



Annual Report 2022

Development Initiatives unlocks the power of data to enable policies and investments that improve the lives of people experiencing poverty, inequality and crisis.

Today, millions of people are experiencing poverty, crisis and inequality, and that number is growing. To create a resilient world that is free from poverty, significant action is needed.

We need to be equipped with robust data and evidence on the people affected, what support is being provided and whether it is working, what additional investments could be mobilised, and where better action can and should be taken. But right now, a lot of information we need does not exist, and where it does it is not being used to its full potential. This means that the progress people desperately need is not being made.

Our role as a data expert is improving the quality of and access to data that people need, building confidence and skills to make best use of it, and turning it into meaningful decision-ready evidence. This supports our partners to take action that improves people's lives.

For over two decades Development Initiatives has been a trusted independent partner providing tailored and innovative approaches that support governments, international institutions, Civil Society Organisations, philanthropies and many others – working at global to local levels.

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Forewords



Sue Wardell CBE

Chair of the Board,
Development Initiatives

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2022 was a year of change and evolution for Development Initiatives. Following the launch of DI's 10-year strategy, attention turned to our operating model and ensuring it was optimised for delivering the impact we want to see over the next decade. This involves two main shifts for DI. The first places our partners at the heart of every aspect of our work. The focus of this drive is on building more partnerships at the local level to connect our work closely with the people and places it is best placed to support, and tailoring solutions to truly meet their needs. That means graduating from some existing partnerships at the global level to create space for new initiatives.

The second, corresponding shift consists of extending and diversifying our presence via hubs in the places that are most impacted by poverty and humanitarian crisis. This will be a defining feature of our future work. The first of these is our devolved Africa Hub, which launched its new strategy at the end of 2022 in Nairobi, Kenya. Its focus is on improving international and domestic finance for reducing poverty and building resilience in the region; providing data and evidence on disaster risk reduction, climate change adaptation and African trade; promoting accessible and inclusive data; and strengthening national data ecosystems to underpin this effort.

As these exciting changes unfolded over the course of 2022, DI also delivered important progress across our work on the 'Leave No One Behind' agenda: improving data ecosystems that underpin sustainable

development; protecting aid and advancing new approaches to global public finance; making the financing response to conflict and crisis more effective; and championing transparency and accountability to deliver better decision-making. Global nutrition, gender equality and the climate crisis emerged as areas of focus where DI will look to lend its expertise and voice increasingly moving forwards.

Towards the end of 2022, we were sad to say goodbye to DI's CEO, Harpinder Collacott, who led DI through a substantial period of growth under her tenure and oversaw the development of both the strategy and the new operating model. In November 2022, we were delighted to appoint Adrian Lovett as DI's new CEO to lead the implementation of the organisation's strategy with its transformed operating model. His track record as a skilled and respected leader with over two decades' experience working in international development and advocacy stands us in excellent stead as we move forward. Alongside this, we have also appointed a number of new members to the DI Board to diversify the group and bring in new skills and experience. I am grateful to the entire Board for the time they give to helping DI achieve its mission.

I hope you enjoy reading about the enormous effort made by DI staff to unlock the power of data in order to uplift the lives of people experiencing poverty, inequality and crisis across the world.



Adrian Lovett

CEO, Development
Initiatives

Photo by: Sven de
Almeida / GPEDC

Adrian Lovett

Chief Executive Officer, Development Initiatives

I am enormously grateful to our board members and all my colleagues at DI for their tireless efforts in 2022. Our belief was tested by the tough global environment in 2022. Estimates suggest that poverty rates returned to 2019 levels, with about 682 million people (8.5% of the world population) still living in extreme poverty. The World Bank declared that the goal of ending extreme poverty by 2030, the first promise of the UN Sustainable Development Goals, can no longer be achieved. Global inequality remained high and was increasing in most countries. UN Secretary-General António Guterres said that national climate action plans were “falling woefully short” amid a widening global emissions gap. The conflict in Ukraine had a huge impact, both directly in humanitarian terms and indirectly as the ripple effects contributed to a global energy, food and economic crisis. While Ukraine commanded global attention, numerous other complex humanitarian crises persisted, and financing continued to fall far short of need.

In the face of these headwinds, DI’s focus on unlocking the power of data, putting partnerships at the heart of our work, providing data-driven evidence and analysis, and connecting the local to the global, felt more important than ever. In Uganda, we worked with local partners to strengthen subnational data-value chains, aiming to improve the effectiveness and accountability of local governments in sectors including health, agriculture, water and youth employment. Similarly, in Nepal we supported municipalities to implement an Integrated Data Management System to improve the coherence and availability of data at the local level.

On the Leave No One Behind agenda, we argued for a multidimensional approach to measuring poverty and highlighted global inequality trends. On crisis financing, our Global Humanitarian Assistance Report showed how climate change, Covid-19 and conflict are driving unprecedented humanitarian need. We also highlighted the stark difference in international response to the crises in Somalia and Ukraine; tracked and advocated for greater funding for local actors to strengthen their humanitarian response; and analysed the failure to adequately address gender-based violence in funding for emergencies.

On development finance, we launched an interactive tool to track near real-time data on aid commitments; and analysed the latest global trends in Official Development Assistance (ODA), the policies of major donors and the impact of cuts. At COP27, we highlighted the dire shortfall in the international response to the Pakistan floods and discussed the need to ensure much greater accountability when it comes to climate finance commitments. We worked with partners to produce the Global Nutrition Report and created a tool to track commitments on nutrition and food security. Responding to growing calls for urgent reform of the global development financing architecture, we worked with partners to reimagine how Global Public Investment could offer a new way to finance sustainable development fit for the 21st century.

I am enormously grateful to my predecessor for her leadership, and to all my colleagues at DI for their tireless efforts in 2022. Together, the team made substantial contributions to achieving our mission. In 2023, we are determined to build on this platform and ensure even greater impact, focus and excellence in our work. Our mission – and the external challenges the world faces – merit no less.

Improving the lives of people experiencing poverty, inequality and humanitarian crisis

In 2022, DI continued on its mission to unlock the power of data to enable policies and investments that improve the lives of people experiencing poverty, inequality and crisis. We delivered evidence and training to improve how the poorest people are counted and included in national and international efforts to end poverty. We also supported partners to strengthen national data ecosystems and advocate for nationally owned and led data infrastructure that is integral to sustainable development. And we championed values-based ethical approaches to how data is collected and used since data cannot achieve positive outcomes if it is not sensitive to the people's lives it is about.

We combined our data expertise with a deep knowledge of financing for development and humanitarian crises to analyse and map progress across a range of areas that require urgent action. Using robust evidence, we made the case for maintaining and increasing aid for the poorest people and places, and achieved greater transparency on aid flows. This is key to ensuring donors are held to account

for the way in which they allocate this critical resource. We advocated for a new, fairer system for international cooperation, championing 'Global Public Investment' which seeks to deliver exactly this, and led on achieving African buy-in and ownership as this new idea starts to become a practical reality. And we continued to influence key actors and systems in the humanitarian sector through our highly regarded, data-driven research on crisis financing. This work covered gender equality, improving localisation, and joined-up responses to the climate crisis. Finally, our skills in delivering data-driven tools that improve accessibility and use of data and ultimately accountability on efforts to tackle key drivers of poverty, were applied to create the world's first nutrition accountability framework (NAF). With a global hunger and nutrition crisis creating one of the greatest challenges to achieving the Sustainable Development Goals, we made it our business to champion the urgent need for action in this area. The NAF was created under the purview of the Global Nutrition Report which DI hosted in 2022 and was endorsed by multiple high-level stakeholders including the World Health Organisation, UNICEF and USAID.



Championing localisation, gender equity and sustainable development, this cooperative in Katfoura, Guinea, provides local women with opportunities for income generation. The initiative is funded by the UN Women's Fund for Gender Equality through a local civil society organisation.

Photo by:

Joe Saade / UN Women

Stories of success

Take a deep dive into the work we did in 2022 and find out about the progress we made, the people we worked with and the impact we had.



Supporting countries and international actors alike to deliver a ‘leave no one behind’ agenda

We are proud to have continued our work with the Leave No One Behind partnership – a global multi-stakeholder initiative that provides practical solutions to the challenge of ensuring marginalised groups are not overlooked in the implementation of the Sustainable Development Goals [SDGs].

We delivered training courses, content and resources covering data collection, management and use for country coalitions comprised of national actors that are members of the partnership. This training is strengthening the quality and credibility of the citizen-generated data being produced by partners. It has complemented DI's work at the global level where we have facilitated greater use of civil society organisation [CSO] -led data to promote a leave-no one-behind agenda.

Complementing these efforts, we also delivered training courses and provided advice and guidance to the Swiss Government's Development and Cooperation agency on how to integrate their leave-no one-behind commitment systematically across their work around the world.

Former Senior Strategic Partnerships & Engagement Manager, Bernard Sabiti, speaks at a consultative workshop organised by DI in Uganda
Photo by: Zira Nathan Tibaku

Strengthening the data systems that underpin sustainable development

We have been helping transform weak national level data and improve data ecosystems to deliver better policy and practice by governments, particularly for marginalised and vulnerable communities.

Working with the Nepali government, Asia Foundation and local civil society organisations, we have directly contributed to the strengthening of subnational data ecosystems in Nepal with a focus on more marginalised groups. In Kenya we have been working with Sightsavers and local civil society organisations with a focus on disability to improve how those with disabilities are counted and included and help people use available data to bring about more inclusive policies and resource allocation.

At the same time we have played a key role in highlighting changes needed by the international community to deliver ownership and leadership of data at the national level. We championed open dialogue about this challenge at the UN World Data Forum following the publication of two papers setting out ‘The data side of leave no one behind’ and ‘Data disharmony: How can donors better act on their commitments?’. These papers are based on our work analysing national data ecosystems to help strengthen them based on common problems and solutions, including changes needed from global institutions. We continue to work with partners on how we can bring about sustainable and positive progress in this area.





Co-creating a road map to put values at the heart of data

DI sits on the technical advisory group of the Global Partnership for Sustainable Development Data (GPSDD) and in 2022 played a central role in the data values project run by the Partnership. Launched at the UN General Assembly in 2022, this project is a policy and advocacy campaign to unlock data so that it is inclusive and truly works for everyone.

We co-led a track on 'Data as a Route to Inclusion and Equity' which became a key theme in the Data Values white paper published in July 2022. DI contributed to this important report, which sets out a road map for delivering a fair data future that focuses on changing power imbalances in data design, collection, use and governance. It informed a Data Values campaign which is mobilising community-led action essential to ensuring that any data systems built help and empower people instead of harming and excluding them. The campaign is now progressing via GPSDD-facilitated dialogues among funders and their grantees that aim to put the principles of the Data Values Manifesto at the heart of their investments.



Stephen Chacha, Director of DI's Africa Hub, speaks at a workshop organised to launch a new DI initiative: Strengthening Subnational Data Value Chains in Uganda
Photo by: Zira Nathan Tibaku

Protecting aid for the poorest and most marginalised communities amidst significant global challenges

Our analysis of global aid – for which we have become a go-to expert – continued to inform donors and civil society about the evolving aid landscape, including progress, challenges and areas for action. Most notably, as part of the OECD Development Assistance Committee (DAC's) civil-society working group, we contributed important data-led thought leadership on a range of topics. This included making the case for why Special Drawing Rights (SDRs) should not count as official development assistance to protect much needed aid for the world's poorest people and places. The DAC has since taken the decision to not count SDRs as aid.

We sustained our longstanding efforts to protect and improve aid, particularly in the face of considerable cuts by the UK and the impact of the war in Ukraine on global aid. We provided vital evidence to support advocacy efforts on UK aid, for example providing evidence to the UK parliament's International Development Committee (IDC) highlighting where improvement is needed on gender and poverty targeting. DI's analysis was used extensively in the IDC's report on Extreme Poverty. Reports such as this play a critical role in providing accountability and influencing the spending, administration and policies of Foreign, Commonwealth and Development Office and the wider UK government. We were also invited by the Independent Commission for Aid Impact (ICAI) to attend roundtables as experts to discuss the success of UK aid strategy, feeding into their reports on this subject.

DI's Growth & Partnership Lead, Mariam Ibrahim, at a Goals House 'Nightcap' discussion during COP27

Photo by: Sam Churchill / Goals House



Advocating fairer and more effective international cooperation

DI is championing the need to go beyond aid and traditional systems of governance for international public finance in recognition of their limits in addressing today's challenges. An emerging idea – Global Public Investment – is gaining momentum, with DI playing a part in advancing both the concept and how it can be turned into a practical reality.

In its capacity as a member of the Expert Working Group for GPI and GPI Network, DI co-created the main report launched by the Group in 2022, which made the case for GPI and set out key recommendations to start putting this transformative idea into practice. GPI champions the principles of 'all contribute, all benefit, all decide' with ambitions of delivering an equitable and more effective financing approach to global challenges.

DI is also leading the effort to co-create and socialise the GPI principles in Africa and ensure the continent is strongly represented in efforts to reimagine international development cooperation. In 2022, we represented this agenda on the global stage, with DI's Martha Bekele speaking at COP27 on how the GPI principles have the potential to guide the mobilisation of funding vital to addressing the climate crisis in Africa.

Improving transparency and accountability on financing for development

DI continued its longstanding efforts to improve transparency on financing flows for development to enable greater accountability from those who provide it. In partnership with Bond and Publish What You Fund, we led on the development and adoption of a commitment to aid transparency in the UK's Open Government Partnership national action plan. Aid transparency has not featured in the UK's action plan since 2015, so it has been really positive to see it back on the agenda. We will be working closely with the Foreign, Commonwealth and Development Office and civil-society partners on its implementation.

We continued to provide analysis using the most recent available data to improve visibility of financing flows. This ranged from novel analysis on loans from China to East Africa to set out the evidence on China's role in the region as a lender, to unique insights into the impact of Covid-19 and the war in Ukraine and its implications for aid. As part of our efforts to support timely data on aid, we provided monthly updates to our online tool that uses IATI data to help users track aid in near real time. This is being used by global actors – including multilateral agencies – to gain oversight of the evolving funding picture.

An important emerging area towards the end of 2022 was our work to outline challenges and solutions to achieving effective climate financing – an issue we championed at COP27. We produced new research that provides concrete evidence that existing funding systems are not effectively addressing the realities of climate change. We then set out the five key issues that affect our ability to adequately track and understand the climate finance picture as well as the changes needed to ensure effective accountability and resulting action.



Filling evidence gaps to mobilise more effective and efficient funding for humanitarian and crisis responses

We made important headway in our efforts to make international humanitarian funding more effective and impactful across a range of areas through contributing evidence and supporting the implementation of solutions. This included funding for local and national actors, gender equality, flexible modalities like cash and voucher assistance and the overheads that are vital for organisations to thrive. Across the board, we have had strong partner involvement to ensure this work is as valuable to others as possible.

On localisation, we provided evidence and technical support to the localisation caucus of the Grand Bargain that worked to increase the funding donors and international agencies provide to local actors. We also helped the International Aid Transparency Initiative to improve their Humanitarian Data Portal in order to increase visibility on humanitarian funding, particularly in relation to local and national allocations. And we supported the Refugee Council of Türkiye in their efforts to show the paucity of funding to local NGOs.

On gender equality, we conducted novel research to fill an evidence gap on the impact of Covid-19 on humanitarian gender funding that equipped partners with important evidence on the changes needed. We also played a key role in helping CARE International to provide evidence and analysis that formed the basis of their engagement with the UK government to increase efforts on gender equality overseas.

And on overheads, Development Initiatives, in partnership with UNICEF and Oxfam, conducted research on overhead allocation in the humanitarian sector. This informed the development of guidance that has now been endorsed and published by the Inter-Agency Standing Committee in recognition of the need to improve the financial support given to help organisations operate effectively.



Providing a world-leading assessment of global humanitarian funding and promoting joined-up financing responses to crisis

Our annual Global Humanitarian Assistance Report continues to provide the most comprehensive assessment globally on humanitarian funding and includes unique analysis on the total amounts of international humanitarian assistance raised and spent. It is the go-to resource on this topic for governments, civil society, multilateral institutions, think tanks and academia. In 2022, it was used by stakeholders to inform themselves about shifts, trends, progress and challenges, as well as guiding decisions about where action and reform is needed. Our experts were invited to a range of high-level meetings and sessions to provide insights and advice based on our extensive knowledge of the funding system.

One such example was a workshop organised by the European Civil Protection and Humanitarian Aid Operations on the global humanitarian donor base. In this workshop, the Director General informed us that our contributions were helping to guide their efforts to address the persistently narrow and unbalanced global donor base in the face of soaring humanitarian needs.

We were also able to provide thought leadership on key areas that are impacting the financing response to crisis. Ahead of COP27, we produced novel analysis to demonstrate the urgent need for an approach to disaster response that consciously links and aligns humanitarian, development and climate finance. Using the case of climate-driven floods in Pakistan that caused a humanitarian emergency in 2022, we demonstrated and advocated for the systemic change needed as climate change impacts inevitably multiply.



DI CEO Adrian Lovett speaks at a Goals House 'Fireside' discussion during COP27
Photo by: Sam Churchill / Goals House



Advancing accountability for global nutrition action

As the host of the Global Nutrition Report (GNR), DI was instrumental in delivering the world's first nutrition accountability framework and positioned the GNR as the global accountability mechanism for nutrition actions. The framework was launched in September 2021 during the Nutrition Year of Action, with 2022 being the key year to build momentum moving forwards. DI led intense outreach targeting key stakeholder groups including national multi-stakeholder platforms in African countries; tailoring content and resources to drive awareness of the framework and ensure wide take-up and use of the platform.

Together with the GNR's independent Expert Group, DI's nutrition scientists undertook a thorough verification process of commitments made, allowing the GNR to provide an initial assessment of the global effort pledged to tackle the world's nutrition crisis and establish a baseline for future action. Buy-in and adoption was achieved from high-level stakeholders including USAID, the World Health Organisation, the government of Japan and many others. There was also widespread uptake of the tool in its first year with 198 stakeholders across government, CSOs, donors, international institutions and the private sector employing it. DI further supported the Independent Expert Group of the GNR to analyse the commitments and deliver a comprehensive report that analysed and set out what action had been pledged, made the case for effective nutrition accountability if we are to achieve transformative impact, and set out recommendations for all stakeholders moving forwards.





Advisor to Nigeria's Minister of Finance, Nabila Aguele, at the Coalition of Finance Ministers for Climate Action during the 2022 Annual Meetings
Photo by: Ariana Lindquist / IMF Photo



Forging ahead on today's most pertinent development challenges

We have made considerable progress throughout 2022 and will continue to build upon these successes through our existing poverty and inequality, financing for development, and global humanitarian assistance programmes. Moving forwards, there are five key areas that will feature more prominently in our portfolio. We recognise their importance in the context of today's biggest challenges to development and know that we can use our skills, expertise and approach to bring considerable value to each one.

Equitable transformation of the global financial architecture

Our global financial system has failed to cushion the least resilient communities and is in dire need of transformation to address the overlapping and mutually reinforcing global crises. Hard-won global and national development gains have been reversed. National resources are being eroded. An impending debt crisis will be compounded by the exponential costs of mitigating and adapting to climate crises and the consequences of loss and damage. As calls grow for unprecedented increases in finance

to meet development and climate targets, there has been a surge of new ideas, both to secure new financing and to reform our global systems. We need systems that are more inclusive, equitable and sustainable to better meet complex and interconnected global needs, and to redefine the role of international concessional and grant financing. The chronic underrepresentation of voices from countries most impacted by poverty and crisis in global economic governance structures and decision-making represents a critical power imbalance that must end if sustained global progress is to be achieved. Debates on innovative financing and reform of our global financial architecture need to be shaped and led by the citizens and representatives of civil society and governments from the Global South. Our growing Africa Hub will lead our work to support emerging social equity organisations and change-leading governments. It will support them to access and use relevant, timely, and robust data and evidence that will strengthen their ability to challenge the existing international finance system, critique proposals for reform and lead their own calls for change.

Accountable and impactful climate finance

The climate crisis poses the single biggest existential threat to the global promise to end extreme poverty and leave no one behind. Right now, we do not have the information we need on the volume, quality and impact of international climate finance or climate data ecosystems and the role they are playing alongside development and humanitarian financing flows. Our own research has found that the reporting of climate finance flows is neither timely, accurate nor consistent. It is difficult to get

a comprehensive and coherent picture of what constitutes climate finance, how it sits with other flows such as development and humanitarian aid, and whether it is truly additional. Consequently, there are challenges in understanding whether commitments are being fully met, how much is being invested in the poorest and most at-risk communities, and whether these investments are working. Without this understanding, we cannot achieve much needed accountability or coherence, and ultimately maximise the effectiveness and impact of climate finance. DI has been developing solutions to strengthen accountability, increase coherence, inform decision-making, and support efforts to increase appropriate climate investments and their impact. Crucially, we will ensure these solutions have the most at-risk and vulnerable communities at their heart. Of course, such an undertaking cannot deliver success without strong support from a range of stakeholders and strategic partnerships. Moving forwards, our organisational focus on working with and through partners will come into its own in our efforts on climate finance.

Strengthened financing for food and nutrition security

Record-high food prices, supply-chain disruptions and increasing climate and conflict risks are causing millions of people across the globe to face worsening levels of food and nutrition insecurity. Malnutrition in countries affected by food crises is acute, and it is the least resilient and vulnerable who are most at risk – the majority of whom live in countries experiencing protracted crises. The alarmingly high incidence of acute food insecurity and malnutrition starkly exposes the fragility of global and local food systems. And yet, despite this

rising need, investment in food and nutrition security is stalling. Mobilising more and more effective finance is crucial to building food and nutritional resilience, to equip actors to respond decisively in times of crisis. DI will increase its focus on regional and national food and nutrition financing in countries most impacted by food and nutrition insecurity. Our approach will be to help enable local and national CSOs, regional networks and change-leading governments in these countries to access and use relevant, timely and robust data and evidence, to strengthen their efforts to achieve the food and nutrition security investments they need.

Data that supports gender equity

Achieving gender equity requires a broad spectrum of targeted actions. These range from unleashing women's power, investing in care work and protecting women's health, through to supporting women in leadership and championing women-led and women's rights organisations. Each of these actions require data: data that is disaggregated by gender and other intersecting characteristics, and data that has been defined, collected, analysed and used through processes shaped and led by the voices of women. Developments in gender data have accelerated significantly over the last decade and there are now multiple surveys, tools and indices to measure gender inequality and exclusion. However, gaps remain and the continued absence of women's voices from critical discussion on the development and application of new data concepts and methodologies means we are far from having the visibility needed at local, national and global levels. Less than half the data needed to measure progress against SDG 5 [achieving gender equality and empowering all women and girls] is available. Too

An outlier in the male-dominated African seed sector, Stewards Globe seed company is led by a woman: CEO Stephanie Angomwile [pictured here]. Not only does the organisation promote gender equity but it also helps improve food security and nutrition through the development of new seed varieties.
Photo by: Kipenz Films / CIMMYT





many women and girls remain invisible in official data and research, hindering the development of appropriate policies and assessments of their impact. We will harness opportunities to identify, convene and support women's rights organisations and change-leading governments, particularly in low-income countries. This will help drive processes across the data-value chain – from collection to analysis to storage to use – that are inclusive of women's voices. We can be a partner to women's organisations, governments and civil society; supporting them in identifying, improving, accessing and using the data they need to track gender-relevant funding and promote solutions and best practices. This will allow national data ecosystems to flourish, see women accounted for and enable women's rights organisations to thrive.

Inclusive data ecosystems that enable nationally owned development

The poorest and most vulnerable people are the least likely to be counted in official data and therefore most likely to be invisible in research, policy development, planning and implementation of responses and solutions. This hinders the ability to develop effective and sustainable responses to the causes of poverty and vulnerability, as well as the impact of any responses implemented. The call for more and better data is not new, but development data must also be nationally owned and coordinated. Without this devolution of data management, our research shows that the resulting systems are unsustainable and fragmented, and ultimately do not meet the needs of citizens and communities. Looking ahead, we plan to build on our work on emerging data solutions and opportunities for digital

transformation. This will support actors and change-makers from low-income countries in accessing and using relevant, timely and robust data and evidence in an ethical and responsible way, thus sustainably addressing the causes of poverty and vulnerability. We will also continue to champion the urgent need for global custodians of data to empower National Statistics Offices to be able to monitor Sustainable Development Goal (SDG) progress via a robust national data ecosystem that meets their needs.

Our People

data, we do so voluntarily so that we can prioritise increasing diversity and reducing the gender pay gap. The change in CEO in 2022 impacted our gender pay gap which increased to 23.2%* against 2021 data. Excluding our CEO, the mean gender pay gap was 16.3%* in 2022. We are monitoring pay information by career level so that we can explore any patterns and in 2023, are creating a gender-pay action plan which will set out our commitment to reducing our overall pay gap, including monitoring and tracking progression of women into leadership roles.

*Data represents UK employees only.

Responsible employer

We recognise that our operations have an impact on the environment and want to ensure that every aspect of our business incorporates the principle of sustainability. In 2022, we developed Carbon Reduction Plans for our offices and a draft Sustainability Statement (to be approved in 2023) outlining our commitment to achieving net zero by 2050.

A new equality, diversity and inclusion (EDI) Statement was approved by the board and a three-year action plan was developed with clear key performance indicators. During 2022, we celebrated a number of EDI events including International Women's Day, Pride Month and Black History Month, which helped us raise awareness, discuss ideas and enable discovery and knowledge. Our Disability Confident Employer status was renewed and we ran further bias awareness training.

In the UK, it is a statutory requirement for an employer with a headcount over 250 to collect and report gender pay gaps. While we are not legally required to report this

Supporting our colleagues

Our hybrid way of working allows flexibility for staff to work from home and the office. With the cost of living increasing, some chose to reduce their commuting costs by working from home more often. With inflation biting, we also wanted to support our staff and so implemented the Real Living Wage in September 2022 (rather than May 2023), offered access to financial wellbeing advice and support through our bankers, and also provided two Cost of Living Support Payments to all our interns and to those at our two lower Career Levels.

contributing to change

and support

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DI CEO Adrian Lovett
and board member
Annie Namala at the
Bristol office

Our Finances

Expenditure

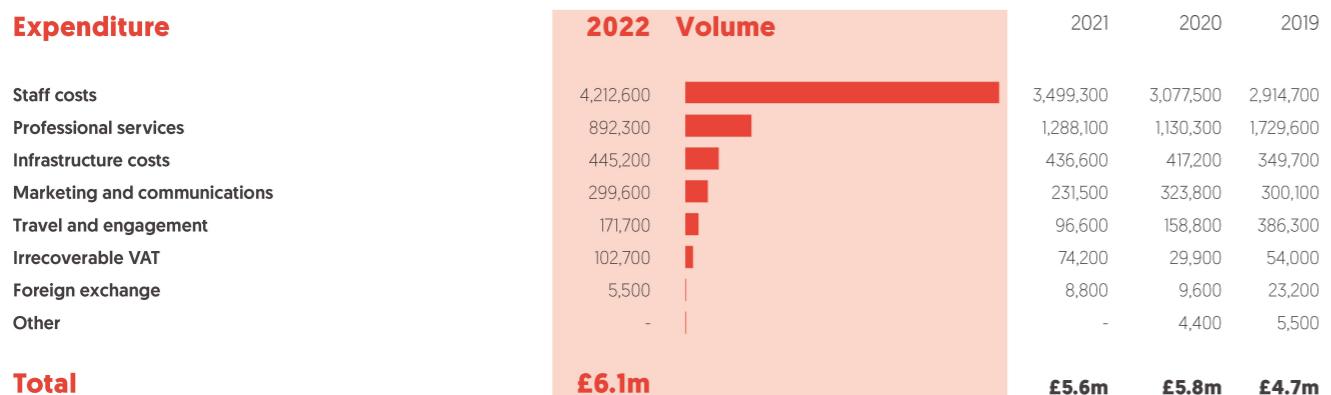
In 2022, our operating costs increased by £494,467 to £6,129,504. During this period Covid-19 travel restrictions were relaxed and programme activities returned to pre-Covid levels, leading to an increase in travel expenditure from £45,987 to £171,467.

Our spend on consultants reduced from £999,163 in 2021 to £585,062 in 2022 as more of the work was undertaken by staff. As in previous years, our highest expenditure remained our staff costs and professional services: training costs in 2022 were £66,799.

Like many organisations in this tough financial climate, we started a process in July 2023 that we expect will reduce the size of our team alongside revising our non-staff costs to ensure most effective use of our funding moving forwards.

We are committed to financial transparency, and in addition to publishing the information below we report our project activities to the International Aid Transparency Initiative [IATI] data standard. Since 2016 we've held a five-star rating from Transparify, a project that rates the transparency of major think tanks' finances.

Expenditure



*The Department for International Development [DFID] merged with the Foreign Office [FCO] in September 2020 to form the Foreign, Commonwealth and Development Office [FCDO]. Prior to this, funding marked as FCDO in the table above came from DFID.

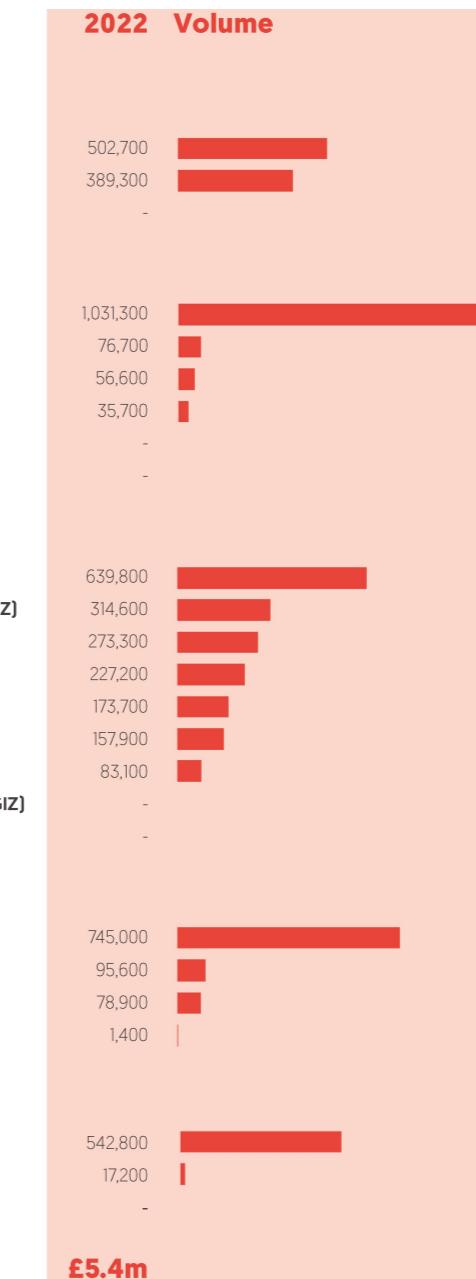
Funding

In 2022, DI concluded several significant programmes and funding relationships, particularly our convening role on IATI and our role as host of the Global Nutrition Report. Further, our core grant from the Hewlett Foundation came to an end. Consequently, our income in 2022 decreased by £365,595 to £5,442,764. However the organisation retains a strong pipeline of prospective income for both 2023 and 2024.

Funder

Philanthropies

Bill and Melinda Gates Foundation
William and Flora Hewlett Foundation
New Venture Fund



Development Initiatives (DI) is a global organisation that applies the power of data and evidence to build sustainable solutions that create an equitable and resilient world.

We work closely with partners at global, regional, national and local levels to ensure data-driven evidence and analysis are used effectively in policy and practice to end poverty, reduce inequality and increase resilience.

DI's board members are:

Adrian Lovett

Alex Ezech

Annie Namala

David Wu

Kapil Kapoor

Libby Drew

Mary Waithiegeni Chege

Paul Stuart

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