

**progress
report 2017**

our vision

A world without poverty that invests in human security and where everyone shares the benefits of opportunity and growth.

our mission

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.

our values

They define the way we work and how we interact with people around us.

Empowering

Innovative

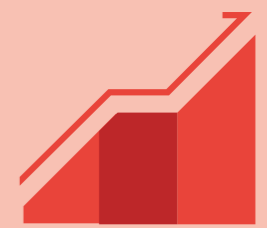
Transparent

Agile

Impartial

Quality

our focus



poverty

Measuring the progress of people out of poverty



data use

Improving data use for sustainable development



resources

Investments to end poverty and build resilience

Image credit:
Kelly Ramundo,
USAID



A message from the DI Board

2017 was a year of changing geopolitics and global political change. Dramatic events in late 2016 and early 2017 reshaped certain global, regional and national political agendas. Donald Trump became the US President bringing with him withdrawal from the Paris Agreement on climate change and renewed vigour around aid scepticism; the UK voted to leave the European Union and elections across Europe have signalled shifts to the political right in countries such as Austria and Germany. This political shift also played out in their international development priorities. The Middle East continued to be hugely affected by humanitarian crises and complex regional political tensions, and Myanmar and its Rohingya refugee crisis gripped media attention and further challenged the global humanitarian system. Against this backdrop we are reminded that we can never stand still, nor can we simply continue to do as we have always done. The changing world we find ourselves in today requires Development Initiatives (DI) to respond by getting the right information to the right people to support them to make challenging decisions informed by data and evidence around international development and respond to humanitarian crises.

2017 was also the second year of implementing the Sustainable Development Goals (SDGs), which conclude in 2030. The SDGs focus the attention of the global development community and domestic governments alike on the importance of data

to support the implementation and monitoring of progress of the SDGs. There is widespread recognition of the importance of increasing disaggregated sub-national data on people to turn the principle of leaving no one behind enshrined in the SDGs into reality. DI's commitment to the SDGs, and our long-term passion for putting data into the hands of those making decisions about resource allocation to improve the lives of the poorest and most vulnerable people globally, gives renewed momentum and focus for DI's work. We will continue to respond to demand by providing objective, rigorous and accessible data, analysis and information to ensure that, despite the changing political climate, the global community delivers on the commitments it has made through the SDGs, at the World Humanitarian Summit and through climate negotiations to some of the world's poorest and most vulnerable people.

Image credit:
Anthony Tong Lee



Executive Director, Harpinder Collacott

DI was founded with a purpose – to support efforts to eradicate poverty, reduce vulnerability and ensure everyone is included in prosperity and growth. Everything we do is driven by this. I ask my staff to always be impatient for change and think about how everything they do will contribute to that. In 2016 we established a new strategy based on our theory of change. This meant a new way of working for DI with a greater focus on evidencing our impact. 2017 was really about putting that strategy into practice and pushing DI out of its comfort zone to tackle new challenges presented by the world, using data and evidence to do so.

Data and evidence alone will not achieve the progress we are aspiring towards. However, they have an important role to play if used well.

DI contributed data-informed analysis to a number of policy discussions, helping to shape their direction. Some key things stand out for me in 2017:

1. DI launched a baseline report to better understand where the poorest 20% of people were in 2017 so that we could annually assess their progress against three lead indicators: how is their income increasing; are they better fed; and are the births of their children being registered?
2. We launched country spotlights in Kenya and Uganda. These are online tools to make national and local level country data easy to access and use, as well as publish analysis on how pro-poor

the national budget is and how spending could be improved to be more responsive to tackling poverty in the country.

3. We enhanced understanding of public-private finance in the mix of all resources, allowing us to contribute to work led by the OECD DAC to improve transparency and accountability in the area of blended finance, where public resources are being used to leverage more private resources to achieve development outcomes.

4. We also worked hard to establish the importance of interoperability on the global agenda so that data sets can be used together to fill gaps in our knowledge on poverty and resources.

5. DI continues to be a strong contributor to the humanitarian community, working with it to achieve the Grand Bargain commitment on transparency and continue to provide annual information on financing to inform decision-makers at the global level.

DI's achievements are many and the purpose of this report is to showcase the best of what we achieved in 2017. Crucially, we feel it is also important to highlight that none of this work would be possible without the numerous partners we work with from the global to the local level. It is their openness, ideas and mutual dedication to fostering collaboration that enables us to make important advances towards the aims we share with many.

We use a ‘dimensions of change’ framework to guide our strategic direction and to support critical reflection on our contribution to change. We have used this framework to establish areas of change that we believe are essential for us to deliver our mission. This framework links together our long and medium-term aims, annual goals and project outputs to ensure the work we do is making the best possible contribution to driving real change.

2020 goal

To make a substantial contribution to the increased quality, availability and use of data and evidence resulting in better targeting of key resources to improve the poorest and most vulnerable people’s lives.

2017 objectives



Poverty

- Raise awareness of the importance of improving the quantity and quality of disaggregated data on people with a primary focus on gender, age, disability, income and geography.
- Increase focus on monitoring the progress of the poorest 20% of people globally and nationally to ensure no one is left behind in efforts to achieve the SDGs.



Resources

- Contribute evidence on the use of blended finance for development to advance the policy debate, and encourage action that ensures public and private finance works better to meet the needs of the poorest people.
- Support humanitarian stakeholders to meet their commitments to improve transparency and produce analysis on existing financing data to facilitate decision-making on humanitarian response.
- Improve the quality of International Aid Transparency Initiative (IATI) data, increase the number of publishers, and upgrade the IATI Standard.



Data use

- Drive commitments and action towards better data interoperability to improve the accessibility and usability of data for decision-making and accountability.
- Facilitate decision-making and advocacy efforts of national-level stakeholders through improved access and ability to use relevant data.

Image credit: SarahTz

key achievements throughout 2017

JAN

Informed data and statistics professionals from across the globe about 'Counting people to make people count' at the main plenary session of the first UN World Data Forum

FEB

Helped humanitarian actors publish their financing data transparently via a webinar and guidance paper

Presented unique evidence on global humanitarian financing trends at a side event at UN OCHA's Humanitarian Affairs Segment

MAR

Contributed to evidence on the value and potential of citizen-generated data in a one-year study

 KENYA
 UGANDA

Reported on the pro-poor orientation of Kenya's domestic budget to provide recommendations to government and empower civil society with information on budget allocations

 KENYA

APR

Facilitated the tracking of Grand Bargain commitments to humanitarian transparency with a baseline report

MAY

Facilitated improvements in humanitarian actors' reporting on financing through practical workshops

Explained the complex and technical process of ODA modernisations via a webinar and background paper to key audiences including the OECD, the UK government's International Development Committee, and a range of global NGOs and think tanks

JUN

JUL

Presented key analysis to government actors, donors and civil society organisations on tracking the poorest 20% globally and the importance of improving data on their lives at the High Level Political Forum on Sustainable Development

AUG

Mali, Somali and Guinea joined IATI taking the number of partner countries supporting the IATI Standard to 30

Supported efforts to advance the data revolution in Uganda at the High Level National Data Forum

 UGANDA

OCT

Contributed to the DAC's Blended Finance Principles following invitation to sit on the OECD Senior Advisory Group on blended finance

Launched IATI Standard version 2.03 with updates to benefit new humanitarian publishers

Advanced accessibility to key development data in Kenya by launching our Spotlight on Kenya online tool via our Development Data Hub

 KENYA

SEP

NOV

Identified 'five frontiers for data interoperability policy' following our work to establish the Interoperable Data Collaborative

DEC



DI has provided UNDP's Asia-Pacific Development Effectiveness Facility with excellent support on a number of projects since 2014 which have supported local governments to understand and develop clearer strategies for managing policy toward all types of finance for sustainable development. [...] Their professionalism, experience and skills are exemplar, they were quick to turnaround complex reports and brought a great deal of insight and technical expertise to this work.

Tom Beloe, Governance, Climate Change Finance and Development Effectiveness Advisor, UNDP

Working in partnerships and collaborating with others to achieve shared goals is core to how we work. Partnerships help us drive greater impact by facilitating wider reach and providing complementary skills and knowledge. In 2017 we were part of 8 partnerships and delivered work with 16 partners. Here are some examples of impact we have delivered through our partnerships at global and national levels.

Image credit:
Data for Development
in Nepal Program

Empowering local actors to use data for better development outcomes

Our joint programme with The Asia Foundation in Nepal got under way in 2017.

Early on in its operation, it supported a film series to demonstrate how data can be used to demystify Nepal's development across a number of areas including poverty and inequality, and an open data awareness program aimed at Nepal's future decision-makers. As part of the programme agenda, the first innovation fund on open data has also been launched for Nepali organisations to overcome data challenges in development.



NEPAL

Joined-up Data Standards, in partnership with Publish What You Fund

Through our project on joined-up data, which commenced in 2015, we helped establish data interoperability as a critical component of the global data agenda when it previously had little traction among key stakeholders. Most notably it now features in the Addis Ababa Action Agenda, the International Open Data Charter, and the Global Action Plan for Sustainable Development Data. In 2017, the final year of this project, the Data Collaborative was established. This is led by the United Nations Statistical Division and Global Partnership for Sustainable Development Data and was a key achievement resulting from our collaborative efforts to advance data interoperability.



GLOBAL

Supporting Uganda's Bureau of Statistics at their National Data Forum

Through our work on improving quality, usability and access to data in Uganda, in 2017 our reputation opened up the opportunity to partner with the Uganda Bureau of Statistics alongside other important data stakeholders to support the organisation of their High Level National Data Forum. This important forum convened 300 data producers and users across government, bilateral and multilateral donors, civil society, academia and the media – with the goal of charting the realisation of a national Data Revolution for Sustainable Development. We shared experiences, fostered collaboration and learned about how we can harness emerging technologies for data and statistical development in Uganda. In addition to supporting the creation of official conference documentation, four of our experts featured in key events during the forum, including speaking at the opening plenary and facilitating a masterclass on data scraping.



UGANDA

For each of our areas of focus there are stories that stand out when demonstrating progress and how we have successfully achieved our annual objectives.



Demonstrating the importance of disaggregated data to leave no one behind

We founded The Leave No One Behind Partnership alongside Civicus and Project Everyone in 2016 with the aim of helping catalyse global efforts to prioritise the poorest and most marginalised people globally. In 2017 we provided new analysis on who is at risk of being left behind, why and where, and shone a spotlight on the most marginalised groups whose progress we must monitor to ensure they are sharing the benefits of growth. This took the shape of a range of poverty briefings to support national dialogues in 29 countries led by our partner, CIVICUS, and the publication of our baseline report on the status of the poorest 20% of people globally – the P20. We were proud to provide key insights on those most at risk of being left behind for multiple events during the United Nations' High Level Political Forum on Sustainable Development. Our evidence was also presented at the first UN World Data Forum, at which we co-organised a high level opening plenary making the case for improving disaggregated data and civil registration and vital statistics.



Blended finance

Following our work in 2016 to shed light on the potential of blended finance for development, we were invited to contribute to a number of processes in 2017 on ensuring the effective use of public-private finance. We became a member of the OECD Blended Finance Senior Advisory Group. As a member of this group we participated in the creation of new principles for blended finance, and influenced the DAC's Blended Finance Principles, strengthening focus on key elements such as transparency and development effectiveness. Additionally, we inputted into the 2017 Financing the UN Development System Report, providing a guest piece on blended finance in fragile contexts. This came about as a result of our earlier research on blended finance. It formed the basis for future collaboration on the topic and we were approached by the UN Development Cooperation Forum for potential collaboration looking at blended finance in less developed countries.



Meeting the Grand Bargain commitment to improve transparency of humanitarian financing

In 2017 we made significant progress in supporting the [Grand Bargain transparency workstream](#) – co-convened by the Netherlands and the World Bank to improve humanitarian transparency. We produced a paper and held a series of workshops to introduce humanitarian actors to the IATI; produced a [baseline report](#) to kick-off the monitoring of Grand Bargain signatories' on publishing humanitarian data to IATI; and created an [online dashboard](#) to track their progress in real time.



Opening up data to support government and non-state planners at the sub-national level in Kenya

We launched the Spotlight on Kenya on our Development Data Hub in November 2017, first in Nairobi and then for sub-national actors in Elgeyo Marakwet County. Government, civil society, academia, media, development partners and think tanks were involved. This online tool hosts comprehensive datasets on Kenya's financial resource flows at the county level, alongside indicators on poverty, population, education, health, water, hygiene and sanitation. It highlights, geographically, sector performance and financial resources, and explores whether resources are allocated according to need. As a technical partner to a range of national and sub-national partners, DI supported them to access, analyse and use the data, which included new disaggregated datasets. Subsequently, we were requested to input into the drafting of Elgeyo Marakwet County's five-year Integrated Development Plan (2018–2022), supporting with data analysis and advising on their monitoring and evaluation framework. This work also helped us to play a crucial role in the development of the civil society supplement to Kenya's Voluntary National Review (VNR), annexed into Kenya's national review presented at the 2017 High-level Political Forum on Sustainable Development.



Country-level and regional research on financing the SDGs in Southeast Asian Nations

In 2017 we carried out a rewarding consultancy project for the Asia Pacific Development Effectiveness Facility, UNDP. This work was to support the Association of Southeast Asian Nations (ASEAN) in attracting and effectively managing different sources of finance for sustainable development goals; bolster the ASEAN Vision 2015 priority of reducing the development gap between ASEAN countries; and support China in its efforts to further its relationship with ASEAN. We helped provide data, analysis and evidence to enable production of country papers for the 10 member states of ASEAN and wrote a [regional report](#), which was launched at the [ASEAN-China-UNDP Symposium](#).

Image credit: UK Department for International Development

We recognise that our mission can only be achieved when the people who work at DI are given the right support, resources and opportunities to flourish. We are also committed to promoting equality, diversity and inclusivity because being an ethical company is part of the fabric of our being and integral to our success. Our vision of a world without poverty comes from our core commitment to fairness and a belief that no one should be left behind. This is reflected in our internal policies and working practices.

Image credit: USAID

fairness

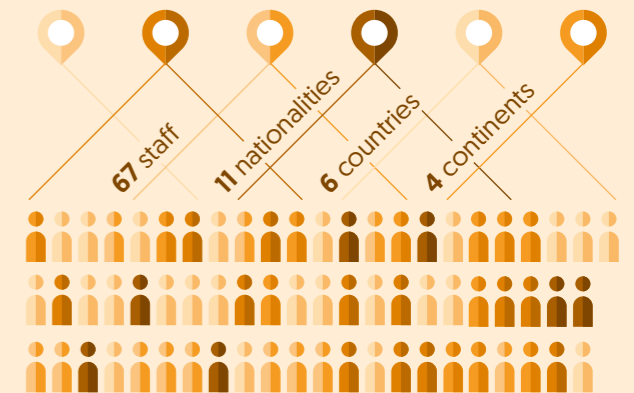
We have been a Living Wage Employer, accredited by the Living Wage Foundation in the UK, since 2013 and apply the same principles to salaries across the world. Interns are paid a minimum of the living wage or equivalent in the country they are based in.

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 in 2017 we closed the pay gap entirely with a 1.39% mean and -2.28% median pay gap. We are committed to recognising the value and talents of both male and female employees equally.



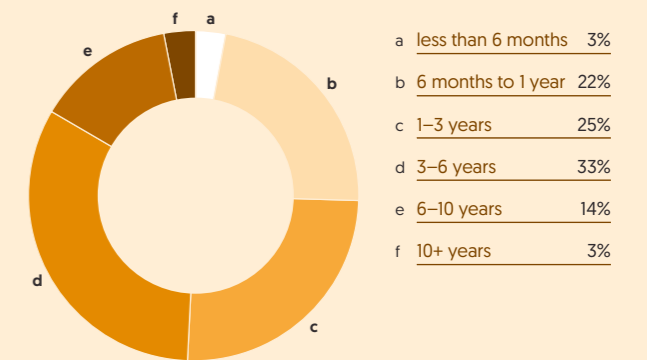
diversity and inclusivity

At DI we're proud of the diversity of our team, valuing the different skills, experiences and abilities of all individuals. We strive to promote respect and dignity, providing a working environment where everyone feels valued. We are also proud that our working practices support people with caring responsibilities and this is no better reflected than in the fact that the majority of our Senior Management Team are women with young children who can remain active in the work place in senior position due to our flexible polices and approach. In addition to equality and diversity monitoring we ensure all staff undertake training in equality and diversity.



supporting our staff

DI is committed to a supportive working culture. We provide apprenticeships and frequently take on interns in whom we invest to build their skills and experience while always paying them the living wage. We also recognise the importance of developing working practices and policies that support work-life balance. This includes enhanced maternity pay, paternity pay and shared parental pay, supporting staff to be able to work from home, allowing flexible working hours and enabling opportunities for part time work. The support we provide our staff has resulted in excellent staff retention.



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 2017 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. We strive to continually provide greater transparency on how we work and our finances.

DI governance

Development Initiatives (DI) consists of:

- Development Initiatives Poverty Research Limited (DIPR) – a company limited by guarantee (company number 06368740). This is the primary company and the majority of staff are employed by this company. DIPR principally receives grant funding for its work and operates as a not-for-profit. DIPR has a branch office in Kenya, which is registered, and has additional staff based in Uganda and Nepal.

- DI operates a US registered charity known as Development Initiatives Poverty Research America Inc (Employer ID No. 30-0914278). This is a separate entity and employs two staff members based in Washington DC, US.

- DIPR also owns 75% shares in a for-profit entity, which results in unrestricted income from dividends for DIPR. The dividends support DIPR to build reserves and support innovative projects and pilot work.

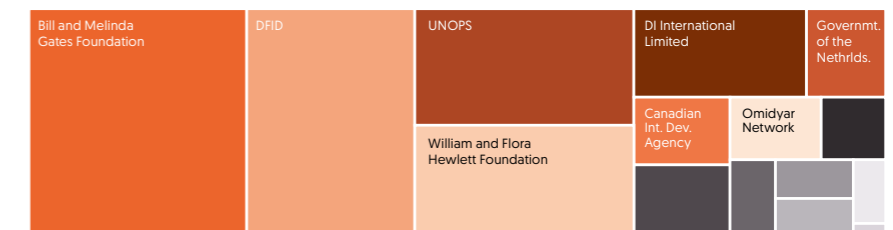
All entities are considered to be part of DI for operational purposes. All three companies have their own Board and reporting requirements. The majority of the DIPR Board members sit across all three companies.

Image credit: Trust for Africa's Orphans (TAO)

DIPR funding

In 2017 we further diversified our funding base and our donor income saw a slight increase. On-going political challenges in the UK also meant DI was impacted by delayed or paused programming and funding schemes of the UK's Department for International Development, which has been a long-term funder of DI.

2016 £4.3m

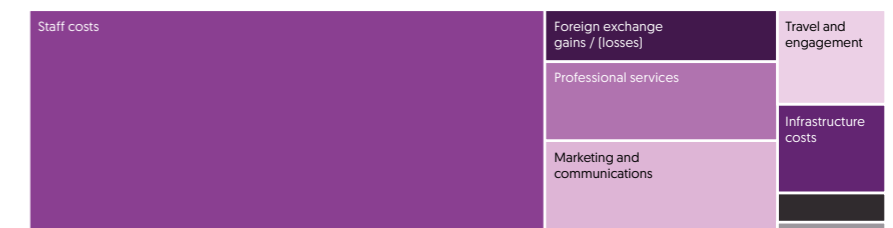


2017 £4.0m

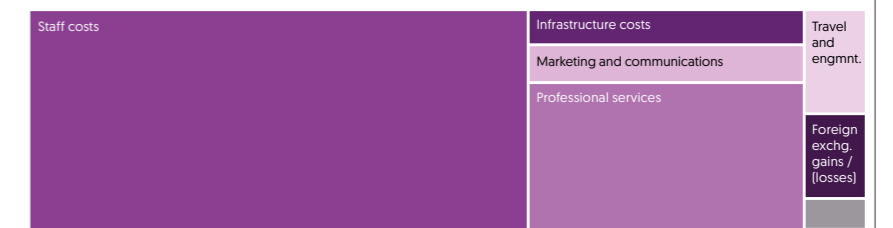


Legend for 2017 funding: Republic of Korea, Civicus, Danish International Development Agency, Swedish International Development Agency, START, Interest receivable and similar income, Other.

2016 £4.3m



2017 £4.2m



Legend for 2017 expenditure: Irrecoverable VAT, Other.

DIPR expenditure

As a knowledge organisation providing research and analysis, technical support for data production and use, and expertise in data communication, we invest in bringing on board, retaining and developing highly skilled staff. In 2017 this therefore continued to be our highest area of expenditure. There has been a shift this year towards using consultants to facilitate an agile way of working and allow us to be responsive to quick turn-around opportunities where our expertise can add real value. There are notable reductions in spending on travel and communications due to an uncertain financial climate, however we anticipate growth in our communications in 2018 and beyond.

Note: You can download the data on our funding and expenditure from our website at devinit.org/about/finances/

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.

DI's board members are:

Chris Childs, Harpinder Collacott, Judith Randel, Kate Sayer and Myles Wickstead

To find out more about our work visit:

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