DEVELOPMENT GATEWAY
Solutions that empower

Development Gateway

2016

Annual Report

Turning data into action

Achieving the 2030 Agenda

This year has marked the first since remarkable consensus on the Sustainable Development Goals, Paris Climate Agreement, and Addis Ababa Financing for Development conclusions. With world leaders back home, the real work begins – and to accomplish these goals, leaders must include governments, private businesses, and civil society. Development Gateway is proud to be part of the international community striving to make the world a better place for all.

Energy, agility and innovation: these are the traits Development Gateway brings to meet the challenge of the 2030 Agenda. In particular, as data become increasingly available, we are sharpening our focus on the use of information to achieve impact: how we can enable those at the local level to use data to achieve their goals and deliver services more effectively.

Over the past year, we have sought to increase data use through a range of programming. This focus has taken the form of exploring local-level results data collection, interoperability, and use; working with partner governments to visualize and communicate health, education, and financial information; and understanding the enabling environments that promote open data use – to name just a few examples from our growing portfolio.

Development Gateway remains a technology and data-focused social enterprise. As a learning organization, we seek to incorporate adaptive, evidence-based approaches in all that we do. We strive to continue providing impactful services to work with our partners in a variety of ways: leveraging state-of-the-art software and user-centric development practices, building organizational monitoring, evaluation and learning frameworks, using the latest data science techniques to help our partners, and broadening their "voice" across online and offline media.

Through deepening our partnerships with governments, development partners, and like-minded organizations, we aim to deliver adapted tools and services, and strengthen our partners' capacity to enable their success. Crucially, this must include not only the collection of datasets, or maintenance of a technology platform: it must also entail using this technology and data for better policies, planning, communications, and analysis. Achieving this sustainable cycle is at the heart of Development Gateway's mission and mandate.

We invite you to join us as we seek to turn data into action.

Ad Melkert
Chair, Board of Directors
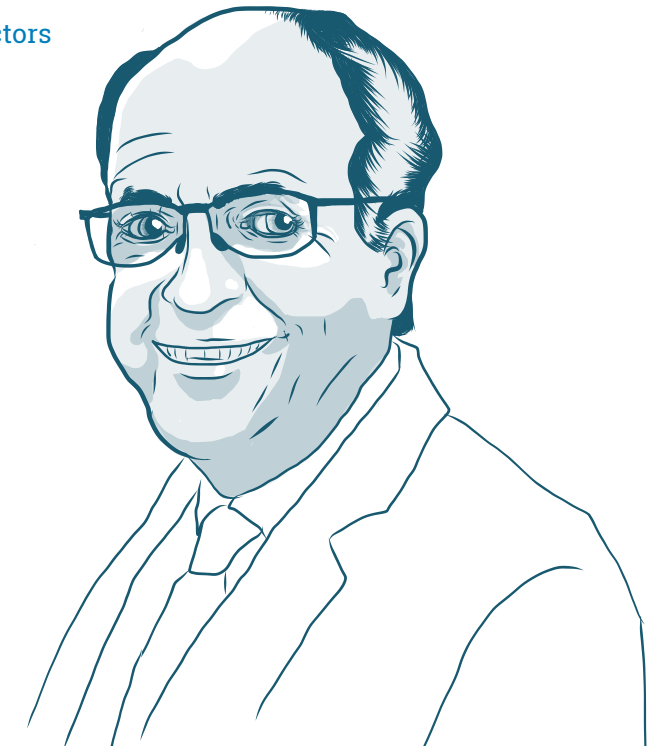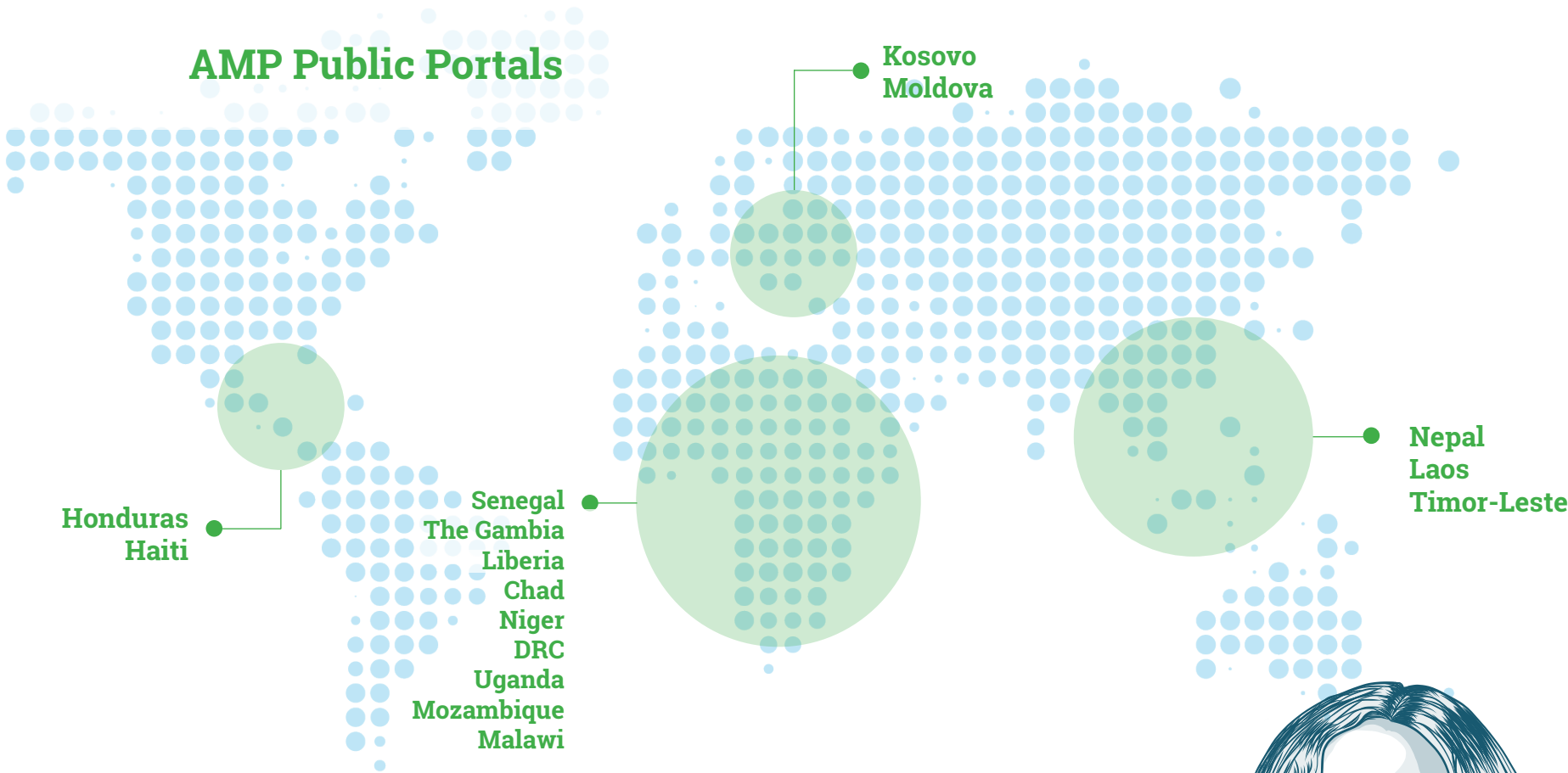
Mobilizing for the Data Revolution

Mobilizing data to meet the goals of the "Data Revolution" will require a combination of technological innovation, skills training, and lasting partnerships. This holistic approach defines much of Development Gateway's programming – as exemplified in particular by our Aid Management Program (AMP) – and we are well prepared to help the development community grapple with the challenges of sustainable, useful development data.

Ten years ago, we began our first AMP implementation with the Government of Ethiopia. Today, we celebrate our programmatic footprint across 25 countries – including 16 with open data portals. We have embedded Aid Management Fellows – data and innovation experts – in government ministries across 15 partner countries, and developed scalable GIS visualization tools and trainings for 10 partner governments, through our award from the USAID Higher Education Solutions Network. In the past year alone, we have modernized the program's core software (AMP) with new visualization, mapping, and reporting capabilities; developed an IATI Import Tool, allowing for greater data interoperability and use, while reducing the data entry burden; and trained nearly one hundred new users. We are proud to report that nearly half of AMP countries today fund their own software upgrades and support.
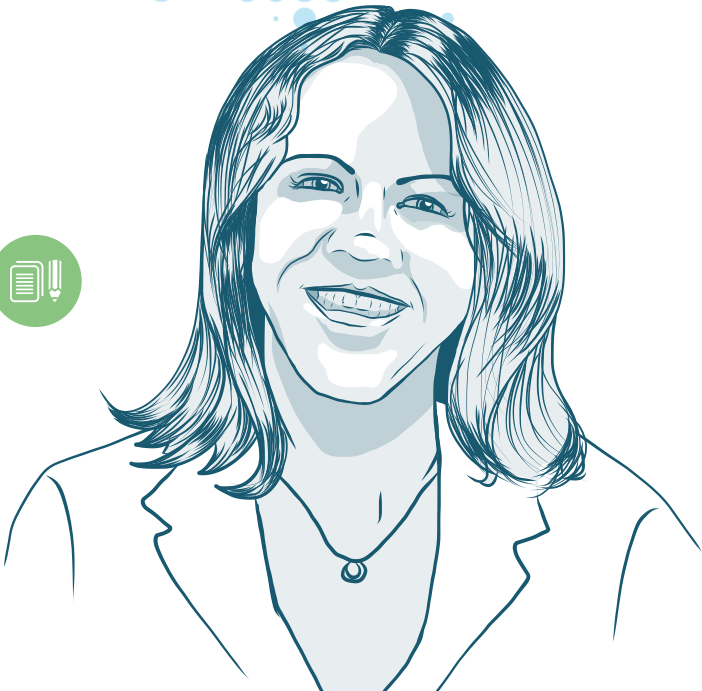
Building on our past lessons, and on the goals of the Data Revolution, we have two focus areas: to grow our presence in new countries, and accelerate the "graduation" of current partners to full ownership of their programs and technology. For members of the aid management community, we have also begun releasing modules of the AMP software as open source resources on Github. For current Aid Management Program partners, we aim to accelerate the move from data collection to rigorous analysis for decision-making.

As Development Gateway continues developing new scalable programs – for open contracting, results data, extractives, and others – our AMP experience from the past decade will guide us. We will continue to combine technology and advisory services: creating tools for daily, practical use, while cultivating and supporting skills and enabling environments for data use. We work hand-in-hand with our partners to set ambitious goals for progress and ownership, while supporting incremental steps to achieve sustainability. Finally, building trust and forging long-term relationships with our partners will always remain central to our approach. These principles will allow us to create the technology and tools that truly empower development actors to reach more people and deepen their impact.

AMP Public Portals

Kosovo
Moldova

Honduras
Haiti

Senegal
The Gambia
Liberia
Chad
Niger
DRC
Uganda
Mozambique
Malawi

Nepal
Laos
Timor-Leste

section author
Nancy McGuire Choi
Chief Operating Officer

Innovating for the Data Revolution

The next "big idea" in technology and data for development will not happen in a vacuum. At Development Gateway, we seek to innovate by working closely with our partners and clients, to solve their most important problems.

But what does this look like in practice? Our innovation bets typically take the form of providing time, or co-investing with our funders, to provide an individual or small team time to work on a prototype or idea. We strongly believe that DG is poised to conceptualize and build the next generation of products and services for furthering the data revolution.

Here are some current examples of our innovation portfolio, led by a wide mix of our talented team:

1. Open Contracting

We are building a comprehensive procurement transparency program for country governments seeking to implement open contracting at a national level. This program is built around open source software, using the Open Contracting Data Standard (OCDS); structured technical assessment and use case analyses, to guide program management and policy recommendation; and hands-on process, change management, data collection, and analytical training. In one year, we have scaled from a pilot program in Vietnam to activities in 9 countries worldwide.

2. IATI and Country Systems

For years, DG has been a leader in aid management, and an active participant in the International Aid Transparency Initiative (IATI). More recently, we have used this expertise to lead a combination of applied research, open source software development, and trainings to assist government partners seeking to benefit from IATI data use. We are also partnering with Development Initiatives to launch the first ever IATI-AIMS Fellowship, modeled on our successful Aid Management Fellows program.

3. Country Tools for the SDGs

Using our own internal funds, DG is building out technical tools, trainings, and process approaches for the country-level capture, reporting, and use of data to achieve the Sustainable Development Goals (SDGs). Linking indicator and resource data – informed by our Aid Management Program, Results Data Initiative, and Tanzania Sectoral Dashboard work – we aim to help governments manage for the SDGs at both national and local levels.

section author
Josh Powell
Director of Innovation
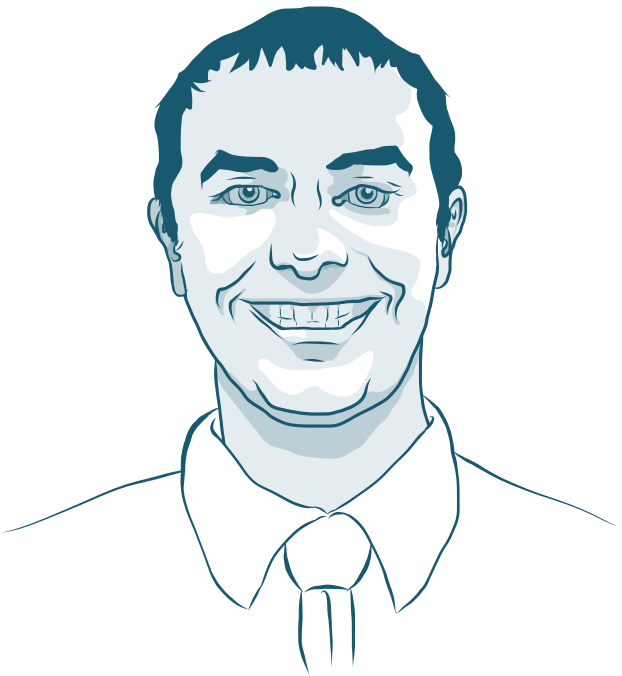
Localizing the Data Revolution

As a development community, we invest a great deal in data-related activities – particularly for monitoring and results reporting. But are the ways in which we gather, share, and use this information as efficient and impactful as they must be, to achieve the 2030 Agenda?

Over the past year, through our **Results Data Initiative** (RDI), Development Gateway sought to understand how local-level development actors interact with results information. With support from the Bill & Melinda Gates foundation, the RDI team interviewed 450+ representatives from national governments, local officials, development partners, and NGOs in three countries – Ghana, Tanzania, and Sri Lanka – focusing on health and agriculture sectors.

The major lessons? Local actors want more specific, disaggregated data to measure their results – and need resources to ensure data quality. They ask for tools, skills, and resources to use data well. And, just as importantly, they need space – and incentives – to use data meaningfully. Development leaders

need to make data use a priority, and reward those who use data meaningfully to improve their impact. Finally, local actors *need resources to do something differently* as a result of data-driven insights.

Data and technology are powerful tools for development – but we must do more to mainstream data and technology *use* into decision-making and budgeting processes. No easy task, DG aims to tackle these "political economy of data issues" through new and existing program initiatives over the coming year.

For more information on RDI, including country briefs, policy note, data visualizations, and more, please visit www.developmentgateway.org/expertise/results/.

Results data can have a powerful effect when local decision makers analyze and communicate key results information.

In one case in Ghana, a District Health Director was concerned about **unusually high maternal mortality rates in some communities within her district.** The health team used facility data from DHIMS to display and compare maternal mortality figures for each of the communities. The data were presented during a District Assembly meeting and the alarming figures **caused a stir, compelling Assembly members for those communities to take action.** Several assemblypersons quickly arranged accommodation and other resources to bring new community health workers to their areas. **Health worker coverage in the district has now substantially increased,** though resulting changes in maternal mortality have not yet been assessed.

section author
Dustin Homer
Director of Engagement and Partnerships

Statement of Financial Position

Years ended June 30 (in thousands of USD)	2016	2015
Assets		
Cash and Cash Equivalents	1,536	1,809
Prepaid Expenses and Other	1,347	927
Property and Equipment Net	68	92
Total Assets	**2,951**	**2,828**
Liabilities and Net Assets		
Accounts Payable and Accrued Liabilities	383	362
Deferred Revenue	515	897
Total Noncurrent Liabilities	431	425
Total Liabilities	1,329	1,684
Unrestricted Net Assets	1,621	1,144
Total Liabilities and Net Assets	**2,951**	**2,828**

Statement of Activities

Years ended June 30 (in thousands of USD)	2016	2015
Revenue		
Grants	125	211
In-Kind Contributions	1,331	880
Contracts	6,042	5,211
Currency Loss and Other Income	333	389
Total Revenue	**7,832**	**6,691**
Expenses - Program Activities		
Grants	148	95
Contracts	5,461	4,749
Total Program Activities	**5,609**	**4,844**
Expenses - Support Services		
Fundraising	306	280
Management and General	1,840	1,507
Total Support Services	**2,145**	**1,787**
Total Expenses	7,755	6,631
Change in Unrestricted Net Assets	77	60
Assignment of AidData	400	-
Unrestricted Net Assets, Beginning of Year	1,144	1,084
Unrestricted Net Assets, End of Year	1,621	1,144

Project Partners and Funders

- African Development Bank
- Asian Development Bank
- The Bill & Melinda Gates Foundation
- Department for International Development, United Kingdom
- European Commission
- Extractive Industries Transparency Initiative (EITI) Secretariat
- French Ministry of Foreign Affairs and International Development
- Fund For Shared Insight
- International Finance Corporation
- Japan International Cooperation Agency (JICA)
- National governments in partner countries
- NESTA
- Plan International
- United Nations Development Group
- United Nations Development Programme
- United States Agency for International Development
- The William and Flora Hewlett Foundation
- The World Bank

Technical Partners

- Athena Infonomics
- The College of William & Mary
- Brigham Young University
- DataVision International
- DEXIS Consulting Group
- Esri
- Foundation Center
- GlobalGiving
- Institute of Development Studies
- InterAction
- International Food Policy Institute (IFPRI)
- The International Solutions Group
- Keystone Accountability
- Management Frontiers
- Open Data Services
- Overseas Development Institute
- Organisation for Economic Co-operation and Development (OECD)
- Publish What You Fund
- Reboot
- Research Trust Limited
- Robert S. Strauss Center's Climate Change and African Political
- Stability (CCAPS) Program at the University of Texas at Austin
- Social Impact
- University of Maryland – College Park

Memberships

- AidData Consortium (DG is a co-founder)
- Feedback Labs (DG is a co-founder, host, and institutional member)
- Global Partnership for Sustainable Development Data
- International Aid Transparency Initiative
- Joined-Up Data Alliance
- Open Aid Partnership
- OpenGov Hub (DG is a co-founder)

Governance Board of Directors*

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

V.S. Subrahmanian (Board Secretary and Chair of the Audit Committee)
Director, Institute of Advanced Computer Science, University of Maryland

Rudolf Haggenmueller (Chair of the Finance Committee)
Vice President, Cirquent GmbH; Professor, Munich University; Chairman, Information Technology for European Advancement, the EUREKA Cluster on Software-Intensive Systems and Services

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Sous-Directeur, French Ministry of Foreign Affairs; Representing the Government of France

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Executive Chairman, Mary O'Kane & Associates Pty. Ltd.

Ngozi-Okonjo-Iweala
Senior Advisor, Lazard

Brenda Killen
Deputy Director, Development Coordination Directorate; Representing OECD

Jean-Louis Sarbib
Chief Executive Officer, Development Gateway; Ex-officio non-voting member

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Chief Executive Officer

Nancy Choi
Chief Operating Officer

Abdoulaye Diatta
Director of Finance

Fernando Ferreyra
Director of Software Development

Dustin Homer
Director of Engagement and Partnerships

Josh Powell
Director of Innovation

* As of December 2016

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www.developmentgateway.org