development
initiatives

July 2016

organisational strategy

2016–2020

Report

Contents

strategy overview

"Our aim is clear. Our mission is possible. And our destination is in our sights: an end to extreme poverty by 2030; a life of peace and dignity for all. What counts now is translating promises on paper into change on the ground. We owe this and much more to the vulnerable, the oppressed, the displaced and the forgotten people in our world."

UN Secretary-General Ban Ki-Moon address to the General Assembly, September 2015.
The 'five Ps' – People, planet, prosperity, peace, and partnerships – capture the broad scope of the 2030 Agenda for Sustainable Development.

Our external environment

The world has made great progress over the last 15 years since the agreement of the Millennium Development Goals. However, as we move into the Sustainable Development Goal era, extreme poverty is still a reality in many parts of the world, with around 20% of the global population trying to exist on a couple of dollars per person per day.

Although extreme poverty exists globally, it will increasingly be concentrated in the remotest and hardest to reach parts of the world, where it is often difficult for organisations to operate. The prolonged global economic downturn and violent conflicts of recent years have further exacerbated poverty, inequality and exclusion. Biodiversity loss, the degradation of water resources, drylands and forests, and the intensifying risks of climate change threaten to reverse achievements and undermine future gains.

The poorest people are also the most vulnerable to the effects of conflict, climate change, natural disasters or the aftershocks of worldwide economic turmoil. These are the people who are being left behind, with no access to proper shelter, education, health or even the food and clean water they need to survive. They are being denied a meaningful existence, unable to choose a life they want to lead, excluded from the opportunities offered by global economic growth.

While millions of people remain trapped in extreme poverty, many others may escape, only to find themselves falling back into poverty as a result of economic or climatic shocks, or as a consequence of conflict. This is not acceptable, and we cannot stand by as the lives and livelihoods of the world's most vulnerable people are cut short by poverty.

As an organisation we are committed to seeking new solutions that enable people to sustainably lift themselves out of poverty and to identifying financial mechanisms which ensure they are no longer in danger of being dragged back down.

There is an appetite for change

Establishing the Millennium Development Goals in 2002 and the 2030 Agenda for Sustainable Development in 2016 have been major advances and demonstrate a global commitment to ending poverty. However, we believe that those who are tasked with targeting poverty and increasing the resilience are severely hindered by inadequate or unreliable information on where to find the most vulnerable people, what resources are being employed to reach them, and what interventions are working best. As a result, efforts are often misplaced and results hard to quantify.

Our position

We believe there are enough resources in the world to consign extreme poverty to history right now but poor or inaccurate information means resources are not reaching, or not being properly directed to, those who need them most.

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

We want to make sure 'no one is left behind'

The driving force behind our work is a passion for ending poverty. We want every penny intended to end poverty and build resilience to be directed and spent effectively so that every person has the opportunity to make meaningful choices that can improve their life in a lasting way. We know that finding a sustainable solution is complicated. So we are committed to uncovering evidence that will help all actors, from local to international, find new solutions that will lift vulnerable people permanently out of poverty and promote inclusion.

Our role

Development Initiatives (DI) is a respected independent and politically neutral authority on global finance and resources. Our focus on improving data and information to tackle the complex nature of poverty has made us a respected international development organisation.

Our mission is to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase 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.

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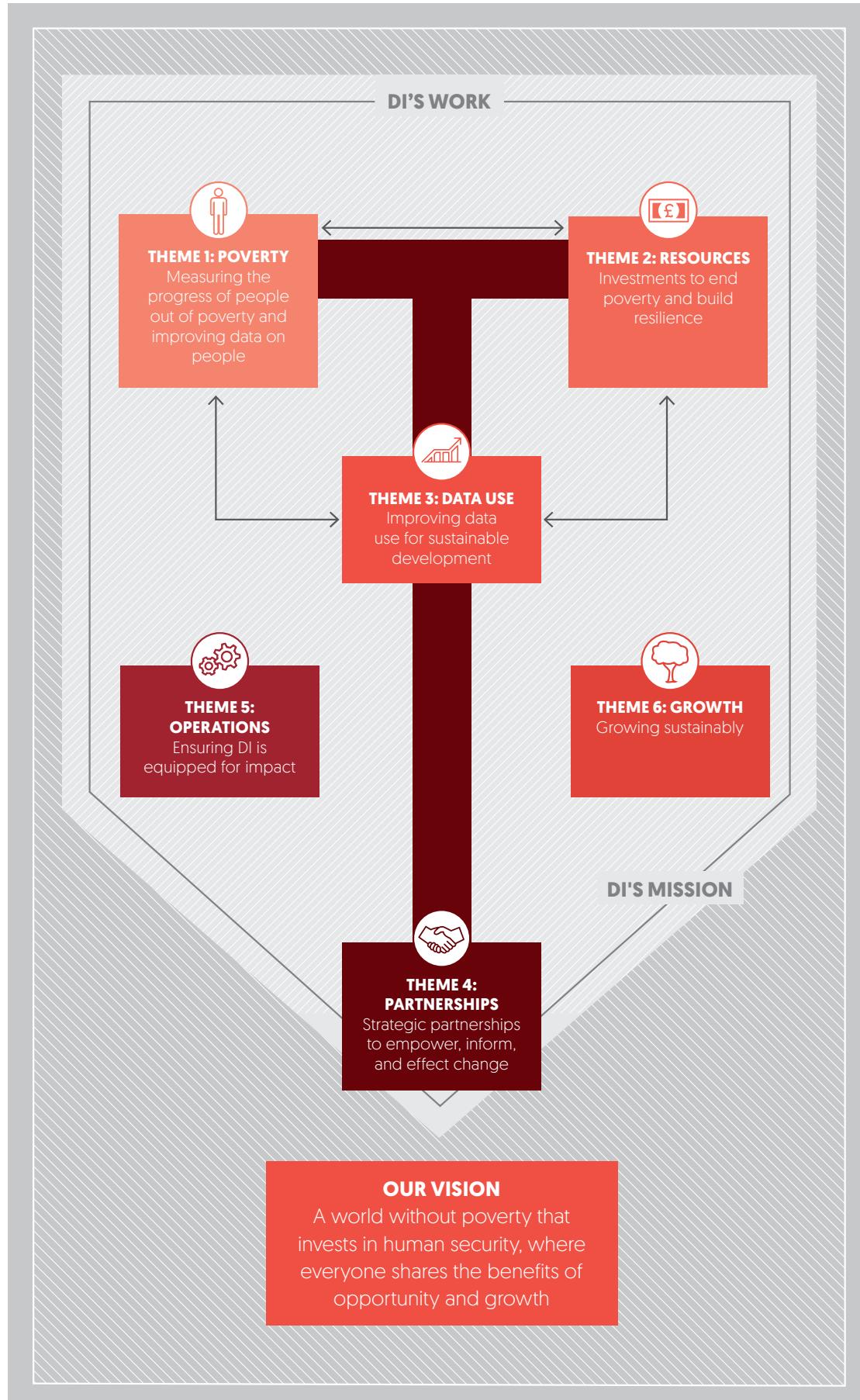
We know that better data will not end poverty by itself. Yet is has a vital role to play in increasing knowledge, providing clarity, and improving decision-making at a local, national, regional and global level. When a light is shone on where efforts are misdirected or failing, those who are in positions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

We enhance understanding of what is needed to end poverty, improve human security, and achieve greater benefit from growth for the poorest people by providing data-led research and analysis.

We add value by making complex data on poverty and financial resources more accessible and actionable.

We provide technical expertise on publishing and using data to inform development policy and increase transparency.

Together our efforts can end poverty and ensure no one is left behind

DI'S WORK

THEME 1: POVERTY
Measuring the progress of people out of poverty and improving data on people

THEME 2: RESOURCES
Investments to end poverty and build resilience

THEME 3: DATA USE
Improving data use for sustainable development

THEME 5: OPERATIONS
Ensuring DI is equipped for impact

THEME 6: GROWTH
Growing sustainably

DI'S MISSION

THEME 4: PARTNERSHIPS
Strategic partnerships to empower, inform, and effect change

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

We engage in global and regional dialogue by presenting data and insight to the policy debate, pushing the vital role of better data for decision-making to the fore.

We bring together diverse stakeholders to analyse the challenges of ending poverty through data and explore new solutions.

We increase transparency and help ensure that spending is accountable and money spent reaches those most in need with measurable impact.

Our work: a partnership against poverty

The relationship between the forces that drag people back into poverty and those trying to lift them out of it is highly complicated. No single organisation can tackle world poverty on its own. Nor can we bring about change by working in silos. We have a genuine shared interest and commitment to change lives that will be made stronger by working together.

That is why we work with key decision-makers, influencers and agencies at local, national, regional and global level to make the evidence clearer to everyone who has the power to change the lives of the poorest people for the better.

We work closely alongside partners and policymakers to identify sustainable solutions to the problems of poverty and insecurity, the causes of crisis, and the impact of the environment.

We work to improve standards of data collection, publication and use so that it is accurate, disaggregated and forward-looking.

We have a global presence and provide data and evidence to inform decision-making at local, national, regional and global level.

We develop strategic partnerships with those who share our values and vision in order to drive maximum impact through our work.

We are committed to innovation and pursue new initiatives where we see the opportunity to advance our vision and mission.

Our goal for 2020 is that there is 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.

Building on our legacy

Since DI was established in 1993, our partnerships across the world have enabled us to expand from a small organisation in south-west England to a staff of over 70 people with offices in the UK, USA, East Africa, South Asia and Brazil. Our work is made possible by funders such as private foundations including the Bill & Melinda Gates Foundation, the William and Flora Hewlett Foundation, and Omiydar Network, and national governments, including Canada, the Netherlands, Sweden and the UK.

For years our annual *Global Humanitarian Assistance* report and *Investment to End Poverty* reports and briefings have been improving knowledge on how financing can be better directed towards need.

Our work on the International Aid Transparency Initiative (IATI) has, and continues to, contribute to greater transparency of resources going to developing countries and improved decision-making.

Our data, evidence and analysis seeks to overcome the traditional boundaries between communities (for example those working on development and crisis), to create common ground for discussion and draw out shared and connecting themes.
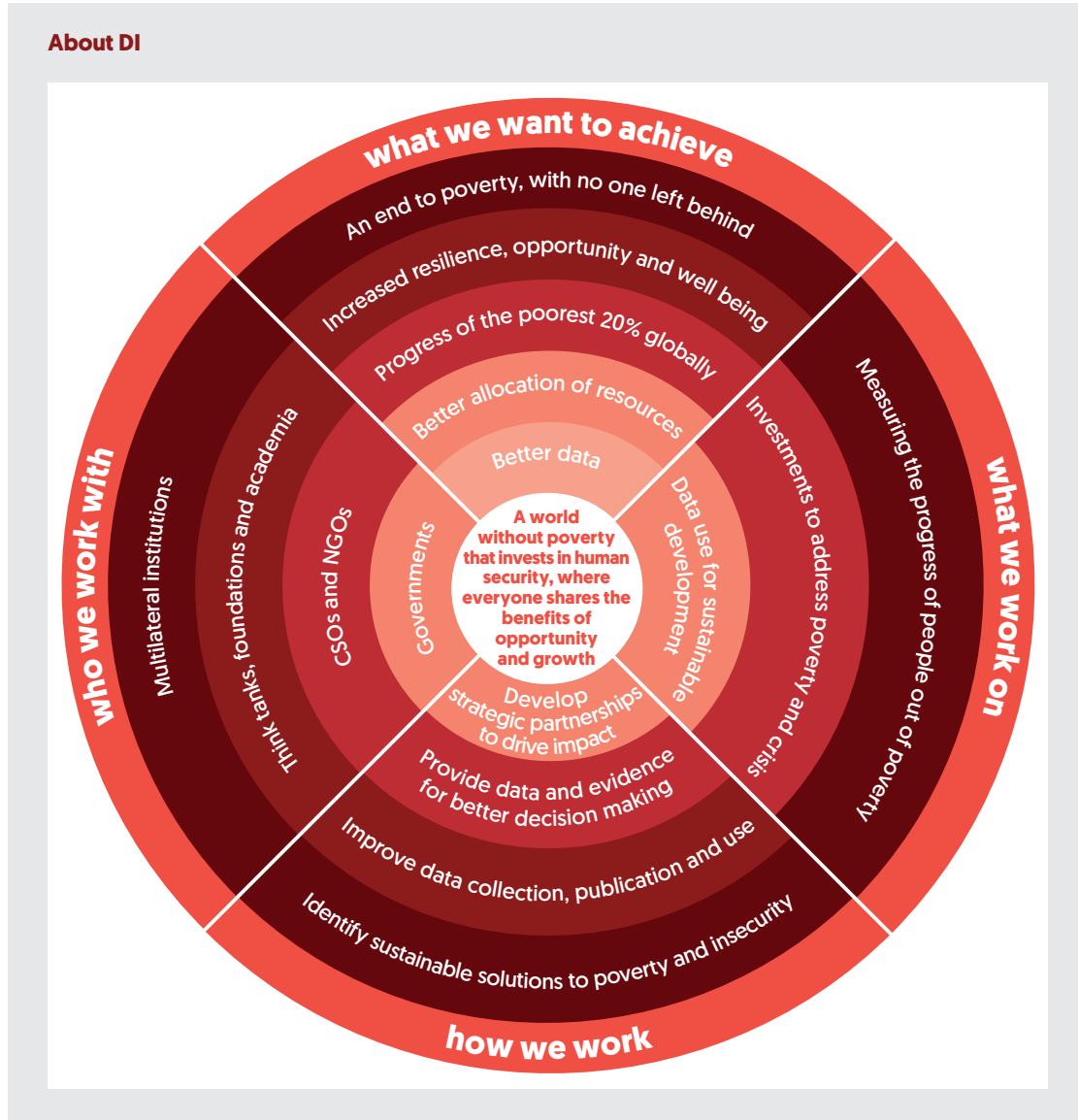
Our work is available to all, but our main stakeholders are:

- The governments of developing countries

- The governments of developed countries that are providing finance and other resources

- Multilateral institutions such as the UN agencies and the World Bank that are delivering aid and supporting others to deliver programmes and projects

- Civil society organisations (CSOs) and international and national non-governmental organisations (INGOs /NGOs) working on similar issues, globally, regionally or nationally – including our partners

- Think tanks, foundations and academic institutions.

In many locations and on many projects, we work with and through partners to achieve our goals. Our partners may be CSOs, INGOs, NGOs, private sector organisations, think tanks and academic institutions. We share core principles – to end poverty and increase the resilience of the poorest people – and a commitment to improve data quality and use to support evidence-informed policymaking. We work together to target the stakeholders above and influence change.

We also provide consultancy on projects that align with our organisational aims. Services offered include:

- Data analysis

- Writing and editing reports and policy briefs

- Data visualisation development

- Evaluations and assessments

- Technical services to review and improve data publishing

- Support to increase data accessibility and use.

A circular strategy diagram with four outer quadrant labels:

- **what we want to achieve**
- **what we work on**
- **how we work**
- **who we work with**

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

what we want to achieve (rings, outer to inner):
- An end to poverty, with no one left behind
- Increased resilience, opportunity and well being
- Progress of the poorest 20% globally
- Better allocation of resources
- Better data

what we work on:
- Measuring the progress of people out of poverty
- Investments to address poverty and crisis
- Data use for sustainable development

who we work with:
- Multilateral institutions
- Think tanks, foundations and academia
- CSOs and NGOs
- Governments

how we work (inner to outer):
- Develop strategic partnerships to drive impact
- Provide data and evidence for better decision making
- Improve data collection, publication and use
- Identify sustainable solutions to poverty and insecurity

theme 1: poverty

measuring the progress of people out of poverty

The external environment: an incomplete picture

Significant efforts have been made to end poverty over the last 15 years but progress has not been universal, varying significantly across regions and even within countries. Much of the reduction in poverty since 2000 has been achieved in just a handful of countries. In fact, between 2002 and 2011, just five countries accounted for over 85% of the reduction in the number of people living in extreme poverty.

People who are living in extreme poverty are also often the most vulnerable, and are at risk of being left behind. It is the poorest and most vulnerable people whose lives are most disrupted by conflict, natural hazards and economic shocks, or a combination of these.

During or after crisis, their poverty, insecurity, inequality and exposure to hazards very often increases.
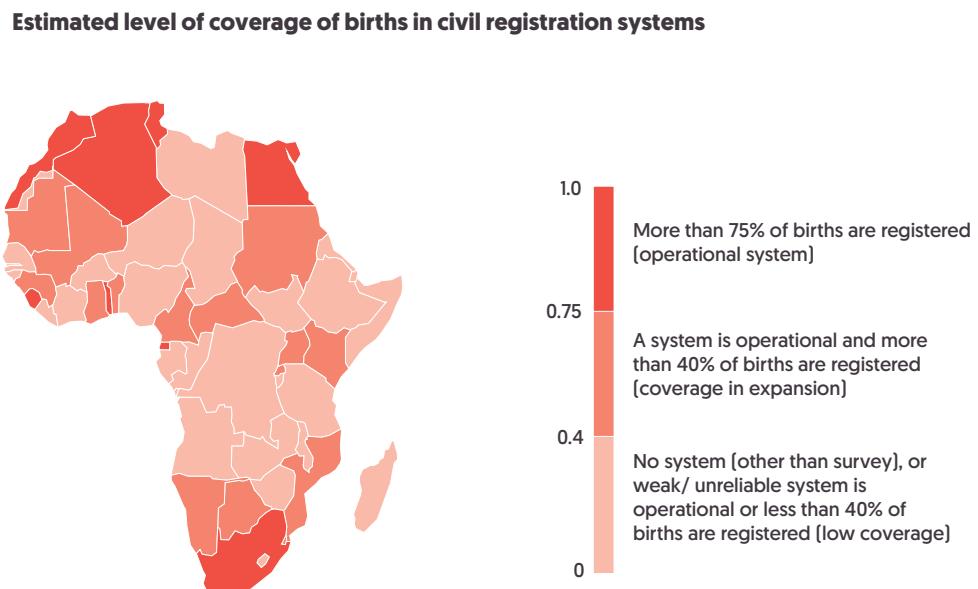
Poverty persists and is perpetuated by many factors including systemic structures and governance issues, as well as political priorities and will. However, a lack of information about people in poverty also contributes to keeping them there – as the world is blind to who they really are. We do not know enough about exactly who is in poverty, where they are, and what services are available to them. Global and national aggregates disguise the patchy progress of people in poverty and an overall lack of quality data often camouflages what is happening at the local level. This makes it difficult, and sometimes impossible, to form a truly accurate picture of who is experiencing poverty and the complexity of their needs. What's more, multiple definitions of poverty exist for political use and fail to capture the true diverse picture at national and sub-national levels.

As a result, progress out of poverty has, for many, been hampered by large-scale inequalities related to age, gender, disability, ethnicity, income and location. Policies and current allocation of resources only partially respond to exactly where, how much and what is needed, running the real risk of leaving people behind. Without accurate monitoring and reporting on the true levels and complexity of poverty in the first place, ending world poverty will be impossible.

The journey towards change

Over the past three decades, the poverty agenda has taken on global significance and the 2030 Agenda for Sustainable Development makes ending extreme poverty by 2030 its primary goal. This reflects our aspirations for a world without poverty and where everyone shares the benefits of growth. Achieving it will require creating secure and peaceful societies where human rights are respected, where people can prosper, and where exclusion is replaced by opportunity for all.

A map of data paucity from our Investments to End Poverty project

Estimated level of coverage of births in civil registration systems

1.0 — More than 75% of births are registered (operational system)

0.75 — A system is operational and more than 40% of births are registered (coverage in expansion)

0.4 — No system (other than survey), or weak/ unreliable system is operational or less than 40% of births are registered (low coverage)

0

Our role: to make people count, we must count them

Data has the power to bring about a greater understanding of poverty and enables us to accurately measure people's progress. It looks beyond the aggregate 'income' or 'consumption' poverty statistics most frequently used and considers the reality of the lives of people in poverty.

Our goal for 2020 is that 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.

Our work in this area will:

1   drive commitments and much needed investment towards improving poverty data, prioritising disaggregated data and civil administration systems

2   unpack the poverty data that does exist, bringing in new global and subnational data to start building a clearer and more accurate picture of poverty.

To achieve this:

We will work with others to create the environment, political will, and as a result, the financing and technical investments to improve data on the poorest and most vulnerable people. We want to ensure we do not rely on modelled and aggregate data alone.

We will go beyond global poverty numbers and concentrate instead on increasing disaggregated national and subnational data, collected from multiple sources, particularly where poverty and vulnerability are high and current data quality is poor.

We will seek to improve methods that global organisations and national governments can use to identify those who are most at risk of conflict, climate change and other causes of crisis. We will do this through better use of data and data mapping of fragile and vulnerable populations.

We will work to support improvements in subnational poverty data and ensure it is disaggregated by income quintile, gender, geography, age and disability.

We will use data to demonstrate who is making progress and where, as well as identify populations and people being left behind.

We will strive for agreement by the global community, including UN agencies and the World Bank, on a shared and more practical way of measuring the progress of people out of poverty.

Helping the world keep its promise to 'leave no one behind'

Increasing and improving the data relating to poverty is an important step, but it must also be understood and applied to track the progress of the poorest and most marginalised people and ensure they are moving out of poverty.

We will look more closely at the needs of data users through our theme 3 work (Data use) but under this theme we will identify the people, organisations, and communities that would directly benefit from better data on people in poverty. Our country work will seek to better understand who needs what information, where and why, which in turn will allow all actors involved to benefit from improved data to make better-informed decisions. We will structure our work to ensure uptake of data is prioritised to ensure better outcomes.

Through our work we will draw attention to key, top-line measures of whether the poorest 20% of people are sharing in progress – and whether commitments, policies and funding are translating into sustainable change.

Our analysis will explore key questions to build a strong evidence base for moving people out of poverty and preventing them from falling back. For example:

- Are their lives changing and improving for the better?

- How long is it taking communities to get back on track if they are hit by a crisis and fall back into poverty?

- Where are the effects of crisis minimised and what mechanisms build resilience?

- Which groups of people are being left behind? For example women and girls, disabled people, children or the elderly.

How we define poverty

Poverty is a multi-dimensional concept that measures the level of deprivation encountered by a person, household or community. Although most of the literature focuses on indicators such as income, food and housing, the choice can often be arbitrary and may not reflect the full-scale unmet basic needs in different social contexts. This leads to 'poverty', 'social exclusion' and 'vulnerability' being used interchangeably in development policy.

To end poverty and promote security, inclusion and opportunity for all, policies and investments must be directed to improving risk management capacities of people, households and communities. Policies and investments are 'resilient' if they identify and strengthen people, households and communities' response capacities against vulnerability to increased poverty.
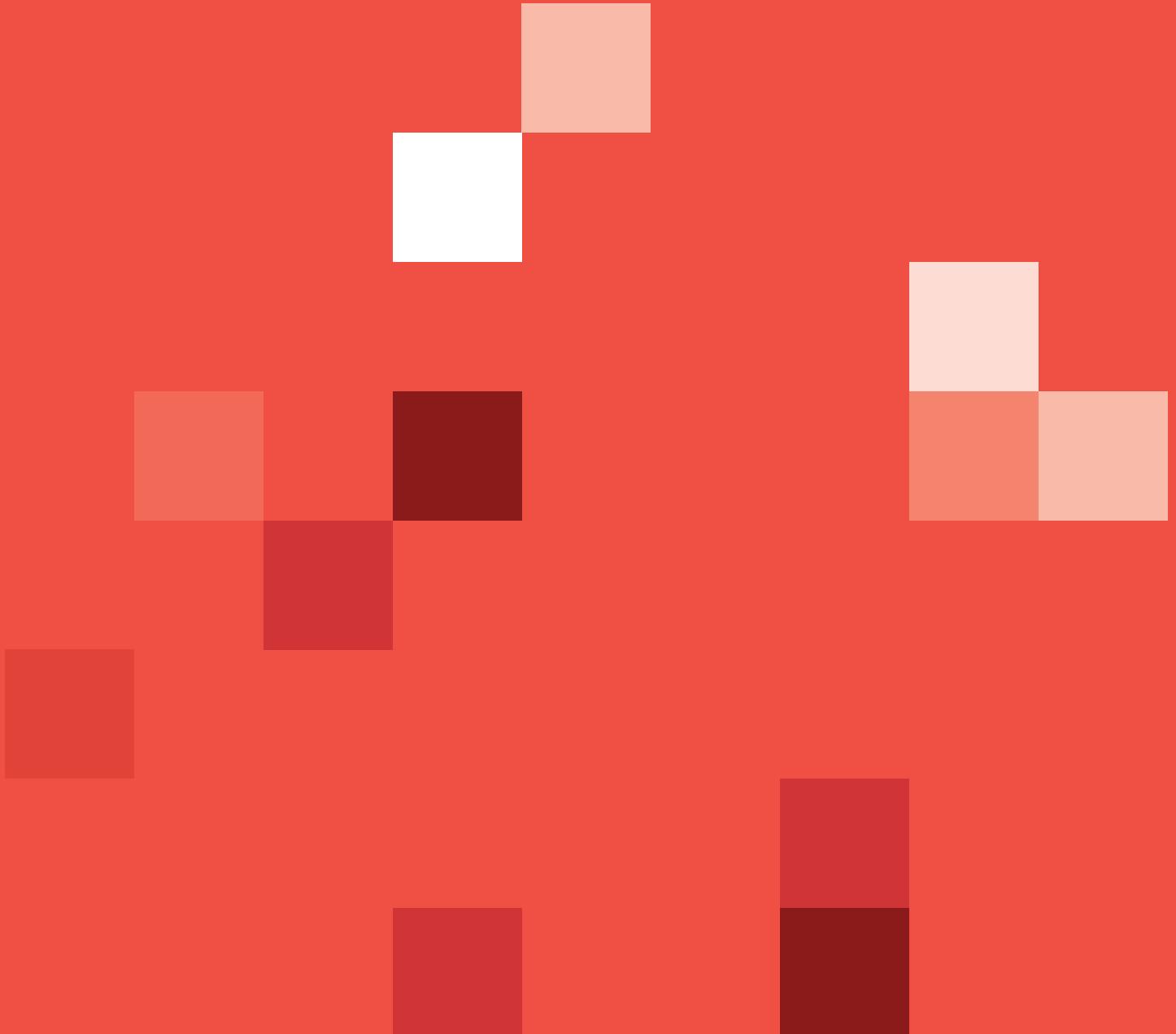
Poverty

Poverty is the deprivation that a person, household or community encounters that prevents them from having a basic standard of living. It is a multi-dimensional concept that comprises a lack of resources (such as food, housing and income), capabilities (such as skills, knowledge and technology) and access to services (such as schools, hospitals and clean water).

Vulnerability

With this broad definition of poverty, we consider vulnerability of a person, household or community to be increased if presently or in the future, they are likely to be unable to meet their basic needs. Vulnerability leads to the diminished capacity of a person, household or community to anticipate, cope with, resist and recover from the impact of a disaster caused by natural hazard, violent conflict, or economic or political instability.

theme 2: resources

investments to end poverty and build resilience

The external environment: a need to bridge the gap between need and response

Our research tells us that global and national investments are not reducing poverty fast enough to meet the agreed Sustainable Development Goals. Nor are they sufficiently reducing the vulnerability of the poorest people to political, environmental or economic crises. A positive response is essential if we are to improve and sustain wellbeing and save lives.

We share the belief that by 2030 it is possible to bring about an end to extreme poverty. But to do this, we need to harness all available resources now. There are many different resources that have a role to play – national and international, public and private, developmental, security and humanitarian. We must make sure these investments work better together and to their comparative strengths to benefit poor and vulnerable people.

Missing information means missed opportunities

Lack of transparency and visibility mean that the impact of available resources is limited. There is currently only a partial understanding of:

- what financial and other resources are available, where and how they are allocated, and who benefits

- what resources work best and where

- how people facing poverty and vulnerability everywhere benefit (or not) from investments in economic growth and the contributions they themselves make to development.

In particular, reliable data on what resources are available at the point of use, from the district level official up to the international policymaker, is mostly absent.
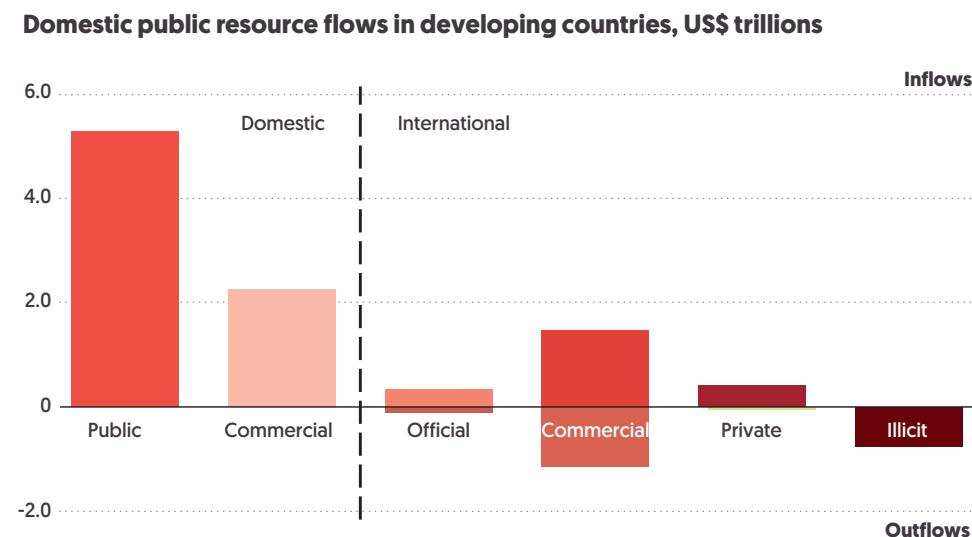
Consequently, opportunities to better target resources, coordinate investments more efficiently, achieve greater impact and address fundamental shortfalls in resources are lost. This is especially the case in developing countries facing long-term fragility and high levels of poverty. Domestic governments must stand at the centre of the 'all resources' agenda. Yet information on domestic investments that can improve decisionmaking and accountability is lacking and improving transparency is a challenge.

Substantive official international efforts – developmental, security and humanitarian – continue to work in silos despite the interconnected experiences of people facing poverty and vulnerability. Further, the lack of data means that the political economies that perpetuate siloed thinking remain unchallenged.

Our role: using data to identify, link and target resources

An 'all resources' approach is essential to improve targeting resources at those most in need. By increasing the amount and quality of data on resources, we can examine the impact they are having on poverty, vulnerability and crisis and highlight the opportunities available to use

A map of data paucity from our Investments to End Poverty project

Domestic public resource flows in developing countries, US$ trillions

resources more efficiently. To increase accountability, we can also provide evidence on how resources are actually being allocated. We can also give governments and other development actors a comprehensive picture of what investments are being made at national (and some local) levels to reduce poverty and vulnerability.

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

Our work in this area will therefore target official actors – bilateral and multilateral donors, delivery agencies and developing country governments. Our analysis will also draw on data and behaviour of other actors, such as the role of the private sector in managing risk or responding to crises, to inform official decision-making. In addition, we will identify a defined number of priority targets for the 2016 to 2020 period through stakeholder mapping based on our current work and relationships, actors sharing our objectives and those influential in international forums.

To achieve this:

We will highlight policy processes and timetabled opportunities, such as Agenda 2030 and African Union's Agenda 2063, to guide how and when we develop analysis to influence stakeholders.

We will engage directly with stakeholders at global and country levels to promote use of our data and analysis, and through existing relationships with forum-hosting institutions such as:

- the High-level Political Forum on Sustainable Development and Financing for Development follow-up and review mechanism monitoring implementation of Agenda 2030

- the Global Partnership for Effective Cooperation

- OECD DAC High Level Meetings

- the UN Development Cooperation Forum

- the World Humanitarian Summit and subsequent key humanitarian events

- African Union Agenda 2063 meetings

- Bretton Woods meetings.

We will respond to the increasingly specific and technical information demands of the international community (with a particular focus on official financing) by expanding and deepening our mapping of global development, humanitarian and peace and security finance and how these correspond to the distribution of poverty and vulnerability.

We will promote the 'all-resources' agenda – that all resources must play a role to achieve Agenda 2030 outcomes – by expanding mapping and analysis across two key dimensions. Firstly, domestic revenues and expenditures, which we believe must stand at the centre of the all resources effort. And secondly, the global peace and security sector, increasing the visibility of the vast expenditures and diverse activities in support of security – a prerequisite to sustainable development – to inform how such efforts might contribute to Agenda 2030.

We will identify critical gaps in available development and humanitarian finance data and promote the importance of what can be achieved with better data to key stakeholders.

We will attend international forums to promote the 'all resources' agenda, highlight these data gaps and, where appropriate, promote how data improvements can be achieved.

We will encourage four donors and developing country governments to improve their use of evidence in decision-making as an outcome of our 'all resources' analysis, our development of tools such as the Development Data Hub, and our engagement with governments bilaterally and through policy processes, and consequently amend, or commit to amend, development finance allocations.

We will increase the visibility of resource flows and promote transparency and common standards through IATI, for deeper reporting among donors and broader reporting from a wider body of actors. This will include resources beyond official development assistance (ODA) to include humanitarian assistance and other official financing.

We will work to increase the visibility of domestic resources directly, as well as work with governments to promote how improvements can be made – for example, public finance management reforms to improve the quality, transparency and timely production of data.

We will generate analysis and evidence to understand and map the impact that different resources, financing mechanisms and catalytic combinations of investments have on the most

vulnerable and poorest people and their ability to manage risk. An 'all resources' agenda requires both visibility on the resources available and a coherent understanding of how effective these resources are in different contexts.

We will do this through:

- an explicit focus on selected modalities and how their effectiveness differs according to context, such as fragile contexts

- an explicit focus on selected sectors, such as risk management and the development– humanitarian nexus, to identify resource and actor-oriented divisions of labour to maximise outcomes.

We will then use this analysis to influence debates on redefinitions of ODA and broader debates on development effectiveness.

Helping to shape the policy that can end poverty

If we are to meet our 2020 goals, our influence on policymakers is critical. Key policy processes that impact the allocation and effectiveness of development financing in DI's priority countries must have their outcomes informed by our 'all resources' analysis. This includes the role of security financing plus our evidence on resource flows and what works where.

At the same time as encouraging four donors and developing country governments to improve their use of evidence in decision-making, we will work with three official actors to recognise the need for an articulated 'all resources' framework for managing risk and crisis. They need also to commit to increasing and sustaining the quality or quantity of investment in finance mechanisms to reduce or manage risks at local, national and international levels.

Investing in future resilience through a range of risk management mechanisms such as insurance, social protection and climate adaptation is vital to ensure current gains are not eroded by future crisis. Opportunity mapping, documenting the role of different resources and actors – public and private – will identify where specific traction can be made in increasing such investments by, or from, 2020.

Measuring our progress

Our success will be gauged by the progress we make on a number of our ongoing initiatives. We will continue to support publishers to IATI to increase progress of development cooperation Busan endorsers to improve the quality of their data and increase transparency. We will also support other institutions and organisations to voluntarily improve the transparency of their data outside IATI. Furthermore, we will monitor progress of governments of target developing countries to improve budget transparency and transparency of data on public finance management platforms.

Lastly, we must also measure the impact of our evidence and engagement in improving development cooperation among leading development and humanitarian practitioners, such as Kenya, the UK, the USA and Korea, with whom we work closely.

theme 3: data use

improving data use for
sustainable development

The external environment: a decade of progress

Our focus on open data standards and platforms has allowed us to be part of a successful movement committed to making development data more accessible and understandable. In the last decade, the importance of transparency and access to data for effective decision-making and accountability efforts has been firmly established. More recently, the 'Data Revolution for Sustainable Development' has focused attention on the need for better data and its use in development decision-making and accountability.

Progress has been made, but the daily reality for decision makers – and anyone holding them to account – continues to be that many information and data requirements remain unmet. The use of high-quality data is not yet an ingrained part of institutional practice inside or outside of government.

When it comes to understanding poverty and the resources available to address it, our firm belief is that decision-makers and advocates need much better data than they are currently using. Even where reasonable data is available, technical and institutional limitations to its use persist and many open data approaches are yet to demonstrate a proven impact on decision-making and development outcomes.

We need more useable data

Confronting this problem is central to our work. A critical concern is that not enough data and information is produced and made available in response to specific user needs. The result is that decisions are made towards combating poverty and crisis with very little knowledge of who and where the poorest and most vulnerable people are and with incomplete information on what resources are already being targeted at them. This can result in resources being directed to the wrong locations; this duplication of effort amounts to wasted time and finance and interventions failing to meet real needs. This undermines development effectiveness and is slowing the progress of people out of poverty.
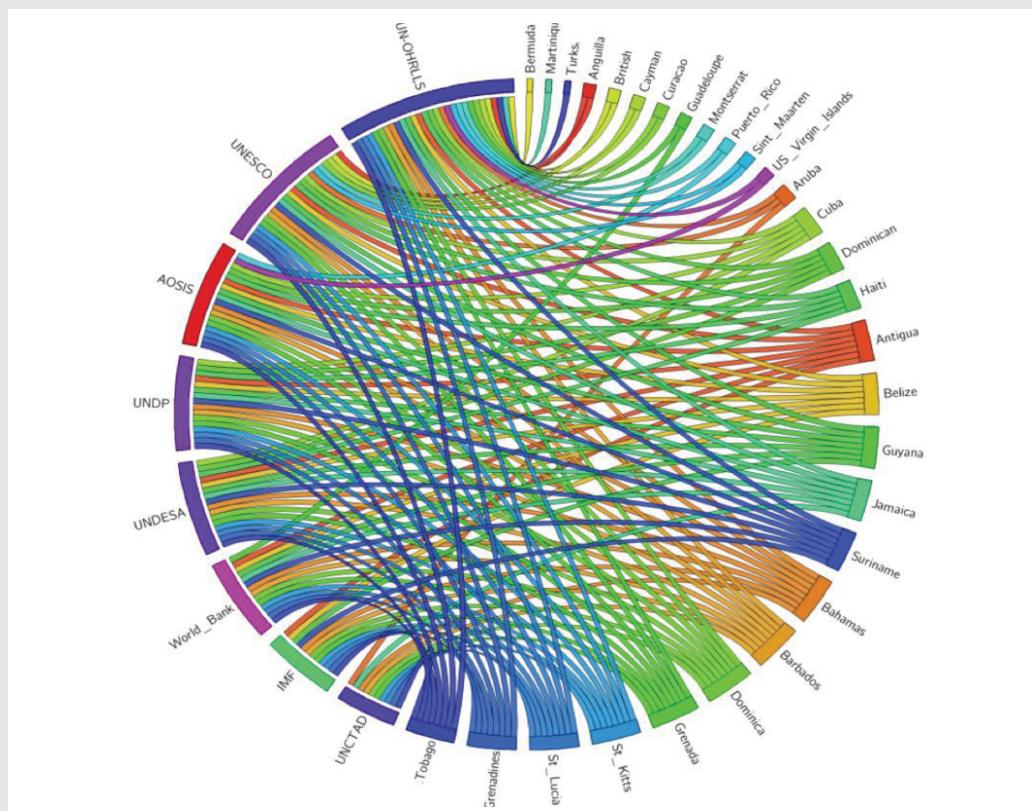
Additionally, the underuse of existing data is creating a negative cycle. It is undermining the case for urgently needed data improvements to understand and address the needs of the poorest people. Data publishers and advocates are concerned that limited open development data – such as data on aid – could undermine further progress on publishing critical data. This creates further challenges to improving data use.

The importance of a culture of data use

Increasing the use of data means tackling important technical and institutional challenges at practical and systemic levels. Information needs cannot be met unless decision-makers and advocates are supported by data intermediaries (in their own organisations and outside) who can produce timely, reliable and relevant information using the best available data to do so.

But opening up data alone is not enough. Data users' needs are varied and often require a diverse range of data to be available, accessible and usable. Next, significant capacity is required to assess data quality, clean and join it up and analyse it in context to produce relevant information. Then this information needs to be communicated effectively.

A visualisation from our Joined-up Data Standards project

Data-driven decision-making and accountability also requires an enabling environment that favours a culture of evidence use, supported by data sharing and collaboration between stakeholders in and outside of government. For example, greater trust will be required between official and non-government data producers and users to increase access to and use of data. Resources, technical and human capacity, processes and incentives for data-driven practices need to be in place. For data-driven decision-making to become good practice, sustained attention and interest is needed from all development stakeholders. To ensure this, the real-life potential for increased data use to improve decision-making must be demonstrated, including for open development data.

All of these challenges will present themselves in unique configurations at local, national and international levels. Understanding these is the first step to tackling them.

Our role: breaking down barriers and harnessing the drivers for data use

Despite the challenges, multiple positive drivers exist that can be harnessed to promote greater data use in decision-making and accountability. The emergence of global, regional and national multi-stakeholder efforts to improve and use data to meet and monitor the Sustainable Development Goals will frame our work. We are already present in key processes that aim to realise the Data Revolution for Sustainable Development locally and internationally. A further driver will be the increasing focus of the open development data community on increasing data use and addressing technical barriers to data use, evident for example in the International Open Data Charter.

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

Our work in this area will see us seeking to address the perceived limited practice of using high-quality data in decision-making and accountability efforts aimed at ending poverty. We want to see timely and relevant information based on the best available data being more widely used in critical poverty-related decision-making and accountability processes.

This requires us to understand and effectively address information needs and to empower key partners to access and use data themselves. We also want to see active efforts by governments, international organisations, civil society and donors to address systemic barriers to data use – increasing data availability, accessibility, comparability and interoperability, collaborating to build mutual trust and enable learning, and demonstrating leadership in increased data use.

To achieve this:

We will work to strengthen access to and use of data by selected government and non-government actors, especially leading national and local NGOs that are implementing development interventions in key sectors and/or engage in accountability, and as a result expect to see increased uptake of data and information across sectors.

We will document and communicate critical information and data needs, current use and barriers to data use in key poverty-related processes faced by decision-makers and those holding them to account. This will inform our own efforts as a leading provider of high-quality analysis, our work to support others in creating information based on high-quality data, and our engagement work to address technical and institutional barriers to data use at the systemic level.

We will provide actionable information, based on the best available data, to decision-makers and advocates for use in critical poverty-related processes nationally and internationally.

We will contribute directly to increased use of data in decision-making by meeting specific needs and accompanying partners in applying information and be able to demonstrate the impact of data use.

We will offer practical support to data users in government and outside based on our core areas of expertise, ranging from advice and building capacity on data access and validity, joining up data, data analysis and data/information architecture, to good data use practices. This will be in the form of on-demand advice, formal training and longer-term support arrangements such as data information service, and development of technical tools and process documentation. This strand of work aims to empower individuals and institutions to sustainably increase data use in the production of information for decision-making and advocacy.

We will engage actively in policy processes at national and international levels, sharing robust insights on data and information needs on the ground and our learning about opportunities and challenges faced by information and data users.

We will highlight data access and usability solutions and support the development of inclusive multi-stakeholder data communities. Through this work, we will aim to motivate stakeholders to address barriers to data use at the systemic level.

We will focus on scoping key processes and stakeholders at local, national and global level where increased data use will impact positively on decision-making and accountability for poverty reduction.

We will develop a robust learning framework, including but not restricted to elements of formal research. This will be used to continually inform our own work and the wider field about information and data needs and the barriers to data use faced by decision-makers and advocates working on processes to end poverty and achieve sustainable development.

We will strengthen existing and develop new partnerships with government and selected non-government actors to support increased data use by them and their own stakeholders.

The key drivers behind our work will be our experience, expertise and partnerships at international level and in the developing countries where we have a staff presence, namely Uganda, Kenya, Nepal and Brazil, while our global work will be undertaken by our UK and US offices.
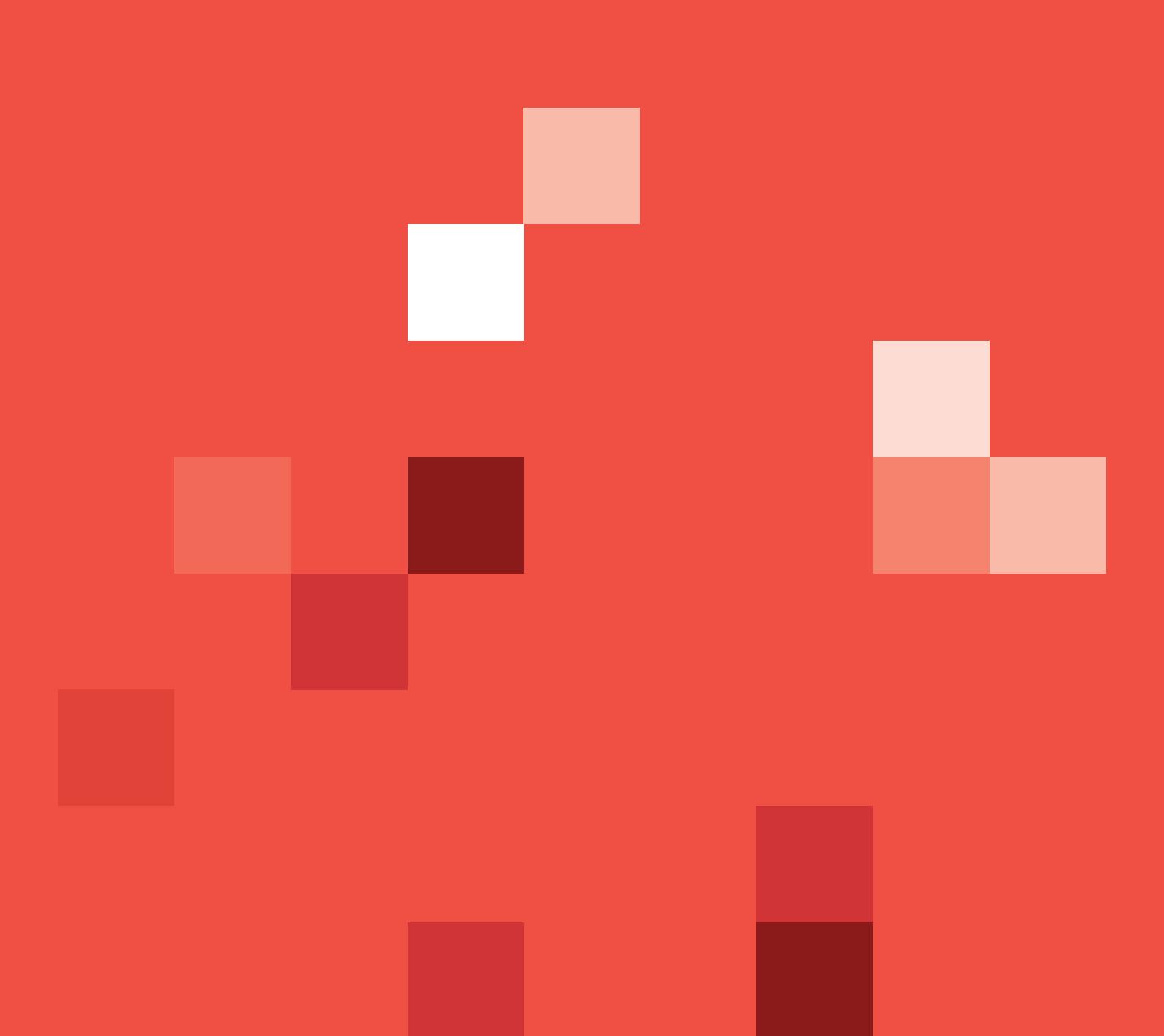
Our primary target audiences for work under this theme are those working at the frontlines of government and civil society to end poverty:

- **Government decision makers**, officials and institutions responsible for data collection and information provision. For example, planning units and national statistical offices.

- **Selected non-government stakeholders**, especially leading NGOs at country level who are implementing development interventions in key sectors and/or are engaged in accountability efforts.

- **National and international thought leaders, media and development actors**, who can amplify our learning and advocacy efforts to address systemic challenges to increased data use.

A second short-term focus will be on resourcing and implementing ongoing and planned projects that focus on data use research, promoting data use and addressing specific barriers to data use. This includes, for example, our work on Joined-up Data Standards, planned work with our partner, Development Research and Training, to address information needs at local levels in Uganda, and research on the use of citizen-generated data. We will also launch an IATI–Aid Information Management Systems Fellowship programme with Development Gateway to increase the use of IATI data in partner countries.

In a series of other existing and planned projects at country and global level we will strengthen the data use focus laid out here and systematise its approach to running data helpdesks. We will bring a sharpened data use focus to our engagement work and our research and communications outputs. Finally, we will work to develop and fundraise for new projects that underpin the longer-term strategic interventions under this theme.

theme 4: partnerships

strategic partnerships to empower, inform, and effect change

Our approach

We believe in the importance of working with partners to end poverty and build the resilience of vulnerable people. While our current expertise sits mainly at the global level, we also have strong local experience in key countries where we have been working for a number of years such as Kenya, Uganda and Nepal. In these locations we currently work alongside others who are involved in work to this end on the ground. Much of our work to date has been about making data available for partners to use and apply to their work, to strengthen their advocacy, inform their policy recommendations and improve practice. We want to continue this, but we also want to further focus on creating a passion for the use of data at all levels of government and service delivery so that we can see the impact of our endeavours as a community.

DI's role is to provide data and evidence to inform decisions of others, provide technical expertise to support data use and provide data analysis as relevant to the external environment and in response to our themes 1 and 2. Crucially, we cannot provide the support required everywhere without significantly increasing our operations and costs. Therefore working through partnerships is essential to amplify our voice and extend our reach while remaining a medium-sized organisation.

To achieve our mission of helping bring about an end to poverty and to increase the resilience of the world's most vulnerable people, we need to work more closely with others who share our drive to effect change from the local level up. This means making our approach to partnerships more formal and professional, changing the way we work internally to maximise our impact externally. This way we will turn a selected number of our most significant partnerships into much more structured, long-term alliances, based on formal agreements and aimed at delivering jointly agreed outcomes together.

Future strategic partnerships

Many of our strategic partnerships will be with CSOs, think-tanks or independent not-for-profit organisations that are similar to us. Others will be private sector organisations. In some locations, it may also be strategic for us to work directly with government departments or agencies, but these will be project-specific relationships or contractual agreements rather than long-term strategic partnerships.

While many of our partnerships will also be location specific, some may be based on collaboration at regional and global levels, for example with international NGOs or multilateral institutions. We will take a long-term view and think about where we develop strategic partnerships in future and why these locations are important to us.

But this theme is not just about who we partner with, it is also about how we partner with them. So we will also define what our overall partnership model is and exactly how we will join with other organisations. By investing in this area, we will strengthen and formalise our relationship with existing partners and develop a range of new partnerships that will support us in delivering the thematic outcomes developed under our three external themes 1, 2 and 3.

A video on open data in partnership with AidData and Publish What You Fund

Typically, our strategic partnerships will be:

- based on a formal agreement

- medium-to-long term, evolving over time

- include jointly agreed objectives and outcomes

- based on jointly invested resources, and a common work plan.

Our work: different relationships for different objectives

In four years' time we aim to have a strong network of strategic partnerships that share our values and will collaborate effectively to deliver joint outcomes.

Our goal for 2020 is to have developed a strong network of strategic partnerships that reflect our shared values and collaborate effectively to deliver joint outcomes.

Our work in this area will focus on developing different types of partnerships to support the delivery of our different objectives, specifically the objectives set by themes 1, 2 and 3. Therefore we may have a partnership with a multilateral institution to support one objective while we may have several small partners working only in one country context to move forward local objectives.

We will prioritise working with and through partners, especially when working in developing countries where the local context is complex and requires local knowledge and relationships to work effectively. As we do not yet have a history of working in many of these locations, we need to rely on partners to help us to develop our legitimacy and reputation.

We have no plans to set up offices in many locations and operate independently from other local actors offering similar services. Rather, our added value is our expertise on data and our role will remain to support local actors. These local actors will use and benefit from our intellectual input and technical skills to meet their objectives.

To achieve this:

We will work in a particular local context if there is demand for our services. We are not intending to compete with local organisations already doing what we do – providing data analysis, visualisations and technical expertise.

We will support local organisations who are already working in these contexts by sharing our skills and expertise, as well as benefitting from their professional expertise, local knowledge and political nous.

We will create partnerships in locations of strategic importance so we can continue to expand our reach without increasing our organisational overheads by establishing offices in those locations.

We will reframe our existing partnerships in Nepal, Uganda and Brazil within a new strategic partnership framework, with clear, jointly agreed objectives at national and sub-national level. This will require an audit of existing partnerships, drawing out lessons about what has worked to date and where we could have done better.

We will develop a consistent but flexible model of partnership based on a partnership agreement, and a jointly agreed annual work plan.

We will learn from our experience to date, and consult more widely.

We will consider whether creating a formal or informal network of partners or an online platform for knowledge sharing would add value to their work and ours.

We will use agreed criteria to identify priority locations and scope potential partners.

We will establish a framework for making decisions on which strategic partnerships to pursue, as well as a monitoring, evaluation and impact (MEI) framework, so we can review progress against agreed objectives on a regular basis and decide which partnerships should continue and which we should bring to an end; partnerships shouldn't be indefinite, but time-bound and clearly linked to impact.

We will form a responsible strategy for moving on from locations or partnerships where mutually agreed objectives have been achieved, or where the partnerships are no longer contributing to these.

Working together for mutual gain

Through working in partnership rather than establishing our own presence, we will also strengthen local partners. Working with others who share our values and our commitment to end poverty and build resilience can help us to achieve mutually beneficial outcomes. Strategic partners can:

- improve our understanding of new countries and contexts

- establish DI's reputation and reach in strategic locations

- help us build and maintain relationships with key stakeholders

- add to our knowledge and expertise

- develop the skills of our partners.
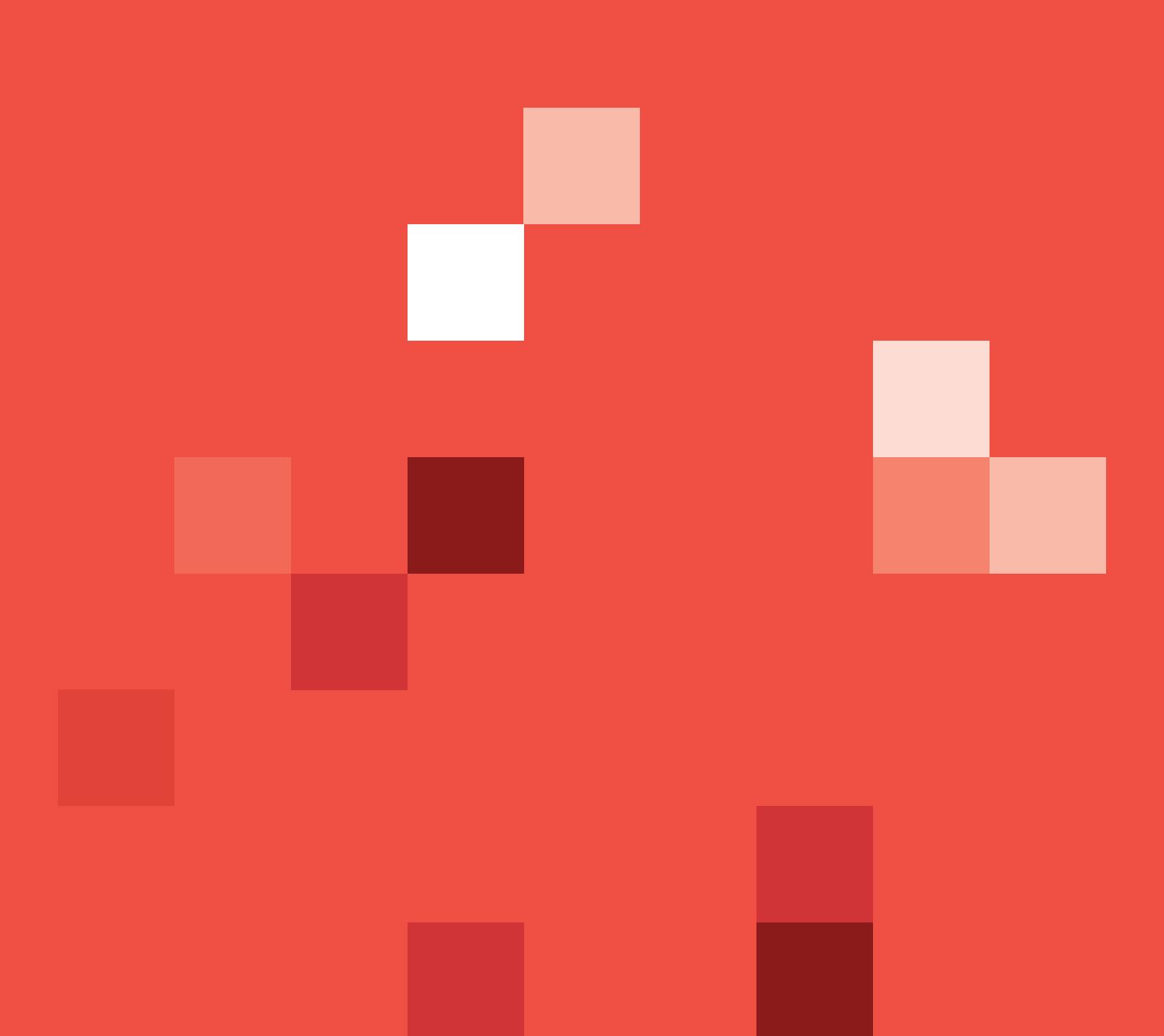
Successful strategic partnerships must be a two-way street. This means that they must also support our partners to achieve their own organisational goals. With that in mind, we need to be clear on what we offer our partners. We can offer:

- our expertise in data analysis and visualisation

- our research and policy analysis on poverty, vulnerability and crisis

- our convening power, contacts and experience of engaging in global discussions and processes

- the opportunity to apply for funding through joint project grants with global funders

- scope for splitting staff costs and the potential for secondments

- collaborating directly with other DI partners around the world.

We will consider both secondments and short-term placements between ourselves and partner organisations to share skills, knowledge and experience. In entering into partnerships we need to ensure sustainability in terms of the skills, capacity and organisational capabilities we can share during and beyond the term of the partnership agreement.

We will expect our strategic partners to share our values (such as being politically neutral and evidence based) and ensure the partnership does not compromise our objectivity. Beyond that, both sides of the partnership should have something unique and valuable to offer each other. Establishing the right partnerships will take time and cost money. We may provide seed-corn funding for new partnerships, but we will also need to raise funds jointly, including in-country where possible.

theme 5: operations

ensuring DI is equipped for impact

Our approach

As we evolve from a small UK-based organisation to a global organisation working from many locations, it is essential that the way we operate is fit for purpose and that the systems, policies, processes and procedures meet the requirements of our employees and partners. We must ensure we operate efficiently and effectively to deliver our strategy and vision.

However, without people, funds and other resources we have no ability to meet our goals. We need to focus on the things that drive our delivery while overcoming any barriers that may stand in our way.

Our drivers to increasing delivery and impact

- creating organisational values

- improving organisational strategy

- improving employee engagement and wellbeing/work-life balance

- building sufficient resources and reserves

- delivering value for money

- complying with statutory requirements

- increasing global presence

- building tolerance to risk

- being agile and taking opportunities

Challenges we face

- Limited core funding: the majority of our funding is project-based and funding specifically for East Africa is currently very low.

- Limited reserves: as a result of the previous organisational structure, we have not had reserves or a policy to build operating reserves.

- Managing capacity: we have many diverse projects of differing sizes, including consultancy projects that come in at short notice and need a quick turnaround, making managing capacity difficult.

- Organisational systems are set up for a smaller organisation: DI has grown rapidly and in multiple locations and, as a result, we need to rapidly make organisational systems changes to respond to the demands of the new organisation.

- Distance with employees located throughout the world: we are a 21st-century organisation with staff in many locations, flexible policies allowing staff to work from home and, as a result, we need to prioritise ICT development and internal communications to build a 'one-organisation' culture.

- Country regulations: we will offer centralised support for staff based in many locations to ensure our overheads remain low but ensure we have a good local understanding to meet the local regulations.

Our team

Our work: creating an effective, happy organisation

Our work in this area will concentrate on how we work together and support each other to achieve our vision and mission. It will focus on delivering the operational requirements for the organisation across borders and for all staff and partners. It's about the interaction of employees, funds and other resources. It concerns relationships, processes and systems.

Our goal for 2020 is to be a robust, healthy, and agile organisation: we enjoy coming to work and feel like we are making a difference. We have a work-life balance, understand what is required of us, have the resources we need to do our daily work, and have successfully supported the goals set out in all our themes.

To achieve this:

We will ensure that we have the resources to take up new opportunities and have a pool of consultants to support short-term assignments.

We will produce work to a high standard of quality, efficiently, to time and on budget.

We will track and report annually on value for money and on the impact of the organisation in helping to end poverty.

We will equip our staff with the skills, expertise and resources to respond to the needs of our thematic areas, regardless of their locations.

We will empower our staff to make project-level decisions, to manage risk and to respond to a changing environment.

We will ensure that our financial management is up to date, transparent and supports sound decisions.

We will guarantee that projects are managed and delivered to time, budget and quality.

We will balance staff working hours to reflect a balanced and healthy organisation, continue to maintain a highly flexible approach to our staff working requirements, and use excellent IT and HR resources to enable us to do our work effectively from wherever we are based.

We will aim to be ranked in the top 10 IATI publishers.

We will offer an up-to-date benefits package that is relevant, attractive and supports staff retention.

We will link projects to strategic outcomes with clear assessment criteria.

We will implement further planning, monitoring, evaluation and learning (PMEL) procedures to demonstrate the impact of our work.

We will establish a framework for quality assurance. As an organisation based in many locations, it is critical to ensure the high standards of our work are maintained across all locations and all staff are fully trained and supported to deliver against the DI quality mark.

We will ensure that we are fully operational and registered in locations where we have plans to undertake projects beyond the work we do with local partners. Registration in Uganda for example is an immediate priority.

We will prioritise internal communications mechanisms to ensure good communications and sharing of information for all staff regardless of location.

We will build a comprehensive staff training and development plan that maintains a highly skilled workforce, especially as DI staff are required to have a high level of data literacy.

We will extend on the success of the Development Data Hub and consider how we manage data across the full life cycle of collection, storage, use and presentation of data.
Other projects will include publishing an annual impact report from 2017, considering additional partnerships with universities for internships, and reviewing our office space needs in each location that we operate.
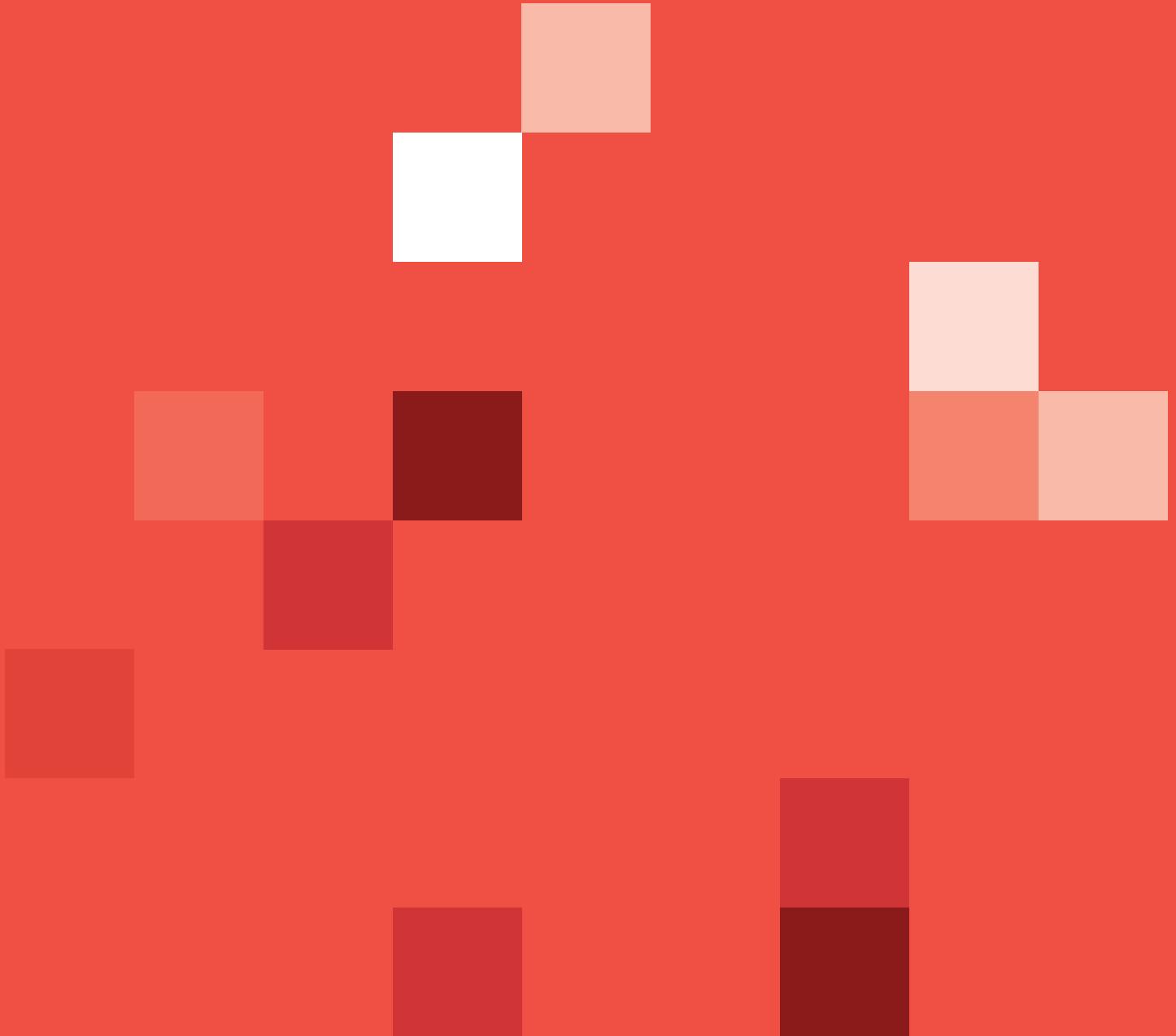
Starting as we mean to go on

Delivering the above will require the time and efforts of everyone in the organisation. As we move forward, we are undertaking major change in the organisation to respond to the new strategy and deliver against our ambitions. Our hard work has already begun.

All of DI's work is being organised into projects, so project management will be one of the new expertise units. All staff will understand this new approach, which will ensure good planning, high quality outputs, and the ability to manage work well and track our impact.

We are restructuring staff into a matrix structure based on expertise units; all work will sit under thematic areas while teams will comprise members of expertise units.

We have implemented a new finance system across the organisation to update our systems in response to existing in five global locations and supporting a number of local partnerships. We will continue to develop our value for money framework to ensure our resources are maximised to help end poverty.

theme 6: growth

growing sustainably

A vision for our future

We have evolved from a small organisation based largely in south-west England to an organisation with offices, staff and partnerships in a number of locations across the globe. However, to deliver the ambitious goals we have outlined in themes 1 to 4 we need to ensure we continue to grow and develop in the future. We have identified the systems, processes and expertise we need in place to deliver our 2020 goals and ensure we are able to make a significant difference long into the future.

Our approach: guided by our values

Our people are passionate about helping to end world poverty. So we have consulted internally to identify which aspects of the way we work are most valuable to us all.

These are:

- being an ethical and responsible organisation

- producing everything to the highest quality and ensuring our information meets the needs of our users

- ensuring that our technical skills and expertise are widely available to support others to become better at publishing, using and applying data

- long-term thinking and working – being responsive to our strategic priorities rather than getting distracted by short-term easy wins

- new ideas and innovation – always being prepared to push new and difficult boundaries to get the best result possible.

We are therefore aiming to build an organisation that reflects these priorities and is also:

- financially stable

- responsible (socially and environmentally) in the way it operates

- well known and well established globally and regionally

- known for our technical expertise, data analysis, data visualisations and data use

- recognised as providing innovative, high-quality products and services (global public goods as well as consultancy services to fee-paying clients).

Balancing our profit and not-for-profit operations

No longer is the world easily divided into 'not-for-profit' and 'for-profit'. Nor do these divisions necessarily achieve the best possible results.

Meeting our goals requires us to bring together our 'for-profit' business (generating income) with our 'not-for-profit' model (promoting opportunity for all, social values and our ambition to end world poverty).

This business model is intended to give us the most flexibility. We will generate profit and a reliable revenue stream to benefit our social-good agenda and not-for-profit work. It will allow us to take up new opportunities as they arise without delay and raise funds to get small, hard-to-fund initiatives off the ground. It will make us both more agile and financially secure, as well as allowing us to increase our intellectual input and knowledge.

Our work

Our work in this area will be based on consolidating our reputation and business rather than expanding it further, having just experienced a period of significant growth. It will also involve some introspection, simplifying the relationship between DII (our 'for-profit' arm) and DIPR (our not-for-profit arm) to become more mutually supportive and finalising registration for our not-for-profit US entity.

We are committed to making ourselves a responsible company in everything we do – from the way we operate and treat our staff, interns and partners, to how we work in communities, to our impact on the environment. We must also ensure that we can effectively plan and manage delivery of short-term consultancy projects while delivering against our longer-term goals.

Our goal for 2020 is to be a financially stable and responsible organisation with a well recognised global brand that has a strong reputation for its technical expertise and for providing an innovative range of high-quality products and services.

To achieve this:

We will develop and implement a complementary fundraising strategy and business plan for the two sides of the business and establish fixed criteria for taking on consultancy projects alongside developing new thematic streams of work.

We will develop the skills and capacity in our regional offices so that they also become income generator hubs.

We will review all our policies and procedures to achieve B-Corp registration and be officially recognised as a business as a force for good. This accreditation will only apply to our for-profit company.

We will change policies and procedures across the organisation to ensure we meet our commitments to social good.

Broadening our reputation

As an organisation we have some very niche skills around data – analysis, visualisation, production, accessibility and use. However, to date, the skills we provide have depended on how people have come into contact with us, hence they may only be aware of one of our many areas of expertise.

We would like to change this. We aim to strengthen our reputation so that all our external partners know us for the diverse technical expertise we hold. It will then become easier for our partners to understand how we may be able to support them and where there may be synergies for new opportunities. In regions where we have a new or recent presence, it is essential that we are much better known and our contribution is clearly understood. As we do not deliver interventions that directly provide services to poor people, our interactions often lead to more questions about what sort of organisation we are, rather than focusing on how we can contribute.

Therefore a new regional and global marketing strategy is essential to increase our awareness and ensure the people we want to work with are familiar with who we are and what we do. Clarity in, as well as connections across, all our communications are essential to achieve this outcome.

A commitment to quality

Our future success rests on us maintaining our exceptional standards. As an organisation we have always ensured all our data analysis is thorough, comprehensive and of the highest quality. As with any organisation, as we grow and expand into different offices maintaining quality across all locations becomes more complex. So we are aiming to develop the 'Powered by DI' quality mark, which guarantees all our work is to a particular standard that stakeholders will know to expect from DI.

We will also continue to develop products and services that ensure our presentation of data continues to prioritise accessibility for the user. Therefore we will ensure we remain at the cutting edge in the presentation of data by using new technology to support data management and development. We will also seek to add new services to our portfolio on a regular basis to meet new demands and opportunities.

To further deliver on our commitment to innovation and quality, we will need to put in place policies and systems that put an emphasis on cost, quality and time to increase efficiency without compromising quality in the organisation. We will also establish a group of 'associates' and 'fellows' who are trained in the 'DI way' and can work with us at short notice and/or bring niche expertise to a project to help us meet our project requirements in budget and on time.

DI in East Africa

The purpose of our work in the East Africa Hub

DI's East Africa Hub, situated across two offices in Kenya and Uganda, will continue to provide regional outreach for the organisation. It will operate at three levels:

1   Outreach and engagement across Africa, specifically through the African Union and other regional organisations

2   Outreach and engagement within East Africa, specifically targeting East African institutions

3   National-level work in Kenya and Uganda.

DI's offices in East Africa will continue to be responsible for the organisation's ambition, reputation and credibility in the region. They will work closely with the UK office to drive the strategy forward across all six themes, ensuring they take on and deliver projects with a regional or national dimension that can be implemented in one of the countries of East Africa. Their nationallevel work will inform DI's regional and global work, often providing on-theground evidence, as well as supporting the organisation's wider goals, such as increasing data use from a sub-national to a global level.

The East Africa Hub will be responsible for delivering specific projects under the themes outlined below, and will also ensure operations in the region move towards financial self-sufficiency.

Although the team may support some global projects, the majority of their initiatives will be focused on regional priorities that drive regional and national interventions contributing to the overall strategy.

The East Africa Hub's audience will remain the same as that of the rest of the organisation.

Primary target audience: Regional and national actors, such as government officials and specific ministries of government; donors and multilateral agencies; regional and international development banks. We would like these organisations and individuals to spend their resources differently and ensure their policies are focused on reducing poverty and vulnerability.

Who we work with: CSOs and NGOs (global, regional and national), as well as private sector partners and consultancies, think tanks, academic institutions, parliamentarians and subnational elected officials who represent communities and have a responsibility to increase accountability for how resources are targeted.

Our project on data use in Uganda, in partnership with DRT

Theme 1 priorities

- Support other organisations in producing more and betterdisaggregated data on people and poverty in East Africa.

- Increase global awareness of who is most at risk from climate change, natural hazards and conflict in East Africa by using data to map the region's most vulnerable populations and identify their needs.

- Support the implementation of the Sustainable Development Goals at the sub-national level, which will in turn increase sub-national data on people and actors' use of the data to target the poorest and most vulnerable people.

Theme 2 priorities

- Improve the transparency of domestic resource allocation to ensure greater accountability for how these resources are targeted.

- Support CSOs and other accountability groups, including parliamentarians, to help them better understand the implications of domestic budgets and the improvements that can be made to deliver better results (ie reduce poverty) and support national development plans.

- Use socio-economic indicators and data on resources to assess the impact of donors, domestic governments and other actors on plans to enhance national development and deliver change within a country.

- Produce reports examining how specific resources (ie humanitarian assistance) are spent within a region, and furthermore explore regional and local considerations on how to better target these resources according to need.

Theme 3 priority

Increase data use in East Africa with a focus on applying it to specific projects in Kenya and Uganda, which will:

- Provide information on data user needs.

- Increase partnerships in which DI's East Africa Hub supports governments to use more data. This will help governments to monitor their progress and measure the impact of their interventions, and also to redesign and fund interventions according to evidence emerging from the data.

- Support local actors collecting data to assist them in improving national and local resource allocations and service delivery through data structuring, analysis and validation.

- Implement the Data Revolution by aiding national movements in improving their data collection and analysis, resulting in better use of data for sustainable development.

Theme 4 priorities

- Review all partnerships in East Africa and determine an approach to partnerships for regional and national work that supports the ambitions of themes 1, 2 and 3.

- Scope out new partnerships that will allow DI to achieve its objectives in Africa, and realise our pre-agreed outcomes with current donors.

Theme 5 priorities

- Legally and financially register DI in Uganda.

- Update and maintain good offices for staff.

- Scope out the possibility of having a staff member located in Ethiopia to work on DI's engagement in the region.

- Provide training and support for staff.

- Increase internal communications between staff in East Africa and other locations.

Theme 6 priorities

- Generate income for East Africa operations.

- Develop quality services and products that meet the needs of local clients.

- Conceive and execute a regional marketing strategy to position DI and its expertise within East Africa.

- Provide quality assurance training for all staff to ensure the organisation can label the East Africa Hub's outputs as 'Powered by DI' – a stamp that guarantees the same high standard in all locations.

- Build a small team of senior DI associates and fellows from across Africa who can work alongside DI staff on DI projects at short notice, and are trained to deliver outputs to DI style, quality and approach.

Appendix I: Strategy overview

thematic areas and goals

theme 1: poverty
Measuring the progress of people out of poverty

thematic 2020 goal: 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.

theme 2: resources
Investments to end poverty and build resilience

thematic 2020 goal: 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 governments/delivery agencies will demonstrate action to improve this.

theme 3: data use
Improving data use for sustainable development

thematic 2020 goal: There are increased instances of data-driven decision-making and accountability efforts in our target countries and to encourage key stakeholders at national and international levels to actively address critical barriers to data use.

theme 4: partnerships
Strategic partnerships to empower, inform, and effect change

thematic 2020 goal: We have developed a strong network of strategic partnerships that reflect our shared values and collaborate effectively to deliver joint outcomes.

theme 5: operations
Ensuring DI is equipped for impact

thematic 2020 goal: We are a robust, healthy, and agile organisation: we enjoy coming to work and feel like we are making a difference. We have a work-life balance, understand what is required of us, have the resources we need to do our daily work, and have successfully supported the goals set-out in all our themes.

theme 6: growth
Growing sustainably

thematic 2020 goal: We are a financially stable and responsible organisation with a well recognised global brand that has a strong reputation for its technical expertise and for providing an innovative range of high-quality products and services.

organisational 2020 goal

operational plans

Activities, timelines, quarterly and annual milestones and budgets developed under each thematic area

Our goal for 2020 is that there is 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.

(Internal) DI has expanded its reach by working alongside partners and policymakers, maintaining local relevance in its work.

DI has achieved a reputation for being agile and innovative while maintaining the highest standards of quality.

DI is recognised as a responsible organisation that acts with integrity in everything it does.

audience

Multilaterals
Think tanks
Foundations
Academia
CSOs and NGOs
Governments

long-term outcomes

End of extreme poverty, reduction in other poverty

Increased resilience, opportunity and well-being of the poorest people

Poorest 20% of the global population make progress and benefit from growth

Resources distributed to reach and benefit the poorest people

Data is used at international and domestic level to inform decisions

Data is fit for purpose and accessible

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

Appendix II: Our values

Organisational values have an internal and external function. They embody the type of organisation we are and how we behave towards one another, our partners and other stakeholders. They are a part of our brand and influence external perceptions as much as they facilitate the way we work together.

Empowering

How we live this value internally:

- We encourage one another to continually develop, thrive and take ownership for the work that we produce.

- We actively listen and share knowledge to facilitate development and collectively improve the quality of work we do.

How we live this value externally:

- We collaborate with partners to deliver better results than we could achieve alone.

- We equip and enable others with information, technology and expertise.

Transparent

How we live this value internally:

- We share information about our work and on where we need to learn and improve.

- We involve all staff in processes and decisions, and we enable open feedback and engagement.

How we live this value externally:

- We are open, transparent and accountable for both the work we deliver and the way we deliver it.

- We are committed to putting transparency at the heart of the work we do with partners.

Impartial

How we live this value internally:

- We treat each other equally and fairly, and give each other the best of ourselves at all times.

How we live this value externally:

- We ensure our work is free from the influence of others.

- We are unbiased in analysis and approach and seek only to serve the interests of those living in poverty.

Innovative

How we live this value internally:

- We encourage people to challenge the mediocre and try original and creative ideas.

- We take on new challenges and opportunities and are quick to adapt as we learn.

How we live this value externally:

- We are pioneering in our ambitions to find solutions to today's biggest challenges on data for development.

- We invest in our technical capabilities to drive the creation of new and exciting products and services.

Agile

How we live this value internally:

- We are able to move quickly and work flexibly at short notice to grasp new opportunities as they arise.

- We have low levels of bureaucracy, which allows us to make fast decisions on whether we engage with the external environment and how.

How we live this value externally:

- We are quick to respond and respectful of deadlines in a fast-paced external environment.

- We have streamlined and flexible systems and working practices, allowing us to react quickly to new opportunities and find efficient and effective ways of working on even the most complex tasks.

Quality

How we live this value internally:

- We are dedicated to delivering quality work and demand the highest possible standard from ourselves and our colleagues at all times.

- We invest in keeping our knowledge and skills up to date to ensure that our work is always of the highest possible quality.

How we live this value externally:

- We are rigorous in our approach and produce work to a consistently high standard.

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.

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