



# 2019

## ANNUAL REPORT

### Building Data Ecosystems

Removing Barriers &  
Connecting Users





## LETTER FROM THE CHAIR OF THE BOARD

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Dear friends,

Development Gateway (DG) is beginning 2020 with continued ambition to support the use of data, technology, and evidence to create more effective, open, and engaging institutions. We focus on three pillars – effective service delivery, resource governance, and data strategy and policy. This year, we have focused especially on sector-specific work. Building on where we've seen positive feedback, we've increased programming in the agriculture, health, extractives, gender, and open contracting spaces, with a diverse mix of new multi-year partnerships and initiatives.

As a data-driven organization, we point to evidence in answering the question, “so how do you live up to this mission?” This year, that evidence is the 7 new tools that help institutions use information to deliver services; the 6 country ministries with more comprehensive, accessible data; and the 15 improved data ecosystems to foster data use. More than ever, we're using our unique strengths to tackle complex challenges.

In 2020, our work will focus on high-impact, inclusive programming, aligned with the 2030 Sustainable Development Goals (SDGs). Our new and ongoing programs meet demand for better, more targeted decision-making. We've continued promoting and supporting global policy conversations, seeking new perspectives in innovative technology design.

DG is committed to strengthening global data use, and each of our workstreams is a specific investment in this goal. Thank you for your continued support and commitment to joining us in building a strong community of data driven decision making.

Warm regards,

Ad Melkert

# BUILDING DATA ECOSYSTEMS

## REMOVING BARRIERS & CONNECTING USERS

We were busy in 2019 – what have we been working on?

We've been going deeper into our sectoral approach, applying our tested model of data use across DG programs. We've put emphasis on ensuring readiness for the future, by helping institutions, governments, and citizens use data to make decisions that matter to them.

5

*Service Delivery Programs  
or Institutions*

using data through DG support





## HARNESSING ADMINISTRATIVE DATA FOR THE SDGs

Building a foundation of administrative data use is essential to achieving the SDGs. Administrative data is information on indicators that citizens care about, and is an often-untapped resource for understanding local needs. **We're working to reorient thinking on administrative data toward service delivery – for achieving the SDGs; not just reporting for national statistics.**

Last year, we launched the two-year Administrative Data-Driven Decisions (AD3) program in partnership with the William &

Flora Hewlett Foundation, built to work with governments in East and West Africa to improve the efficiency, effectiveness, and use of administrative data systems. We're considering the risks and barriers to using administrative data, building solutions to catalyze data use. We've assessed data demand, supply, and use, to co-create an agriculture data platform with IPAR and the National Statistics Office (ANSD) in Senegal, and are supporting the design and costing of administrative data interventions in Sierra Leone and Ghana.



Country ministries with more comprehensive, accurate, or accessible administrative data through DG support



Health



Education



Planning /MEL

## PARTNERSHIPS IN PREVENTATIVE HEALTH TECHNOLOGY

Our health programs are focused on **an instrumental crossroads: the intersection of qualitative and quantitative health data.**

DG is using our data for decision-making expertise to support evidence-based policymaking in tobacco control. In partnership with the Bill & Melinda Gates Foundation (BMGF) and the University of Cape Town's Economics of Tobacco Control Project, DG launched the 3.5-year Tobacco Control Data Initiative (TCDI). TCDI aims to consolidate trusted tobacco control information, identify and fill data gaps, and create a one-stop-shop tool to help African policymakers promote, pass, and monitor tobacco control legislation.

Starting in 4 initial countries, we're building tools that support data for more effective tobacco control policies.

Additionally, Des Chiffres et Des Jeunes (DCDJ), led by DG and funded by the MCC-PEPFAR Data Collaboratives for Local Impact (DCLI) program, aims to support both the national government and community-level actors to use data to improve HIV/AIDS prevention and treatment work. For the UNICEF Countdown to 2030 program, we've created and updated **139 online country profiles** to display reproductive, maternal, newborn, child and adolescent health indicators.

## OPEN DATA SOLUTIONS THROUGH LOCAL TOOLS AND TECHNOLOGY

In many emerging economies, **over 50% of procurement is still paper-based**. Our suite of open source open contracting (OC) tools helps governments and citizens leverage procurement

data to improve service delivery, but **how have we moved beyond tools to push forth locally driven open data solutions?**



assessments of government data ecosystems focused on fiscal or natural resource governance



analytical tools being used to monitor aid, procurement, or extractives resource funding through DG support



Ongoing Support



New Engagements

With the Government of Makueni County in Kenya and supported by Hivos and the William & Flora Hewlett Foundation, we built the country's first subnational OC portal – a lightweight yet powerful tool that makes **133 contracts, 326 projects, and Kshs 669 million** (and counting!) worth of tenders public. Its launch was a huge step in increasing transparency and reducing corruption in local procurement, with government staff now actively and directly entering data, uploading documents, and supporting high-quality data entry for a truly locally-owned system.

This year, DG also supported Argentina's Dirección Nacional de Vialidad to build an OC data portal using the OC Data Standard, unlocking procurement information for **158 national roadworks projects**. In a televised presidential election debate in October, current President of Argentina Mauricio Macri explicitly cited the Vialidad tool as a way for the public to access data to monitor and track the cost of public works. In 2020, we're eager to expand our OC mentorship programs to develop more targeted and locally-driven solutions. We aim to not only open processes, but to reinforce the tools local teams need to deliver quality goods and services to youth, women, local contractors, and citizens.

## DIGGING INTO AGRICULTURE SERVICE DELIVERY

At the forefront of data use for agriculture programming and with the support of our partner experts on fertilizer and seed systems, DG helps lead the charge in leveraging the potential of data for agriculture development.

Visualizing Insights on Fertilizer for African Agriculture (VIFAA) is a BMGF-supported initiative to holistically address the supply, demand, and use of fertilizer data at both country and regional levels in Kenya, Nigeria, and Ghana. We began VIFAA in earnest with the Kenya Ministry of Agriculture and various public and private sector partners in April; and have brought a first version of a Kenya Fertilizer Dashboard to stakeholders for feedback and initial use. As all **3 country teams** drive forward into 2020, we're working closely with national and local technical experts to understand fertilizer priorities and design country-specific approaches for promoting data use.

Additionally, DG is working with The African Seeds Access Index (TASAI) on the TASAI Visualizing Information on Seeds using Technology in Africa (VISTA) program, to monitor indicators that are essential to national level seed sector development. Timely availability of high quality seeds at affordable prices is critical to improving food security, resilience, and livelihoods for smallholder farmers in Africa. TASAI VISTA's ultimate aim is to build trust in data for competitive seed systems in Africa and capture the vibrancy and competitiveness of the seed sector in **11 countries**, to help prioritize areas for increased investment.



tools developed or expanded to help governments and agencies deliver services



New Tools



New Versions



## LOCAL PARTNERSHIPS FOR PROGRESS

Focused on long-term sustainability, effective programs require deep understanding of the skills, roles, and opportunities that partners bring. Co-evolution with our partners is key, with lasting partnerships that steer us toward shared objectives. With DCDJ, we've not stopped at getting local – but we harness and prioritize our partners' value-add. The DCDJ program is catalyzing partner networks and running an Open Data Readiness Assessment, to better understand and reach communities.

Tying together focus on local data use and driving home the efficacy of investment in citizen data skills, we launched *Delivering Data Where it Counts: Considerations for Subnational*

*Development Programming*, featuring six living **Principles for Subnational Data Use**. Our approach to gathering and shaping the Principles was participatory – collecting case studies from organizations leading locally-driven programs, holding an open call for feedback, and spotlighting the Principles at the MCC-DCLI DataRev event in November. The Principles are a resource for those seeking to be intentionally inclusive, fund local organizations, and build local skills.

**At the 2020 World Data Forum, we'll launch the Principles globally.**



## SUPPORT FOR GENDER INCLUSION ACROSS THE BOARD

This year, we created and analyzed key performance indicators (KPIs) for DG – an investment in measuring our impact and learning from the results. We found that **46% of activities contributing to our KPIs incorporated some component of gender sensitivity**. DG is addressing power and gender dynamics' role in data use and technology. Fostering an internal and external culture of equality, we aim to intentionally strengthen the sector from the inside and ensure it benefits from the skills and talents of women who are currently sidelined.

DCDJ supports young women and girls to excel in data-focused careers. We're working to close the gender employment gap through recruiting young Ivorians to the DCDJ Fellowship's 8-week "data bootcamp"-style training, and placing them in data science internships across Côte d'Ivoire.

Despite women making up less than **10% of the IT and data science fields** in Côte d'Ivoire, we reached a **47% female participation rate in our 3rd cohort of DCDJ Fellows**. These women "ambassadors" have cleared the path, spread data use awareness, and motivated other women. In partnership with the Ford Foundation, DG also leads research into gendered ramifications of extractive industries in West Africa, and launched the Women in Mining (WIM) Index in Guinea, a first-of-its-kind gender inclusion measurement index tool.

*Our Managing for Feminist Results: Measuring Canada's Feminist International Assistance Policy* white paper outlines how we co-created new gender-sensitive indicators for the Government of Canada. Our approach identified tool- and process-based solutions that could be applied to future results-based, gender-responsive policies.



Number of policy resources, presentations, and consultations produced to highlight barriers to data use



Policy Resources



Presentations & Consultations



## USING CALM TO SHAPE POLICY AND PROGRAMMING FOR DATA USE

The Custom Assessment and Landscaping Methodology (CALM) methodology is integrated across our programs, **to ensure our tools support successful organizational strategy and adaptation.**

We are using CALM to unpack the common assumptions made during technology and data system design in the TCDI, VIFAA, and TASAI VISTA programs, and to bring a fresh perspective to the Conceptual Framework for the Design of the National Agriculture Management Information System (NAMIS).

In addition to guiding primary research on operationalizing Canada's Feminist International Assistance Policy, the UK's Department for International Development (DFID) has made a series of key changes to its systems and internal

data strategy based on CALM. During Phase III of the Results Data Initiative, DG provided advisory support and consultations with a number of development cooperation agencies – Swiss Development Cooperation, Iceland Aid, DFID, Sida, and USAID – around the use of results data for better outcomes.

Through RDI III, DG also expanded its policy footprint. In addition to publishing the *Managing for Feminist Results* white paper, we convened roundtable events and provided inputs into feminist policy programs of the Council on Foreign Relations and International Center for Research on Women (ICRW). DG also supported the OECD Development Cooperation Directorate to explore using the SDGs as a shared results framework between development cooperation providers and partner countries.



strategically significant dialogues and conferences organized or designed with DG input



DG team members contributing

A background image showing two women in a meeting. The woman on the left is wearing glasses and a dark top, looking towards the right. The woman on the right is smiling and looking towards the left. They are both wearing lanyards. There are papers and a cup on the table in front of them. The entire image has a blue overlay.

*DG exhibited professionalism, flexibility, and high quality of products throughout. The analysis was comprehensive and specific enough to provide recommendations towards improving the quality of our programming.*

-- The UNICEF Data Landscape Analysis,  
Government of Ethiopia

## USING CALM TO SHAPE POLICY AND PROGRAMMING FOR DATA USE CONT.

In the last two years, DG has tested CALM across **seven countries and two regions** to support the roll-out of UNICEF's Data for Children Strategic Framework. In the Philippines, Lesotho, and Ethiopia, our work has fed into public policy briefs, and we've helped UNICEF support and

promote smart demand, supply, and use of data to address challenges and inform decisions.

**After sharing DG's findings broadly at a Data Series Quarterly Meeting, the UNICEF Lesotho team reported:**

*The Lesotho data mapping diagnostic had high impact in our data community. This year we are implementing two out of the three discrete proposed actions: development of a national microdata sharing policy and piloting data dissemination methods.*

-- UNICEF Lesotho Country Team

## FOSTERING COUNTRY OWNERSHIP OF AMP

For over 15 years, the AMP (Aid Management Platform) team has constantly been developing more effective ways to solve problems. This year, we built out AMP's communications across our 25 country partners, starting the AMP Digest newsletter and supporting study tours that enabled teams like Haiti and Côte d'Ivoire

to build on each others' success, share best practices, and work to adapt new ideas to their respective contexts. This year, we will continue to improve AMP and deliver ongoing services to AMP partners in Haiti, the Democratic Republic of the Congo, Uganda, Ethiopia, and more.

*The tool is practical and efficient. It fully meets team expectations and is able to do so in real time. Additionally, it collects, processes, and disseminated information in record time.*

-- AMP Côte d'Ivoire team member

## FOSTERING COUNTRY OWNERSHIP OF AMP CONT.

We came full circle with the very first AMP country in building local capacity – 15 years ago, the Government of Ethiopia (GoE) provided initial requirements for a tool that would put countries “in the driver’s seat” in managing foreign assistance. This year, we ran **three in-country trainings, hands-on labs, and technical trainings** with the Ethiopia team to enable it to independently develop features: another opportunity for the GoE to pioneer country ownership.

The AMP Offline tool is now also open source, along with the full AMP code. And to make it easier to import International Aid Transparency Initiatives (IATI) data into AMP, we’ve enabled users to directly pull IATI data from AMP, added more import fields, and made huge speed improvements.

## MEET THE AMP TEAM



**Julian de Anquin**

### What do you enjoy about working on the AMP?

The diversity of clients, and the different requests we get. We meet all those requirements while maintaining AMP’s baseline system in 25+ different countries. And for our team, it’s never an “I” or a “you”, it’s always a “we.”

### How long have you worked on the AMP?

I started working with DG – and on AMP – in November 2013. I’m AMP’s Technical Leader. I oversee the platform’s code base and architecture, and ensure the technical requirements are aligned with the product, working with the team to produce features that are reliable, efficient, and maintainable.



**Marina Baralo**

### What do you enjoy about working on the AMP?

There’s always something exciting going on, which keeps us busy and engaged with the program. We never get tired of working on the AMP program – there’s always something new to tackle and learn.

### How long have you worked on the AMP?

I’ve been working on the AMP since 2014, when I joined DG. Currently, I am AMP’s agile team scrum master. As a scrum master, my main tasks are to oversee, coordinate, and track feature delivery. I’m involved in the entire software development lifecycle; from requirements analysis, to the release phase.





## STATEMENTS OF FINANCIAL POSITION

June 30, 2019 and 2018

ASSETS	2019	2018
<b>Current Assets</b>		
Cash and cash equivalents	1,261,998	347,053
Grants and contracts receivable, net	2,023,397	1,178,735
Accounts receivable	120,921	183,804
Prepaid expenses and other assets	179,329	96,190
<i>Total Current Assets</i>	<b>3,585,645</b>	<b>1,805,782</b>
<b>NonCurrent Assets</b>		
Accounts receivable, net of current portion	80,000	80,000
Grants receivable, net of current portion	1,831,944	--
	1,911,944	80,000
<b>Total Assets</b>	<b>\$5,497,589</b>	<b>\$1,885,782</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	238,766	489,827
Letter of credit loan	23,667	23,667
Deferred grants and contract revenue	467,210	97,828
Deferred rent liability, current portion	29,894	17,845
<i>Total Current Liabilities</i>	<b>759,537</b>	<b>629,167</b>
<b>NonCurrent Liabilities</b>		
Letter of credit loan	23,666	23,666
Deferred rent liability	169,340	200,233
<i>Total NonCurrent Liabilities</i>	<b>193,006</b>	<b>223,899</b>
<b>Total Liabilities</b>	<b>952,543</b>	<b>853,066</b>
<b>Net Assets</b>		
Without donor restrictions	( 461,828)	103,032
With donor restrictions	5,006,874	929,684
<i>Total Net Assets</i>	<b>4,545,046</b>	<b>1,032,716</b>
<b>Total Liabilities and Net Assets</b>	<b>\$5,497,589</b>	<b>\$1,885,782</b>



## STATEMENTS OF FINANCIAL POSITION

June 30, 2019 and 2018

### SUPPORT AND REVENUE

	Without Donor Restriction	With Donor Restrictions	Total
Grants and contracts	3,161,925	5,763,576	8,925,501
Rental income	51,331	----	51,331
Other income	37,393	----	37,393
Net assets released from restrictions	1,686,386	(1,686,386)	----
<b>Total Support and Revenue</b>	<b>4,937,035</b>	<b>4,077,190</b>	<b>4,334,377</b>

### EXPENSES

#### Program Services

Total Resource Management (TRM)	1,141,541	----	1,141,541
Effective Service Delivery (ESD)	2,275,429	----	2,275,429
Data Strategy Policy (DSP)	672,660	----	672,660
<b>Total Program Services</b>	<b>4,089,630</b>	<b>----</b>	<b>4,089,630</b>

#### Supporting Services

Management and General	1,154,832	----	1,154,832
Fundraising	257,433	----	257,433
<i>Total supporting services</i>	<b>1,412,265</b>	<b>----</b>	<b>1,412,265</b>

#### Total Expenses

<i>Changes in net assets</i>	(564,860)	4,077,190	3,512,330
<i>Net assets, beginning of year</i>	<b>103,032</b>	<b>929,684</b>	<b>1,032,716</b>
<b>Net Assets, End of Year</b>	<b>(\$461,828)</b>	<b>\$5,006,874</b>	<b>\$4,545,046</b>



## GOVERNANCE BOARD OF DIRECTORS

This year, we've welcomed Nanjira Sambuli and Rian Wanstreet to the Board. We've also said farewell to exiting Board members, Dr. Ngozi Okonjo Iweala, Mamadou Lamine Loum, and Dr. Rudolf Haggenmueller.

### [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.

### [Lindsay Coates](#)

#### **Chair of the Fund Raising Committee**

Managing Director, Ultra-Poor Graduation at BRAC USA.

### [Kim Yi Dionne](#)

#### **Member**

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

### [Nathaniel Heller](#)

#### **Member**

Managing Director, Geneva Global

### [Homi Kharas, Ph.D](#)

#### **Member**

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

### [Brenda Killen](#)

#### **Member**

Director of the Scaling Up Nutrition (SUN) Movement Secretariat.

### [Panthea Lee](#)

#### **Member**

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

### [Josh Powell](#)

Ex-officio; non-voting.

### [Nanjira Sambuli](#)

#### **Member**

Researcher, Policy Analyst, and Advocacy Strategist; former Senior Policy Manager at the World Wide Web Foundation.

### [Richard Steyer](#)

#### **Member**

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

### [Rian Wanstreet](#)

#### **Member**

PhD Candidate at the University of Washington; Mozilla Open Science Fellow

## 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

### [Sarah Orton-Vipond](#)

Director, Engagements and Partnerships

### [Andrea Ulrich](#)

Deputy Director of Operations

## About Development Gateway

Development Gateway (DG) delivers data and digital solutions for development. A mission-driven nonprofit, DG clients include more than 40 partner country governments; numerous bilateral and multilateral development agencies; private sector and non-governmental organizations; and leading foundations. For nearly two decades, we have provided tools to further data use initiatives around the world.

For information or inquiries, please contact us at [\*\*info@developmentgateway.org\*\*](mailto:info@developmentgateway.org).

**Stay connected and follow us on**



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