

The background of the page features a cluster of overlapping circles in various shades of orange and red, centered towards the bottom-left, creating a dynamic and modern feel.

# progress report 2018

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## DI at a glance

### Our vision

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

Image credit:  
UN Women/  
Ashutosh  
Negi

### Our mission

DI provides rigorous **information** to support **better decisions**, **influence** policy outcomes, increase **accountability** and **strengthen** the use of data to eradicate poverty.

### Our values

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

Agile	Innovative
Empowering	Quality
Impartial	Transparent

### Our focus



**Poverty**  
Measuring the progress of people out of poverty



**Resources**  
Investments to end poverty and build resilience



**Data use**  
Improving data use for sustainable development

## foreword

Image credit:  
Georgina Goodwin/  
World Bank

### A message from the DI board and Executive Director



2018 was a year of global uncertainty and complex challenges, with many countries and leaders continuing to retreat from the international arena to focus instead on domestic priorities. In a difficult global environment, the Middle East continues to face one of the greatest humanitarian challenges of our time; climate change continues to cause devastation in some of the poorest parts of the world; and, internationally, we are seeing a decline in growth and a slowdown in the reduction of poverty, as well as increasing national inequality in most countries.

Against this backdrop, Development Initiatives (DI) has moved forward with greater focus and clarity about its role in

bringing accessible data and evidence to policymakers, supporting them in setting out a clear path for progress in an uncertain world. We are much more strategic about what we do and why we do it, ensuring that our flagship projects – including Investments to End Poverty, the P20 approach and Global Humanitarian Assistance – drive DI's engagement at key global meetings and guide our work with target stakeholders. Our aim is to contribute to building support for a world in which poverty reduction and mechanisms for investments in resilience are prioritised, to ensure the poorest and most vulnerable are also able to share in the benefits of growth.

To respond to the rising demand for DI's expertise and skills, we have been investing in our data science and digital development capacity to provide accessible data-based analysis and communication which goes beyond paper reports. DI data scientists and data analysts are committed to increasing the efficiency with which DI analyses data, as well as honing our ability to manage data, interpret it and join it up – so that we can tell more compelling stories by

**This year has been a year of great achievement for DI**

combining datasets from official and non-official sources. Our focus remains on ensuring that our data communications are as accessible as they can be and respond to the needs of users. Data is of no use if it is not meaningful and able to inform actions and outcomes.

DI continues to prioritise working in partnership over working alone. In 2018, we increased the number of partners we are actively working with to 25. The year also saw our partnership with The Asia Foundation in Nepal really bear fruit, funding 18 downstream partners in Nepal to take forward a variety of innovative projects to raise awareness, increase access and promote the use of open data. Working with local partners has helped us achieve much more than we could have done alone, from opening up new datasets on air quality in Kathmandu and improving coordination of refuse collection to organising public events on International Open Data Day and hosting Nepal's inaugural Women in Data conference.

We are particularly proud of DI's enduring commitment to the International Aid Transparency Initiative (IATI). 2018 marked the tenth anniversary

of IATI's establishment, an opportunity to reflect on DI's role as a key partner and technical advisor to the aid transparency movement over the last 10 years. DI was delighted that our commitment to this crucial issue was recognised when the IATI Members' Assembly confirmed our role as technical lead for another three years. DI's work on IATI requires persistence and dedication to maintain the integrity of the IATI Standard, strengthen IATI's technical infrastructure and provide technical support to publishers. IATI continues to go from strength to strength, with nearly 1,000 organisations publishing their data, so for the technical team at DI, the main challenges are supporting further improvements in data quality and improving the accessibility of IATI data for users to ensure it has the transformative impact we believe it can.

2018 was also the year DI took over as official host of the *Global Nutrition Report*. The *Global Nutrition Report* has a global reputation as the report for nutrition data and evidence and is the main accountability tool monitoring progress on the Nutrition for Growth Commitments. We are very proud to host such a prestigious publication and take on the responsibility that comes with this role. We are confident that under our stewardship, the *Global Nutrition Report* will continue to increase in impact.

This year has been a year of great achievement for DI, and one that has seen the organisation strengthen its position as a leading provider of development and humanitarian data and evidence – especially on financing. We invite you to read more about our key successes, and how we have contributed to the achievement of our vision of a world without poverty, in this report.

### Our board

Our board, which is made up of volunteers and meets four times a year, provides strategic oversight and guidance to ensure that we deliver our objectives. In 2018, we undertook an exercise to recruit new board members to replace outgoing board members who had come to the end of their tenure with DI. Board members went through a rigorous selection process and those that were selected attended our board away day in December 2018 to contribute to strategic decisions and to meet with existing board members. We took this opportunity to diversify the skills and geographical, age, gender and racial make-up of our board, to better reflect the diversity of the organisation and its work. We would like to take

this opportunity to thank our outgoing board members who were in place over the 2018 reporting period, but who will stand down in 2019: Chris Childs, Judith Randel, Kate Sayer, and Myles Wickstead. We'd also like to welcome the new board members who will be joining throughout 2019.

#### Executive Director and Board Member

Harpinder Collacott

#### Board Members

Professor Alex Ezech (from February 2019)  
Paul Stuart (from February 2019)  
Timothy Takona (from February 2019)  
Tina Blazquez-Lopez (from February 2019)  
Chris Childs (to July 2019)  
Kate Sayer (to April 2019)  
Judith Randel (to February 2019)  
Myles Wickstead (to February 2019)

## 2020 goals

Our current organisational strategy ends in 2020. Our focus in 2018 was on making the proximal steps towards the achievement of our 2020 organisational goal, and the goals for each of our three themes.

Image credit:  
Gennadiy  
Ratushenko /  
World Bank

### Organisational goal

By 2020 there is a significant increase in the quality, availability and use of data and evidence on poverty and resources, enabling better targeting of key resources to improve the poorest and most vulnerable people's lives.

### Theme goals



#### Poverty

By 2020 decision-makers at the global and national level are investing 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.



#### Resources

By 2020 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 will also be able to analyse and understand the extent to which their current allocations reflect this. Four priority country governments/delivery agencies will demonstrate action to improve this.



#### Data use

By 2020 we will demonstrate increased instances of data-driven decision-making and accountability efforts in our target countries and encourage key stakeholders at national and international levels to actively address critical barriers to data use.

## stories of success

For our key areas of focus – poverty, resources, and data use – there are stories that stand out when demonstrating Development Initiatives' progress.

Image credit:  
UN Women/  
Joe Saad



### The P20 in Switzerland and Benin: Data to leave no one behind

It was a priority for DI in 2018 to encourage countries to use the P20 approach to track progress on leaving no one behind.

In 2018, DI began work on a new project with the [Swiss Agency for Development and Cooperation](#) and the [Government of Benin](#) which would help both countries apply the [P20 approach](#) – which focuses attention on the poorest 20% of people wherever they are, and drives the generation of better data on this population – to ensure that no one is left behind. DI worked with Switzerland and Benin to analyse the poorest 20% of people in each country, and contributed to the preparation of Benin's voluntary national review. Government representatives from both countries joined DI's experts at the 2018 High-Level Political Forum (HLPF) in New York in July, where the analysis was presented in a side-event entitled 'The P20 Initiative: Data to leave no one behind'. Later in the year, this example of innovative development cooperation was used as a case study in the [OECD's Development Cooperation Report](#).

“

I can promise that Benin will continue using the P20 approach as a benchmark to gauge and test all our public policies

”

**Abdoulaye Bio Tchané, Senior Minister of Planning and Development, Benin**



### Technical and data support in East Africa

It was a priority for DI in 2018 to establish a data support service in Uganda and Kenya to respond to the data needs of external stakeholders, and increase the use of data and information to promote action.

[Elgeyo Marakwet County](#) in Kenya became interested in DI's data and analysis work after our participation in the Kenya Equity Week 2017, an event held at the county headquarters. Our interactive Spotlight on Kenya data visualisation and our analyses on health indicators from the county in particular generated positive comments from county officials, and gave us an insight into the data and evidence being used by subnational actors in Kenya. Subsequently, DI was approached by Elgeyo Marakwet County to provide technical support to the county in the process of developing its second generation County Integrated Development Plan (CIDP) for 2018–2022. In addition to supporting local government, we are also supporting individual citizens and consultants, CSOs and Non-Governmental Organisations through our [Data Support Service](#). In total, 27 Kenyan and Ugandan organisations or individuals contacted DI to receive data, analytical and other technical support, including data-related capacity-building in 2018. The overall objective is to empower stakeholders to access and use data and information to support decision-making and accountability efforts, and demonstrate a need and demand for data and information, and show how this demand can be met.



### Investments to End Poverty

It was a priority for DI in 2018 to identify and communicate where people and places are failing to benefit from international finance, and identify the types of resources that are not reaching the poorest.

[Investments to End Poverty 2018](#) was launched this year at a side event of the World Bank annual meetings in Bali. The report highlighted critical issues such as the poorest falling further behind and the need for better data and information, as well as emphasising the opportunity to get back on track by generating an extra \$1.5 trillion if donors meet their 0.7% commitment. The content drew on other substantial work developed in 2018 – including our reports on: the enabling environment for the private sector; countries being left behind; and Official Development Assistance (ODA) for domestic revenue mobilisation – to consolidate the evidence base of what tools are available, and what works where in reducing poverty and the impact of crises. These outputs demonstrated DI's engagement in global development finance debates, and enabled various collaborations in 2018, including with: [United Nations Capital Development Fund](#), on [Blended Finance in the Least Developed Countries](#); [Dag Hammarskjöld Foundation](#), on [Financing the UN Development System 2018](#); and [JustActions](#) on the pneumonia report

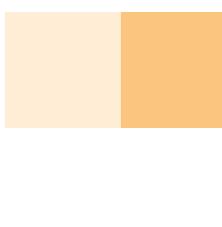
*The Missing Piece.* We also responded to the [International Data Corporation enquiry](#) (and subsequent government response) regarding how aid is used, contributed to the work of the Blended Finance Taskforce, analysed ODA updates and published a series of other factsheets on poverty and resources. Next year we will push forward with engagement on these key messages through briefings and roundtables with key stakeholders, and at the HLPF, as well as further analysis at the subnational level, including collaboration with [ODI](#) and development of the framework on blended finance around the [Financing for Development forum](#).

“

A fantastic document that will be massively useful for the years to come

”

**Jaime Atienza, Aid and Development Finance Lead at Oxfam, on [Investments to End Poverty 2018](#)**



“  
The GHA report contributes to making discussions and debates among stakeholders throughout the sector more evidence-based regarding funding realities and trends

“  
**Finnish Consulting Group Sweden, 2018. Evaluation of Sida humanitarian method partners.**



## A new phase of Global Humanitarian Assistance

It was a priority for DI in 2018 to establish a platform for simple explanations of humanitarian processes and initiatives to target humanitarian communities.

Every year since 2000 we have analysed the humanitarian financing landscape in the Global Humanitarian Assistance (GHA) reports, providing better information on humanitarian assistance and crisis financing to improve decision-making, efficiency and accountability. 2018 saw the completion and evaluation of the third phase of our GHA programme, as well as the successful launch of [this year's report](#), which was presented at the ECOSOC (United Nations Economic and Social Council) Humanitarian Affairs Segment in New York in June. The evaluation found that key audiences identify the GHA report series as “an industry reference material”, “the go-to publication about financial flows in the humanitarian sector” and “almost the bible when it comes to data”. Donors also confirmed that they had used the GHA reports to inform decisions on allocations of humanitarian assistance and the development of national humanitarian strategies. We will build on these achievements, and continue to ensure that our priority development investors and delivery agencies have a comprehensive picture of official finance flows as we take our GHA programme into its fourth phase.



## Leading conversations at the World Data Forum

It was a priority for DI in 2018 to ensure that the World Data Forum led to support and resource improvements in the quality of disaggregated data in low-income countries and countries affected by conflict and crisis.

DI has been involved with the United Nations' [World Data Forum](#) (WDF) since its inception and retains a place on the WDF's programme committee. This year saw us building on the success of the first WDF in Cape Town, South Africa by contributing to a second conference in Dubai between 22 and 24 October. Attended by more than 2,000 delegates from over 100 countries, the WDF brought together the technical, advocacy and political spheres to harness the power of data to realise the 2030 Agenda and leave no one behind. DI's Executive Director Harpinder Collacott spoke in the opening plenary for the forum, representing Civil Society Organisations (CSOs) and other non-official producers and users of data, and setting the agenda for the conference. Highlighting the central role of data and the data community in the accomplishment of the Sustainable Development Goals, she emphasised the development sector's need to listen to national and subnational policy-makers in order to drive the investments needed to increase data. DI continued throughout the 3-day event to set the priorities on how official and non-official data providers work together by running a total of six sessions. The organisation was represented by staff from our Bristol, Kampala and Nairobi offices, as well as by a delegation from the Data for Development in Nepal Program, a partnership between The Asia Foundation and DI.



## DI's first year as host of the Global Nutrition Report

In 2018, DI took up hosting of the [Global Nutrition Report](#), the world's foremost publication on the status of malnutrition, which tracks progress against commitments.

Published in November, at the global event ‘Accelerating the End of Hunger and Malnutrition’, the [2018 Global Nutrition Report](#) highlighted five critical steps to progress on ending malnutrition. For the first time, the [2018 Global Nutrition Report](#) brought together diet data with data on malnutrition and financing for nutrition. It demonstrated the importance of diet in adolescence as well as in children under five, and made critical links between diets and the increase in non-communicable disease. The [2018 Global Nutrition Report](#) also provided the data disaggregated at the regional and national level through country profiles for all countries.

In the seven days following the launch, the 2018 report brought more than twice as many users to the website and more than three times as many visitors to the report page than the [2017 report](#) did. It was also covered in the media more than 300 times in 52 countries, and on every continent. Crucially, media coverage began to shift the narrative away from malnutrition being impossible to solve, to showing where progress has been made and what should be done next.

“  
My closing ask is that you take all the evidence and analysis in this excellent report and use it to galvanise the leaders of your own organisations

“  
**The Rt Hon Alistair Burt MP, Minister of State for International Development, speaking at the London launch of the 2018 Global Nutrition Report**



Image credit:  
Marcos  
Villalta / Save  
the Children

## collaboration at our core

**Working in partnerships and collaborating to achieve shared goals is central to how we work. Partnerships provide complementary skills and knowledge, and help us drive greater impact by facilitating wider reach and amplifying messages from our analysis. In 2018 we were part of six formal partnerships and delivered work with over 25 additional partners. Here are some examples of the impact our partnerships have delivered at global and national levels.**

Image credit:  
Chhor  
Sokunthea /  
World Bank



### Progressing the Global Partnership for Sustainable Development Data

Our collaboration with the Global Partnership for Sustainable Development Data (GPSDD) took a step forward in July, when we signed the Partnership's [Inclusive Data Charter](#) – solidifying our shared commitment to deepening and making use of disaggregated data in our work. As a founding partner of the GPSDD, we also helped organise and conceptualise the 2018 Data For Development Festival, which took place in Bristol. The goal of this inaugural event for the GPSDD was to convene partners, form connections and galvanise action. Attended by 400 delegates from 239 organisations across six continents – including a mix of government and multilateral organisations, civil society and the private sector – the event achieved just that. In a follow-up survey, 98% of respondents said they had met a person or organisation they were likely to collaborate with in future; 94% had learned something that would be useful in their work; and 78% felt better equipped to contribute to the Sustainable Development Goals. DI moderated a plenary session, contributed to a range of other segments in the programme, and also hosted an open-house event, inviting event attendees to meet with our experts.



### Strengthening our collaboration with the Uganda Bureau of Statistics

We have strengthened our collaboration with the [Uganda Bureau of Statistics](#), building on the work we did together in organising the National Data Forum in 2017 and making progress towards our shared goal of strengthening the country's data ecosystem. In 2018 we co-wrote a session proposal for the World Data Forum in Dubai, where we ultimately hosted the session: 'Non-official data: Challenges and Opportunities for National Statistical Offices'. We also worked together for Africa Statistics Week in November 2018 in Kampala, where we conceptualised, organised and presented a range of events across seven days. The partnership has allowed DI unlimited access to the national statistical system in Uganda.



### Upskilling open data trainers in Nepal

Under the Data for Development in Nepal programme, DI partners with the [Asia Foundation](#), working alongside 15 Nepali partner organisations to strengthen Nepal's data ecosystem and increase the demand, sharing and use of development data. As part of this, we worked with the [Open Data Institute](#) to provide open data training to a select cohort of stakeholders in Nepal. The five-day course – which aimed to help participants develop a comprehensive understanding of how to create, deliver and evaluate high-quality, interactive training on open data – was attended by 12 representatives from 11 civil society organisations, ranging from youth groups to open data and technology organisations. Those who successfully completed the training were internationally registered as open data trainers. Going forward, we will continue to support participants putting their skills to use by providing small grants to support open data training sessions with new audiences. Although the concept of open data is relatively new in Nepal, we aim to use this sustainable model for capacity building to foster the development of a market of service providers who can support others with their needs.

“

All of these learnings have definitely made me a better trainer. It will be very valuable for me in the future

”

**Prabin Dongol, Institute for Integrated Development Studies**

MARCH		Shaped the recommendations of UNCDF's flagship publication on blended finance in LDCs by presenting our analysis of how blended finance sits alongside donors' other approaches to private sector engagement. We also met with the Growth and Resilience Department of the UK's Department for International Development (DFID) to explore the implications of this analysis on the development of their investment climate policy framework.
JUNE		Key donors cited our Global Humanitarian Assistance Report, published in June, as making a valuable contribution to the evidence they use for their humanitarian resource allocation decisions.
JULY		Benin became the first country to report to the UN on its commitment to Leave No One Behind by using the P20 methodology to measure the progress of the poorest and most vulnerable people.
SEPTEMBER		Presented our analysis on the progress of the poorest people towards the Sustainable Development Goals (SDGs) to policy experts and global advocacy leaders at the UN General Assembly. Our presentation, along with those given by such organisations as The Brookings Institution and The World In Data, informed the UN's campaign planning for upcoming global meetings to drive progress on the SDGs.
OCTOBER		Represented civil society organisations and other non-official producers and users of data at the opening plenary of the 2018 World Data Forum – setting out the priorities for the 2019 meeting: how to leverage all sources of data; how to go beyond surveys to improve administrative data systems; and how to ensure users are the centre of discussions and actions taken to improve data.
NOVEMBER		Hosted and launched the 2018 <i>Global Nutrition Report</i> , which established the state of malnutrition and set the agenda within the global nutrition community with five critical steps to speed up progress against commitments. The launch of the report made headlines in over fifty countries.
DECEMBER		<b>ActionAid Rwanda</b> became the 900th organisation to begin publishing data to the International Aid Transparency Initiative (IATI) standard, joining 899 other governments, multilateral and non-governmental organisations, foundations, and private sector and development finance institutions. The number of new organisations publishing IATI data rose by 45% in 2018.

# key achievements of 2018

MARCH	 NEPAL	Advocated for the sharing and use of open data by co-organising, with Nepali partner organisations and The Asia Foundation, an Open Data Day celebration in Kathmandu. This raised awareness of open data and its importance for innovation, decision-making and accountability.
JUNE-JULY	 KENYA AND UGANDA	Presented fiscal analysis from a pro-poor perspective to stakeholders in Kenya and Uganda. Kenya's budget speech for 2018 placed greater emphasis on pro-poor spending, and in Uganda our analysis led to a formal request from the Ugandan Civil Society Budget Advocacy Group for DI to contribute to the CSO's position paper on the 2019/2020 budget process.
JULY		Worked with a global network of nine partners to develop and launch the Inclusive Data Charter (IDC), and committed to implementing the charter through an action plan. Since the IDC launched, DFID, the Government of Kenya, the World Bank and the Internal Displacement Monitoring Centre have all signed up, establishing action plans to improve data.
OCTOBER		In the run-up to key policy fora, DI presented a powerful, evidence-based report demonstrating how – and how urgently – development finance actors must change trajectory to leave no one behind by 2030. This analysis was used by CSOs to substantiate advocacy positions at the 2019 World Economic Forum and the UN's Financing for Development Forum.
OCTOBER	 KENYA	Appointed member of the Organisation for Economic Co-operation and Development's Blended Finance Senior Advisory Group on the strength of our work in this area. We ensured that transparency and impact on the poorest people remained central when turning the Development Assistance Committee's Blended Finance Roadmap principles into action.
DECEMBER		Supported subnational-level officials in Elgeyo Marakwet county, Kenya, to finalise their County Integrated Development Plan with the data and information they needed. This enabled the officials to ensure they are prioritising those most in need, and to use the plan to subsequently allocate subnational budgets.

## our consultancy

We offer consultancy services to facilitate and support the work of national development agencies, developing country governments, multilateral organisations, private foundations and NGOs. The consultancy projects we undertake help to deliver our strategy, and provide a sustainable and unrestricted financing stream for the not-for-profit side of our organisation.

Image credit:  
Curt Carnemark /  
World Bank



### Producing the IFRC *World Disasters Report 2018*

It was a priority for DI in 2018 to contribute to a consensus between humanitarian actors on need and ways to improve humanitarian assistance.

DI provided guidance and analysis for the International Federation of Red Cross and Red Crescent Societies' flagship annual publication *World Disasters Report 2018*. Designed to offer a global perspective on disaster risk management and humanitarian response, 2018's instalment focused specifically on leaving no one behind in crisis contexts, providing the latest evidence to a primary audience of policymakers. DI co-led an initial workshop and helped to conceptualise a new and different approach for the 2018 report; we successfully delivered four chapters for the six-chapter report, and worked jointly with IFRC on the data trends section of the report. The report was launched in September 2018, with further dissemination events following at the national level. In addition to the warm reception it received at the launch, the *World Disasters Report 2018* met with excellent feedback when it was peer-reviewed by a group including representatives of the World Bank, Humanitarian Policy Group, UN OCHA and the Z Zurich Foundation.



### Developing UNICEF's data investment plans

It was a priority for DI in 2018 to produce and use evidence on the data and information needs of domestic financial governance stakeholders and international donors.

In 2017, [UNICEF released its Data for Children Strategic Framework](#), outlining UNICEF's general approach to data work to drive demand for, strengthen the supply and enable the use of data. In 2018, DI – along with [Development Gateway](#) and [Oxford Policy Management Institute](#) – entered into a long-term agreement with UNICEF to help country and regional offices develop more specific plans for their own data investments, based on the global approach. So far, DI has worked with UNICEF country offices in Zimbabwe, Uganda and UAE to review their data landscape on Data for Children and to develop strategic action plans for future data work and investments. We conducted an independent review of the UNICEF programme, highlighting the common data challenges, opportunities and needs across the different country and regional offices, as well as recommendations for priority investments for data strategy work and lessons learned on the process of conducting country missions.



### Improving evidence on nutrition with MQSUN+

As a signatory of the Inclusive Data Charter, DI committed to improve the supply of fully disaggregated data, and to use the disaggregated data that is currently available to its fullest extent in our own research and analysis.

Over the past three years DI has made significant contributions to efforts to better identify, track and evaluate nutrition-relevant spending and improve the associated data picture. In 2018 this has included our work as a member of the [MQSUN+ consortium](#), a group committed to helping the [UK Department for International Development \(DFID\)](#) and the [Scaling Up Nutrition \(SUN\) Movement](#) improve the quality of nutrition-specific and nutrition-sensitive programmes and other nutrition-related investments. As part of the consortium, this year, DI has contributed to two projects. The first aimed at identifying and assessing DFID's spending for nutrition between

2010–2016. Under this project, we not only provided detailed analysis of DFID's nutrition spend in 2016, but also produced a standalone report and an accompanying presentation on such spending since 2010, and reviewed DFID's planned projects up to 2020 for nutrition sensitivity. The second project supported three SUN countries, Liberia, Nigeria and Zimbabwe, with their fourth round budget analysis. DI provided technical assistance to support country teams to collect, update and validate their national budget data on nutrition spending, to support better tracking of nutrition-specific and sensitive investments. This tracking has been recognised as a priority, continuing to be central to ensuring that investments in nutrition are not just well accounted for but also directed to best effect. DI also provided guidance to each country on how they could improve their tracking methodologies and begin to increase accuracy and accountability through capturing spending at the subnational level.



“

As we expand our work to make sure that data is being put to use for the world's children, we've been fortunate to have DI as a partner along the way. DI has both the technical and people skills needed to get the job done, and we're excited to expand the partnership and the impact of this work in the year to come

”

Emily Garin, Data Strategist at UNICEF, on DI's work on UNICEF's data investment plans

## how we work



Image credit:  
WorldFish  
Center/Mike  
McCoy

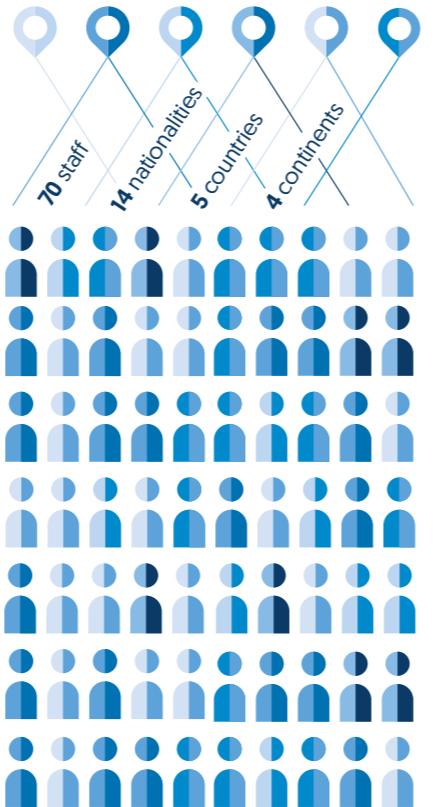
### Culture and people

Our values remain at the forefront of our thinking and shape not only the type of organisation we are, but also how we behave towards one another, our partners, stakeholders and beneficiaries. During 2018, we held workshops with our staff with a focus on two of our values – empowerment and transparency – to increase understanding of our values and explore how they can help us to achieve our goals.

We have developed a 'skills matrix' to better understand skills and abilities held by our staff and our consultants, which will feed into project planning. We also undertook an exercise to identify an approach to leadership development that is right for DI and that equips all our employees with the skills, knowledge and behaviours to achieve our 2020 organisational goal.

At DI we are proud of the diversity of our team, valuing the different skills, experiences and abilities of all individuals. In 2018, as part of our commitment to become a disability-confident employer, we introduced a Guaranteed Interview Scheme which promises that, for any given post, we interview anyone with a disability who applies under the scheme and whose application meets the minimum criteria.

All staff undertake training both in equality and diversity and we offer mental health awareness training in our drive to tackle stigma and discrimination, working towards developing a culture where employees feel able to talk openly and transparently about mental health problems. Our new UK health cash plan and employee assistance programme also support the diverse needs of our staff.



### Responsible employer

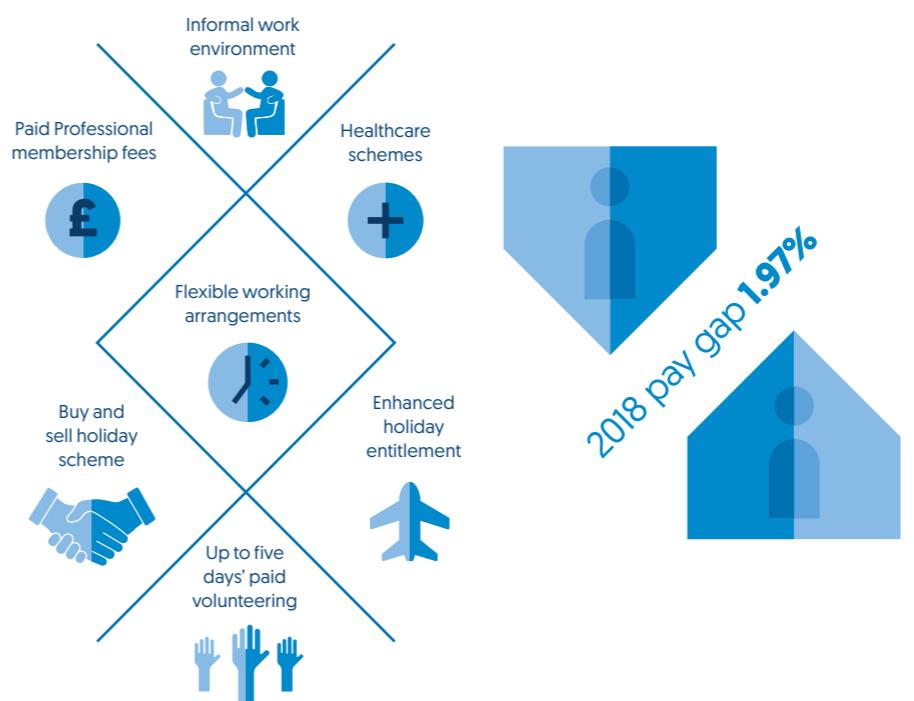
DI has always prided itself on promoting equality, diversity and inclusivity, and we believe that being an ethical company is integral to our success. We adhere to the [Ethical Trading Initiative's \(ETI\) Base Code](#) of labour standards because our vision of a world without poverty comes from our core commitment to fairness and a belief that no one should be left behind.

We have been a [Living Wage Foundation](#) accredited employer in the UK since 2013, and our interns are paid a minimum of the living wage or equivalent in the country they are based in. While we are not legally required to do so, we monitor our gender pay gap and in 2018 the UK mean and median gaps stood at 1.97% and 0.78% respectively.

We offer opportunities to those wishing to start their careers in the development sector, and in 2018 we recruited a new IT apprentice (building on our previous success with an HR apprentice) and

offered internships to five students from the [University of Bath](#) as part of their industrial placement scheme. We also offered a 10-week placement to a student at the [University of Bristol](#). In Africa, we offered direct practical experience to three interns in Nairobi and one intern in Kampala based on the needs and capacity of our offices there. Two of the interns were offered full-time roles in project management and data analysis respectively at the end of the internship period.

Internally we continue to promote our working practices and policies that support work-life balance and encourage our team to support the communities in which they live and work. In 2018, our UK team chose to support the Bristol-based charity [Borderlands](#) by raising £776 (including Gift Aid), and as a company we offer paid time-off for personal volunteering that enriches the lives of others.



### Angela Kageni appointed Head of DI's Africa Office

Angela Kageni was appointed Head of Africa Office, leading DI's operations in Africa, in May 2018.

Having joined DI in April 2016 as Senior Manager for Strategic Partnerships & Data Use, Angela brings a wealth of knowledge about DI's work in the region to her new role. She also has more than 13 years of prior professional experience, including nine years at international non-profit organisation Aidsplan.

Angela said, "I'm absolutely thrilled and also humbled by this appointment, and by the warm reception I've received from so many of my colleagues and friends across all of our offices and beyond. I am looking forward to taking DI's presence in Africa to the next level and ensuring DI makes a meaningful contribution on the continent."

## our finances



We report our project activities through the [International Aid Transparency Initiative \(IATI\)](#) and we endeavour to ensure our financial information is open and transparent, reflecting our core value of transparency and, in particular, our commitment to fiscal transparency. In 2018 we retained our top five-star rating from [Transparify](#), who look at the financial transparency of major think tanks. Our full annual accounts can be downloaded from our website, and in order to ensure the highest levels of scrutiny of our financial reporting, we have also rotated auditors for 2018.

### Governance

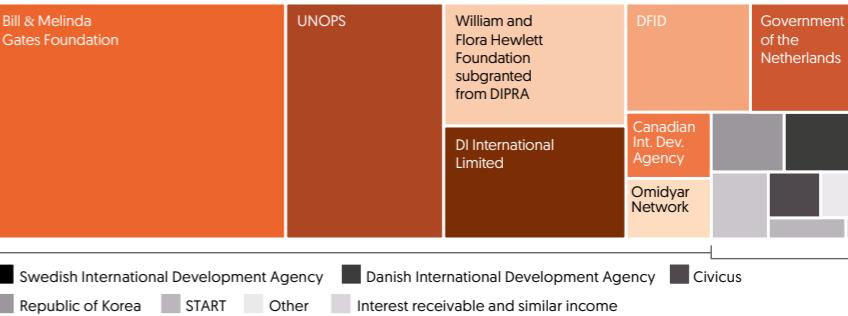
- We are committed to responsible business practices and good governance and operate to high ethical standards.
- We introduced a more robust approach to the management of risk, which is an integral part of effective management and accountability, so that we can protect and enhance our mission. We also introduced operational metrics within our Finance and HR functions.

- We updated our policies and practices to ensure compliance with the [General Data Protection Regulation \(GDPR\)](#) introduced in May, following an internal audit of our systems to identify and manage risks carried out in 2017. As a result, policies and practices were updated to ensure compliance.
- In 2018, we demonstrated our commitment to preventing modern slavery within our organisation and within our supply chains by introducing a new policy and compliance process.

### DIPR income

2018 saw further diversification of our funding base and a strong increase in income. While the value of funding was aided by the continuing weakness of the pound buoying the value of non-sterling donations, [USAid](#), the [Swiss Agency for Development and Cooperation](#) and the [European Commission](#) were all new funders and each contributed in excess of £100,000 during 2018.

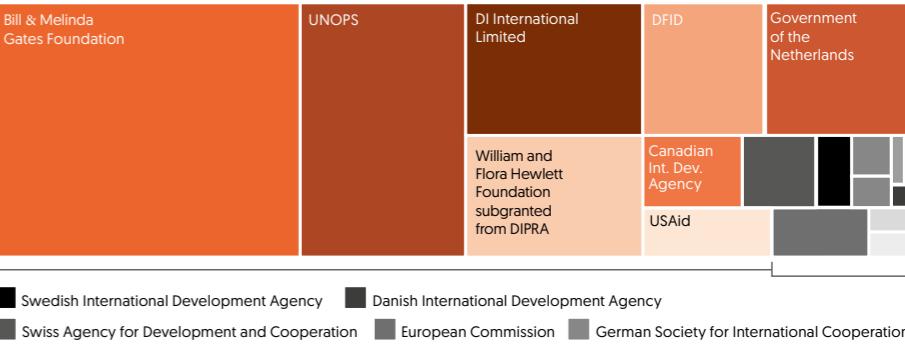
### 2017 £4.0m



### Our structure

Development Initiatives Poverty Research Limited [DIPR] is the primary company of the DI group, and principally receives grant funding for its work and operates as a not-for-profit. DI also operates a US registered charity known as Development Initiatives Poverty Research America Inc [DIPRA] and owns 75% of shares in the for-profit entity Development Initiatives International Ltd [DII].

### 2018 £4.9m



### DIPR expenditure

At Development Initiatives we recognise that our people are our greatest asset, and it is their knowledge and skill which drives the quality of our research, technical support for data production and use, and expertise in data communication. As such, we continue to invest in recruiting, developing and retaining highly skilled staff, and consequently this continues to be our area of greatest expenditure. The increase in our use of consultants to facilitate agile working has continued from 2017 into 2018, allowing us to be responsive to quick turn-around opportunities where we can add real value.

### 2017 £4.2m



### 2018 £4.7m



Note: These figures are not proportional.

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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, where everyone shares the benefits of opportunity and growth.

We work to provide rigorous **information** to support **better decisions**, **influence** policy outcomes, increase **accountability** and **strengthen** the use of data to eradicate poverty.

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

**DI's board members are:**

Alex Ezech, Chris Childs, Harpinder Collacott, Paul Stuart, Timothy Takona and Tina Blazquez-Lopez

To find out more about our work visit:

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