

2016

progress report

poverty



Measuring the progress of people out of poverty

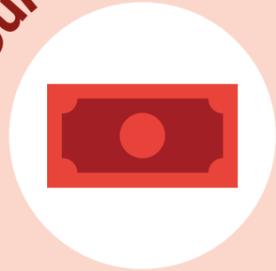
focus

data use

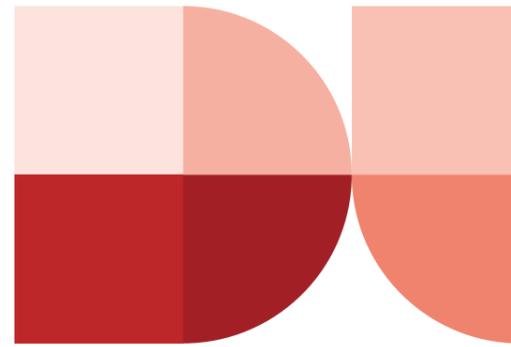


Improving data use for sustainable development

resources



Investments to end poverty and build resilience



Our vision

Our vision is a world without poverty that invests in human security and where everyone shares the benefits of opportunity and growth.

Our mission

Our mission is to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world's most vulnerable people, and ensure no one is left behind. We work to make sure these decisions are underpinned by good quality, transparent data and evidence on poverty and resources, and lead to increased accountability and sustainable long-term outcomes.



goals



Data science



Engagement and partnerships



Research



Communications

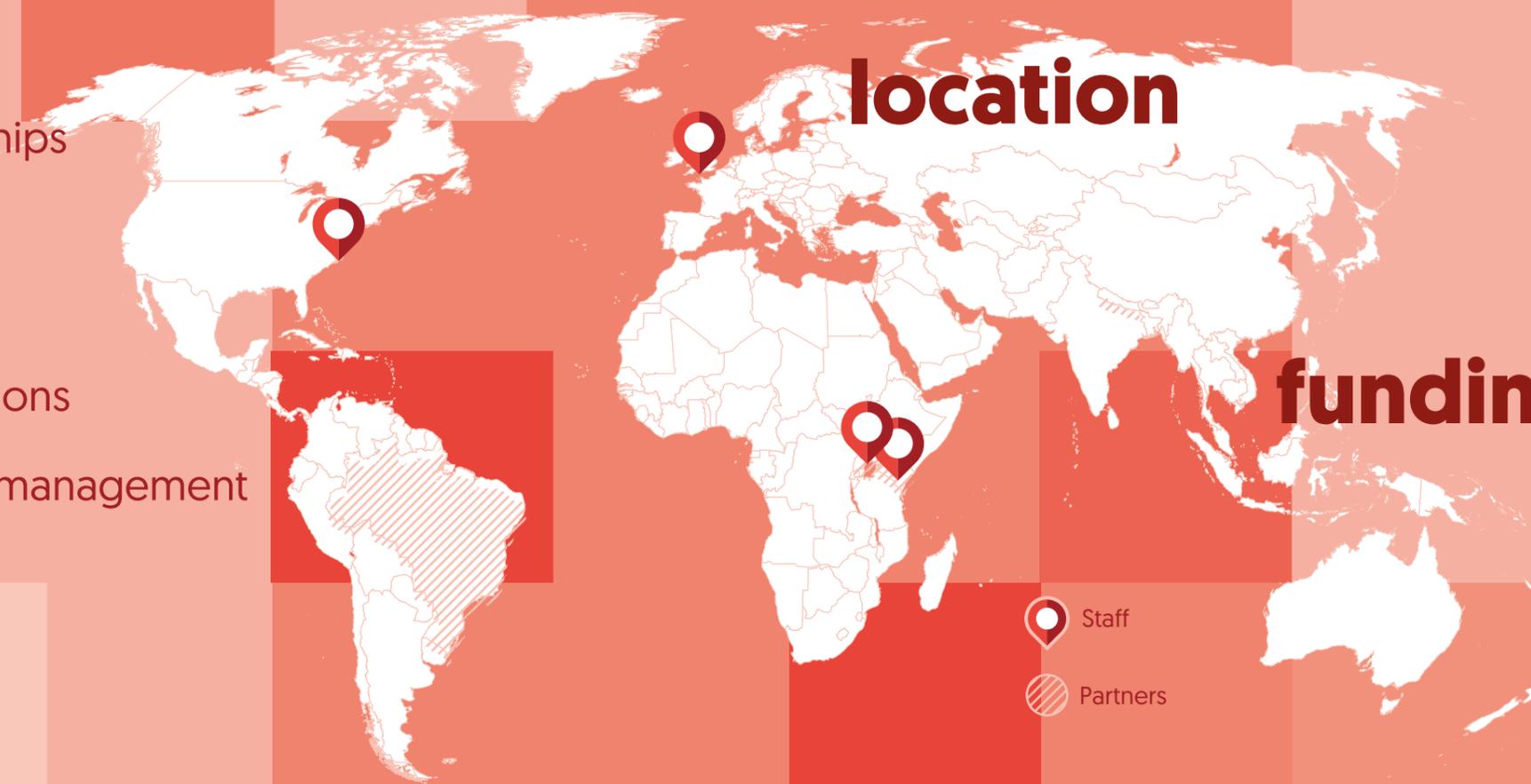


Project management



Data analysis

expertise



location

Staff

Partners



Private foundations



Governments



International Aid Transparency Initiative



Consultancy



Other

funding

About Development Initiatives

Development Initiatives (DI) is an independent international development organisation that focuses on the role of data in driving poverty eradication and sustainable development.

We have 72 members of staff across Kenya, Uganda, the UK and the US, as well as partnerships that take our reach worldwide.



Since DI was established in 1993 our expertise and passion has been rooted in the role data can play in improving people's lives. We focus on getting better data on poverty and vulnerability so we know where need is greatest and whether efforts are working. We are dedicated to improving information about resources so that they can be targeted effectively. And we want to help others use data to improve decision-making and drive better results.

We focus on three key areas:

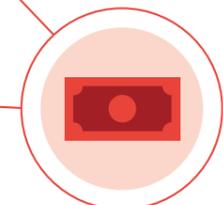
poverty

Our work on poverty drives commitments and investment towards improving poverty data, and draws on existing data to start building a clearer and more accurate picture of poverty.



data use

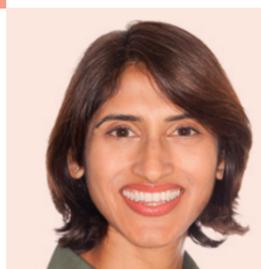
Our work on data use breaks down barriers to data use, improving data accessibility and usability, and helps people use data effectively to drive efforts to end poverty and build resilience.



resources

Our work on resources informs national, regional and international actors on how to mobilise, track and improve the targeting and effectiveness of the many different resources that can address poverty, vulnerability and crisis.

Stepping up in a big year of change



The ratification of the Sustainable Development Goals (SDGs), together with the Sendai Framework for Disaster Risk Reduction, COP 21 (Paris) and the World Humanitarian Summit marked the beginning of a new vision for the future and a new way of working. They challenged the world to create a new mindset and approach to achieve such an ambitious agenda. DI responded to this by publishing a new organisational strategy in 2016 – how we will step up, just as the rest of the world must, to honour commitments towards ending poverty, building resilience and leaving no one behind.

People who live in extreme poverty are often the most vulnerable and at risk of being left behind. It is the poorest and most vulnerable people whose lives are most disrupted by conflict, natural hazards and economic shocks, or a combination of these. Poverty persists and is perpetuated by many factors, including systemic structure and governance issues, and political priorities and will. A lack of information about people in poverty also contributes to keeping them there.

We believe that those who are tasked with targeting poverty and increasing resilience are severely hindered by inadequate or unreliable information on where to find the most vulnerable people, what resources are being employed to reach them, and what interventions are working best. As a result, efforts are often misplaced and results hard to quantify.

We know that better data will not end poverty by itself. Yet it has a vital role to play in increasing knowledge, providing clarity and improving decision-making at a local, national, regional and global level. When a light is shone on where efforts are misdirected or failing, those who are in positions of authority are forced to make alternative choices.

To make effective, evidence-based decisions, we must improve our knowledge of who the poorest people are, where they live and what their lives are like. We must go beyond national or regional level aggregates and build a true understanding of who is being left behind. This requires better data on people, in particular by investment in civil registration and vital statistics and innovative methods for collecting data at the local level.

Reliable data on what resources are available at the point of use is vital but also remains largely absent. Consequently, opportunities to better target resources, coordinate investments more efficiently, achieve greater impact and address fundamental shortfalls in resources are lost. This is the case especially in developing countries facing long-term fragility and high levels of poverty. Domestic governments must stand at the centre of the 'all resources' agenda and DI's approach is very much driven from this perspective.

Official international efforts – developmental, security and humanitarian – continue to work in silos despite the interconnected experiences of people facing poverty and vulnerability. Furthermore, the lack of data means that the political economies that perpetuate siloed thinking remain unchallenged. Improving data by increasing the voice of the most vulnerable and marginalised people will go a long way to challenge these structures.

People who live in extreme poverty are often the most vulnerable and at risk of being left behind.

We share the belief that by 2030 it is possible to bring about an end to extreme poverty. To do this we need to harness all available resources now, whether they are national or international, public or private, or stem from the development, security or humanitarian sectors.

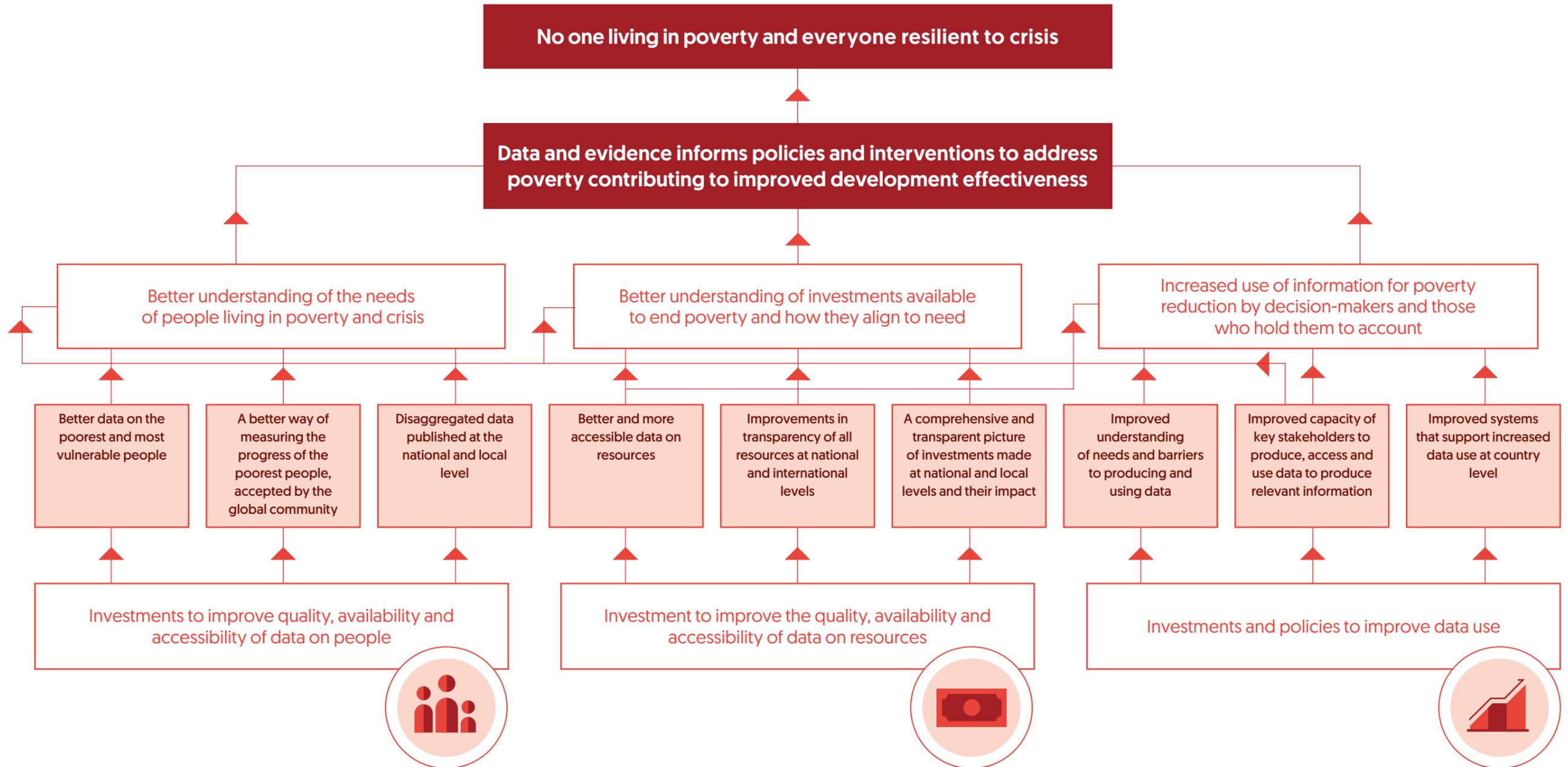
Alongside improving data on people and resources, we are committed to increasing the capacity and capabilities of relevant actors – be they civil society, policy makers, officials, parliamentarians or the media – to use data and evidence effectively. Data users' needs are varied and often require a diverse range of data to be available, accessible and usable. Next, significant capacity is required to assess data quality, clean and join it up, and analyse it in context to produce relevant information. This information then needs to be communicated effectively. DI works at the local, national, regional and international to move our agenda forward, grow the passion for data among others so that we can work together to achieve our vision and goals.

2016 was an important year for us to operationalise our new strategy and develop programmes and projects that respond to the new global agenda too. We look forward to building on them in the next year and I hope you will enjoy reading about some of our accomplishments and things we have learnt in 2016.

**Harpinder Collacott,
Executive Director**

A handwritten signature in black ink, appearing to read 'H. Collacott', with a horizontal line underneath.

Our path to progress



Delivery highlights in 2016

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PUBLICATIONS



Global Humanitarian Assistance report

Blended finance: understanding its potential for Agenda 2030

Aiding domestic revenue mobilisation

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INNOVATION PROJECTS



Joined-up Data Standards

P20 Initiative

Development Data Hub

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POLICY-FOCUSED EVENTS



World Humanitarian Summit, Istanbul – focus on humanitarian financing, transparency and traceability

High-Level Political Forum, New York – launch of the Leave No One Behind Partnership, of which DI is a founding member

Foreign aid and domestic revenue mobilisation, Kenya

HIGHLIGHTS

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PARTNERSHIP PROJECTS



Exploring citizen-generated data with Open Institute

Improving transparency of humanitarian financing with the International Aid Transparency Initiative

Advocating for better poverty data with the Leave No One Behind Partnership

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OP-EDS AND BLOGS



Will a 'grand bargain' solve the humanitarian funding crisis? The Guardian

Why caution is needed on using aid money to de-risk private investments, Public Finance International

We live in a world full of data. But what's the point if none of it joins up? Thomson Reuters Foundation

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CONSULTANCY PROJECTS



How Asia Pacific governments finance links to the SDGs, for the UN Asia Pacific Development Effectiveness Facility

Tracking donors' progress against pledges on finance to Syria, for the UK's Department for International Development

Analysis of global and domestic nutrition spending, for the Global Nutrition Report 2016

Poverty



Our goal for 2020 is that decision-makers at the global and national levels invest in better and more detailed information about the poorest and most vulnerable people and, in the countries where Development Initiatives works, are producing and applying the data to improve the poorest people's lives.

Measuring the progress of people out of poverty

Our lifelong emphasis on improving data and information on people in poverty has never been more relevant to the global agenda, and it is in this context that we launched our P20 Initiative and became a founding partner of the Leave No One Behind Partnership (see case study 2). Our work demonstrated how we must focus on individual people rather than national aggregates to ensure everyone is included in progress. Our international reputation in this area led to DI joining the organising programme committee for the first UN World Data Forum where we led the Leave No One Behind workstream alongside UNICEF. Complementing this work, our Kenya- and Uganda-based staff members completed studies with local partners on community-generated data (see case study 1). These projects explored how data collection at the community level can inform local policy making and service delivery, and help monitor the SDGs at the local level.

Our focus on poverty also covers vulnerability and resilience and the clear links between poverty and crisis; we recognise that a holistic perspective centred on people rather than issues is the only way we will achieve a world without poverty. In 2016 we produced key evidence on the paucity of data and information on people affected by forced displacement. Feeding this into the UN Summit on Refugees and Migrants, there is now a commitment to improving data on refugees and recognition among key UN member states that they must explicitly commit to collecting poverty data on refugees as an outcome of the Summit and the UN Global Compact. We also undertook detailed research and analysis on fragile states, focusing on Somalia. This has enabled us to propose a range of practical solutions for decision-makers on how to strengthen currently inadequate data and information on vulnerable people to effectively understand and consequently address their needs.

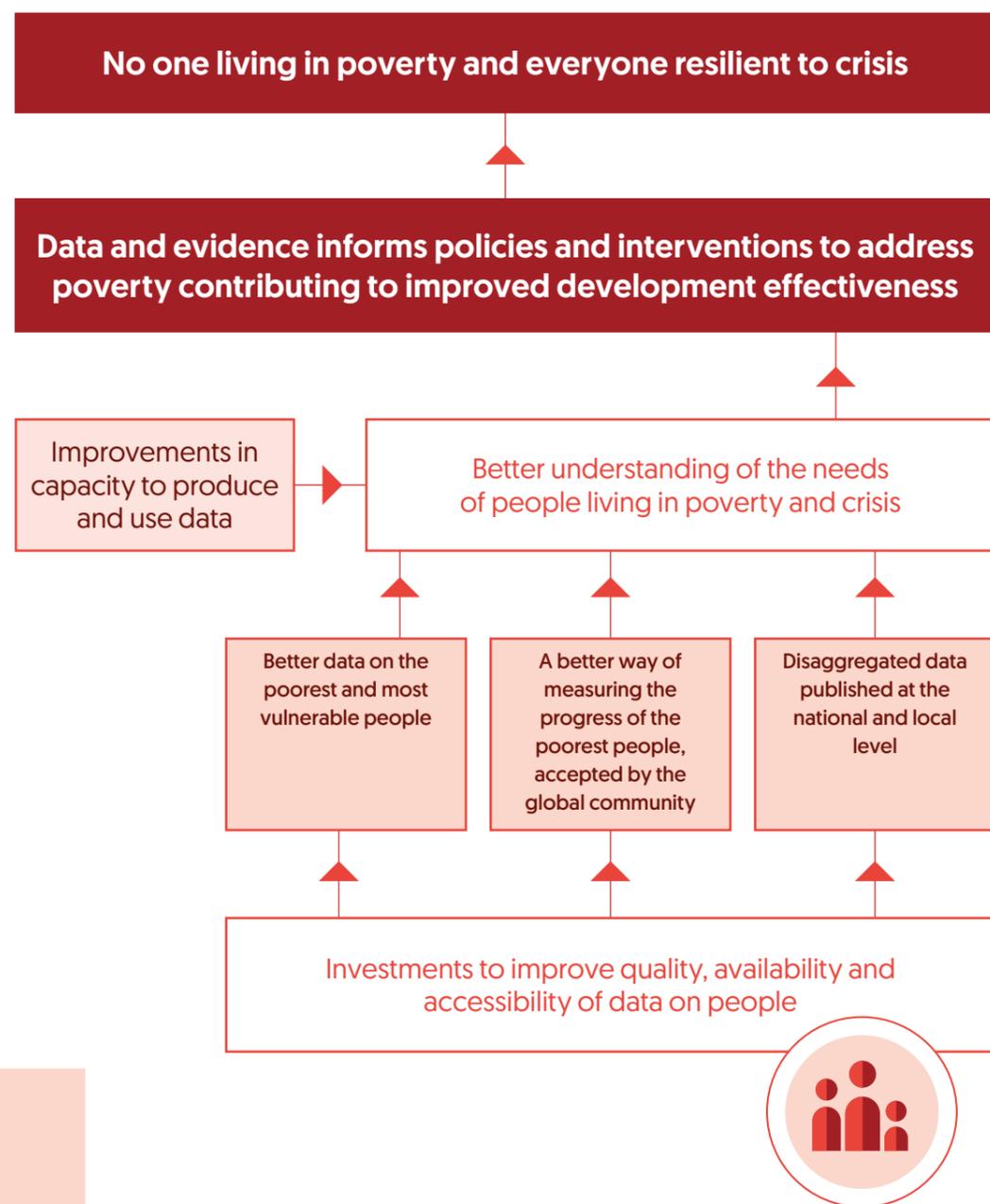
Case study 1

Citizen-generated data

In 2016 we participated in a study led by our Kenyan partner, Open Institute, exploring the practicalities and potential of community-generated data (CGD). We also explored how citizen-generated data was used in both Kenya and Uganda with our partner Development Research and Training (DRT). In both studies, we found evidence of the use of both citizen- and community-generated data to improve service delivery and influence policymaking. These projects demonstrated how data can help implement and monitor the Global Goals by validating official datasets. This is a key area to explore and build on for detailed SDG commitments that will require a move beyond aggregates. Citizen-generated data is an exciting and innovative area that has made promising progress in a short space of time. Our work on this will continue as we move to expand our projects and explore the value of alternative methods to gather data beyond official statistics.

Path to progress

We work on improving data and evidence on poverty, and analysing existing information to provide a clearer understanding of people in poverty and crisis to facilitate effective policy making.

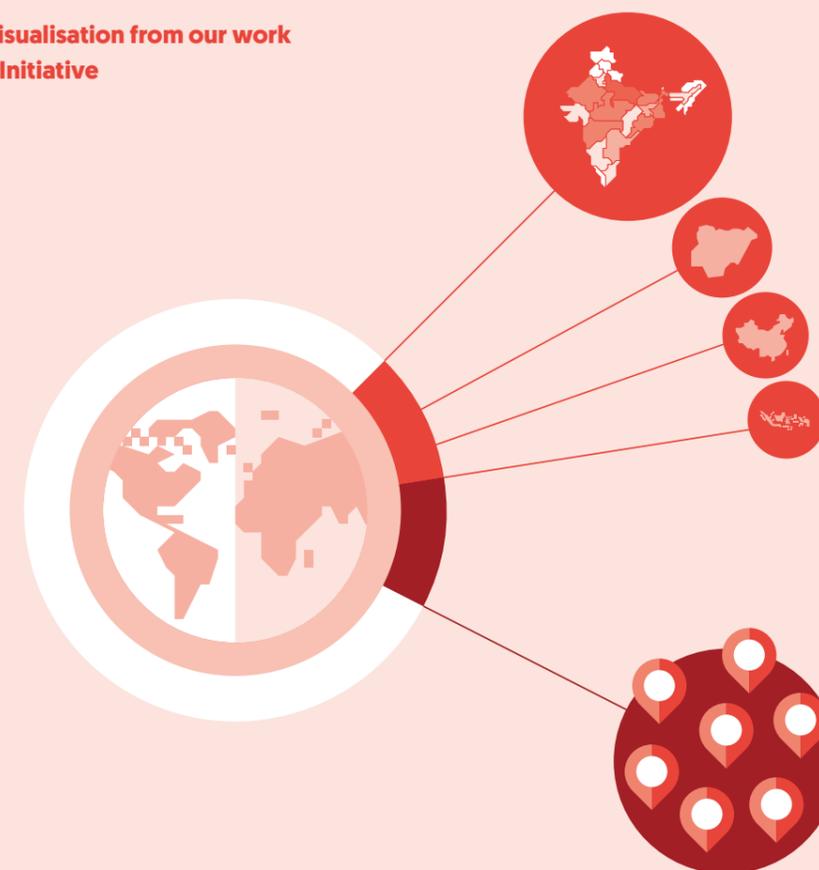


Case study 2

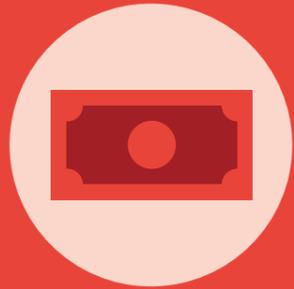
Tracking the progress of the poorest 20% of people

In 2016 our P20 Initiative provided a compelling case in its inaugural baseline report for focusing on the poorest 20% of people globally (the P20) and tracking their progress to ensure no one is left behind. The concept of the P20 Initiative draws focus on three bellwether indicators of income, nutrition and status of registration to provide a simple understanding of whether the poorest people are making progress. Crucially, the initiative demonstrates how we must improve disaggregated data and civil registration and vital statistics systems so that decision-makers are equipped to meet the needs of the poorest people and track progress. As a key partner in the Leave No One Behind Partnership we contributed data analysis on poverty and on economic and human development to national dialogues in 30 countries; this supported discussions on how civil society can play a role in making sure no one is left behind. At the High-Level Political Forum on Sustainable Development and UN General Assembly we fed in evidence on the need for a focus on better disaggregated data and civil registration and vital statistics – an area that we also helped ensure was on the UN World Data Forum agenda.

A sample visualisation from our work on the P20 Initiative



Resources



Our goal for 2020 is that national and international investors in sustainable development and their stakeholders have useful and accessible information on how best to target resources to address poverty, vulnerability and crisis. They can analyse and understand the extent to which their current allocations reflect this. Four priority governments/delivery agencies will demonstrate action to improve this.

Investments to end poverty and build resilience

Two global agendas underpinned our 2016 work on resources. Firstly, the delivery of the SDGs and the need to mobilise and better target an unprecedented amount of resources to fill the estimated US\$1.9–3.1 trillion funding gap. This cannot be met by official development assistance (ODA) alone. Our focus was to produce research and evidence on how public finance can be used to mobilise resources that otherwise are not possible to raise. Our work on mobilising domestic revenues through ODA investments provided the first detailed analysis of its kind. It guided discussions at the UN's Development Cooperation Forum (UN DCF) and the Addis Financing for Development Follow-up Forum on how ODA for domestic resource mobilisation should be used. This research facilitated a decision by the Organisation for Economic Co-operation and Development (OECD) to make this type of assistance easier to track through better donor reporting. Later in 2016 we launched a multi-year project on using public funds to mobilise private investments, and we produced the first estimate of the contribution blended finance could make towards funding the SDGs (case study 3). We continued our support to bilateral donors through expert analysis, for example feeding into the UK's Department of International Development multilateral and bilateral aid reviews.

Secondly, 2016 saw international impetus to improve our response to the growing humanitarian crises across the world; this enabled us to advance our valuable contribution to the humanitarian community through our portfolio of work on humanitarian finance. We shone a spotlight on transparency, producing research and analysis to promote this agenda in the run up to the World Humanitarian Summit (WHS; case study 4). We published our annual Global Humanitarian Assistance (GHA) report with a deep exploration of needs and the full set of financing tools and resource flows available. The report continues to be a leading resource for understanding financing for humanitarian crises globally. We produced 39 crisis briefings to inform allocation decisions by the Start Fund – an NGO-led rapid response fund for crises. Alongside these, continued attention on global commitments to tackle climate change and its effects enabled us to contribute evidence to coincide with the COP 21 conference in Paris. Our work demonstrated how resources to address the impact of climate change are not targeting the most vulnerable populations and that this must be considered when making allocation decisions.

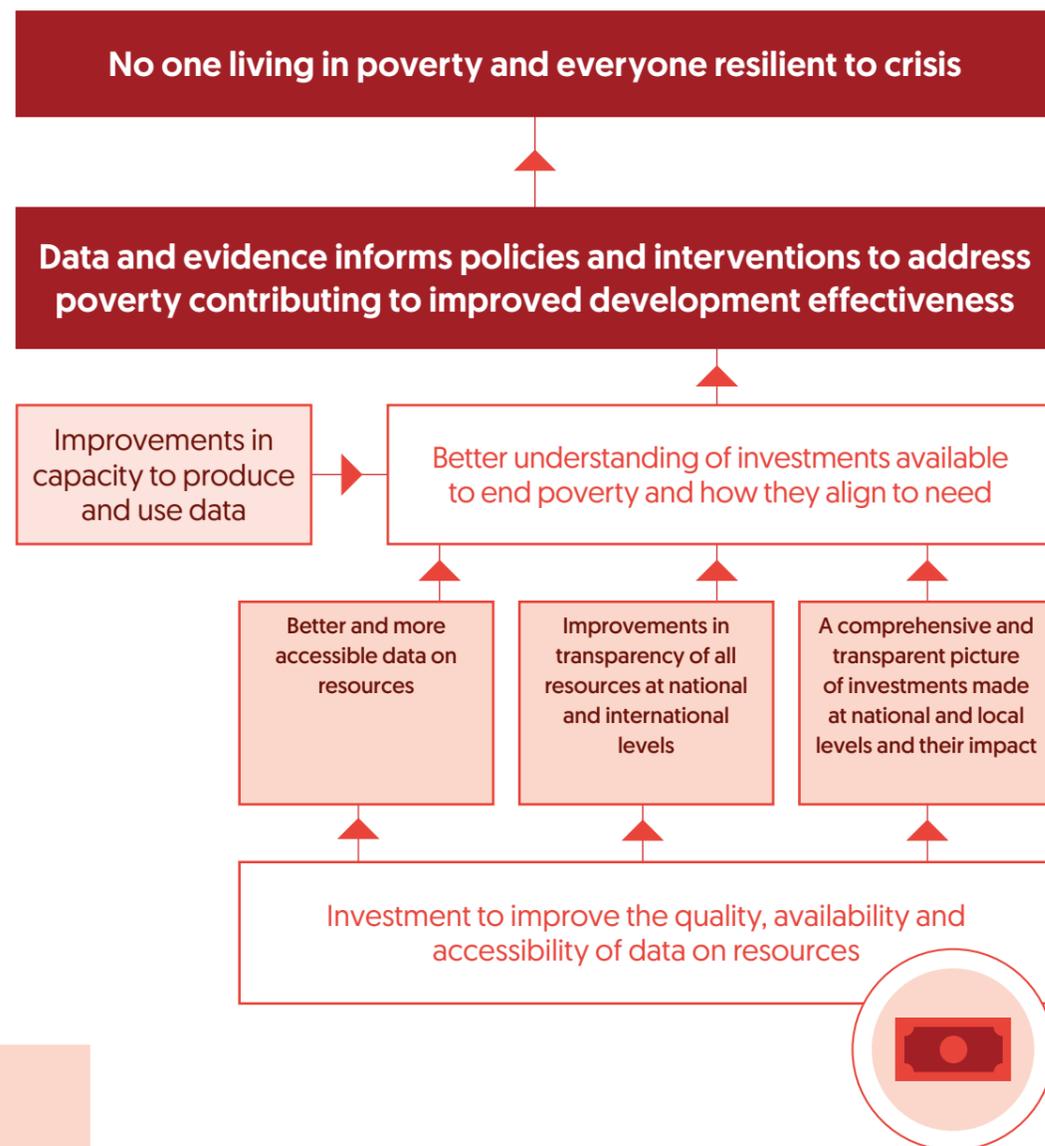
Case study 3

Addressing the evidence gap on blended finance

The Addis Ababa Action Agenda placed an emphasis the scaling up of blended finance (defined as ODA to leverage and de-risk private investments) by bilateral and multilateral donors to finance the SDGs. There is, however, an evidence gap on exactly how blended finance is used and the impact it has, meaning that critical information for effectively scaling up investments does not exist. In 2016 we launched a multi-year project to address this. We began by publishing two discussion papers followed by the first comprehensive independent analysis on blended finance to date. Our report estimated the scale of blended finance, provided evidence on potential limitations and risks in delivering the SDGs, and demonstrated the need for donors to work closely with partner countries to ensure it is appropriately invested. Importantly, the report called for significant improvements on reporting, transparency and impact evaluations to improve accountability. We worked with partner organisations to host a discussion on blended finance at the High-Level Meeting of the Global Partnership for Effective Development Cooperation. As a result, we are invited by the OECD to join its Senior Advisory Group in 2017 to help its Development Cooperation Directorate to develop blended finance principles.

Path to progress

We work on improving the transparency and quality of reporting by all actors who have a role to play in generating and allocating resources for development. We use published data to provide the clearest possible understanding of where resources go and their potential in different contexts. This evidence is critical to ensure the full funding mix is taken into consideration when allocating resources to where they are most needed and can be most impactful.

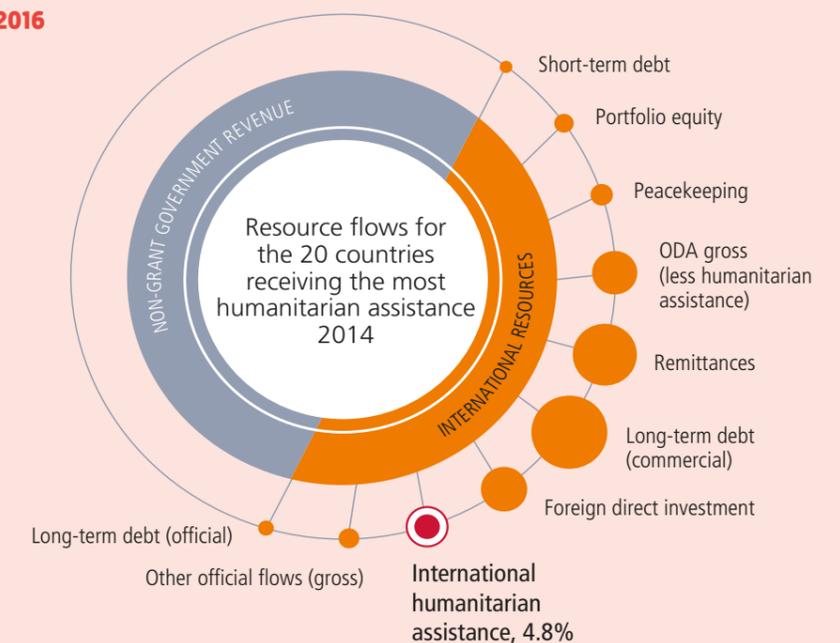


Case study 4

Informing the future of humanitarian financing

Prior to the WHS in June 2016 we produced a report on transparency and pre-released key analysis from our GHA report to ensure current data was to hand during discussions – particularly on multi-year funding, earmarking, localisation and traceability. Our active participation in consultations in the run up to the WHS saw our recommendations widely cited in the Synthesis Report, and our data and analysis was referenced in many of the Summit's preparatory documents [e.g. the Report of the Secretary-General for the World Humanitarian Summit]. We also co-hosted a side event on transparency at the WHS. Following the WHS we presented our research to 26 humanitarian coordinators (from a range of country crisis contexts) and other high-level individuals including donors from within and beyond the UN system, and enabled a practice-focused discussion on the realities and future of financing. Our focus on improving transparency was core to our continued work through 2016 as a member of the UN's IASC Humanitarian Financing Task Team; we co-lead several activities with the UN Office for the Coordination of Humanitarian Affairs [OCHA]'s Financial Tracking Service [FTS] to promote a better understanding of the International Aid Transparency Initiative [IATI] Standard and how it relates to reporting platforms. In 2016 we began our work as the co-lead, along with OCHA and the Catholic Agency For Overseas Development [CAFOD], of a sub-working group to develop a 'localisation marker', as recommended in the Grand Bargain commitment to provide more support to local and national responders.

Sample data from our Global Humanitarian Assistance Report 2016



Data use



Our goal for 2020 is increased instances of data-driven decision-making and accountability efforts in our target countries and key stakeholders at national and international levels actively addressing critical barriers to data use.

Improving data use for sustainable development

With ambitious targets and finite resources we cannot afford to make decisions without sound evidence. It has never been more important to break down barriers to data use, improve its availability and usability, and help people to use data effectively. We have continued our role as key advocates of the data revolution for sustainable development with a combination of innovative technical solutions to improve data use, research on data use and its barriers, and relationship building with stakeholders across government and civil society to promote data use across all actors.

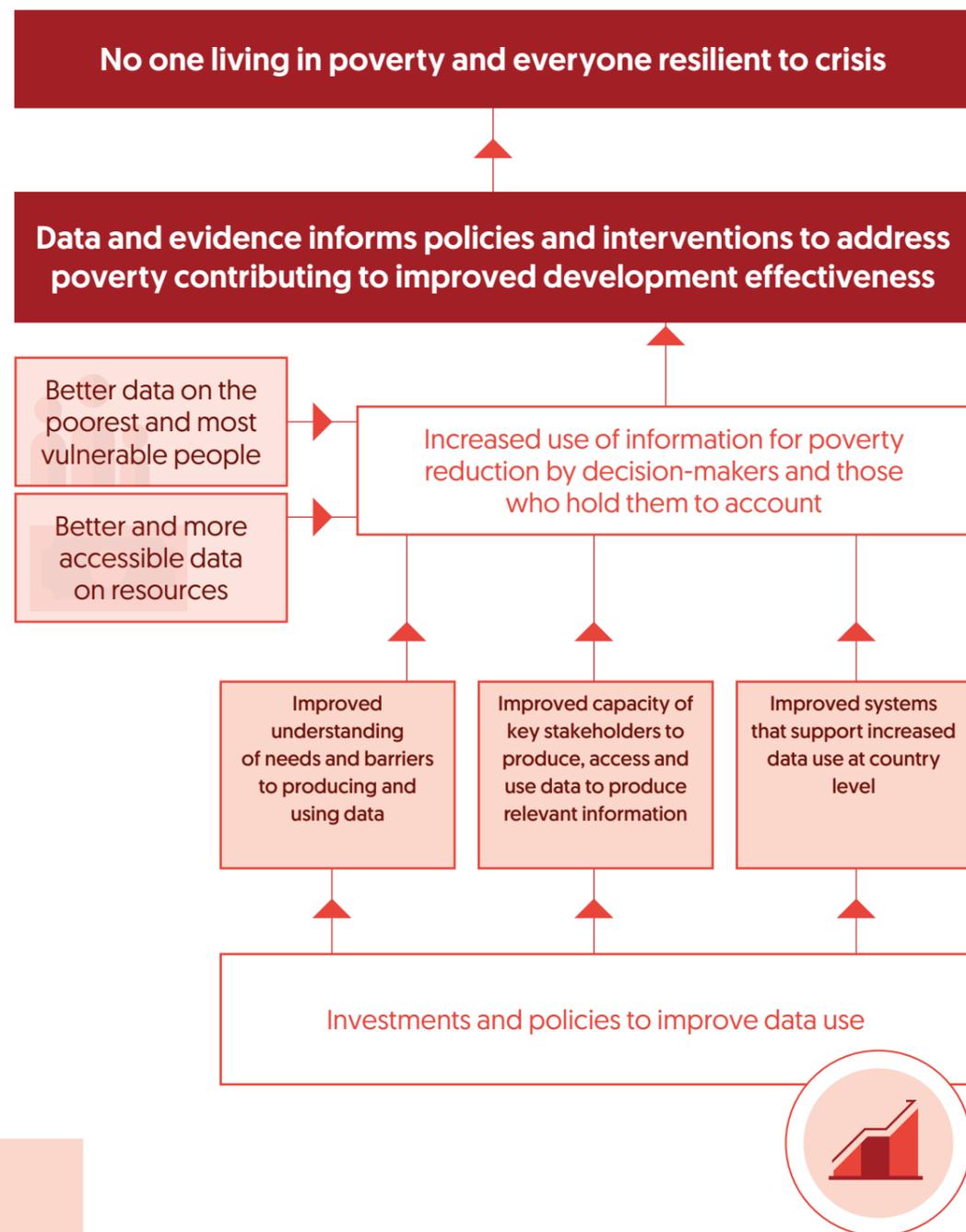
Our Joined-up Data Standards project (see case study 6) has made strides in exploring technical solutions and building support for joining up data to provide a better understanding of development challenges and how to design, implement and monitor more effective policies to address them. We have produced research to improve the understanding of data use and its challenges. Our case studies range from health and nutrition to flood protection projects to provide evidence of data use by government and non-state actors and highlight key data-use challenges to be overcome.

At the national level our Ugandan team carried out an analysis of Uganda's data ecosystem. We are replicating these efforts in 2017, feeding into national and global agendas the importance of data as a catalyst in delivering and monitoring the SDGs. In Nepal our partnership work enabled us to facilitate discussions on opening government data, including the first ever open policy discussion on open data between civil society and officials from Nepal's government agencies. We had the privilege of winning a Kenya Open Data award for innovation with our online data tool – the Development Data Hub (see case study 5).

Case study 5 Development Data Hub

The Development Data Hub is an open platform that makes data on poverty and resources accessible online. Data visualisations allow anyone, irrespective of their technical knowledge, to explore the data and understand what it is showing. It provides a global picture of poverty levels, vulnerability, and international and domestic resources, and it allows easy comparison across countries. ODA spending can be unpacked to look at where it comes from, where it goes, and in what form. Country-level data is made available in detailed profiles on national poverty levels and income distribution, government finance, and resource flows in and out of countries. By allowing users to download data, we facilitate the work of those who require access to raw data and need to see our calculations, so that they can get maximum benefit from our work. Throughout 2016 we continued to develop and provide workshops on how to use the Development Data Hub.

Path to progress



Case study 6 Joined-up Data Standards

We made important advances in our work on joining up data standards in 2016, and have strong ambitions for its success in the years to come. Much of our work through the year in research, engagement, discussion and dissemination came together in what was the first of the project's roadshows, during the 2016 International Open Data Conference (IODC). Here, we co-facilitated a series of discussions on data standards – including a half-day session on metadata standards, organisational identifiers and beneficial ownership. Key outputs of the project throughout the year include six discussion papers on key issues relating to the discoverability, comparability and interoperability of financial and socio-economic datasets. We focused on the issues that need to be addressed in planning and monitoring progress in the context of SDGs, the interoperability of household survey data and the use of metadata standards. This research culminated in a consultation paper on our findings and recommendations for increased interoperability. On this basis, we mobilised growing interest in joined-up data among leading global data actors and technical experts throughout 2016 and we are confident this will come to fruition through 2017. Key policy processes and agendas we have already contributed to include the Open Data Roadmap, the Open Data Charter and the Global Partnership for Development Effectiveness Co-Operation.

Sample diagram from our Joined-up Data Standards work

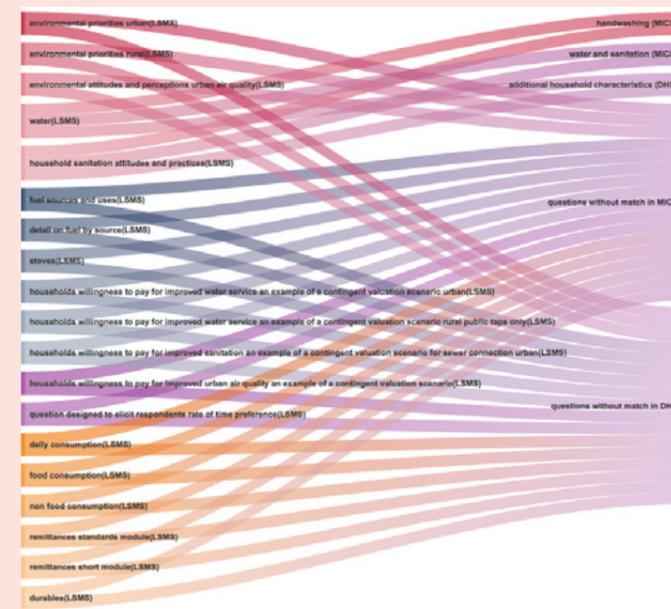




Photo by Chief Mass Communication Specialist Greg Badger

Partnerships



Working in partnerships and collaborating with others to achieve shared goals is core to how we work. Across our work on poverty, resources and data use, our partnerships enable us to make a bigger impact through enabling greater reach and providing complementary skills and knowledge.

Partners we delivered work with in 2016 include:

Civicus Development Research and Training (DRT) Uganda
Gestão de Interesse Público (GIP) Brazil Open Institute
Project Everyone Publish What You Fund

Partnerships we were members of in 2016 include:

Global Partnership for Sustainable Development Data
Open Nepal International Aid Transparency Initiative
Leave No One Behind Partnership

Consultancy



In 2016 we continued to offer consultancy services to facilitate and support the work of national development agencies, developing country governments, multilateral organisations, private foundations and NGOs.

Our notable consultancy projects include:

- A research report on how governments in the Asia-Pacific region link finance with the results of national development priorities and the SDGs, commissioned by the Asia-Pacific Development Effectiveness Facility (see case study 7).
- Independent analysis and three policy briefs on trends and progress in international development cooperation, commissioned by the UN Department of Economic and Social Affairs (UN DESA) (see case study 8).
- A series of tracker reports on funding pledges made by institutions who attended a conference in February 2016 on 'Supporting Syria and the Region', commissioned by the UK's Department for International Development.
- A research paper on the current levels of humanitarian assistance directed towards education for the Syrian emergency, commissioned by the Malala Fund.
- Analysis of ODA flows and domestic spending on nutrition, commissioned by the Global Nutrition Report 2016.
- A discussion paper on foreign aid and domestic revenue mobilisation in Uganda and Kenya, funded by the International Centre for Tax and Development.

Case study 7

Supporting UNDP's work on integrated national financing frameworks

In 2016 we produced a report for the UN Development Programme (UNDP)'s Asia-Pacific Development Effectiveness Facility, providing the first ever analysis of the steps that countries in Asia and the Pacific are taking to link finance with their national development priorities and the SDGs. The Addis Ababa Action Agenda, which emerged from the 3rd International Conference on Financing for Development, highlighted the need for countries to work towards establishing 'Integrated National Financing Frameworks' for leveraging the full potential of all financial flows – public and private, international and domestic – for sustainable development. For several years, the UNDP has provided guidance for governments undertaking development finance assessments to produce Integrated National Financing Frameworks. Our work helped them to revise their methodology by providing in-depth research and analysis on the trends in the finance landscape in the Asia-Pacific region and actions being taken to manage different forms of finance coherently at the country level. We worked with them to establish a six-point process for developing a successful Integrated National Financing Framework. The UNDP is now taking this work beyond the Asia-Pacific region and looking to apply it globally so that it can benefit all member states seeking to establish the framework.

Case study 8

Providing analysis on trends and progress in international development cooperation for the 2016 UN DCF

The fifth UN Development Cooperation Forum (UN DCF) was held in the summer of 2016, and the UN Secretary-General's report provided an overview of international development cooperation flows. In preparation for this report, we were commissioned by the UN Department of Economic and Social Affairs (UN DESA) to provide an analytical background report on the trends and progress in international development cooperation (which partially drew from and expanded on a similar piece of analysis we completed for the UN DCF in 2014), along with two published policy briefs. These outputs covered topics such as trends in ODA and the mix of resources for implementing Agenda 2030; the quality of development cooperation following the Addis Ababa Action Agenda; and emerging issues such as modernising ODA, policy coherence and data usability. This work significantly informed discussions at the UN DCF high-level symposium where we also presented our work on aiding domestic revenue mobilisation. Our analysis was used extensively in the 2016 UN Secretary General's report to the UN DCF and led to us presenting our work on blending finance at the forum.

Investing in the future

As part of our strategy refresh we took the time to reflect on who we are and how we operate, to ensure we are in a strong position to deliver our aims over the next five years and beyond. This led to significant changes in 2016:

Who we are

Vision and mission

While we continue to be an organisation seeking an end to poverty in all its forms, we have expanded our vision to be even more ambitious – making clear our desire for fairness through everyone sharing in opportunity and growth. We have revised our mission to bring vulnerability and resilience to the fore, reflecting our belief that we must bridge the humanitarian–development divide and seek sustainable long-term solutions to poverty [see our vision and mission on page 3–4].

Brand and values

We refreshed our brand to ensure the way we look, talk and behave stays true to who we are. We transformed the way we visually execute our work, established a clear tone of voice to reflect the type of organisation we are, and developed new values to sit at the heart of DI. These emphasise our commitment to being collaborative and empowering, staying optimistic and solutions-focused, remaining impartial in our work, and making transparency and trust a thread running through everything we do.

Team members in our various locations



How we work

USA office

In early 2016 we established an office in Washington DC, US. This enabled us to engage more effectively with key institutions based in the US and build closer relationships with important stakeholders. Our choice of location was the OpenGov Hub, a co-working community of organisations promoting transparency, accountability and civic engagement, founded by Global Integrity and Development Gateway. This helps us collaborate, learn and innovate with fellow OpenGov Hub members, and we do this by participating in the research methods group, open data working group and innovation guild.

Project management

A significant area that was highlighted in our strategy review was the way we would benefit from project management. Our work is complex and requires us to be agile and flexible, and this can only be optimised by dedicating resources to ensuring high performance project teams. We therefore created a project management function and recruited a team of project managers who, throughout 2016, ensured we harnessed our potential and delivered the best quality work to schedule and on budget.

Matrix structure

Our new strategy led to the decision to dedicate time and resource at leadership level to ensure we are strategically aligned across the breadth of work we do. In 2016 we introduced 'theme leads' who work to provide content strategy and are a cohesive force that unifies all of our projects to ensure everything we do contributes to our overarching organisational aims and ambitions.

Continuing our flexible working approach

For years DI has put flexible working practices in place to help meet our staff work/life balance needs, support our equality and diversity agenda, and improve employee engagement and satisfaction. All staff benefit from the ability to work from home and have flexible office hours, and many of our staff members are home workers. This allows us to recruit the right people no matter where they are. We invest in our staff by supporting those who want to volunteer in the local community or take up studies relating to their role, and we allow for compressed hours and extra days of leave to facilitate this. We continued to offer these benefits throughout 2016 and will do so into the future.



Finances

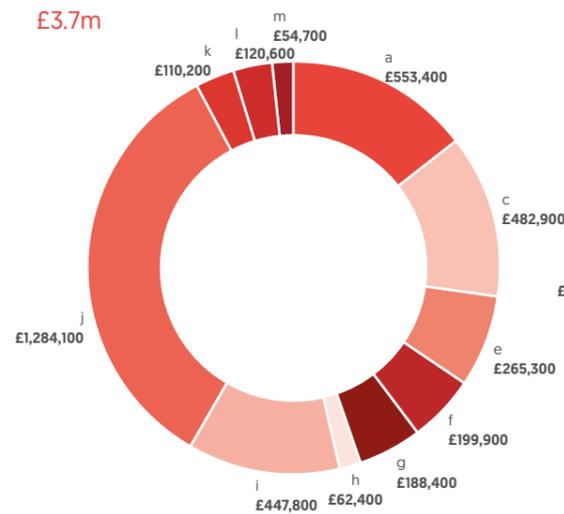
Merging DIPR and DII

Development Initiatives Poverty Research [DIPR], a not-for-profit organisation, became the majority shareholder of DI International Ltd, our sister consultancy company, in September 2016. Up until then the two companies had operated side by side but there was no formal relationship between them. As a result of changes in leadership of DIPR, the board decided to formalise this relationship. The main objective for this change was to build a flexible funding income stream to support long-term sustainability. As the majority shareholder, DIPR will now benefit from most of the profit generated by the consultancy and ensure DIPR has a financially stable and sustainable future. The Executive Director of DIPR, Harpinder Collacott, is now the chair of the Board of DII and will ensure that projects undertaken by the consultancy align with the organisation's strategic objectives and support the priorities of the parent company.

In 2016, we introduced a financial management system that brings financial management and project management together to ensure greater efficiency by integrating the processes of purchase orders, time allocations/timesheet management and project spend monitoring. The financial system produces monthly and annual accounts and timesheet reports. It has led to an increase in efficiency of financial management and ensures alignment of approaches across our global locations.

Revenue 2015

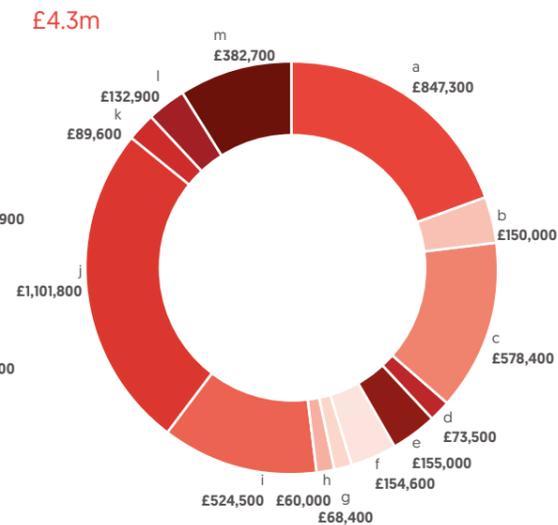
£3.7m



- a Department for International Development
- b Civicus (for P2Di programme)
- c United Nations Office for Project Services (UNOPS) for IATI
- d Danish International Development Agency
- e Government of the Netherlands
- f Canadian International Development Agency
- g Swedish International Development Agency

Revenue 2016

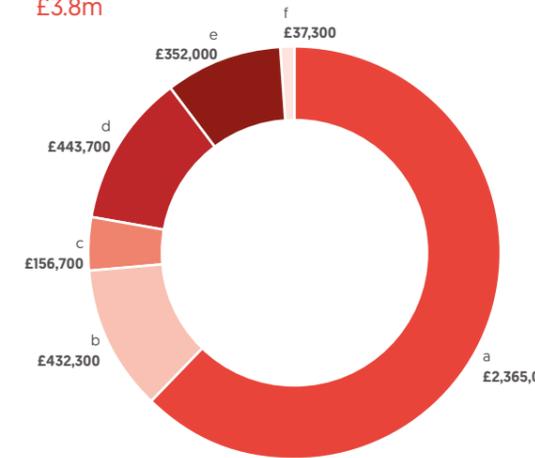
£4.3m



- h START
- i William and Flora Hewlett Foundation
- j Bill and Melinda Gates Foundation
- k Republic of Korea
- l Omidyar Network
- m Other income

Expenditure 2015

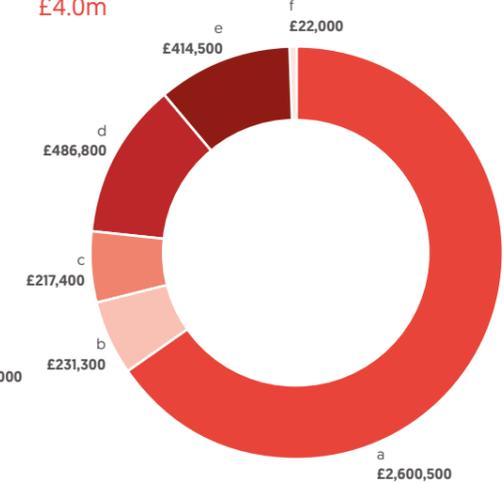
£3.8m



- a Staff Costs
- b Travel and Engagement
- c Infrastructure Costs

Expenditure 2016

£4.0m



- d Marketing and Communications
- e Professional Services
- f Other Costs

Transparency

We report our project activities to the IATI Standard. We see this as an essential part of openness and transparency around the work we do. In 2016 we received a top five-star rating from Transparify, who look at the financial transparency of major think tanks, and our full annual accounts can be downloaded from our website.

Equity and parity

We are committed to equality and inclusion.

Since 2012 we have monitored the ratio of the highest paid to the lowest paid permanent worker. In the UK this remains 5:1 or less.

We have been a Living Wage employer, accredited by the Living Wage Foundation in the UK, since 2013 and apply the same principles to salaries across the world. Interns are paid a minimum of the living wage or equivalent in-country.

Since 2013 we have monitored the pay gap (difference in average pay between men and women in the workplace). By June 2016 we had reduced our pay gap by three-quarters and our goal for 2017 is to close the pay gap entirely. We are committed to recognising the value and talents of both male and female employees equally.



Development Initiatives (DI) is an independent international development organisation working on the use of data to drive poverty eradication and sustainable development. Our vision is a world without poverty that invests in human security and where everyone shares the benefits of opportunity and growth.

We work to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world's most vulnerable people, and ensure no one is left behind.

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We encourage dissemination of our work provided a reference is included.

To find out more about our work visit:

Twitter: @devinitorg
Email: info@devinit.org

www.devinit.org

UK

Development Initiatives

North Quay House
Quay Side, Temple Back
Bristol, BS1 6FL, UK

+44 (0) 1179 272 505

KENYA

Development Initiatives

Shelter Afrique Building
4th Floor, Mamlaka Road
Nairobi, Kenya
PO Box 102802-00101

+254 (0) 20 272 5346

UGANDA

**Development Research
and Training (DRT)**

Ggaba Road, Mutesasira
Zone, Kansanga
PO Box 22459
Kampala, Uganda

+256 (0) 312 – 263629/30

+256 (0) 414 – 269495

www.drt-ug.org

UNITED STATES

Development Initiatives

1110 Vermont Ave NW,
Suite 500, Washington DC
20005, USA