



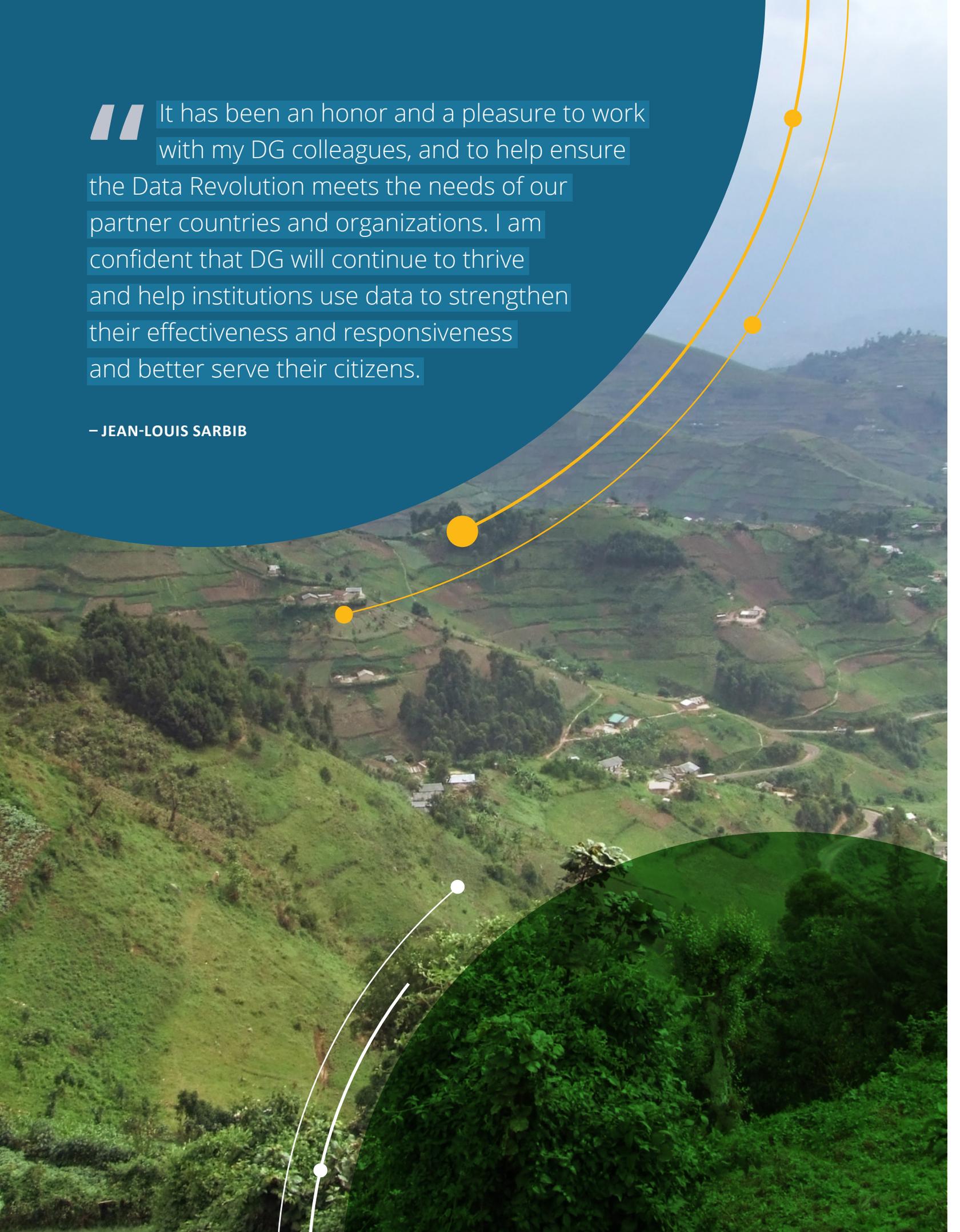
# PUTTING DATA TO USE

**DEVELOPMENT GATEWAY**  
ANNUAL REPORT 2018



// It has been an honor and a pleasure to work with my DG colleagues, and to help ensure the Data Revolution meets the needs of our partner countries and organizations. I am confident that DG will continue to thrive and help institutions use data to strengthen their effectiveness and responsiveness and better serve their citizens.

– JEAN-LOUIS SARBIB



## LETTER FROM THE CHAIR OF THE BOARD

Dear friends,

The past year has been action-packed for Development Gateway (DG). Focusing on effective service delivery, total resource management, and a strong data strategy and policy agenda, we have widened our impact in promoting data use. We have built on our decision-focused approach to data and evidence through the Results Data Initiative, and are implementing more cost-effective programs in agriculture and the extractives industry. By building useful tools for partner governments and development agencies and investing in a systematic gender focus, we're helping drive global conversations around data impact.

We're also beginning 2019 with a transition of leadership. After close to 10 years, Jean-Louis Sarbib has moved on from his position of Chief Executive Officer of DG at the end of 2018.

His words of goodbye captured the essence of our mission and his invaluable contribution:

*"It has been an honor and a pleasure to work with my DG colleagues, and to help ensure the Data Revolution meets the needs of our partner countries and organizations. I am confident that DG will continue to thrive and help institutions use data to strengthen their effectiveness and responsiveness and better serve their citizens."*

As Chair of the Board, I would like to thank Jean-Louis for his decade of wise and selfless leadership. I am also pleased to announce that after a careful selection process, the Board of Directors has appointed Josh Powell as Chief Executive Officer of DG. Having led many important projects and initiatives across DG's portfolio, Josh is a natural leader and team player. We are confident that the creativity that makes DG a source of global innovation will continue to produce and share knowledge and tools that encourage equal opportunities.

Collecting data is not an end in itself. We draw strength from connecting that data with policy decisions and tangible results. Our updated strategy places a stronger emphasis on documenting our learnings, and translating them into relevant inputs to policy discussions. DG is proud to be part of a robust community driving the Sustainable Development Goals (SDGs) towards impact.

Join us as we begin 2019 with this note of change and a strategic focus on making data work to solve real life challenges.

Warm regards,



Ad Melkert



# We know that the strategic use of data and evidence can lead to better development outcomes. So why have we not seen more widespread use?

As leading thinkers at the intersection of development data, technology, and strategy, we released two white papers exploring enablers and constraints to data use.

In September, we released a report that builds on how we can make smarter M&E investments to drive data-driven decisions. The report, *Understanding Data Use: Building M&E Systems that Empower Users*, emphasizes how critical it is for decision makers to consider users' **decision space** – from the institutional all the way to the technical level – to achieve data uptake.

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## decision space

/ de'siZHən spās /

*noun*

The **organizational and individual expectations, incentives, and resources** that affect data uptake.

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**Achieving data use requires changing how M&E systems are implemented, which requires changing the traditional approach to designing M&E activities.**

In December, we released *The Custom Assessment and Landscaping Methodology: Balancing Accountability & Learning in M&E Systems*. This paper builds on our first

report by presenting a methodology that explores how **learning** – not just **accountability** – should be used to achieve truly successful organizational strategy and adaptation.

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## learning / 'lɜniŋ / *noun*

The use of knowledge that can **strengthen programmatic efficiency and effectiveness**, by encouraging innovation and use of evidence.

## accountability / e,koun(t)e'biledē / *noun*

**Assigned responsibility** that helps prevent mismanagement and supports programmatic cohesion. However, accountability at the expense of learning undermines potential for gains in effectiveness over time.

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**The Custom Assessment and Landscaping Methodology (CALM) is one approach for developing tools and processes that increase the utility and impact of data for decision-making.**

We also held a half-day **Results Data Initiative (RDI) Learning Event** before the year-end, *Strengthening Foreign Assistance through Results Data Use*. We gathered experts and global policy makers together in Washington, DC, to discuss

methods and strategies to ensure data are efficient, effective, and used. Together, we shared challenges and successes in building strong foundations for country- and agency-level data use.





## TOOLS, TECHNOLOGY, AND SYSTEMS FOR OPEN DATA

In the past three years, we have conducted 12+ country assessments and built a trusted and compelling body of tools around Open Contracting (OC), moving towards a shareable “blueprint” for OC success.

And now, we are **working with the Hewlett Foundation in Senegal and Makueni County, Kenya to highlight the Open Contracting Data Standard (OCDS) in both countries.** Additionally, we’ve used our experience to expand into **OC peer coaching and mentorship** programs – fostering collaboration with in-country partners to ensure long term effectiveness and ownership.





Photo: Enrico Stocchi, CC BY-SA 2.0

## EXPANSION IN EXTRACTIVES

# How can we ensure a country's natural resources actually benefit citizens?

We can start with **greater openness around natural resource management**, to build public engagement and accountability. DG aims to make extractives data compelling, interactive, and seamless – to enable technical and non-technical users alike to use the data.

We're pleased to be leading innovative programs to develop **Extractive Industries Data Portals (EIDPs) for West Africa**. The

EIDPs will manage extractives data; make it accessible and easy-to-use; and will explore **the effects of the male-dominated industry on women and girls in West Africa**.

Our goal? To encourage West African governments to consider women in building Extractives Industry policy, programs, and solutions, through documenting good practices and building data literacy on gender and extractives.



## BUILDING ON AMP: WITH SUSTAINABLE PRACTICES FOR THE FUTURE

The inaugural Aid Management Platform (AMP) was installed in Ethiopia in 2005, and each year we change, evolve, and improve the tool. This year, we **expanded AMP's GIS module** and **developed AMP Offline. The Offline tool allows AMP access in less-connected areas, boosting AMP's accessibility and underscoring its strong record of independent country ownership.**

Additionally, we are continuing to contribute to the International Aid Transparency Initiative (IATI) community: **exploring and developing training on IATI usability in Senegal and Madagascar country systems**, and developing the **AutoGeocoder Tool** to help governments use IATI in country platforms. Our systems are increasingly innovative, such as in **Haiti** where we're building a **South-South cooperation module** and investing in the usability of our **IATI importer tool.**

We are constantly updating AMP technology and methodology. But we know the best experts are often our partners and clients themselves, who truly understand challenges on the ground, know what works, and what does not. Through the **AMP Good Practices Workshop**, we tap into this rich knowledge base, bringing together those working on the AMP within each country government to chart the way forward for the AMP program.

This summer, we held the semi-annual workshop in Nairobi, Kenya. Our theme, **"The Art of Aid Management: How to Simplify and Beautify your Processes,"** pushed participants to think creatively about AMP as a decision making tool, and to streamline processes to complement country policy and strategy. Sessions varied, from presentations by country government attendees on their own good practices; design thinking sessions exploring how to improve AMP processes for all users; to hands-on technical skill-building sessions.

**I really learned a lot, especially from the Côte d'Ivoire team. We faced a few challenges and were able to sort them out, and once we are back home we will be able to see how we can move forward.**

Also, this September marked the 10th anniversary of the adoption of the Accra Agenda for Action, and DG took this moment to reflect on nearly 15 years of AMP. We released an **AMP Retrospective** on the evolution of the program, our partnership approach, and **accomplished our long-standing goal of making the AMP code open-source.**



## ACHIEVING DATA USE AMONG YOUTH AND WOMEN IN WEST AFRICA

One of DG's biggest geographic focus regions has long been West Africa. This year, we have continued to expand both staff and strong leadership of initiatives in the region. **Des Chiffres et des Jeunes (DCDJ)** is a partnership with the **Millennium Challenge Corporation and the President's Emergency Plan for AIDS Relief (PEPFAR)** through the Data Collaboratives for Local Impact program, in which we aim to achieve better data use among youth, women and girls, and other groups in Côte d'Ivoire. DCDJ is using data to increase knowledge and strengthen prevention against HIV/AIDS. With a strong fellowship program, the project is **engaging youth as primary drivers of the initiative.**

DCDJ is coordinating closely with another DG program, the **Open Geospatial Data Center for Health (OpenDCH)**. OpenDCH aims to address gaps in both data supply and demand in Côte d'Ivoire, focusing on stakeholder engagement, alignment of data sources, and expansion of data literacy. OpenDCH is a partnership between AidData, DG, the Côte d'Ivoire Ministry of Health, and USAID/Côte d'Ivoire, and is funded by PEPFAR. To improve knowledge of HIV/AIDS in Côte d'Ivoire and inform efforts to combat the epidemic, the initiative conducted an extensive data collection and mapping exercise in **7 regions** of the country, engaging over **140 people**, and registering over **25,000 points of interest.**

Together, DCDJ and OpenDCH are a strong suite of programming and partnerships. Over the next months and years, both will continue to engage citizens – particularly youth, women, and other often-marginalized groups – to further health initiatives.

## GROWTH AND CONTINUITY IN THE RESULTS DATA INITIATIVE (RDI)

RDI aims to upend the habit of collecting – but rarely using – results data to inform decisions. Over the last two years, DG has been working with the **UK's Department for International Development** and **Global Affairs Canada** to design custom assessments for each agency. These assessments resulted in the design of a suite of tools, actions, and processes to **address some of their most pressing results data challenges.** RDI also supported peer learning via direct matchmaking of staff across agencies, and by utilizing existing platforms to share learnings and resources.

**Moving into 2018, we are expanding RDI alongside our growing set of partners and funders.**

The program's third phase focuses on **agency-level engagement**, facilitating cross-agency knowledge sharing via engaging champions and peer learning sessions, and uncovering common threads in decision-making across agencies.



## ADMINISTRATIVE DATA FOR DECISIONS

Administrative data systems include data generated from delivering services – such as education and healthcare – to citizens. Governments are increasingly realizing that these systems are useful for enabling “real time” monitoring and adjustment to monitor and manage toward the sustainable development goals.

Focusing on four countries in East and West Africa, the **Administrative Data-Driven Decisions (AD3) program** is working to understand barriers that prevent administrative data use. We are **co-creating new strategies for maximizing the use of administrative data use** in responding to key policy or operational challenges. Funded by the William & Flora Hewlett Foundation, AD3 will facilitate timely, reliable, and granular data to build healthy, effective administrative systems.

## CULTIVATING OUR AGRICULTURE PROGRAMMING

Development actors (including ourselves) talk at length about the importance of opening up datasets and building interoperability in order to leverage the power of collective data. However, we often lack clarity on **what meaningful collaboration and sharing actually requires in practice.**

For example: What can a livestock project in Nepal and a rice project in Cambodia learn from each other, and, even more importantly, **how can they utilize each other's data for this learning?** In partnership with USAID and FHI360, DG worked to accelerate data-driven agricultural development in Cambodia and Nepal. We supported researchers, program implementers, and development partners engaged in Feed the Future programming to begin to leverage the full potential of open data for agriculture development. This has increased collaboration and shared learning, with the ultimate aim of improving outcomes.

Additionally, with support from the Bill & Melinda Gates Foundation, we will be working over the next four years with public and private sector stakeholders in three countries to address challenges in the fertilizer sector. We aim to strengthen use of data and technology to inform fertilizer policy and programming. The **Visualizing Insights on Fertilizer for African Agriculture (VIFAA)** program is focused on engaging key data users to **design a country-specific implementation plan** for fertilizer data use; **improve the supply** of fertilizer data; **build user-friendly tools** that will be a one-stop-shop for users to quickly and easily consume key fertilizer data; **support governments and private sector** in using data to meet their strategic priorities; and **capture lessons learned** for other countries and programs to gain key insights.



## STATEMENT OF FINANCIAL POSITION

As of June 30, 2018

USD

### ASSETS

#### Current Assets

Cash and cash equivalents	347,053
Grants and contracts receivable, net of allowance for doubtful accounts of \$44,277	1,178,735
Accounts receivable	183,804
Prepaid expenses and other assets	96,190
<i>Total Current Assets</i>	<b>1,805,782</b>

#### NonCurrent Assets

Accounts receivable, net of current portion	80,000
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#### Total Assets

**\$1,885,782**

### LIABILITIES AND NET ASSETS

#### Current Liabilities

Accounts payable and accrued liabilities	489,827
Letter of credit loan	23,667
Deferred grants and contract revenue	97,828
Deferred rent liability, current portion	17,845
<i>Total Current Liabilities</i>	<b>629,167</b>

#### NonCurrent Liabilities

Letter of credit loan	23,666
Deferred rent liability	200,233
<i>Total NonCurrent Liabilities</i>	<b>223,899</b>

#### Total Liabilities

**853,066**

#### Net Assets

Unrestricted	103,032
Temporarily restricted	929,684
<i>Total Net Assets</i>	<b>1,032,716</b>

#### Total Liabilities and Net Assets

**\$1,885,782**



## STATEMENT OF ACTIVITIES

For the Year Ended June 30, 2018

USD

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
<b>SUPPORT AND REVENUE</b>			
Grants and contracts	3,754,414	543,311	4,297,725
Rental income	22,755	----	22,755
Other income	13,897	----	13,897
Net assets released from restrictions	1,314,432	(1,314,432)	----
<i>Total support and revenue</i>	<b>5,105,498</b>	<b>(771,121)</b>	<b>4,334,377</b>
<b>EXPENSES</b>			
Program Services			
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USAID	1,035,199	----	1,035,199
Aid Management Program (AMP)	569,836	----	569,836
dgMarket	18,054	----	18,054
Client Research Projects (CRP)	1,377,812	----	1,377,812
FBL	145,435	----	145,435
Grant Funded Programs	1,124,078	----	1,124,078
<i>Total program services</i>	<b>4,270,414</b>	<b>----</b>	<b>4,270,414</b>
Supporting Services			
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Management and General	1,391,146	----	1,035,199
Fundraising	264,192	----	569,836
<i>Total supporting services</i>	<b>1,655,338</b>	<b>----</b>	<b>1,655,338</b>
<i>Total expenses</i>	<b>5,925,752</b>	<b>----</b>	<b>5,925,752</b>
<i>Changes in net assets</i>	(820,254)	(771,121)	(1,591,375)
Net assets, beginning of year	923,286	1,700,805	2,624,091
<b>Net assets, end of year</b>	<b>\$103,032</b>	<b>\$929,684</b>	<b>\$1,032,716</b>



## GOVERNANCE BOARD OF DIRECTORS

### Adrianus Melkert

Chair

Senior Fellow, Results for Development Institute; Independent senior adviser on corporate social responsibility, international public affairs, and employment strategies.

### V.S. Subrahmanian

Secretary, Chair of the Audit Committee  
Dartmouth College Distinguished Professor in Cybersecurity, Technology, and Society.

### Rudolf Hagenmueller

Chair of the Finance Committee  
Managing Director, ACH GmbH (the Accelerator Community) Germany.

### Lindsay Coates

Chair of the Fund Raising Committee  
President of InterAction.

### Nathaniel Heller

Executive Vice President at the Results for Development Institute (R4D).

### Ngozi-Onkonjo-Iweala, Ph.D

Former Coordinating Minister of the Economy and Minister of Finance of Nigeria, and former Managing Director at the World Bank.

### Homi Kharas, Ph.D

Senior Fellow and Acting Vice President, Global Economy and Development program at the Brookings Institution.

### Brenda Killen

Director of the Scaling Up Nutrition (SUN) Movement Secretariat; former Deputy Director of OECD's Development Co-Operation Directorate.

### Mamadou Lamine Loum

Leading international development expert; former Prime Minister of Senegal.

### Panthea Lee

Co-Founder and Principal at Reboot; former Programmes and Partnerships Officer, UNICEF.

### Richard Steyer

Partner at Howe, Anderson, & Steyer P.C.

### Kim Yi Dionne

Assistant Professor of Political Science at the University of California, Riverside.

### Josh Powell

Ex-officio; non-voting.

## DEVELOPMENT GATEWAY EXECUTIVE TEAM

### Josh Powell

Chief Executive Officer

### Vanessa Goas

Chief Operating Officer

### Fernando Ferreyra

Director of Software Development

### Hamadoun Cisse, CPA

Director of Finance

### Martha Staid

Director of Operations

