water delivery: one in each region and woreda (local district) where RiPPLE is working, and one at national level (the Forum for Learning on Water and Sanitation: FLoWS). The LPAs, which include researchers and practitioners, as well as local officials

and ‘champions’, carry out not only the research, but also the necessary reforms. All are tuned into local conditions and politics, so once a problem is identified, things can – and do – move fast.

In the Southern Nations region, for example, research findings from two woredas, confirming the need for greater financing, contributed to a tenfold hike in woreda water and sanitation budgets. The training of community water committees to manage user fees for pump maintenance has increased the number of people with access to safe water. And support for the regional Water Bureau has given it a strong voice in the regional cabinet.

RiPPLE also sponsors 36 students for the water and sanitation module now available as part of the MA in Development Studies at Addis Ababa University. Most of these students – many of them junior government officials – conduct their research in woredas where RiPPLE is working and return to their posts after graduation, boosting the capacity of local government on water and sanitation issues.

RiPPLE is now focusing on influencing government policy and on the implementation of vulnerability assessment. Both have global relevance as governments strive to protect poor people from the impacts of climate change.



'A climate change deal requires climate change funding for developing countries. This is a most useful website for countries or organisations working on this issue. Many thanks!'

Wendy Mann, Senior Advisor,
Natural Resources Management
and Environment Dept., FAO



Who spends what on climate finance?

Any global climate change deal will depend on trust between governments, donors and civil society and will require complete transparency on the commitments made to provide financial support. But information about the international financial architecture for climate change has been limited and fragmented. Civil society has complained that climate finance donors pledge support, then drag their feet when it comes to signing cheques. Even if donors follow through on their pledges, institutional inertia often slows the disbursement of funds to developing countries.

In 2008, ODI identified the need for a 'one-stop shop' website to track climate funds – a site offering credible, independent information on the international community's response to the need for finance in developing countries. A chance meeting at the International Union for Conservation of Nature's World Conservation Congress in Barcelona led to collaboration with the Heinrich Böll Foundation on such a website, ensuring its independence from major donors.

The website, www.climatefundsupdate.org, went live at the end of January 2009, providing information on international funding initiatives to help developing countries address the challenges of climate change. The site allows people to judge the distributional equity of international public funding, the speed of disbursement, how closely donor pledges match their commitments and which donors are most active. It lists details of new climate funds, as well as funds for specific projects and

regions, and provides statistics and graphics mapping out both pledges by donor countries and their actual disbursements.

Few could have predicted the website's impact. The new resource was picked up by John Vidal of *The Guardian*, whose analysis, showing that the poorest countries receive the least help from the rich on climate change, cited ODI data ('Rich nations failing to meet climate aid pledges', 20 February 2009).

More recently, a Canadian Treasury representative commented that all major governments now use the website to track climate change funds, saying 'everyone finds this incredibly useful ... there isn't anything else out there like this'. Praise for the site in the past year has come from Finland's Ministry of the Environment, the Congo Basin Forest Fund, Agencia Presidencial para la Acción Social y la Cooperación Internacional in Colombia, the UN's Food and Agriculture Organization and the team developing Indonesia's Climate Change Trust Fund.

Since January 2009, 183 countries have accessed the site, which receives over 2,500 visitors each month. ODI and the Heinrich Böll Foundation are now planning to develop the site still further to secure its position as the major independent information resource on climate finance. With new financial support from the German Development Bank, there will be much to report as Mexico 2010 becomes the new landmark date on the climate change calendar.

Programme highlights

ODI has 13 research programmes covering a vast range of development and humanitarian issues. Each programme has an extensive portfolio of research projects. What follows is a snapshot of major highlights from each programme in 2009/10. For more information, visit www.odi.org.uk/ar10-programmes

Growth and Equity

Equity is central for human development. Across the span of ODI research (and beyond), inequity is emerging as a common challenge and theme – be it in economic growth, health, trade, child well-being or educational outcomes. The Growth and Equity programme has been particularly active on this issue over the past year, looking at how a focus on equity can improve development outcomes at every level.

The challenge is to make inequity more visible to policy-makers. One approach is to use disaggregated data to present inequities in development. The programme's research in this area feeds into a cross-ODI project co-funded by the Bill & Melinda Gates Foundation and the Millennium Campaign, creating league tables to

inform the UN Summit on the Millennium Development Goals in September 2010.

Without equity, development programmes and service delivery across different sectors may be less effective. Inequities may, for example, prevent beneficiaries responding as hoped, inhibiting the successful uptake of programmes and services. Work on HIV, including the organisation of an international conference on HIV and AIDS in March 2010, shows how a strong focus on equity could improve clinical outcomes. Low levels of condom usage in some areas may, for example, have more to do with inequitable access and gender discrimination than condom availability.

ODI's research on inequity and the financial crisis, and on economic growth and the MDGs, has shown that inequity is destabilising at the macro level and can hold back development progress, weakening the link between economic growth and poverty reduction. We are advising donors and developing country governments on policy responses to make the pattern of development more equitable in the future.

www.odi.org.uk/ar10-gep

Investment and Growth

ODI's *Development Charter for the G-20* was the start of a concerted effort by ODI and partners – led by our Investment and Growth and Trade programmes – to inform and guide G-20 decision-makers amid the turmoil of the global financial and economic crisis. Already ahead of the curve in outlining the likely impact of the crisis on developing countries, ODI researchers (Massa, te Velde) went on to propose a new compact for crisis-resilient growth at the time of the September 2009 summit in Pittsburgh – growth that would ensure a recovery that is equitable, sustainable, avoids volatility and enables the poorest countries to build back better from this crisis.

In 2010, ODI published the findings of a synthesis of 11 country case studies arguing that emerging markets are increasingly a force for development in low-income countries and that it is important to cement the 'BRICKs' (Brazil, Russia, India, China and Korea) into the G-20 development plans for low-income countries. In advance of the G-20 Summit in Toronto, ODI has published a set of essays that include a 20-point charter for G-20 engagement with low-income, small and vulnerable



countries (Cali, Cantore, Kennan, Massa, Page, te Velde and several external contributors). We are now preparing for the Seoul G-20 summit in November 2010.

www.odi.org.uk/ar10-igp

Politics and Governance

Donors are increasingly aware of the need to obtain real value for money, but this means recognising that technical solutions alone may be unrealistic and ineffective. The Politics and Governance programme at ODI is at the forefront of research and analysis on why the political context is critical for effective development assistance. The research and analysis carried out by the programme aims to better understand and manage political risks and to help identify feasible solutions that lead to development results.

In summer 2009, for example, ODI Working Paper 307 questioned the viability of providing large volumes of aid for road-building in Uganda. The national roads system in Uganda is experiencing increased public spending and institutional reforms to enhance the efficiency of this

investment. The Working Paper examined the political economy of roads to advise donors on whether and how to inject substantial funding into the sector. The ensuing debate resulted in more effective negotiation between DFID and the Ugandan Government on where and how to allocate aid resources.

The programme is now focusing on the contentious issue of donor funding for political parties. According to the results of recent case studies from Georgia, Nepal, Nigeria and Uganda, greater engagement with political parties would allow donors to be better informed about political realities on the ground and to tailor their interventions accordingly.

This reflects growing recognition that political parties may need to be part of the solution in building better governance, not least because no other actor can easily replace their roles in aggregating and representing citizens' interests.

www.odi.org.uk/ar10-pogo

Centre for Aid and Public Expenditure

There has been little sound evidence on how Sector Budget Support (SBS) works in practice, and how much it helps countries to improve the delivery of basic services such as health and education. In early 2010, ODI's Centre for Aid and Public Expenditure (CAPE) worked with Mokoro and local researchers to complete the first major assessment of SBS: the Sector Budget Support in Practice study. Carried out for the Strategic Partnership with Africa, and funded by DFID, the study reviewed experience of SBS in 10 sectors in six African countries – Mali, Mozambique, Rwanda, Tanzania, Uganda and Zambia.

The findings suggest that SBS programmes have been good for sector systems and policy processes, but not as good as they could have been. Emphasis has been placed on quantitative improvements – the number of classrooms built or vaccines delivered – but major shortcomings exist when it comes to the quality and

Low-carbon growth

Developing countries should have the opportunity to grow their way out of poverty, but how can this be reconciled with the need to reduce global carbon emissions? ODI has analysed the impact on developing countries of international efforts to mitigate climate change, and the low-carbon growth and climate change policies of a range of countries, from Ethiopia to the UK. The research showed that climate change mitigation policies to reduce emissions may slow growth, at least in the short term, by raising the cost of using energy. But policies to promote green technological innovation and technology transfer could also increase growth, and carbon markets and other mitigation measures could also create growth opportunities for some countries. The research suggests that developing countries should look for, and position themselves to take advantage of, these new opportunities if they are to maximise their future growth prospects.

www.odi.org.uk/ar10-lcg

equity of the services provided. This is not the fault of SBS as an aid modality, but of the way in which it is delivered alongside other aid.

The main findings from the study have formed the basis for a set of 10 core principles for best practice in SBS. These range from strengthening institutions and systems for service delivery, to ensuring that sector donors and government actors work more closely together, coming to appreciate the very different incentives and pressures in play.

The research has important implications for the policies and practices of both donors and recipients, and provides a solid basis for guidance on the role of SBS, filling a significant gap in current thinking on aid policy.

www.odi.org.uk/ar10-cape

Trade

ODI's Trade programme has carried out what may be the first systematic analysis of the impact of Aid for Trade (Aft). Although Aft is a popular concept among aid donors and recipients, little is known about its

actual impact on trade-related performance. With funding mainly from the Commonwealth Secretariat, the programme has analysed the actual impact of Aft on trade performance indicators, particularly on the costs of trading and on exports.

The research has found that Aft facilitation reduces the cost of trading, particularly in sub-Saharan Africa and in small and vulnerable economies. In addition, aid for economic infrastructure has a positive impact on exports, while aid for productive capacity has no discernable effect on this sector.

The findings have been presented in fora such as the World Trade Organization in Geneva and the Commonwealth Parliamentary Association in Arusha, as well as the United Nations Economic Commission for Africa in Addis Ababa. The research has become an important reference in the Aft debate, widely quoted by the World Bank, OECD, WTO and other bodies interested in the operationalisation of the Aft initiative.

www.odi.org.uk/ar10-tp

Business and Development

When the state has a healthy relationship with big business, the benefits can be felt across society. But when that relationship becomes too 'exclusive', it may undermine the competition that is fundamental to any well-functioning market economy.

For three years, ODI's Business and Development programme has looked at how relationships between politicians and business people affect competition, and how competition, in turn, affects markets. With funding from DFID, we have examined the sugar, cement and beer industries and mobile phone services in Bangladesh, Ghana, Kenya, Viet Nam and Zambia.

The research finds that markets characterised by more competition deliver better market outcomes, including lower prices, better services and more competitiveness. In Kenya, mobile phone tariffs fell by as much as 50% after the entry of two new players in 2008/09.

The findings confirm the need for government policies to create the right conditions for competition, and for competition authorities to champion competitive markets that fuel the economic growth needed for poverty reduction.

The findings, which generated media coverage in the case study countries, have been published in the Commonwealth Secretariat's 'Trade Hot Topics' series and will feature in UNDP's 2010 *Human Development Report*.

www.odi.org.uk/ar10-bdp

Protected Livelihoods and Agricultural Growth

Since the food price spike of 2007/08, agricultural development and food security have had their highest profile in 40 years. There is debate about the management of world markets for cereals, protecting the vulnerable from higher food prices, the impacts of biofuels, and the potential of small farms to commercialise. ODI's Protected Livelihoods and Agricultural Growth programme has been active on all of these issues, using its research to inform high-level policy debates.

The programme is also reviewing the lessons for success emerging from the Comprehensive African Agriculture Development Programme, Africa's initiative to boost agricultural growth and productivity to reduce poverty and hunger.

Tourism is another livelihood issue confronting the world's poor, but there is little consensus on its impact in developing countries. The sector attracts condemnation and enthusiasm in equal measure. Over a decade of research in holiday destinations across Africa and Asia, ODI has examined where the money goes and who gets what. In 2009, we published *Tourism and Poverty Reduction: Pathways to Prosperity*, suggesting that tourism can fight poverty, but does not always do so.

Where it works as a development tool, international tourism does channel resources from rich to poor. In some destinations, between one quarter and one third of all in-country tourist spending reaches poor households in the locality – a figure that compares favourably with ethical trade in many agricultural commodities. Where it doesn't work, the poor see little of the tourism dollar. The book, launched in London and Washington, received positive reviews from the World Bank, Tourism Concern and representatives of the mainstream tour-operator industry.

www.odi.org.uk/ar10-plag



Social Protection

The findings of three ODI studies over the past year have stimulated calls for a fundamental rethink around social protection programming and support to developing country governments. A three-year ODI study funded by Swiss Development Cooperation (SDC) on cash transfers and their role in social protection, a DFID-funded study on the targeting of cash transfers and a review of social protection in southern Africa have all provided insights into social protection programme design and implementation.

Fragile states

Millions of people live in so-called fragile states – countries affected by insecurity, poor governance and poverty. In 2009/10, ODI and the Dutch Ministry of Foreign Affairs organised a meeting series, ‘Development, security and transitions’, to inform the growing focus on such countries. The series brought together leading politicians, analysts, policy-makers and researchers to discuss the nature of fragility and best practice for engagement in fragile contexts. The meetings emphasised the need to avoid simplistic labels and to jettison ‘business as usual’ approaches. Moreover, the international community needs to be more realistic about what it can achieve in these contexts, recognising that progress depends largely on domestic processes and actors, rather than external donors.

www.odi.org.uk/ar10-fss

With SDC funding, ODI’s Social Protection programme examined many aspects of cash transfer programming, from who receives the transfers and why, to the importance of the political context and government ownership. While cash transfer programmes have been implemented successfully by governments around the world, the research found that many cover only a small proportion of the poor, despite significant donor investment in pilot projects, and remain heavily reliant on donor support. National governments may prefer to spend domestic resources on other social protection approaches or alternative domestic priorities.

As a result of the research, ODI has worked with the Centre for Social Protection at the Institute of Development Studies (IDS) at the University of Sussex, the School of International Development at the University of East Anglia and the Southern Africa Regional Hunger and Vulnerability Programme, to issue a joint statement on social protection programming in sub-Saharan Africa. This sets out 10 principles to guide policy-makers on this issue, ranging from the need to support national policy priorities to the importance of a strong focus on outcomes.

www.odi.org.uk/ar10-spp

Climate Change, Environment and Forests

As the world’s attention turned to the 2009 UN Climate Change Conference in Copenhagen (COP15), a cross-ODI team led by the Climate Change, Environment and Forests programme was mobilised to bring authoritative research and analysis to the table. In the build-up to the conference, ODI researchers explored the many aspects of climate change that have a development impact: how to secure low-carbon growth in poor countries, the ways and means of raising new and additional international finance to tackle climate change, and the role of forests in national mitigation strategies. The result was a unique package of materials spanning the COP15 agenda, and including a themed issue of ODI’s peer-reviewed journal *Development Policy Review*.

The package confirmed the importance of research tools and knowledge intermediaries in bridging the gap between the research and policy communities. ODI is now working to improve understanding of the development impact of climate change to help ensure a better result for developing countries from the COP16 meeting in Mexico City in November 2010.

www.odi.org.uk/ar10-ccef

Water Policy

The Water Policy programme at ODI is using an innovative map to help ensure that the urban poor in Burkina Faso have access to clean water. The project was commissioned by WaterAid to lead research on the challenges of providing affordable water services to poor districts in fast-growing African cities. During an initial visit in 2009 to the water company in Burkina Faso, an official said that Ouagadougou’s mixed-wealth communities made it ‘impossible to distinguish between rich and poor areas’.

Researchers examined poverty levels, zone by zone across the city, to create a map that highlighted the patchy coverage of water points in poor districts. Presented with this water poverty map at a second interview in May 2010, the company announced that it is now ‘open to discuss’ a coherent strategy to target low-income households – a good example of how quality research can open policy doors.

www.odi.org.uk/ar10-wpp



Social Development

Schools should be safe places in which to study. But for some girls (and some boys), schools can be hostile environments, where they never wander alone.

In July 2009, participants at the first Sexual Violence Research Initiative Conference in Johannesburg were able to draw on ODI research on the scale of sexual violence in and around schools in sub-Saharan Africa, South Asia and Latin America. With funding from Plan, ODI's Social Development programme has been reviewing past studies to pinpoint what fuels such abuse and identify policy and legislative solutions. The findings make grim reading, with a study in Ghana, for example, finding that 6% of girls surveyed had been the victim of sexual blackmail by a teacher in return for higher grades, and that 14% of rapes had been perpetrated by school pupils. As elsewhere in the world, the true figures are likely to be much higher, with many cases going unreported.

Despite the shocking scale of sexual assault in schools, the research reveals a culture of silence around the issue. Victims may be afraid to speak out if there are no rape support systems, and in the absence of judicial

measures to punish offenders. And socio-cultural traditions may ostracise the victims of sexual violence, who may be seen as inciting such violence.

The research set out eight key policy principles for action at local, national and international levels, ranging from the need to provide gender-specific facilities and services in schools, to the need for effective monitoring and learning on this issue.

The Social Development programme is now working with Plan as part of its 'Learn Without Fear' campaign to estimate the economic costs of school violence.

www.odi.org.uk/ar10-sdp

Humanitarian Policy

The desire on the part of the international community to 'fix' fragile states affected by conflict has coincided with, and fuelled, a growing interest in promoting peace and recovery from conflict as early as possible. The term 'early recovery' has become a catch-all phrase encompassing many challenges, actions and strategies in conflict and post-conflict settings. But there is a good deal of confusion about what the term actually means.

Research carried out by ODI's Humanitarian Policy Group (HPG) in 2009 finds that the bigger question is whether the concept of 'early recovery' brings anything new to efforts to address humanitarian needs and promote peace and recovery in areas affected by conflict.

Results of a desk review by HPG on Colombia, Darfur, the Gaza Strip and Uganda suggest that the added value of early recovery as a framework for activities and strategies is unproven, regardless of its precise definition. The findings suggest that policy-makers and practitioners would do better to focus on understanding the specific problems to be addressed and the opportunities and limitations of different ways to tackle them.

Development Policy Review and Disasters journals



ODI's international peer-reviewed journals – *Development Policy Review (DPR)* and *Disasters* – are required reading for development and humanitarian professionals. In 2009, a themed issue of *DPR*, 'Development futures in a changing climate', was published to coincide with the UN Climate Change Summit in Copenhagen (COP15), becoming the most downloaded issue of 2009, with 2,646 downloads in two months. The first 'DPR Debate' – an exchange of views on industrial policy between the World Bank's Chief Economist, Justin Lin, and Cambridge scholar Ha-Joon Chang in the pages of *DPR* – was followed by an ODI public event that brought the two together in person. The past year has also seen themed issues of *Disasters*, including virtual issues on earthquakes to inform responses to the quakes in Haiti and Chile, on Ethiopia and on the Indian Ocean tsunami, and a supplementary issue on reconstructing conflict-affected countries.

www.odi.org.uk/ar10-dpr and www.odi.org.uk/ar10-disasters

In Darfur, for example, major differences of opinion on what early recovery should try to achieve have been reconciled – not by defining what is appropriate for the context, but rather by rolling out early recovery through humanitarian coordination structures. As such, early recovery may be too narrowly focused on transforming and transitioning humanitarian action, rather than involving development actors alongside humanitarian ones. This may end up creating more 'silos' rather than joined-up approaches.

ODI's research on this issue has informed high-level discussions on early recovery and humanitarian financing, including the Montreux retreat of humanitarian donors. It has also provided a much-needed reference point for humanitarian and development practitioners in settings where early recovery strategies are being developed and debated.

www.odi.org.uk/ar10-hpg

Research and Policy in Development

The Research and Policy in Development (RAPID) programme at ODI has gone back to its research roots to explore the political economy of research uptake. In 2003, RAPID began investigating the links between research, policy and practice. Based on hundreds of cases and in-depth literature reviews, RAPID put forward theories to explain the uptake of research, the roles and functions of networks and the importance of communication.

Recent years have seen these theories field-tested through hundreds of workshops around the world, with a recent focus on research communication and network development and facilitation. We have also embedded our work into large programmes, such as the Climate and Development Knowledge Network and the evidence-based policy-making programme at the Viet Nam Academy of Social Sciences.

This exposure has helped us to continue to refine our theoretical approach. One of the biggest challenges when trying to influence policy is understanding the political context. And though there are no quick

answers, we have spent the past year researching just that, starting with an exploration of the relationship between think tanks and political parties and systems in different regions.

We will continue this focus into the next year. We will not, however, pursue examinations of more case studies and individual interventions (which often arrive at similar conclusions). Instead, we will look first at the political debate and the policy process and then at understanding the relative contribution made by research-based evidence.

www.odi.org.uk/ar10-rapid

Spreading the word

The numbers are impressive. In 2009/10, ODI produced more than 145 key publications, including Briefing Papers, Working Papers and 13 issues in total of *Development Policy Review* and *Disasters*, posted 74 blogs, organised 80 public events attended by around 4,500 people, and provided dozens of media interviews. But the numbers are only part of the story. ODI's communication work over the past year has been characterised by greater reach and deeper impact.

- There was a 15% global increase in visitors to the ODI website, including a 35% increase in visits from Africa and a 32% increase in visits from Asia.
- Our most popular publication, 'The global financial crisis and developing countries' (ODI Background Note), was downloaded more than 42,000 times.
- Around 150 'hits' in key media outlets included nine in *The Guardian* alone, seven in the *Financial Times* and four in *The Economist*.
- Our YouTube channel was the fifteenth most viewed non-profit channel in the UK in March 2010.

- We have successfully launched live online coverage of ODI events. In March 2010, for example, 400 people registered for this service, with participation from as far afield as Malaysia, Nigeria and the US.
- A survey of those attending ODI events found that 63% had taken further action on the event topic, from more reading, to reforms within their own organisations, to applying for new jobs.

Activities to mark ODI's 50th anniversary year include a timeline of ODI's history, interviews with staff and

supporters and the digitisation of ODI publications dating back to the 1960s, including many that were previously available only in hard copy.

Looking ahead, ODI will continue to build on, and benefit from, its strong convening power – bringing diverse audiences together around the common cause of poverty reduction and lasting development.

www.odi.org.uk



Our networks and partnerships

ODI hosts or coordinates a wide range of networks and partnerships. Each of these has an extensive portfolio of activities and projects, going far beyond the highlights shown here. For further information, please visit their individual websites.

Active Learning Network for Accountability and Performance in Humanitarian Action

ALNAP is a collective response by the humanitarian sector to improve humanitarian performance. Highlights in the past year have included the launch of *The State of the Humanitarian System* report – the first system-wide assessment of the humanitarian sector's performance and progress. In the wake of the Haiti earthquake in January 2010, ALNAP resources on earthquake responses became required reading for humanitarian agencies on the ground. (www.alnap.org)

Africa Power and Politics Programme

The APPP is a network of research centres and think tanks in Africa, Europe and the US, funded by DFID and Irish Aid, exploring institutional arrangements that could

speed African progress towards inclusive development. Launched in 2007, APPP is now active in 11 countries in sub-Saharan Africa. (www.institutions-africa.org)

All Party Parliamentary Group on Overseas Development

ODI has provided the secretariat to APGOOD since its inception in 1984. APGOOD brings together members from all UK political parties and both Houses of Parliament to discuss key issues on the development agenda. APGOOD is chaired by David Laws MP (Liberal Democrat), with Lord McFall (Labour) and Tony Baldry MP (Conservative) as Vice Chairs. (www.odi.org.uk/apgood)

Climate and Development Knowledge Network

ODI is a key implementing partner of the CDKN, launched in March 2010 with funding from DFID. CDKN aims to help decision-makers in developing countries to design and deliver climate-compatible development by providing demand-led research and technical assistance, and channelling the best available knowledge on climate change and development. The network now has projects

in progress or coming up for the African Development Bank, the Government of Rwanda and the CARICOM Secretariat in the Caribbean. (www.cdknetwork.net)

Chronic Poverty Research Centre

ODI has played a key role in the CPRC, a global partnership of universities, researchers and non-governmental organisations, funded by DFID. The CPRC completes its 10-year programme in 2010, having published two flagship *Chronic Poverty Reports* (2005 and 2008), which identified the millions trapped in chronic poverty and highlighted the urgent need for policies to tackle exclusion, insecurity and social discrimination. An international CPRC conference in September 2010 will draw together the important lessons learned by the CPRC to help formulate the poverty research and policy agenda for the next 10 years. (www.chronicpoverty.org)

Evidence-based Policy in Development Network

Over the past four years, ODI has nurtured and hosted the ebpdn, a global community of practice for think tanks and policy research institutes to promote more evidence-

Outcome Mapping Learning Community

Donors, researchers and government ministries are faced with growing demands to show concrete results from their funding. The RAPID programme at ODI supports and promotes the idea of outcome mapping (OM), an approach developed by the International Development Research Centre (IDRC) in Canada, to plan, monitor and evaluate projects and programmes. RAPID has been hosting the Outcome Mapping Learning Community (OMLC) for the past five years. This informal group of over 2,000 members from around the world is now a dynamic platform for the sharing of knowledge and experience relating to OM. This year, IDRC pledged continued funding for OMLC for the next three years to explore alternative ways of tracking impact.

www.outcomemapping.ca



based, pro-poor development policies. The network has coordinators in South-East Asia, South Asia, Africa and Latin America, who support regional research, knowledge-sharing and training initiatives. (www.ebpdn.org)

European Development Cooperation Strengthening Programme

Created in 2009, the DFID-funded EDCSP supports debate on EU institutional and policy change by delivering the best research and analysis in the UK on EU development cooperation, building a community of change-makers to improve that cooperation, and working with other think tanks on reform of EU institutions and the European Commission's development agenda. The group reported in early 2010 on the need to rethink EU development policy. (<http://international-development.eu>)

Future Agricultures Consortium

Since 2005, FAC has built a fruitful partnership between leading African and UK institutions, including ODI, to work on policy for agricultural development. Studies at national and field levels, such as the way in which small farmers

intensify production for markets, allow emerging evidence to be fed into higher level debates on development strategy. (www.future-agricultures.org)

Humanitarian Practice Network

A unique network created by ODI in 1994 to provide an independent forum for the humanitarian sector, HPN shares, disseminates and learns from information, analysis and experience. The current emphasis is on greater partnership. In December 2009, for example, HPN's *Humanitarian Exchange* magazine on the humanitarian situation in Colombia was published in collaboration with Colombia's Humanitarian Studies Institute and launched in Bogotá. (www.odihpn.org)

Improving Institutions for Pro-Poor Growth

ODI is a partner in the DFID-funded Research Programme Consortium on Improving Institutions for Pro-Poor Growth (IPPG), which supports innovative scholarly research and seeks to influence development policy and practice by understanding the role of effective institutions in the growth process. (www.ippg.org.uk)

Mwananchi

This ODI project, funded by DFID, aims to promote citizen engagement with governments in Ethiopia, Ghana, Malawi, Sierra Leone, Southern Sudan, Uganda and Zambia, to increase transparency and accountability. It does this by providing small grants to local organisations to build capacity for key interlocutors of the citizen-state relationship, such as civil society organisations, media and elected representatives. (www.mwananchi-africa.org)

REDD-net

Launched in 2009, REDD-net aims to champion the interests of the global South in the debate on reducing emissions from deforestation and forest degradation (REDD). Southern civil society organisations can use this knowledge forum to find information on REDD, share their own experiences and formulate pro-poor REDD projects and policies. REDD-net is a partnership between ODI, Centro Agronómico Tropical de Investigación y Enseñanza in Costa Rica, the Center for People and Forests in Thailand and the Uganda Coalition for Sustainable Development. It is funded by the Norwegian Agency for Development Cooperation and the World Bank. (www.redd-net.org)

The ODI Fellowship Scheme

Adrian Hewitt Head of ODI Fellowship Scheme

Ninety-six Fellows are now in post, at June 2010 – another record. Most work in governments in Africa (76), with 14 in the Pacific and six in the Caribbean. In the first year of our enhanced three-year funding settlement we appointed two Fellows to each of the three new governments in the Scheme – Liberia, Kenya and Timor-Leste. Remarkably, all three governments have now requested more Fellows, before the first cohort has even completed – a resounding vote of confidence in their competence and the reliability of our supply.

Governments which are now paying the entire costs of Fellows, such as South Africa, are among those asking us to supply more. This inspires confidence, amid growing recognition that millions of poor and vulnerable people live in middle-income developing countries and regions increasingly shunned by donors.

Unsolicited comments from the smallest Scheme member (Vanuatu) and the largest (Nigeria) are equally positive. Vanuatu's ambassador in Brussels has pressed for one last trade economist covering investment and tourism,

as Vanuatu takes its final steps to accede to the WTO. In the Office of the President of Nigeria, the Senior Special Adviser on MDGs has requested an extra ODI Fellow, even as the incumbent, Jonathan Phillips, is completing his Fellowship and laying plans to stay on in Abuja.

The Fellows often send back wry comments. One gave as the reason for accepting a post with the Ministry of Health in the 'Revolutionary Government of Zanzibar' (as on the contract letterhead): 'I wanted to be able to say later on, perhaps when I am a hedge-fund manager, that I worked a couple of years as a professional revolutionary'.

Two Fellows have just been selected from intense competition for the World Bank's Young Professionals Scheme (Mélise Jaud and Simon Davies). Several past Fellows have joined ODI to manage research programmes.

And this year, former ODI Fellow Vince Cable became a UK Cabinet Minister at last: not quite the professional revolutionary yet?

www.odi.org.uk/ar10-fellowship

Sarah Harper Ministry of Finance, Timor-Leste

Before I arrived in Timor-Leste I had no idea what to expect in a post-conflict nation that few people could locate on a map. However, I have discovered in Timor-Leste a fascinating culture and a charming nation and people. Working alongside Timorese counterparts is a privilege and I have found them extremely willing to teach and to learn; we exchange ideas on daily work issues, have language lessons, and I have been taught how to dance in the local style at Ministry functions.

Flexibility and a willingness to help out wherever possible are two important attributes in this posting, which lead to work on a surprising variety of issues and topics. I have been invited to participate in debates, write reports and operate economic models on topics ranging from domestic revenue and employment creation, to GDP measurement and prudent petroleum fund management. Years of studying development economics from text books is rewarded as I see the issues coming to life and can make a contribution to development in Timor-Leste.

ODI Fellows in post

Africa

Burundi	Total 3
Ministry of Finance	1
Ministry of Health	1
Vice President's Office	1
Ethiopia	Total 4
Ministry of Agriculture	1
Ministry of Education	1
Ministry of Health	1
Ministry of Water Resources	1
Ghana	Total 3
Ghana Education Service (GES)	1
Ministry of Education, Sport and Science	1
Ministry of Trade and Industry	1
Kenya	Total 2
Ministry of East African Community	2
Lesotho	Total 4
Ministry of Finance and Development Planning	4
Liberia	Total 2
Ministry of Finance	1
Ministry of Planning and Economic Affairs	1
Malawi	Total 5
Ministry of Education	1
Ministry of Finance	2
Ministry of Trade and Industry	2
Mozambique	Total 7
Ministry of Agriculture	2
Ministry of Education	1
Ministry of Finance	1
Ministry of Industry and Commerce	2
Ministry of Planning and Development	1
Namibia	Total 3
Ministry of Environment and Tourism	1
Ministry of Finance	2
Nigeria	Total 2
Federal Inland Revenue Service	1
Office of the President – MDGs	1

Rwanda	Total 6
Ministry of Agriculture and Animal Resources	2
Ministry of Education	1
Ministry of Finance and Economic Planning	1
Ministry of Health	1
Ministry of Trade and Industry	1
Sierra Leone	Total 4
Ministry of Agriculture	1
Ministry of Finance and Economic Development	2
Ministry of Health and Sanitation	1
South Africa	Total 8
Health Economics and HIV/AIDS Research Division (HEARD)	1
National Treasury	7
Southern Sudan	Total 6
Ministry of Finance and Economic Planning	4
Southern Sudan Commission for Census Statistics and Evaluation	2
Swaziland	Total 3
Ministry of Economic Planning and Development	1
Ministry of Finance	1
Ministry of Health/National Emergency Response Committee on HIV/AIDS (NERCHA)	1
Tanzania	Total 1
Ministry of Trade and Industry/COSTECH	1
Uganda	Total 6
Ministry of Education	1
Ministry of Finance, Planning and Economic Development	5
Zambia	Total 3
Ministry of Commerce, Industry and Trade	1
Ministry of Finance	1
Zambia Revenue Authority	1
Zanzibar	Total 4
Ministry of Agriculture, Livestock and Environment	1
Ministry of Finance and Economic Affairs	2
Ministry of Health	1

The Caribbean

Guyana	Total 6
Climate Change, Office of the President	1
Environmental Protection Agency	1
Ministry of Agriculture	1
Ministry of Finance	1
Ministry of Health	1
Ministry of Tourism, Industry and Commerce	1

The Pacific

Pacific regional organisations (Fiji)	Total 3
Pacific Islands Applied Geoscience Commission (SOPAC)	1
Pacific Islands Forum Secretariat (PIFS)	1
Secretariat of the Pacific Community (SPC)	1
Papua New Guinea	Total 3
Bank of Papua New Guinea	1
Department of National Planning	1
Internal Revenue Commission	1
Solomon Islands	Total 3
Central Bank of Solomon Islands	1
Ministry of Finance	1
Ministry of Trade	1
Timor-Leste	Total 2
Ministry of Finance	2
Vanuatu	Total 3
Department of Trade, Industry and Investment	1
Ministry of Finance and Economic Management	1
Reserve Bank of Vanuatu	1

Arriving as the first Fellow in a new country for the ODI Fellowship Scheme, in my case Liberia, it takes time to build trust. This was rewarded when, questioned about which donor I was working for, my boss would respond 'No, she is for us'.

Maia Stead, Ministry of Finance, Liberia, 2008-2010

ODI staff

To contact a member of staff, please call +44 (0) 20 7922 0300

Email format for individual staff: initial.surname@odi.org.uk

To access our full staff directory, visit www.odi.org.uk/ar10-staff

HoP Head of Programme
RF Research Fellow
RO Research Officer
 › joined during the year

Business and Development

Karen Ellis HoP/RF Private sector, sustainable business, competition, finance, growth

› **Milford Bateman RF** Microfinance, cooperative enterprises, role of local development

Alberto Lemma RO Private finance, ICT and development, financial systems

Rohit Singh RO Private sector, competition, industry, ICT, public expenditure analysis

Centre for Aid and Public Expenditure

› **Marcus Manuel HoP/RF** Aid effectiveness, public financial management, public expenditure

› **Matthew Geddes RO** Aid effectiveness, policy coherence, political economy, MDGs

Edward Hedger RF Budgeting, public financial management, public sector reform

› **Deborah Johnson RO** European development policy, global aid architecture, business and development

Hafsa Mahtab Programme Officer

› **Mafalda Marchioro** Programme Officer

Samuel Moon RO Public financial management, budget support, reporting systems, aid

› **Gregory Smith RO** Public financial management, aid modality design and analysis, fragile states

Heidi Tavakoli RO Public financial management, aid modalities, aid effectiveness

Chronic Poverty Research Centre

Andrew Shepherd RF Director of CPRC, poverty reduction, chronic poverty, agriculture, rural development

Julia Brunt Programme Manager

› **Lynda-Rose Onwordi** Administration Assistant

Portia Reyes Communications Officer

› **Dhana Wadugodapitiya RO** Addressing chronic poverty, conflict, chronic poverty policy analysis

Climate Change, Environment and Forests

› **Thomas Mitchell HoP/RF**

Neil Bird RF Climate change finance, aid architecture, forest governance

Jessica Brown RO Climate change and development, carbon markets, climate finance, REDD

Natasha Grist RF Head of Research for CDKN, climate change, adaptation, policy processes, agriculture, resilience

Francesca Iannini Programme Officer

› **Lindsey Jones RO** Adaptation, resilience, social exclusion, water resource management

Leo Peskett RF Carbon markets, REDD, bioenergy, climate finance

Adrian Wells RF (on secondment)

Growth and Equity

› **Claire Melamed HoP/RF** Post-MDGs agenda, equity and development policy, growth and poverty

Ursula Grant RF Urbanisation, urban labour markets, poverty analysis, equitable growth

Kate Higgins RF Growth, equity, MDGs, poverty dynamics, post-2015

Stephanie Levy RF Policy analysis, growth, social protection, food security

Tari Masamvu Programme Officer

Fiona Samuels RF Health, HIV and AIDS, vulnerability, resilience, fragility, migration

Milo Vandemoortele RO Equity, human development and growth linkages, measuring inequity, polarisation

Humanitarian Policy Group

Sara Pantuliano HoP/RF Conflict, transitions, pastoralism, land, Sudan, Editor of *Disasters*

Sarah Bailey RO Early recovery, cash transfers, livelihoods and corruption

› **Jennifer Benson** Programme Officer

Sarah Collinson RF Aid architecture, civilian protection, displacement, migration

James Darcy RF Humanitarian law and principles, fragile states, needs assessment

Samir Elhawary RF Stabilisation, humanitarian space, forced displacement, Colombia

Wendy Fenton Coordinator, Humanitarian Practice Network

Matthew Foley Managing Editor

Dina Hashem Programme Officer

Ellen Martin RO Protection of civilians, urban displacement, East and Central Africa

› **Victoria Metcalfe RF** Protection, displacement, civil-military relations and transition

› **Catriona Moss** Programme Communication Officer

Sara Pavanello RO Pastoralism in the Horn, displacement, transitional programming

David White Database and Membership Officer

Investment and Growth

Dirk Willem te Velde HoP/RF Growth, globalisation, public goods, industrial policy, services, G-20

› **Nicola Cantore RF** Environmental economics, climate change, equity, agricultural economics

› **Christian Kingombe RO** Foreign Direct Investment, infrastructure, Aid for Trade, growth

Isabella Massa RO Capital flows, growth, economic vulnerability, bank regulation, G-20

› **Mobolaji Oyeniji** Programme Officer

Politics and Governance

Marta Foresti HoP/RF Political economy, governance, rights, justice, conflict, evaluation

David Booth RF Director of Africa Power Politics Programme, governance and development, aid and national policy processes

Victoria Chambers RO African governance and development, political systems, fragile states

Claire Dillaway Programme Officer

Pilar Domingo RF Accountability, political parties, rule of law, rights, justice, fragile states, Editor of *Development Policy Review*

› **Daniel Harris RO** Political economy analysis, health sector reform

Alina Rocha Menocal RF Fragile states, state-building, state-society relations, political economy

Sonia Sezille Programme Manager, Africa Power Politics Programme

Leni Wild RO Governance and accountability, aid effectiveness, fragile states

Protected Livelihoods and Agricultural Growth

Jonathan Mitchell HoP/RF Pro-poor tourism, value chains and local economic development

Lidia Cabral RF Agricultural aid and policy processes, emerging donors, South-South aid

Christopher Coles RO Value chain analysis and development, business and development

› **Emily Darko** Programme Officer

› **James Docherty RO** Political economy, market-based approaches to development

Sharada Keats RO Agricultural economics, food security, shocks and stresses, institutions

Jenny Laidlaw Programme Officer

Henri Leturque RO Rural development, agriculture, food security, biofuels, climate change

Eva Ludi RF Natural resource management, rural livelihoods, climate change adaptation

Steve Wiggins RF Rural livelihoods and non-farm economies, food security and nutrition

Research and Policy in Development

Enrique Mendizabal HoP/RF Think tanks, networks, policy influence, research uptake, complexity

Chloe Byrne Programme Officer

Eva Cardoso Programme Officer

Ajoy Datta RO Think tanks, policy influencing, research communications

Simon Hearn RO Outcome Mapping, networks, monitoring and evaluation, knowledge management

Sarah Hunt Programme Officer

Harry Jones RO Evaluation and results, knowledge and politics in policy processes

Jeff Knezovich Programme Communication Officer

Cecilia Oppenheim ebpdn Coordinator

Arnaldo Pellini RF Evidence-based policy, governance, decentralisation, accountability

Fletcher Tembo RF Demand-side governance interventions, politics of evidence into policy

Social Development

Caroline Harper HoP/RF Chronic poverty, gender, childhood and youth, exclusion, empowerment

Nicola Jones HoP (Knowledge, Policy and Power)/RF Gender, childhood, social protection, rights, knowledge and policy

David Walker RO Institutionalising gender-aware systems, policy processes

Social Protection

Rachel Slater HoP/RF Social protection, food security and policy, rural and urban livelihoods

› **Jessica Hagen-Zanker RO** Social protection, social budgeting, migration, impact analysis

Rebecca Holmes RF Social protection, gender, social policy, rural livelihoods

Anna McCord RF Social protection, public works, impact, affordability

Jenny Morgan Programme Officer

Trade

Dirk Willem te Velde HoP/RF (see Investment and Growth)

Massimiliano Cali RF Trade, investment and growth, international migration, urbanisation

Adrian Hewitt RF Trade, aid, development, commodities and markets, Africa, Pacific

Jodie Keane RO International trade, global value chains, climate change

Jane Kennan RO Analysis of trade and related statistical data

Water Policy

Roger Calow HoP/RF Director of RiPPLE, rural and urban water supply, resource management, rights, sustainability

Marialivia Iotti RiPPLE Coordinator

› **Michelle Kooy RF** Urban water supply, sanitation, water security, adaptation

› **Anu Liisanantti** Programme Officer

Sobona Mtisi RO Water policy, climate change, poverty

Simon O’Meally RO Political economy, rural development, environment, empowerment

Josephine Tucker RO Pro-poor services, water in food security and climate resilience

Senior Research Associates

David Brown Tropical forest policy, forests in climate policy, particularly REDD

Margie Buchanan-Smith Humanitarian policy and practice, livelihoods, special focus on Sudan

Ed Clay Economics, finance and natural disasters, food and nutrition policies

John Farrington Social protection, livelihood diversification, policy processes

John Howell Southern Africa agricultural export trade, Chagos Islands resettlement

Tony Killick Economics and effectiveness of aid, African economies

Simon Maxwell Development theory and policy, poverty, food security, aid

Sheila Page Trade, trade policy, Aid for Trade, tourism, foreign investment

Christopher Stevens Sustainable trade policies at a time of climate change

Research Associates

› **Geoff Barnard** Climate change, knowledge management, development communications

Geraldine Baudienville Aid, results-based policy, development finance, fragile states

Kate Bird Pro-poor growth, chronic and intergenerational poverty, policy analysis

Diana Cammack Politics of aid, development and governance, political economy

Paolo de Renzio Public financial management, aid, political economy, governance

Mikaela Gavas European development cooperation, multilateral aid, aid governance

Adele Harmer Humanitarian aid architecture, aid donorship, operational security

Paul Harvey Fragile states and humanitarian action

Kate Longley Food security, agricultural relief, rural livelihoods and crisis

Peter Newborne Water, environment, sanitation policy and governance, climate change

Alan Nicol Social, institutional and political aspects of water policy and management

Kate Schreckenber Forest policies, communities and products, value chains, REDD

Liesbet Steer Aid, MDGs, growth and private sector

Rob Tripp Agricultural research and extension, natural resource management

Tim Williamson Public financial management, national and sector policies and budgets

Communications

› **Gillian Hart** Director of Communications

Joanna Fottrell Production Coordinator

Angela Hawke Senior Editor and Staff Writer

Alice Lemaitre Internal Communications Officer

Tom MacManus Journal Administrator

Nick Scott Online Communications Manager

Liam Sollis Events Coordinator

› **Jonathan Tanner** Media and Public Affairs Officer

Directorate

Alison Evans ODI Director, poverty, public policy, international development assistance

Richard Biscoe Programme Officer

Bonita de Boer Directorate Administrator

Moira Malcolm Company Secretary

Andrew Norton Director of Research, poverty, social policy, social protection, climate change

Helena Turgel Acting Company Secretary

John Young ODI Deputy Director, think tanks, evidence-based policy, knowledge systems, partnerships

The ODI Fellowship Scheme

Adrian Hewitt RF Head of ODI Fellowship Scheme

Susan Barron Programme Manager

Darren Lomas Administrator

Finance

Caroline Chiwah Finance Officer

Jo-Ann Littley Project and Systems Accountant

Keith Miller Project Accountant

› **Anne-Marie Naughton** Finance Officer

Mari Nortier Project Accountant

Muriel Paasch Senior Project Accountant

Human Resources

Veerinder Puri Head of Human Resources

Sau-Wah Man Senior Human Resources Officer

Natasha Matthews Recruitment Officer

IT and Facilities

Peter Gee Head of IT and Facilities

Daniel Demie IT Officer

Robert Labram Facilities Assistant

Ruth Larbey Receptionist and Publication Sales Administrator

Ven Thangeswaran Assistant IT Officer

Staff farewells 2009/10

Denise Allan, Katherine Bach, Deepayan Basu Ray, Helena Bodego Lopez, Priya Deshingkar, Ehima Efeiyini, Jessica Espey, Jojob Faal, Nick Highton, Alan Hudson, Susanne Jaspars, Nanki Kaur, Leah Kreitzman, Lindsey Napier, Asif Naqvi, Sorcha O’Callaghan, Timothy Othieno, Susan Prowse, Mahalia Rimmer, Bhavna Sharma, Marcella Vigneri, Cecilie Wathne

ODI is governed by a Board of up to 12 Trustees chaired by Dr Daleep Mukarji, OBE. The Board maintains the values of the organisation, and sets the overall strategy and direction. It also monitors the performance of ODI and its management and appoints the Director.

The ODI Council has up to 40 members, including all members of the Board, and is also chaired by Dr Mukarji. As well as electing members of the ODI Board, the Council members are selected for the knowledge, skills and expertise they can bring to the Institute. The membership strikes a balance between people with backgrounds in research, business, media, non-governmental organisations and politics.

Governance

Members of the ODI Council

(Those marked with an asterisk are also members of the ODI Board)

*Dr Daleep Mukarji, OBE (Chair)

Sir Mike Aaronson, retired Chief Executive of Save the Children, UK

Tony Baldry MP, Vice Chair of the All Party Parliamentary Group on Overseas Development

***Andrew Barnett**, Director of The Policy Practice Ltd

Susan Barron, ODI Staff Member of Council

Hugh Bayley MP, member of the International Development Select Committee

Professor Jo Beall, Deputy Vice Chancellor of the University of Cape Town

Alan Beattie, World Trade Editor of the *Financial Times*

Malcolm Bruce MP, Chair of the International Development Select Committee

Sir Suma Chakrabarti, Permanent Secretary at the Ministry of Justice

Tony Colman, Director of the Africa Practice and former MP

***William Day**, Chairman of the Sustainable Development Commission

Richard Dowden, Director of the Royal African Society

Larry Elliott, Economics Editor of *The Guardian*

Professor Frank Ellis, Professor in Agricultural Economics at the School of Development Studies, University of East Anglia

Professor Diane Elson, Professor of Sociology, Department of Sociology and the Human Rights Centre at the University of Essex

Dr Ian Goldin, Director of the James Martin 21st Century School, University of Oxford

Dr Guy Goodwin-Gill, Senior Research Fellow of All Souls College and Professor of International Refugee Law, University of Oxford

Nik Gowing, Programme anchor for BBC World News

***Ann Grant**, Vice Chair of Standard Chartered Capital Markets Ltd

Lisa Harker, Co-Director of the Institute for Public Policy Research (IPPR)

Lord Michael Hastings, Global Head of Citizenship and Diversity at KPMG

Edward Hedger, ODI Staff Member of Council

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

Baroness Margaret Jay, Senior Non-Executive Director of the Independent Media Group

Sir Richard Jolly, Research Associate at the Institute of Development Studies, University of Sussex

***Richard Laing**, Chief Executive of CDC Group plc

***Professor Michael Lipton**, Research Professor at the Poverty Research Unit, University of Sussex

David Mepham, Director of Policy at Save the Children, UK

Professor Anne Mills, Professor of Health Economics and Policy, London School of Hygiene and Tropical Medicine

Dr Robin Niblett, Director of Chatham House (the Royal Institute of International Affairs)

Salil Shetty, Director of the United Nations Millennium Campaign

Dr Diane Stone, Professor in Politics and International Studies, University of Warwick

Tidjane Thiam, Chief Executive of Prudential plc

Lord Adair Turner, Chairman of the Financial Services Authority and former Chair of ODI

***Sue Unsworth**, Research Associate with the Governance Team at the Institute of Development Studies, University of Sussex

***Stewart Wallis**, Executive Director of nef (the new economics foundation)

Baroness Janet Whitaker, Member and former Vice Chair of the All Party Parliamentary Group on Overseas Development

Ngairé Woods, Professor of International Political Economy, University of Oxford

Major funders 2009/10

ODI works with a range of funding partners across the world. Those listed here provided funding of at least £30,000 in the 2009/10 financial year. The list includes some secondary funders, who channel funds to ODI from other contributors.

A complete list of funders can be found in the ODI Trustees Report, available from the Finance Team at ODI.

Agencia Española de Cooperación Internacional para el Desarrollo (AECID)
Aide à la Décision Economique (ADE)
Australian Agency for International Development (AusAID)
Bill & Melinda Gates Foundation
British Embassy, Jakarta
Canadian International Development Agency (CIDA)

Care International
Center for Social and Economic Research (CASE)
Christian Aid
Civicus World Alliance
Coffey International Development
Commonwealth Secretariat
Danish Institute for International Studies
Department for International Development, UK (DFID)
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
East African Community (EAC)
European Development Fund (EDF)
Goldsmiths Centre for the Study of Invention and Social Process
Health Economics and HIV/AIDS Research Division (HEARD)
IBF International Consulting

International Development Research Centre (IDRC)
International Fund for Agricultural Development (IFAD)
Irish Aid
KFW Entwicklungsbank
KPMG East Africa Ltd
Ministry of Foreign Affairs, Denmark
Ministry of Foreign Affairs, Netherlands
Ministry of Foreign Affairs, Norway
Netherlands Embassy, Bogotá
Norwegian Agency for Development Cooperation (NORAD)
Organisation for Economic Co-operation and Development (OECD)
Oxfam UK
Pannell Kerr Forster (PKF), UK
Swedish International Development Cooperation Agency (Sida)

Swiss Agency for Development and Cooperation (SDC)
swisspeace
United Nations Children's Fund (UNICEF)
United Nations Development Programme (UNDP)
United Nations Food and Agriculture Organization (FAO)
United Nations Industrial Development Organization (UNIDO)
United States Agency for International Development (USAID)
WaterAid
World Bank
World Food Programme
World Vision USA



Finances

Summary

ODI ended 2009/10 in excellent financial health. The balance sheet reflects an overall growth in net assets of 28%, with total funds standing at £3.2 million at the end of the year, up from £2.5 million at the end of 2008/09.

Our general funds at 31 March 2010 (equivalent to ODI's free reserves) amounted to £2.9 million, a rise of £500,000 on the previous financial year.

Research grants and project finance account for the majority (81%) of ODI's income. The ODI Fellowship Scheme accounts for much of the remainder (17%), with smaller amounts generated by publications and other sources. In 2009/10, our activities generated net incoming resources of £356,000.

As of 15 February, ODI has its own trading subsidiary, ODI Sales Limited, registered in England and Wales. The company will trade as a general commercial company, procuring profits for ODI. This subsidiary will allow ODI to continue to operate exclusively in non-business activity for the purposes of VAT.

ODI Sales Ltd has a Board of Directors, chaired by Richard Laing.

Board of Trustees' statement

The members of the ODI Board of Trustees confirm that the summarised financial statements on page 25 are a summary of the information extracted from the full annual financial statements, approved on 19 July 2010.

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

The summarised financial statements may not contain sufficient information to allow a full understanding of the financial affairs of ODI.

For more information, please consult the full annual financial statements, the auditors' report and the Trustees' Report.

Copies of the full annual accounts may be obtained free of charge from ODI, 111 Westminster Bridge Road, London SE1 7JD, UK.

Approved by the members of the Board of Trustees and signed on their behalf by the Chair, Dr Daleep Mukarji, 19 July 2010.

Independent auditors' statement

We have examined the summarised financial statements for ODI for the year ended 31 March 2010. The members of the Board of Trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summarised 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 made 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 annual financial statements describes the basis of our opinion on those financial statements. In our opinion, the summarised financial statements are consistent with the full financial statements and the Trustees' Report of the Overseas Development Institute for the year ended 31 March 2010, and comply with the requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

Buzzacott LLP, London, 19 July 2010.



Balance sheet summary

	31 March 2010	31 March 2009
	£	£
Fixed assets		
Tangible assets	268,225	102,676
Investments (market value)	1,499,440	1,208,792
Total	1,767,665	1,311,468
Current assets		
Debtors and cash	5,070,900	5,399,908
Total	5,070,900	5,399,908
Current liabilities		
Creditors and accruals	(3,658,737)	(4,178,421)
Net current assets	1,412,163	1,221,487
Net assets	3,179,828	2,532,955
Designated funds	268,225	102,675
General fund	2,911,603	2,430,280
Unrestricted reserves	3,179,828	2,532,955

Income and expenditure account summary

	31 March 2010	31 March 2009
	£	£
Income		
Grants and project finance	13,940,779	13,277,484
Fellowship grants and project finance	2,878,513	2,491,979
Interest income	1,231	14,480
Other operating income	325,079	437,163
Total income	17,145,602	16,221,106
Expenditure		
Research and dissemination of information	14,142,676	13,458,501
Fellowship activities and services	2,617,184	2,217,323
Governance costs	29,516	42,073
Total expenditure	16,789,376	15,717,897
Net income	356,226	503,209
Unrealised investment gains (losses)	250,603	(168,234)
Realised investment gains	40,044	0
Net unrealised investment gains (losses)	290,647	(168,234)
Net movement in funds	646,873	334,975

Photo credits

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Page 3	ODI/Juliette Atkinson. Alison Evans, ODI Director Panos/Chris Stowers. India
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Our monthly e-newsletter has all the latest information on our work, from publications, to meetings, to updates on our programmes. Sign up online at www.odi.org.uk/services or send an email to newsletter@odi.org.uk

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Getting to ODI

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