



**CMI** CHR.  
MICHELSEN  
INSTITUTE

ANNUAL REPORT 2013



CMI is an independent development research institute in Bergen, Norway. We generate and communicate research-based knowledge relevant for fighting poverty, advancing human rights, reducing conflict and promoting sustainable social development. CMI's research focuses on local and global challenges and opportunities facing low- and middle-income countries and their citizens. Our geographic orientation is towards Africa, Asia, the Middle East, and Latin America.

## **RESEARCH FOR DEVELOPMENT AND JUSTICE**

CMI's core purpose is to work towards a world of mutual tolerance and respect, where global justice prevails and where poverty is the exception.

We believe that research-based knowledge can help drive the changes to realize this vision.

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# OUR MISSION

## MUST BE TO UNDERSTAND AND SOLVE THE MOST FUNDAMENTAL DEVELOPMENT CHALLENGES OF OUR TIME

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The large majority of the world's population has escaped poverty, destitution and the threats of early death. Yet one in six people lives in extreme poverty. One in eight goes to bed hungry. In Sub-Saharan Africa, one in nine children dies before the age of five.

The world has never been in a better position to eradicate extreme poverty and reduce unacceptable inequalities. We have the means, but our knowledge of how to go about it is still insufficient.

CMI keeps a strong focus on how individuals and governments can break poverty traps and reduce inequalities. In 2013, we strengthened our research on India, where currently one third of the world's poor live. We initiated a set of new projects on inclusive economic development in rural areas, land rights issues, and the use of modern information technology to strengthen financial services for the poor.

The opening of the Center of Intervention Science in Maternal and Child Health (CISMAC), a ten-year funded Centre of Excellence based at the University of Bergen, marked an important milestone for CMI's health research.

CMI strives to do research of high quality and relevance. We want our research to influence policy and practice. CMI is determined to be in the international forefront on scientifically robust evaluations of development projects and programmes, and we took a number of steps to this end in 2013, for instance through the establishment of an Evaluation Methods Group.

CMI wants to be a valued partner for research institutions in the South. Our partners improve our understanding of development challenges and processes, and by working together, we can be more effective in communicating research-based knowledge to decision makers. In 2013, we renewed our long-term cooperation

with institutions in Sudan and Malawi. We also successfully completed long-term cooperation agreements with Centre for Policy Dialogue in Bangladesh and Muwatin in Palestine.

CMI is a great place to work. In 2013, a work environment survey showed that we are proud of working at CMI, and that we go to work motivated and with a sense of purpose. This year, I have been struck by the energy our staff mobilises when needs be. This makes me proud and gives me confidence in CMI's future.

Our best moments are when we have made great achievements through real team-effort. In 2014, we will further cultivate our commitments to joint goals and ambitions, to invest all our intellectual capacity to generate knowledge that addresses the world's greatest development challenges.



A handwritten signature in black ink that reads "Ottar Mæstad". The signature is written in a cursive, flowing style.

**Dr. Ottar Mæstad**  
**CMI DIRECTOR**

# HERE COME THE GIRLS

*In Tanzania, every fourth girl has a child or is pregnant by the age of 19. Is it by choice or default? CMI uses experimental research to find answers.*

Photo: Åse Johanne Roti Dahl

When schoolgirls on the verge of adulthood are asked sensitive questions about boyfriends, their relations to older men and their sexual habits, you would expect a few giggles in the classroom. But in the classroom in Morogoro, a four hour drive from the Tanzanian capital Dar es Salaam, there is deafening silence. For the girls participating in the research project “Girls’ Economic Empowerment”, sex and relationships is no laughing matter.

The Southern Tanzanian proverb “You need three stones for cooking” refers to how Tanzanian women cook using a pot balanced on three stones over a fire. It could just as easily apply to many young girls’ everyday survival strategies. Being unable to support themselves financially, they depend on several men to give them money or commodities in return for sex. This survival strategy really is a lot like balancing your life over the fire. It dramatically increases the



risk of unwanted pregnancies. It is also one of the main drivers of sexual transmitted diseases like HIV.

In 2013, a team of Norwegian and Tanzanian researchers and research assistants travelled all over Tanzania to distribute a survey and collect data among 4000 school girls. Through this survey, they mapped the girls' attitudes, hopes and beliefs regarding family and livelihood.

In terms of gender equality, the results were bleak. They found that 67 percent of the girls feel helpless dealing with the problems of their lives 70 percent say they are regularly sexually harassed. 40 percent of the girls said that it is ok for husbands or boyfriends to beat their partners if she burns the food or refuses to have sex with him. When asked if girls in their class sometimes receive money or gifts for having sex with older men, 75 percent do not disagree.



Photo: Albert González Farran/UNAMID



In an extensive field experiment designed as a randomized controlled trial, they also studied the effects of training programmes on sexual and reproductive health, and on economic empowerment. The girls were divided into four groups. One group received training in sexual and reproductive health, the second group received training in economic entrepreneurship, the third group followed both programmes, and the fourth group of girls was merely a control group which did not receive any of the programmes. This design enabled the researchers to find out whether the programmes on sexual and reproductive health and economic entrepreneurship were more effective in changing attitudes and behavior when they were combined.

Creating new survival strategies which empower girls economically is complex and depends on many social and economic variables. Yet, preliminary findings from the experiment suggest that the training programmes have had positive effects. The girls who followed the courses in sexual and reproductive health and economic entrepreneurship say that they feel more in control after completing the training. They are less likely to accept gender-based violence, and are starting to develop business plans to secure some income once they leave the schools. Through a follow up study in 2014, the researchers will follow these girls and see what happened to those who participated.

***“The first challenge is the opportunity to get an education. If you have a male sibling and both of you are in secondary school, school fees are to be paid for the male child and not the female. They say ‘You are not smart, you are most likely to just get pregnant and return home.’”***

Project participant.

## PROJECT SNAPSHOT

Project title	Girl Power - Economic Empowerment in Tanzania
Aim	To gain a better understanding of the lives of young women in rural Tanzania, with an ambition of informing policy.
Client/funder	The Research Council of Norway
Who	CMI Choice Lab, Norwegian School of Economics Economic and Social Research Foundation, Tanzania Femina HIP Development Pioneer Consultants
Achievements	Close to 4000 girls from 80 secondary schools have participated in the study. 390 boys have also been included in the survey.

# ENGAGING THE PUBLIC

*Citizens can play a role in promoting transparency, enhancing accountability and safeguarding public resources.*

Photo: Albert González Farrán/UNAMID on flickr.com

There is increasing recognition of the importance of people's engagement in combating corruption. Their hands-on approach makes them an invaluable resource for efforts to increase transparency and accountability and reduce corruption.

U4, CMI's Anti-Corruption Resource Centre, started a new theme on people's engagement. This theme explores the assumptions and experiences of how individuals, civil society organisations, media, the private sector and others act to hold governments accountable. Findings elaborate on how they have an

important advocacy role and can ensure public awareness and follow-up. The role of NGOs and the media can be a pivotal one, especially in countries where the formal institutional framework for follow-up is insufficiently developed or not functioning adequately. In such cases, independent monitoring may for example ensure that audit findings are not obscured, but open and visible for the public.

“Transparency and accountability are essential components in reducing corruption. This is why U4 has decided to play an

active role in the TALEARN Community of Practice. Joining forces with practitioners and activists in civil society organisations enables us to provide relevant and practical research results,” says senior advisor Nils Taxell who coordinates the People’s Engagement theme.

Since 2013, Taxell is heading one of the practice groups in the TALEARN Community of Practice, an initiative led by the Transparency and Accountability Initiative (TA/I) bringing together practitioners, activists, funders and researchers in a forum where they can engage and learn from each other.

Although transparency and accountability are values that are internationally agreed upon, civil society organisations act under extreme pressure from the authorities in many

countries. Poor access to information, heavy restrictions on the freedom of assembly and freedom of speech pose significant challenges. Yet, civil society is an important voice with potential to influence. In many countries, there are spontaneous unorganised civil society movements emerging in response to corruption and corrupt practices. It is important not to underestimate the effect unorganised activism can have.

“The effect of pressure and activism from the unorganised civil society may be just as important as regular civil society organisations, but it is difficult to incorporate their work into projects with a fixed framework. U4’s work on People’s Engagement will shed light on how anti-corruption activism can be supported,” says Taxell.

## U4 IN 2013

### U4 PARTNERS

Australian Department of Foreign Affairs and Trade  
BTC (Belgium)  
Danida (Denmark)  
DFID (UK)  
GIZ (Germany)  
Norad (Norway)  
Ministry of Foreign Affairs Finland  
Sida (Sweden)

### 2013 THEMES

Corruption and aid  
Natural resource management  
International drivers of corruption  
People’s engagement  
Evaluation and measurement  
Justice sector  
Anti-corruption approaches in sector work  
REDD Integrity

### U4 TEAM

Lisa Arnestad  
Kirsty Cunningham  
Francesco De Simone  
Aranzazu Guillan Montero  
Jesper Johnson  
Sofie Arjon Schütte  
Arne Strand  
Nils Taxell  
David A. Williams  
Sara Ögmundsdottir

# MORE WOMEN IN AFRICAN PARLIAMENTS

*African countries are at the forefront of women's numerical representation in parliaments globally. Currently Rwanda has the highest percentage of women in parliament in the world at 64% outshining all of the Nordic countries.*

Photo: Amy Hart on flickr.com

The dramatic increase in the number of women in African parliaments is a result of the introduction of gender quotas.

In 2013, researchers from CMI and the University of Bergen were guest editors in a special edition of the journal *Women's Studies International Forum* exploring the relationship between gender quotas and democracy. While gender quotas are found in all types of regimes, the tools used for analyzing the effects of gender quotas are entangled in the experiences of Western democracies. Through a series of articles, leading international experts present cases

from different types of regimes all over the African continent in an effort to explore the use of quotas as a phenomenon in itself and not necessarily as an attribute of democracy.

Compared to many of its neighboring countries, Uganda's quota policy is a story of success. While Uganda's route to democracy has been thwarted, never have so many women-friendly laws been passed in parliament as in the last decade. Women have made a big difference in Ugandan politics by for example criminalizing female genital mutilation and introducing a controversial domestic violence act.



The Ugandan experience boasts all the achievements of introducing gender quotas. It has increased the number of women in parliament, it has led to more women-friendly laws, it has promoted women's issues in policy making, and it has produced a number of important role models; Rebecca Kadaga was elected the first female Speaker of Parliament in Uganda's history

Women parliamentarians in Uganda have been successful for a number of important reasons. They have cooperated closely with women's rights activists, both men and women, in civil society.

***Women have made a big difference in Ugandan politics. There are now more women-friendly laws.***

They have been able to attract funding from foreign NGOs and donors. Their ability and will to agree on issues and viewpoints across party lines inside parliament have been decisive as have their decision to introduce legal changes step by step; compromising and splitting comprehensive and controversial law proposals into smaller bills.

Women parliamentarians in Uganda were able to accomplish a lot even in a non-democratic setting. But contributors to the special issue ask whether gender quotas and the achievements produced by women under such policies are sustainable. If gender quotas and pro-women gains in African parliaments are strongly associated with hegemonic rulers, it might lead to a backlash in the face of regime change? This is what happened in Egypt when the gender quota was removed immediately after Mubarak was ousted from government by a popular uprising. Indeed, this is one of the potential pitfalls of introducing gender quotas in non-democracies.

# CMI STRATEGY

## 2011 - 2015

### RESEARCH QUALITY *and* RELEVANCE

*CMI aims to be internationally recognised for the quality and relevance of our work.*

### COMMUNICATION EXCHANGE *of* KNOWLEDGE

*We are dedicated to communication and dialogue to bridge the gap between knowledge and action, and to ensure the quality and relevance of our work. We will target those who can change policy, practice and public opinion.*

### COOPERATION A VALUED PARTNER

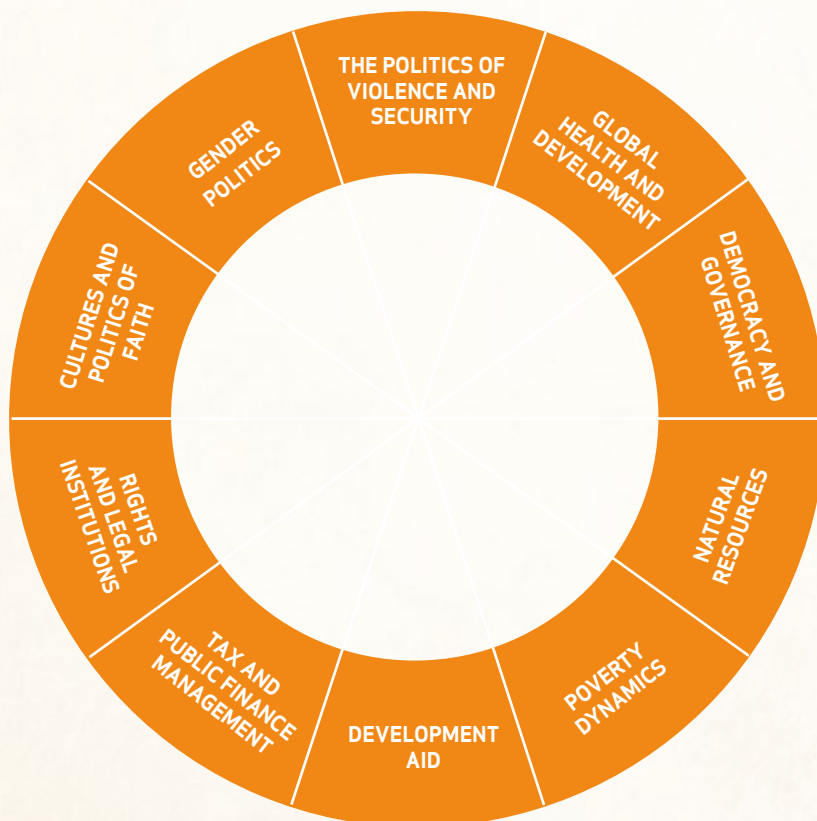
*CMI grows stronger through partnerships with other researchers and research institutions, locally and internationally.*

### ORGANISATIONAL DEVELOPMENT BRING OUT THE BEST IN EACH OTHER

*An efficient, professional and financially robust organisation that brings out the best in all staff is essential if we are to deliver on our objectives.*

# RESEARCH

CMI research is organised in **ten thematic research clusters**, defined around CMI's main long-term research agendas.



# DEMOCRACY AND GOVERNANCE

## WHO WE ARE

Lovise Aalen  
(Coordinator)

Inge Amundsen  
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Francesco De Simone  
Odd-Helge Fjeldstad  
Siri Gloppen  
Aranzazu Guillan  
Montero  
Elizabeth Hart  
Jan Isaksen  
Jesper Stenberg  
Johnsøn  
Frode Løvlie  
Aslak Jangård Orre  
Lise Rakner (on leave)  
Sofie Arjon Schütte  
Ole-Jacob Sending  
Kavita Navlani  
Søreide  
Nils Taxell  
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Vibeke Wang  
Aled Williams

MA students:  
Hassan Muhammed  
Baniami  
Kristine Mo  
Maria Sørhus

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## OUR RESEARCH FOCUS

Democratisation and elections  
Local government  
Global anti-corruption initiatives  
Sector governance

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## OUR CURRENT PROJECTS

U4 Anti-Corruption  
Resource Centre  
Taxation and local  
democracy under the oil  
state  
REDD integrity

The parliament  
of Bangladesh:  
Representation and  
accountability

Economic and political  
developments in Angola

Bangladesh: Inclusive  
growth and good  
governance

Democracy and  
corruption in  
Bangladesh

The political parties  
in Bangladesh:  
Political dynasties and  
democratisation

Corruption challenges in  
the petroleum sector

Development, security  
and democracy in the  
Palestinian areas

Democratisation,  
political participation  
and gender in Malawi

Elections and  
democracy in Africa

Taxation and local  
democracy under the oil  
state

The political economy  
of governance in Malawi



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*How can an active state facilitate growth and development? We explore the conditions of a well-functioning system of democratic governance. Experience indicates that both the regimes and the international donor community have an increased focus on socio-economic output at the expense of the promotion of individual rights.*

*We research the implications for democratisation and inclusive development.*

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# GENDER POLITICS

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*Grounded in local understandings of gender relations, our focus is on women's survival and resilience strategies in extreme situations of poverty, violence, political and religious oppression and displacement.*

*We look at a variety of arenas and spaces in which women seek empowerment. We study women not as victims, but as agents of change in their various roles from heads of households to militant activists.*

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ARE**

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Bård Helge Kårtveidt  
Siri Lange  
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John Andrew McNeish  
Nefissa Naguib  
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Rachel Sieder  
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Vibeke Wang  
Espen Villanger  
Torunn Wimplemann

MA student:  
Mari Norbakk

**OUR  
RESEARCH  
FOCUS**

Legal pluralism and  
gender justice

Violence against  
women

Donor support to  
gender equality

Women's political  
representation in  
African parliaments

Religion and family  
law reform

Women's sexual and  
reproductive rights

**OUR  
CURRENT  
PROJECTS**

Women's human rights and  
law reform in the Muslim  
world

Engineering gender equality:  
The effects of aid to women's  
political representation

Gendering faith

Women's fight against  
violence and for justice in  
northern Sudan

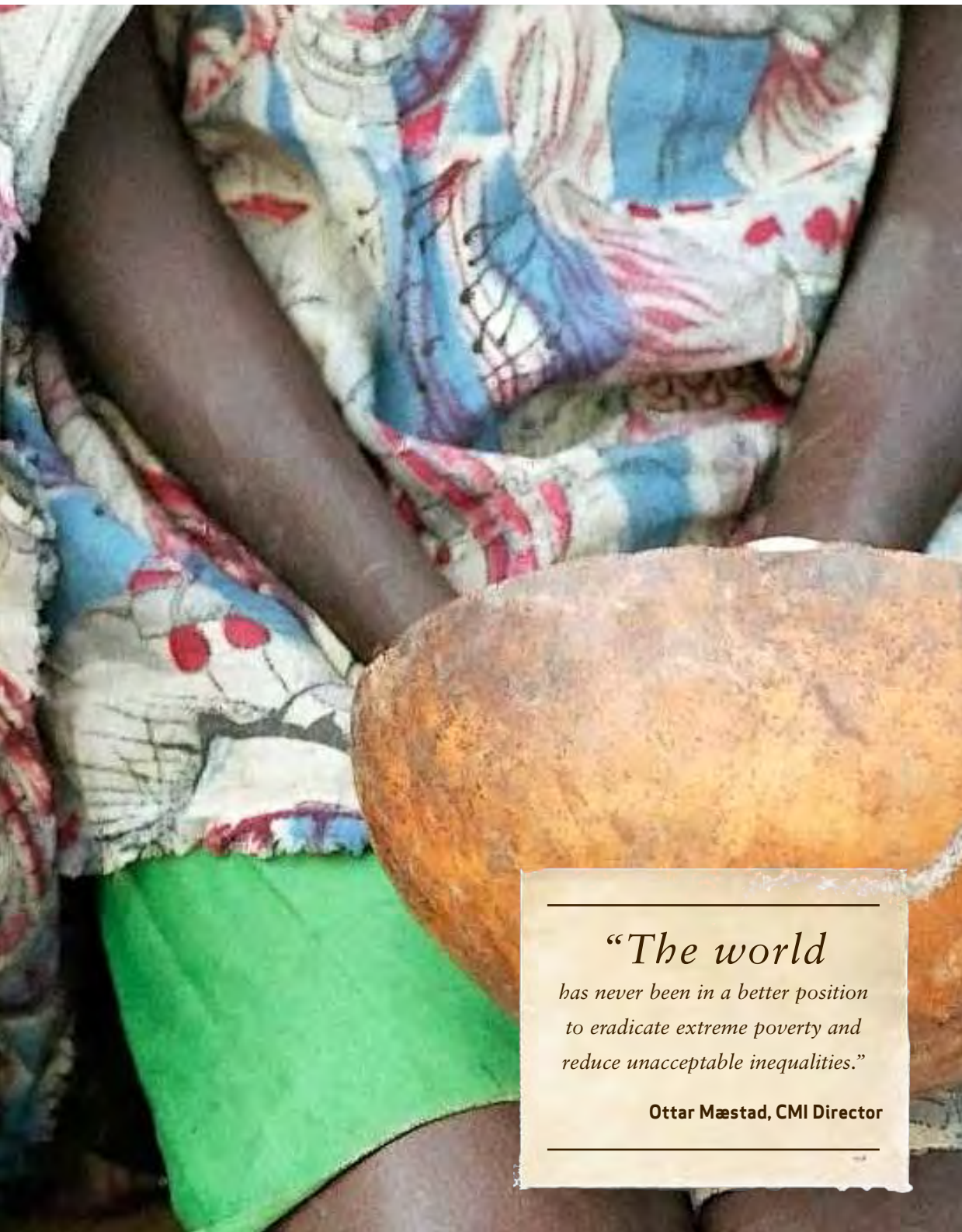
Protection of civilians: From  
principle to practice

Women's human rights and  
law reform in Afghanistan,  
Egypt, Iran, Lebanon,  
Morocco, Pakistan, Saudi  
Arabia, Sudan, Tunisia and  
Yemen





Photo: United Nations Photo



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*“The world*

*has never been in a better position  
to eradicate extreme poverty and  
reduce unacceptable inequalities.”*

**Ottar Mæstad, CMI Director**

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# RIGHTS AND LEGAL INSTITUTIONS

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Astri Suhrke  
Kavita N. Sørøide  
Kari Telle  
Liv Tønnessen

MA student:  
Maria Sørhus

## OUR RESEARCH FOCUS

Human rights  
Transitional justice  
Courts  
Legal norms and cultures  
Legal mobilization on social and economic rights  
Legal pluralism and gender justice  
Litigating health rights  
Climate change discourse, rights and the poor

## OUR CURRENT PROJECTS

Juridification and social citizenship

Reconceptualising transitional justice: The Latin American experience

Drivers of justice: The dynamics of accountability mechanisms in transitions from violent conflict

Women and law in Latin America: Justice, security and legal pluralism

Operating a rights-based approach to health service delivery

Land rights, environmental protection and inclusive development within India's federal system

Climate change discourse, rights and the poor

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*We examine the parameters for rights protections through research on the law, courts, and social practices.*

*We study how countries deal with gross violations of human rights committed by repressive regimes or during civil war. We also study how rights and legal institutions can be tools for poor and marginalized people to improve their life conditions in developing democracies.*

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# THE POLITICS OF VIOLENCE AND SECURITY

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*Researchers in this cluster* study processes of war and violence through in-depth understanding of their historical context and close attention to the political stakes involved.

*Our current focus* include mechanisms for protection of civilians in war zones, the changing positions of the military establishments of Latin America and the Middle East, the politics of gender violence and sexuality in Muslim countries and the evolving global landscape of war and intervention.

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Gunnar M. Sørbo  
Kari Telle  
Liv Tønnessen

MA student:  
Kristine Mo

**OUR RESEARCH FOCUS**

The protection of civilians in conflict zones  
The military and political transitions  
Gender violence

**OUR CURRENT PROJECTS**

Women's rights in Afghanistan  
Evaluation of Training for Peace in Africa

Aid delivery in a more demanding security situation

Everyday Maneuvres: Military Civilian Relations in Latin-America and the Middle East

Protection of Civilians: From Principle to Practice

Households, Livelihoods and Social and Political Transformation in Nepal

Women's fight against violence and for justice in northern Sudan

Gender based violence in conflict-torn Sudan

Drivers of Justice: The Dynamics of Accountability Mechanisms in Transitions from Violent Conflict





*“To teach about topics such as sexual violence in conflict, human rights and women’s role in peacebuilding to such an audience is a huge learning experience, not only for the students but certainly also for the teacher. The abstract words have concrete meanings in the students’ personal experiences of war in their own countries.”*

**Liv Tønnessen, Khartoum, CMI Field Notes 17 January.**



# POVERTY DYNAMICS

## WHO WE ARE

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Lars Ivar Oppedal Berge  
Bjørn Enge Bertelsen  
Magnus Hatlebakk

Johan Helland  
Jan Isaksen

Eyolf Jul-Larsen

Ivar Kolstad  
Gaute Torsvik

Bertil Tungodden

Arne Wiig  
Espen Villanger

MA student:  
Eirik André Strømland

## OUR RESEARCH FOCUS

Rural credit and  
labour markets

Rural power relations

Entrepreneurship in  
the informal sector

Microfinance, female  
labour market  
participation

## OUR CURRENT PROJECTS

Saving behaviour  
and the introduction  
of mobile banking in  
India

Angola Programme

Girl power – economic  
empowerment in  
tanzania

Agrarian contracts and  
rural poverty in India

Households, livelihoods  
and social and political  
transformation in  
Nepal

Democracy and  
corruption

Reality checks in  
Mozambique 2011-2016

On the mechanisms of  
microfinance

Poverty and  
entrepreneurship

Diversification of the  
Angolan economy

Gender of children,  
education and  
occupational choice in  
Nepal

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*Our research aims at deepening the understanding of the economic and social mechanisms that contribute to poverty. We focus on individual and household behaviours among the poor, as well as the near-poor, to better understand the transitions in and out of poverty.*

*With the majority of the poor living in South-Asia, our geographical focus centres around India, Bangladesh and Nepal. We also have microfinance and entrepreneurship projects in Eastern Africa.*

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# CULTURES AND POLITICS OF FAITH

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*Research on cultures and politics of faith* investigates the relevance of religion in political, social and cultural life, exploring how it represents a force of change in the modern world.

*Religion forms the basis* of the social, cultural, political and economic order in many societies. We focus on how religion is intertwined in popular and political life, and how it is linked to such matters as human conception, family life, the environment, and ideas about human development, dignity, justice and wellbeing.

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Liv Tønnessen

MA student:  
Mari Norbakk

**OUR  
RESEARCH  
FOCUS**

Religious networks,  
institutional  
systems and social  
organization

Human development  
and faith-based  
movements

Gender and religious  
practices

Conflict and religion

Education and religion

**OUR  
CURRENT  
PROJECTS**

Regulating Religion:  
Secularism and Religious  
Freedom in the Global Era

Everyday Maneuvers:  
Military-Civilian Relations  
in Latin America and the  
Middle East

Transformations in the  
Arab World

Gendering Faith

Women's fight against  
violence and for justice in  
Northern Sudan





Photo: Siri Gloppen





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*“We must engage  
with local stakeholders affected by  
policy issues and expose our findings  
to their review and scrutiny.”*

**Ottar Mæstad, CMI Director**

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# DEVELOPMENT AID

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Johan Helland  
Shubo Li  
Arne Strand  
Inge Tvedten  
Aled Williams

MA student  
Maria Sørhus

**OUR  
RESEARCH  
FOCUS**

The global architecture  
and changing aid policies  
Emerging South powers  
Poverty reduction

Donor support to  
peacebuilding  
NGOs and delivery of  
aid

The gender dimension in  
Norwegian development  
assistance

**OUR  
CURRENT  
PROJECTS**

Evaluation of the  
Norwegian Aid  
Administration's  
systems and practices

Evaluation of training  
for peace in Africa

Reality checks in  
Mozambique 2011-  
2016

Evaluation of training  
for peace

End review of  
institutional  
cooperation between  
the Hawassa and  
Mekelle Universities

in Ethiopia and the  
Norwegian University of  
Life Sciences, Phase III  
(2009-2013)

End review of project  
support to the expanded  
program on immunization  
(PAV) in Zambézia  
Province, Mozambique

Monitoring Mozambique's  
poverty reduction  
Strategy PARPA (2006-  
2013)

Evaluation of cooperation  
between Office of Auditor  
General of Norway and  
National Audit Office in  
Malawi

Evaluation of Norwegian  
support to and through  
umbrella and network  
organisations in civil  
society

The impact of technology  
in strengthening state  
capacity to collect taxes  
in Ethiopia

End review of FDC's  
immunization project  
in Zambézia province,  
Mozambique

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*CMI does extensive work on development aid issues. This comprises research as well as operational engagement with decision-makers and development aid practitioners. Research projects have focused on the role and relevance of aid.*

*Dialogue and advisory work is crucial for increasing the relevance of our research, improving access to data and deepening our knowledge of challenges facing development. The bulk of CMI's project income is also derived from aid agencies*

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# NATURAL RESOURCES

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*Natural resources have an ambiguous impact on development. Income from natural resources increases the wealth of nations directly. However, certain natural resources impair the development prospects of countries because natural resource rents generate dysfunctional behaviour such as patronage, rent-seeking or outright conflict.*

*Our research focuses on natural resource ambiguities by analysing political and social mechanisms linking or delinking resources and development.*

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Strønen  
Arne Wiig  
Aled Williams

**OUR RESEARCH FOCUS**

Political economy  
Political and social  
mechanisms

**OUR CURRENT PROJECTS**

Angola Programme

Governance and FDI in  
Bangladesh: A global  
perspective

Corruption, corruption  
prevention and good  
governance in the  
petroleum sector

Using corruption  
risk assessments  
for REDD+ - An  
introduction for  
Practitioners

Concept note on  
training on governance  
in the petroleum  
sector





Photo: Geoff Pugh/Oxfam International



*“Transitional justice initiatives will almost always be entangled in fields of politics and power, ranging from the authority of the United Nations and its members to dynamics on the local level. They often fail to attend to critical on-the-ground realities which are often both necessary and complex. Consequently, while there is often need for credible accountability mechanisms and punitive measures, the expectations for transitional justice initiatives should perhaps be more modest and allow for a good measure of unintended consequences.”*

**Gunnar M. Sørbo and Abdel Ghaffar Ahmed in Special Issue: Drivers of Justice, Nordic Journal of Human Rights. Vol 31 No: 2 2013.**

# GLOBAL HEALTH AND DEVELOPMENT

## WHO WE ARE

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Ottar Mæstad  
Vincent Somville  
Gaute Torsvik

## OUR RESEARCH FOCUS

Health rights

Performance based  
financing

Health worker  
productivity

Utilisation of health  
services

Health and economic  
development

Health worker  
availability and  
performance

## OUR CURRENT PROJECTS

Fertility, education  
and occupational  
choice in Nepal

Evaluation of a pay-  
for-performance  
scheme in Tanzania

Centre of Intervention  
Science in Maternal  
and Child Health  
(CISMACH)

Girl-power:  
Adolescent health  
and economic  
opportunities

Operationalizing  
a rights-based  
approach to health  
service delivery

Review of Norwegian  
support to Haydom  
Lutheran hospital,  
Tanzania

Review of FDC's  
immunization project  
in Mozambique



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*Health plays a crucial role in human development and social justice. Large improvements in health outcomes of poor populations are technologically and economically feasible.*

*Yet there are enormous challenges in implementing health systems that deliver quality services, and in overcoming the economic and social factors that produce ill-health and represent barriers to care.*

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# TAX AND PUBLIC FINANCE MANAGEMENT

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*How can developing countries produce an efficient, responsive and accountable public sector? Most poor states are unable to raise the revenue they need for providing basic services to the majority of their citizens.*

*Our research focuses on how governments and countries can raise and manage domestic financial resources in ways that enhance their effectiveness and political legitimacy.*

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**WHO WE  
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Aslak Jangaard Orre  
Ingrid Hoem Sjursen  
Arne Wiig

**OUR  
RESEARCH  
FOCUS**

Tax policies and  
administration  
Tax havens and  
capital flight  
Tax and service  
delivery

**OUR  
CURRENT  
PROJECTS**

Peoples' views of  
taxation in Africa

International  
Centre for Tax and  
Development (ICTD)

The Impact of  
Technology in  
Strengthening State  
Capacity to Collect  
Taxes in Ethiopia

Angola: Taxation and  
local democracy under  
the oil state

Local government  
taxation and tax  
administration in  
Africa

Revenue mobilisation  
at sub-national levels  
in Sudan



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*“To ensure that development aid brings about positive changes it is necessary to conduct evaluations documenting results through solid empirical and theoretical methods. Aid projects have to be designed in a way that makes such assessments possible.”*

**Espen Villanger, Head of CMI's new Evaluation Methods Group.**

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# MAKING SENSE OF GLOBAL CHALLENGES

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*The Bergen Resource Centre for International Development is a meeting place for scholars, students and people interested in international development, global challenges and development research. Event series, panel debates, seminars, breakfast forums, literary salons and exhibitions brings together people from various fields, professions and perspectives. All events are free and open to the public. The Resource Centre also houses the largest specialized collections in Norway on development studies and books on Africa, Asia, the Middle East and Latin America.*

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**72**  
EVENTS

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**2800**  
GUESTS

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**↑ 40%**  
INCREASE IN  
ATTENDANCE  
FROM 2012



**Bergen Resource Centre**  
for International Development



**CMI**  
CIVIL SOCIETY  
INSTITUTE



# PEOPLE 2013

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**SOFIE ARJON  
SCHÜTTE**  
Advisor U4



**SHUBO LI**  
Postdoctoral Researcher



**KAVITA NAVLANI  
SØREIDE**  
Postdoctoral Researcher



**ARANZAZU GUILLAN  
MONTERO**  
Advisor U4



**FRANCESCO DE  
SIMONE**  
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**PAUL WADE**  
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**VIBEKE WANG**  
Postdoctoral  
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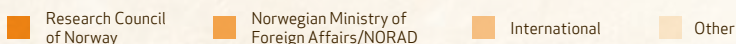
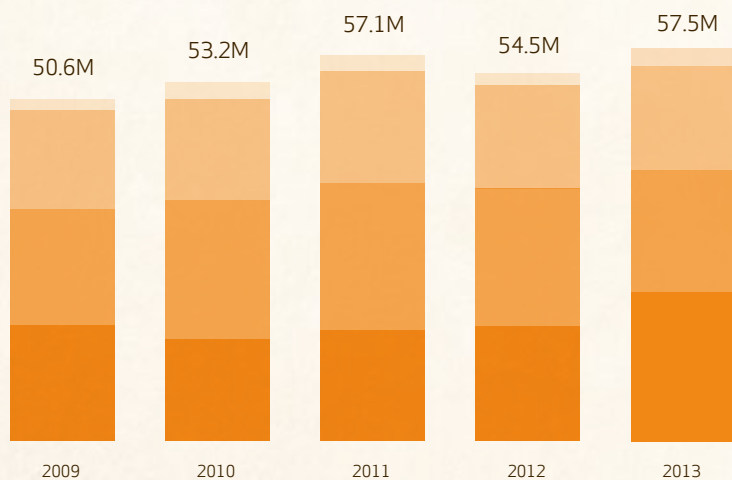
# CMI NUMBERS 2013

In 2013, CMI carried out **155 projects** for a total of **NOK 57.5 million**.

## 2013 TOTAL REVENUE



## PROJECT REVENUES (NOK)



# CMI STAFF

## 2013

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**Dr. Ottar Mæstad**

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 Dr. Odd-Helge Fjeldstad  
 Dr. Magnus Hatlebakk  
 Dr. Vincent Somville  
 Dr. Tina Søreide (on leave)  
 Dr. Espen Villanger  
 Paul Wade  
 Dr. Lars Ivar Oppedal Berge  
 Thor Olav Iversen

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Dr. Kari Grøtterud Telle, *Research Director*  
 Karin Ask  
 Dr. Anne Katrine Bang  
 Johan Helland  
 Michael Hertzberg, *PhD candidate*  
 Alf Morten Jerve, *Senior consultant*  
 Eyolf Jul-Larsen  
 Hilde Granås Kjøstvedt, *PhD candidate*  
 Dr. Are John Knudsen  
 Dr. Siri Lange  
 Dr. Nefissa Naguib  
 Iselin Å. Strønen, *PhD candidate*  
 Dr. Gunnar M. Sørbø  
 Dr. Inge Tvedten

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 Dr. Arne Tostensen  
 Elling N. Tjønneland  
 Dr. Liv Tønnessen  
 Dr. Vibeke Wang  
 Dr. Torunn Wimpelmann  
 Dr. Lovise Aalen

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### SENIOR CONSULTANTS

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 Jan Isaksen (Emeritus)  
 Ole David Koht Norbye (Senior Advisor)  
 Rais Saniman

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### U4 ANTI-CORRUPTION RESOURCE CENTRE

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 Dr. Aranzazu Guillan Montero, *Programme Advisor*  
 Jesper Johnsen, *Senior Programme Advisor*  
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 Nils Taxell, *Senior Programme Advisor*  
 David A. Williams, *Senior Programme Advisor*  
 Sara Ögmundsdóttir, *Finance and Operations Manager*

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### AFFILIATED RESEARCHERS

Dr. Camila Gianella  
 Dr. John-Andrew McNeish  
 Dr. Rachel Sieder  
 Dr. Gaute Torsvik  
 Dr. Bertil Tungodden  
 Dr. Asuncion St.Clair  
 Dr. Bjørn E. Bertelsen  
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 Robert Sjursen, *IT Consultant/Web Developer*  
 Lars Ivar Høberg, *IT Consultant*

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 Merete Leby, *Head of Services*  
 Guri K. Stegali, *Accountant/Project Coordinator*  
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 Hasan Muhammad Baniamin  
 Eirik André Strømland  
 Anne-Lise Breivik  
 Kristine Moe  
 Mari Norbakk  
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**Sudan**  
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in Klassekampen 26.01

## INCOME STATEMENT 2013

	2013	2012
<b>Operating revenues</b>		
Project revenues	73 040 257	70 892 815
Other revenues	170 338	203 416
<b>Total operating revenues</b>	<b>73 210 595</b>	<b>71 096 231</b>
<b>Operating expenses</b>		
Project expenses	13 127 280	11 991 356
Payroll expenses	49 798 905	48 640 743
Depreciation	1 470 375	1 767 903
Other operating expenses	7 378 250	5 756 503
<b>Total operating expenses</b>	<b>71 774 810</b>	<b>68 156 505</b>
<b>Operating result</b>	<b>1 435 785</b>	<b>2 939 726</b>
<b>Financial income/expenses</b>		
Interest income	221 152	388 617
Other financial income	717 378	13 614
Interest cost to enterprise in same firm	-1 269 200	-1 512 400
Other interest costs	-865	-2 858
Other financial costs	-32 583	-318 701
	<b>-364 118</b>	<b>-1 431 727</b>
<b>Net result</b>	<b>1 071 667</b>	<b>1 507 999</b>

Complete audited accounts and the Board of Directors Report are available at [www.cmi.no](http://www.cmi.no)

## BALANCE SHEET AS OF 31 DEC, 2013

### ASSETS

2013 2012

#### Fixed assets

##### Tangible fixed assets

Building at Jekteviksbakken	46 851 314	47 789 317
Equipment, investments in building	1 513 880	1 956 392
	<b>48 365 194</b>	<b>49 745 709</b>

##### Financial fixed assets

Long term receivables	991 204	815 052
	<b>991 204</b>	<b>815 052</b>

#### Total fixed assets

**49 356 398 50 560 760**

#### Current assets

##### Debtors

Accounts receivable	9 193 377	4 297 777
Others debtors	1 596 820	1 992 847
	<b>10 790 198</b>	<b>6 290 624</b>

##### Investments

Shares in other companies	358	358
	<b>358</b>	<b>358</b>

#### Cash and bank deposits

**29 626 462 29 003 922**

#### Total current assets

**40 417 018 35 294 903**

### TOTAL ASSETS

**89 773 416 85 855 664**

## EQUITY AND LIABILITIES

	2013	2012
<b>EQUITY</b>		
<b>Paid-in capital</b>		
Original fund	15 300 000	15 300 000
<b>Retained earnings</b>		
Other equity	5 909 449	4 837 783
<b>Total equity</b>	<b>21 209 449</b>	<b>20 137 783</b>
<b>LIABILITIES</b>		
<b>Pension</b>		
Pension funds	1 407 166	3 311 240
<b>Long term liabilities</b>		
Long term loans	38 000 000	38 000 000
<b>Current liabilities</b>		
Accounts payable	1 520 228	1 302 834
Short term debt CMF	204 246	0
Public duties payable	3 958 694	3 356 168
Other short term liabilities	23 473 633	19 747 638
	<b>29 156 800</b>	<b>24 406 641</b>
<b>Total liabilities</b>	<b>68 563 966</b>	<b>65 717 881</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>89 773 416</b>	<b>85 855 664</b>

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CMI is an independent development research institute in Bergen, Norway. CMI generates and communicates research-based knowledge relevant for fighting poverty, advancing human rights, and promoting sustainable social development. CMI's research focuses on local and global challenges and opportunities facing low- and middle-income countries and their citizens. Our geographical orientation is towards Africa, Asia, the Middle East, and Latin America.

