

Development Gateway

EMPOWERING DATA USE

2017 ANNUAL REPORT

About Development Gateway

Development Gateway (DG) delivers data and digital solutions for sustainable development. A mission-driven nonprofit, DG clients include more than 35 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 and data transparency initiatives around the world.

For information or inquiries, please contact us at info@developmentgateway.org.

Stay connected and follow us on



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Letter from the Chair

Since 2015, we have seen the excitement, dynamism, and challenges that come with turning the Sustainable Development Goals (SDGs) from *words* into *action*. Organizations are forming new partnerships to achieve the 2030 Agenda, and investors are ramping up funding for the data revolution.

This year, Development Gateway has further explored data use and decision-making processes that drive real change – with a focus on incentives and opportunities for innovation, and change aimed at strengthening public knowledge and citizen participation.

Through our Results Data Initiative and other programming, we are taking a problem-driven, iterative, adaptive (PDIA) approach to increasing development data use within governments and agencies. We are building our Open Contracting program, focusing on end-to-end implementation of procurement data publication, use, and analysis to foster civil society engagement. Rather than focusing on obstacles, together with our partners we seek opportunities and points of leverage to achieve policy impact for social and economic progress.

Technologically, we continue to innovate – developing new, lightweight applications focused on users and the issues they face. We strive to make these tools more than just technology platforms, but rather resources that governments can use to solve the problems that stand in the way of achieving the SDGs. To do so, we foster diverse and enduring partnerships built on trust – with a wide variety of country governments, like-minded development agencies, and foundations. Working hard to understand our partners' decision space, needs, and resources ensures our tools remain sustainable for future use beyond the life of a project.

This understanding will further guide our strategy towards maximizing Development Gateway's contribution to achieving the data revolution for sustainable development.

Thank you for your continued support.



Ad Melkert

Chair, Board of Directors



Empowering Data Use

Too often, data solutions proposed by development organizations are not aligned with on-the-ground resources. Therefore, well-meaning but “mis-matched” solutions can leave the decision making needs of users unmet by available data.

We believe that user focused or problem focused programming can turn this set of constraints into a virtuous cycle of data use. Our PDIA programming targets problems first; then informs data supply and use to meet these needs; then returns to problem solving as needed. We are constantly exploring ways in which we can grow, learn, and improve within the circular data use process. We use feedback and adaptation mechanisms to ensure that the data use process goes from producing data to maximizing information *use* to improve decision making.

EMPOWERING DATA USE

The following are a few examples of ongoing work around empowering data use:

Higher Education Solutions Network (HESN) Country Studies

Though initially focused on the creation of geospatial data and tools, DG and our partners at the AidData Center for Development Policy and the University of Texas at Austin have catalyzed HESN to focus on generating learning on the barriers to and opportunities for data use and uptake.



In the HESN award's final year, the AidData Center for Development Policy team has implemented a series of upgrades supporting greater uptake of geocoded data by partner country policymakers and practitioners, including DG's new GIS module for AMP. And in the past five years, DG has engaged in HESN work by providing:

11

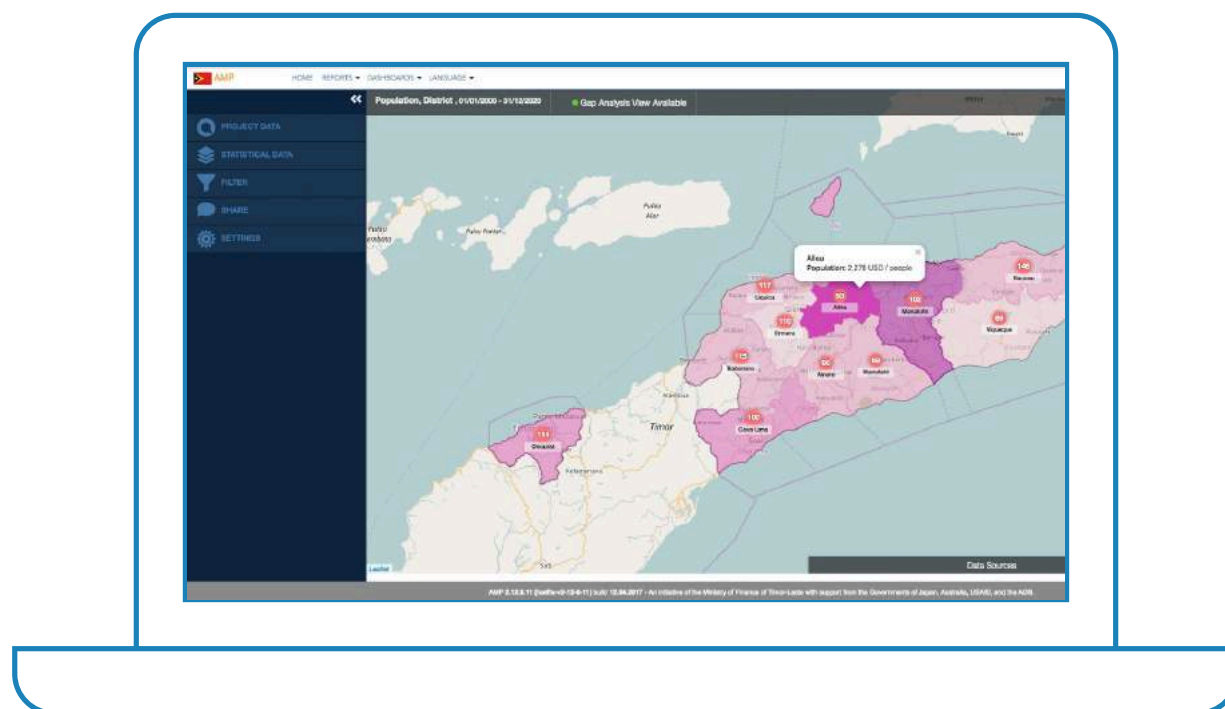
In-country implementations

18

New AMP GIS modules, deployed and scaled

25+

country collaborations via AMP and HESN





Within the larger USAID “Where the Money Goes” project, we conducted in-depth qualitative studies of data use and decision-making processes in Timor-Leste, Honduras, and Senegal. The studies provide thought-provoking new insights, such as what barriers to data use exist among government and civil society, and how these barriers might be effectively addressed. Using knowledge gained, we’ve rolled out new GIS tools for our Aid

Management Platform (AMP) data that make the decades-long program even more customized to user needs. This HESN work builds upon ten years of implementing, learning, and improving through AMP, and has reinforced AMP as a powerful tool emboldening data use. Through HESN, we’ve led people to think about innovative ways to use aid data, and new and existing geospatial analysis tools, in their daily work.



We interviewed senior, mid-level, and local leaders from three critical stakeholder groups: government agencies, civil society organizations (CSOs), and development partners, to gather data for the country studies. **In each study, we drew upon the following number of individuals’ stories:**

Honduras

68

Senegal

49

Timor-Leste

77

For an in-depth look at this work, please see our joint publication “Avoiding Data Graveyards” at <http://aiddata.org/avoiding-data-graveyards>.



Results Data Initiative

Over the past year, we've shared lessons from Phase I of the Results Data Initiative (RDI) where we “diagnosed” the results data ecosystems of Ghana, Tanzania, and Sri Lanka. In 2017, we've focused on amplifying this country-level work – partnering with the Governments of Malawi and Tanzania to build practical applications that give leaders the information they need to base management, policy, and planning decisions on actual results. These tools will be co-created and country-owned. As for *how* we co-create, our PDIA development process is based on needs identified by decision makers themselves, and our methodology centers on quarterly co-design workshops that bring together senior-level officials and lower level technical staff from across ministries.

We believe that adaptive, demand-driven programming, collaborative problem identification, and thoughtful solution co-design can increase the usefulness (and use) of evidence in policymaking.

Empowering Data Use



We use our PDIA approach to first identify a relevant decision, then work “backwards” to identify the right tools, resources, and data needed to support that decision. In **Tanzania** and **Malawi**, we’re using the PDIA approach to work in two far-reaching sectors – **health and agriculture**.



Tanzania

Our latest co-design workshop took place in Dar es Salaam in November 2017



Malawi

Our latest co-design workshop took place in Lilongwe in December 2017



In 2015-2016, the Results Data Initiative (RDI) sought to understand how local development practitioners collect, share, and use outcome and output information. After speaking with over 450 government officials, donor representatives, and implementer staff, we are putting our insights into action.

For an in-depth look at this work, please visit the Development Gateway website at <http://www.developmentgateway.org/expertise/results> to download the report and interact with the data visualization.



Tanzania Water Point Mapping System (WPMS)

To increase universal access to safe water in mainland Tanzania, it's important to provide reliable, accurate, and up-to-date information on water points. We have built a user-friendly operational dashboard and smartphone application for District Water Engineers, allowing users to visualize water point coverage by ward, health facility distance to nearest water point, and water scarcity risk. The Water Point Mapping System is a great example of our unique ability to develop the tools that users need to effectively gather, share, understand, and use critical development data.



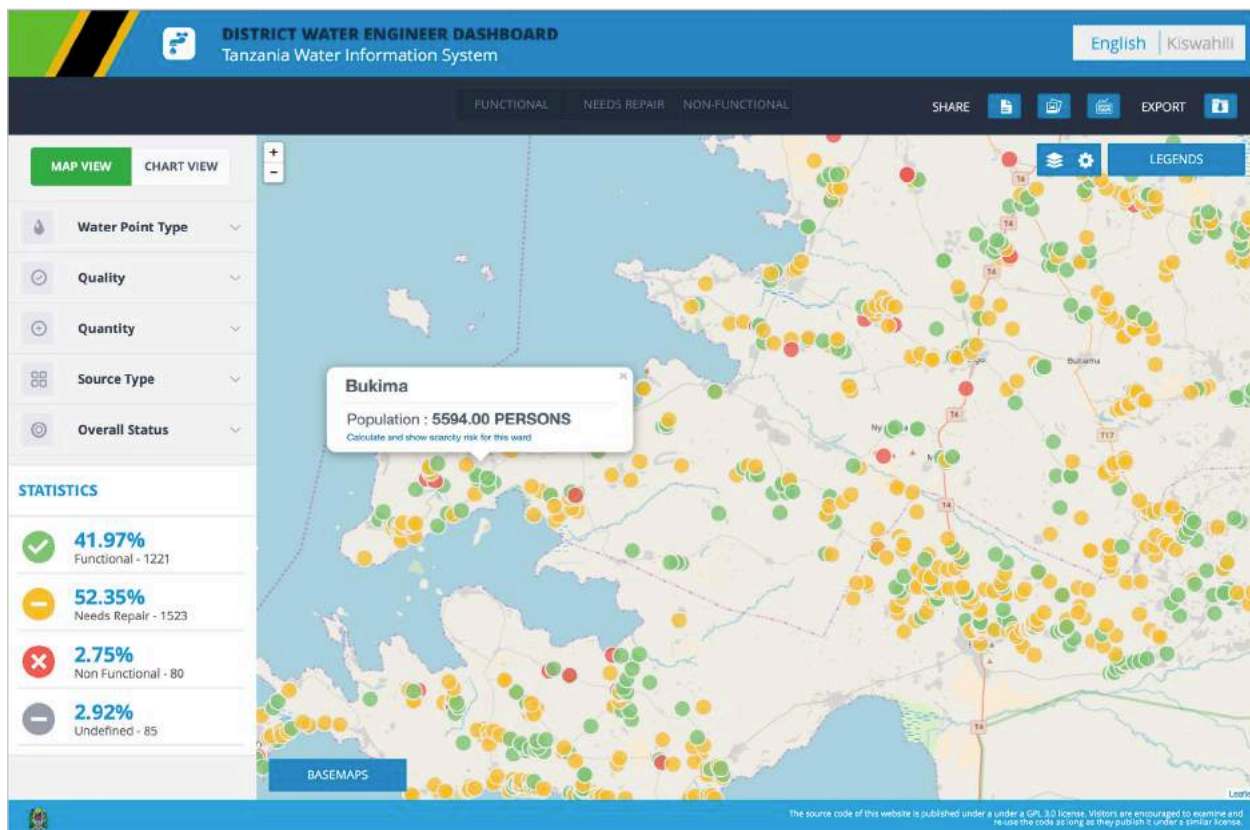
of citizens in Tanzania live in rural areas. In these areas, nearly half of water sources (“water points”) are not functional.



of these water points fail quickly – within one year of construction – with no plans of repair in sight.



water point records are captured in the Tanzania Water Point Mapping System, providing up-to-date information on the status, location, and usability of each one.



The screenshot shows the 'Waterpoint Management System' app interface. It features a background image of a hand turning a water tap. The app is in 'Edit Waterpoint' mode, with a 'Create a New Water Point' header. The form includes fields for 'Water Point Code' (2004303311WP10), 'Water Point Name' (Kiwandani), 'Water Point Description', 'Start Date' (Wed Dec 31 1969 19:00:00 GMT-0500 (EST)), and 'End Date' (Wed Dec 31 1969 19:00:00 GMT-0500 (EST)).

WPMS includes a smartphone app that works offline – allowing users to create, select, and update water points on their mobile devices.



Putting Results Data to Use in Development Agencies

DG aims to understand and address results data use challenges at the country level, as well as deepen our engagement with development agencies. Agencies, along with governments, face challenges in using available results data to inform resource allocation and make programs more effective.



RESULTS DATA AT THE AGENCY LEVEL

How are we using learnings from RDI? Our current agency-level work involves partnering with the UK Department for International Development (DFID) and Global Affairs Canada (GAC) to co-create, test, and scale tools and processes that increase the use of data and evidence in policy making. Our approach is collaborative, continuous, and iterative. It aims to arrive at tools that are useful and made-to-measure for the specific needs of each agency.

We are conducting analyses in DFID HQ and Country Offices – supporting analysis and presentation of results data for policy and program design. We’re also supporting GAC’s implementation of its Architecture for Results in International Assistance strategy, which includes the implementation of the first Feminist International Assistance Policy. And along with strategy and framework, we also support technical solutions: tools to improve agency processes for creating, managing, and disseminating results data.

Our work helping UNICEF roll out and operationalize a new Data for Children strategy underscores this growing portfolio of agency level programming. DG’s role is integral in UNICEF’s goal of making data “work” for children in the East Asia Pacific (EAP) region. We are building out country and regional-level data action plans, identifying where UNICEF is best-placed to support data for each country’s priorities and informing UNICEF’s “**smart demand**” of data.

Targeting data use pain points within agencies and development partners themselves is an exciting – and unique – opportunity to pave the road to effective policy implementation, improved

accountability, and useful learning. Our aim is to help others collect information with specific decisions and problems in mind. **We have the tools to do so, and we are eager to share them in the coming year, through new and existing agency-level programs.**

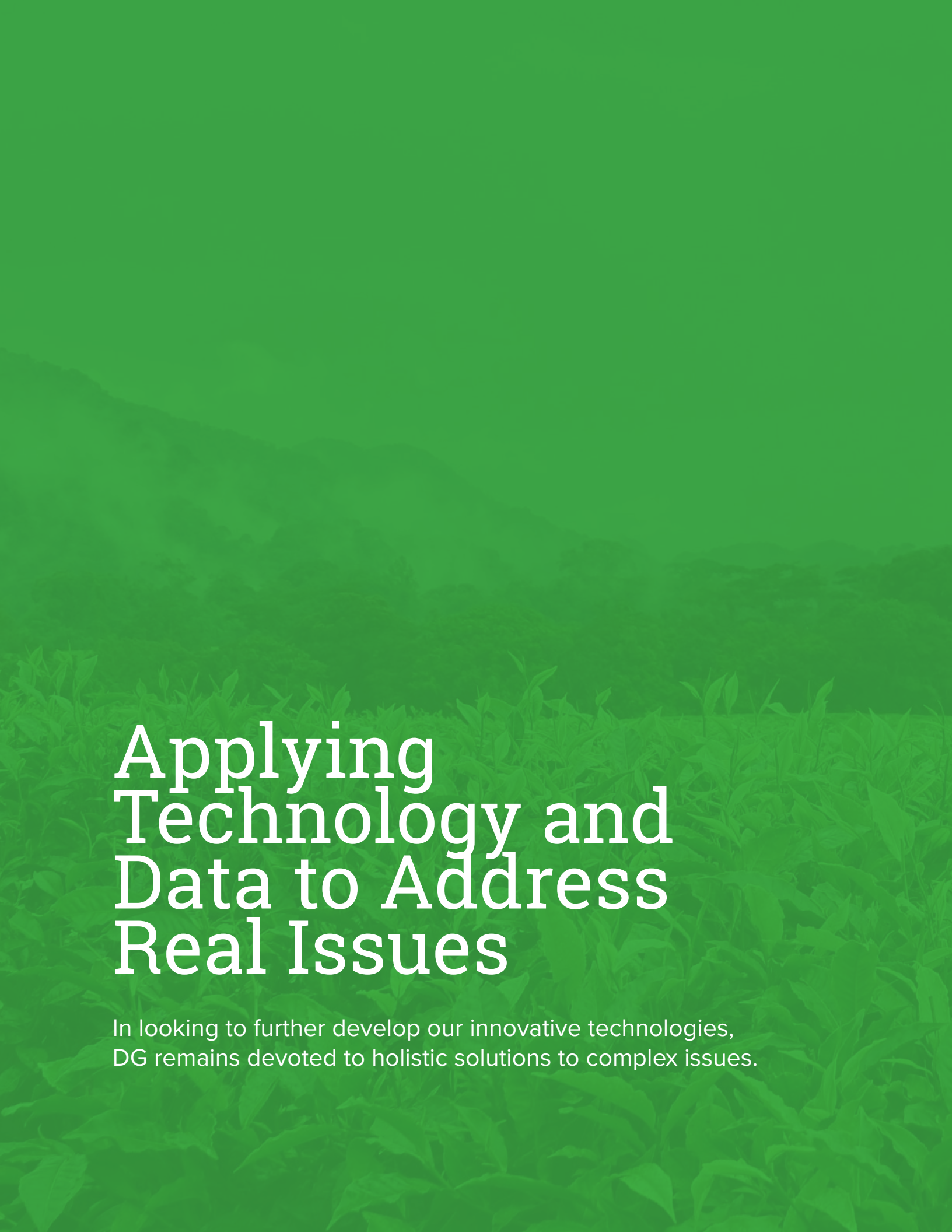


smart demand

/ smärt d•mand /

noun

The collection of information with
specific decisions + problems in mind



Applying Technology and Data to Address Real Issues

In looking to further develop our innovative technologies, DG remains devoted to holistic solutions to complex issues.



TECHNOLOGY AND DATA TO ADDRESS ISSUES

In order to support governments, organizations, and citizens all at once, our data must be more than quantitative. Our project portfolio is diverse and cutting-edge, with a growing focus on open contracting (OC) and visualizing qualitative data in engaging, creative, and useful ways.

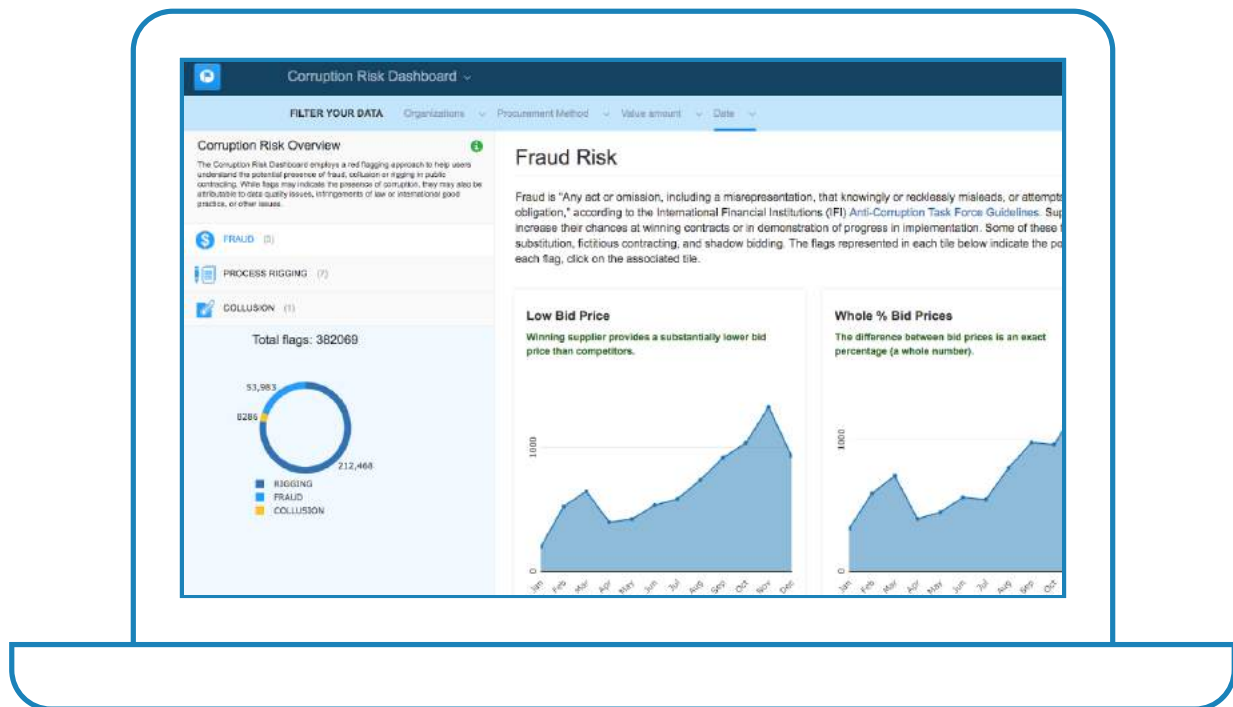
As we deepen engagement and build leadership in the OC and procurement analytics space, our mission of creating a globally recognized program is becoming reality. We know from years of building technology that finding the right tools is paramount. This applies to OC, and our open source analytics dashboards: the Monitoring and Evaluation (M&E) Dashboard, Corruption Risk Dashboard, and Contract Explorer all help leverage public procurement data to improve service delivery and ensure the proper and transparent use of resources.

We have also developed a suite of tools for converting and publishing data – all of which are open source, saving data publishers from having to “reinvent the wheel” each time they seek a new tool or functionality. We recently contributed our lightweight data validator tool to the OC community. Additionally, earlier this year, we used our open source IATI-AIMS Integration tool to link the Uganda Aid Management Platform with the country’s financial data platform, DMFAS. This linkage is the first integration between an aid management system and DMFAS, a tool used in 50+ countries.

Effective harvesting and analysis of procurement data can streamline public procurement markets and give citizens confidence that their governments are spending tax money wisely.



We work with the Open Contracting Partnership, the World Bank, the Foreign & Commonwealth Office (UK), the Hewlett Foundation, governments, and local partners to enable procurement environments that meet citizens' needs. Our program equips governments with the ability to open up data, increase procurement efficiency, and reduce corruption.



Our **PREMAND (PREventing Maternal and Neonatal Deaths)** project seeks to address the complex underpinnings of the health sector and prioritize citizen voice into data. Health is multidimensional, and its data should be too. PREMAND's prudent and proactive approach addresses that. It aims to supplement clinical data with an understanding of the social and environmental factors that affect outcomes for

mothers and infants in northern Ghana. We're building a tool to help communities and health workers understand social and environmental factors, and how those factors vary by community and population. Our data will provide analytical insights for health providers and clear messaging for local communities: useful data, meeting tangible needs and improving lives.

The background of the slide is a photograph of a city skyline, featuring several tall buildings and construction cranes. The entire image is covered with a semi-transparent blue filter. The title text is white and positioned in the upper left quadrant of the slide.

Accelerating Towards Achieving the Data Revolution

In each project and partnership we've been a part of in the past year, we've created, adapted, and iterated on the best techniques to driving data use. This approach, rooted in learning, has allowed us to continue developing an applied research portfolio, prioritize big picture thinking, and translate our on-the-ground learnings to policy-relevant messages. In 2018-2020, our vision and strategic direction will continue to guide us in growing closer to achieving the data revolution.



TOWARDS THE DATA REVOLUTION

Over the next three years, we envision focusing on three programmatic pillars of DG:

1. Effective Service Delivery
2. Total Resource Management
3. Organizational Data Strategy and Global Policy

These pillars work together to support DG's mission by providing a blend of expertise at the field level, country level, and global level – learning from each pillar informing and improving our work across all of our portfolio. Common to all of our projects is a decision-focused approach to the use of data, evidence, and technology. Across our projects and pillars, we will work to document our impact, capture lessons learned, and translate those lessons into relevant inputs to global policy discussions.

Through emphasizing our impact within each pillar, we will continue to prioritize and grow within sectors we have always been at the forefront of. The new strategy, prepared for rollout in early 2018, will help us to build on our prior learning, scale up our data use policy, and enhance our policy impact. Updated vision and mission statements will cornerstone each of our actions from 2018-2020, and we will continue to tailor each program to fit its unique contexts, engaging with policy makers to identify opportunities for using data to drive change.

Vision Statement:

We envision a world in which institutions listen and respond to the needs of their constituents; are accountable; and are efficient in targeting and delivering services that improve lives.

Mission Statement:

We support the use of data, technology, and evidence to create more effective, open, and engaging institutions.



Statement of Financial Position

As of June 30, 2017	USD
Current Assets	
Cash and cash equivalents	1,308,067
Note receivable	50,000
Grants and contracts receivable	1,710,272
Accounts receivable	142,167
Prepaid expenses and other assets	97,026
<i>Total Current Assets</i>	3,307,532
NonCurrent Assets	
Accounts receivable, net of current portion	160,000
Total Assets	3,467,532
Liabilities and Net Assets	
Letter of credit loan	47,333
Accounts payable and accrued liabilities	428,578
Deferred contract revenue	98,835
Deferred rent liability	12,029
<i>Total Current Liabilities</i>	586,775
NonCurrent Liabilities Assets	
Letter of credit loan, net of current portion	23,667
Deferred rent liability, net of current portion	232,999
<i>Total NonCurrent Liabilities</i>	256,666
Total Liabilities	843,441
Net Assets	
Unrestricted	923,286
Temporarily restricted	1,700,805
<i>Total Net Assets</i>	2,624,091
Total Liabilities and Net Assets	3,467,532



Statement of Financial Position

As of June 30, 2017	USD
Support and Revenue	
Grant Funded Programs	31,160
Client Research Projects	2,099,367
Aid Management Program	770,932
dgMarket	301,578
AidData Research, including in-kind contributions of \$912,543	1,822,692
Client Research Projects	1,513,761
Rental income	45,986
Currency loss	(40,471)
Other income	45,311
Net assets released from donor restrictions	–
<i>Total Support and Revenue</i>	6,590,316
Expenses (Program Services and Supporting Services)	
Grant Funded Programs	10,168
Zunia	6,917
Aid Management Program	537,318
dgMarket	211,089
AidData Research, including in-kind contributions of \$912,543	1,615,464
Client Research Projects	1,931,637
<i>Total Program Services</i>	4,312,593
Management and General Administration	1,816,937
Fundraising	438,309
<i>Total Supporting Services</i>	2,255,246
Total Expenses	6,567,839
Other Items	
Sale and transfer of dgMarket	400,000
Changes in net assets	422,477
Net assets at beginning of year, as restated	2,201,614
Net Assets at End of Year	2,624,091



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 Haggemueller (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-Okonjo-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

Deputy Director, OECD's Development Co-operation Directorate.

Mary O'Kane, Ph.D

New South Wales Chief Scientist and Engineer; Executive Chairman of Mary O'Kane & Associates Pty Ltd; former Chair of the Board of DG; and former president of the University of Adelaide.

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.

Jean-Louis Sarbib

Ex-officio; non-voting.

Development Gateway Executive Team

Jean-Louis Sarbib

Chief Executive Officer

Josh Powell

Deputy CEO

Vanessa Goas

Senior Director of Operations

Abdoulaye Diatta

Director of Finance

Fernando Ferreyra

Director of Software Development

Martha Staid

Director of Programs