# 2022
# ANNUAL REPORT

## A NEW STRATEGIC PARTNERSHIP WITH IREX

**DEVELOPMENT GATEWAY**
**An IREX Venture**

# A Message from Josh Powell

**In reflecting on the past two years at Development Gateway: An IREX Venture (DG), I'm struck by how distinctly this time has marked a bold new chapter in DG's history.**

In 2021, we formed a new strategic partnership with IREX, positioning DG as an independent subsidiary with a complementary set of skills and experience as well as aligned governance and programming. Our aim in partnering was to allow both of our organizations to better enact our shared mission and have a greater impact on the people and institutions that we serve across the globe.

As a first step in this partnership, we expanded our strategic focus in 2022 to include new thematic areas, such as education, youth, and combatting mis/disinformation. Additionally, we've advanced DG's geographic focus to include Central America and Eastern Europe, while also continuing to deepen our longstanding work in West, East, and Southern Africa. (Our Strategic Plan 2023-2025 details the expansion and deepening of our work across regions.)

By the end of 2022, we already saw the promise in partnering come to fruition. Last year, DG assisted IREX in harnessing data to drive stronger program results and develop practical lessons by providing advice on data strategy and policy as well as building technical tools to support analysis. While IREX's successful implementation of large, long-term programs and expanded resources and methods for tracking, measuring, learning from, and communicating impact assisted DG as we continue to test out new techniques and methods as part of larger programs.

In 2022, we also launched many exciting new programs. These programs range in focus from supporting interoperability of livestock data and systems in Ethiopia and increasing the supply and use of tobacco control data about youth to advising dozens of IFAD programs across multiple regions on the most effective and ethical uses of digital tools and approaches. Each of these programs build on what DG does best: convening a broad set of partners, who complement and expand upon our own expertise, and engaging directly with governments on the use of digital technology and data to support better decisions in their efforts to improve lives.

As we move into 2023, I am excited to continue to deepen and expand upon our shared work with IREX, while growing DG in line with our strategy's ambitious goal of roughly doubling our resources for our mission throughout the next three years. I also look forward to expanding our existing partners, deepening our ties in the countries where we work, and collaborating with other leaders who are similarly intent on pursuing a bold vision for the impact their organizations can deliver.

Read our annual report for 2022 to learn more about how DG has continued to advance our vision and further our mission. If our work resonates with you, please get in touch to find ways to work together.

# Top 5 Highlights from 2022

## ① DG unveils a new strategic plan

The new [FY 2023 - 2025 Strategic Plan](#) builds on DG's two decades of supporting all levels of government, civil society organizations, and other development actors to thoughtfully deploy technology in ways that are sustainable and impactful.

Between the largest youth population in human history, recent democratic backsliding, societal changes from the COVID-19 pandemic, and more, now is a crucial moment for organizations to reassess how to best use data and digital technologies to solve problems. This is reflected in our new strategy; our emerging work will fall in one of several new thematic areas of advancing educational institutions, supporting marginalized youth, and combatting distrust in public institutions and media. At the same time, we will continue our work in health, extractives, open contracting, and data strategy, while diving deeper into our existing work in agriculture. Additionally, by embracing new approaches such as digital advisory services and responsibly piloting emerging technology, we hope to greatly accelerate and scale up our impact.
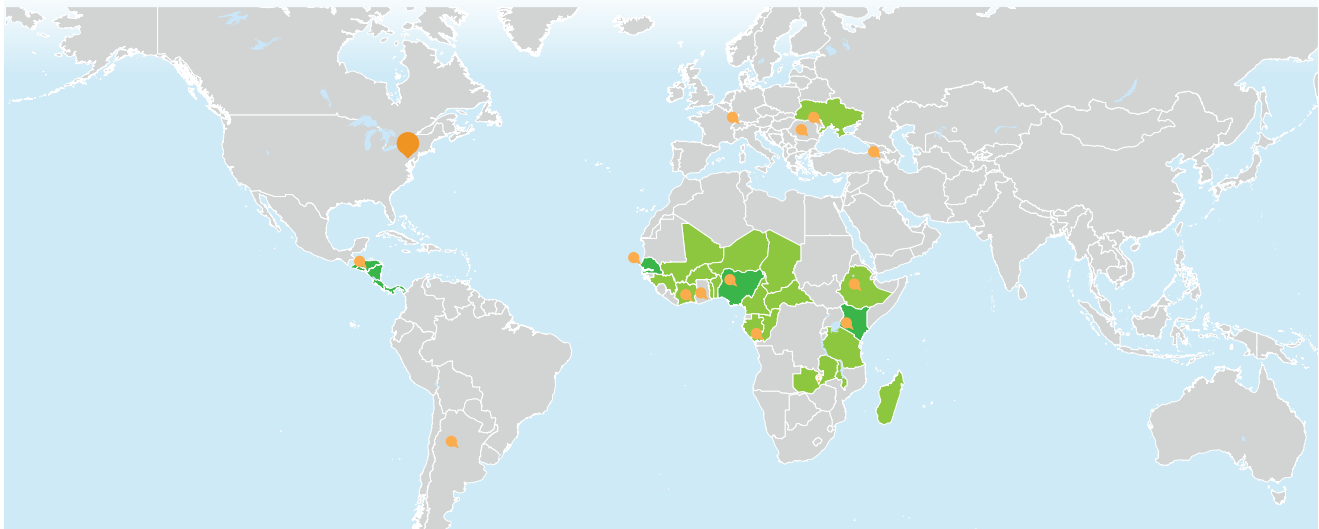


Our partnership with IREX is a key component to the new strategy. To accelerate greater impact, we will expand our geographic footprint through our relationship with IREX by marrying our organizational strengths and locations with emerging opportunities, focusing on key regions where we project the greatest likelihood to bring about lasting results, and by actively seeking partnerships with local changemaker organizations. By growing our work together, we know that we can leverage our strengths for even deeper change.

→ [Learn more about the new strategy plan](#)

## ② IREX strategic partnership

In 2021, DG entered a strategic partnership with IREX, with the aim of enabling both organizations to leverage data to support local leaders and global communities for more just, prosperous, and inclusive societies.

In just over a year since the partnership formed, we launched five joint programs in education, youth and workforce development, and beyond with IREX. Additionally, both organizations have greatly benefited from knowledge sharing. DG has assisted IREX in harnessing data to drive stronger program results and develop practical lessons by advising on data strategy and policy and building technical tools to support analysis. Conversely, IREX's successful implementation of large, long-term programs and expanded resources and methods for tracking, measuring, learning from, and communicating impact has assisted DG as it tests out new techniques and methods as part of larger programs. For example, in partnership with the Hewlett Foundation, we've started a research program in education—a sector in which IREX has worked successfully for decades and where DG is bringing its data-driven approach. We've also developed thought leadership pieces exploring data ecosystem assessment tools.

As we go into our second year as partners, we're looking forward to a continued deepening of our shared expertise, new joint contributions to the field and amplified impact in our missions, with several big bets on the horizon.

➡ **[Read more about DG's partnership with IREX](#)**

# ③ DG's work in digital transformation

Digital transformation is more than just the process of adopting digital tools in order to digitize services, processes, or documents; rather, it's about shepherding people through moments of change. Our approach to digital transformation is as a user-centered, iterative process in which DG holistically reviews a client's processes, services, and tools, often using DG's CALM Approach and Toolkit to inform the process.

Digital transformation occurred at almost every step in the TASAI-VISTA program. The aim of the program was to support the analysis and development of metrics in order to monitor the health and progress of the seed sector in focus countries. In part, this was achieved by the creation of the TASAI-VISTA dashboard that provides data on seed quality, availability, accessibility, and price in 17 countries in Africa.

Together with TASAI, DG reviewed the process around gathering seed data, looking at everything from data collection to dissemination. DG also supported TASAI in testing new digital approaches in data collection. Previously, survey data was collected using paper surveys or in non-standardized digital survey tools; this process delayed data validation and created an onerous workflow around making any corrections. It also left more room for human error. DG helped to digitize this process, allowing collectors to input data in real time with an online tool that has built-in validation checks. Digitizing this part of the process decreased the possibility of input errors and made the data collection significantly faster.

## *A4.1 Volume of Basic Seed Produced

| | | | Gov/KI #s | Seed Company #s | |
| Country — | Year — | Crop | Basic seed PR... | Basic seed PR... | Basic seed SO... |
| --- | --- | --- | --- | --- | --- |
| Burkina Faso | 2022 — | Cowpea | 84.29 | 784.29 | 672.75 |
| | | Maize | 124.09 | 7,489.16 | 4,709.3 |
| | | Rice | 82.14 | 5,610.49 | 4,858.63 |
| | | Sorghum | 28.7 | 1,975.1 | 1,085 |
| | Totals for 2022 | | 319.23 | 16,059.03 | 11,325.68 |
| Ethiopia | 2021 — | Maize | 279 | 1,554.84 | 855.6 |
| | | Sorghum | 5.4 | | |
| | | Teff | 105 | 2,220 | 971 |
| | | Wheat | 5,185 | 2,477.4 | 3,388.5 |
| | Totals for 2021 | | 5,574.4 | 6,252.24 | 5,215.1 |
| Ghana | 2022 — | Cowpea | 9.55 | 321 | 185.3 |
| | | Maize | 354.48 | 6,271.55 | 5,281.93 |
| | | Rice | 241.58 | 5,550.6 | 2,934 |
| | | Soya bean | 47.8 | 2,011.9 | 1,379.6 |

Filter | Summarize

**➔ Read more about DG's work in digital transformation**

Additionally, the analysis process was automated. Previously, the process of calculating respective indicators was largely done manually via Excel. Through the TASAI-VISTA program, the teams worked to streamline the process and in so doing, automated the calculation process. This means after cleaning the data, the research team has access to the analysis at the click of a button, improving the accuracy, transparency, and traceability of the methodology.

# DG holistically reviews a client's processes, services, and tools, often using DG's CALM Approach and Toolkit to inform the process

Digital transformation has been the backbone in much of DG's work since our founding, and it will continue to be a key part of how we collaborate with clients and partners, with the overall aim of improving development data and the processes in collecting, storing, and analyzing data.

### ➲ Read more about DG's work in digital transformation

## ④ Introducing the Digital Advisory Support (DAS) Program

Since March 2022, DG has led a Digital Advisory Support (DAS) Program, funded by a grant from the International Fund for Agricultural Development, to address the gap in digital tools and information access for smallholder farmers, building the capacity of stakeholders and institutions in Africa and Asia. DG will deliver support in partnership with digital development experts, Jengalab, and training and capacity building leaders, TechChange.

The DAS Program will customize advisory support on an on-demand basis, drawing from a menu of options that include the delivery of ecosystem assessments, development of digital training modules, and production of best practice guidance/knowledge products to strengthen institutional ability to build, integrate, and sustain digital technology for agricultural development.

The hope is that better use of technology within program design and implementation will have a trickle down effect by expanding food production and making it more efficient, thereby increasing smallholder farmer income as a result.
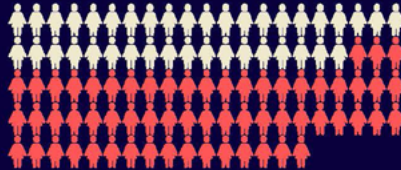
### ➲ Read more about IFAD DAS

# DIGITAL ADVISORY SUPPORT SERVICES

## Year One

**2,201,202 smallholder farmer beneficiaries/households**

**49.5%**
Women and Youth

**500,000**

Persons in rural areas accessing financial services

**8** Project Management Units

## Ethiopia, Uzbekistan, Malawi, DRC, Sudan, Morocco, Burundi, and Burkina Faso

**8** Ongoing Projects

**1** Country Strategic Opportunities Programmes

**3** Country Diagnostics

**4** Project Designs

**0** Macro Assessments

**208** Consultations

**3** Impact Assessment & M&E Frameworks

**4** Trainings

## $1.9 BILLION

total value of projects supported by the DAS Program

"DAS helped the [Uzbekistan] COSOP to adopt an innovative approach, especially regarding solutions to improve the M&E of IFAD country programmes."
- Enrico Protomastro, Programme Officer at IFAD

# ⑤ New achievements from the Tobacco Control Data Initiative

Through the Tobacco Control Data Initiative (TCDI), DG collects and aggregates data relevant to stakeholders who work in tobacco control. This data is shared and used by policymakers, governments, and civil society organizations to inform and monitor tobacco control legislation in order to reduce tobacco use.

DG's TCDI hit several major milestones in 2022. Nigeria's website was publicly launched with the support of Nigeria's Federal Ministry of Health and has been integrated in planning sessions and discussions among non-governmental organizations and government agencies involved in tobacco control. Zambia's website also launched in late 2022 with the support of federal government, civil society, and academic stakeholders. The project team also completed research on e-cigarette behavior in South Africa, which will be released publicly in 2023.

Our work to provide access to better tobacco control data has had a far-reaching impact at the country-level throughout the past year. The Nigeria Tobacco Control Alliance featured DG and the Nigeria dashboard in a webinar on tobacco control, expanding our audience for the tool. In addition, the Center for the Study of the Economies of Africa (CSEA) is pursuing a project using the Nigeria dashboard as a training resource for lawmakers. In South Africa, civil society reported effective use of the dashboard to engage the government in tobacco control policy making discussions.

> **→ Read more about TCDI**

# Board of Directors & Executive Team

## Development Gateway Board

**Aleksander Dardeli**
Executive Vice President, IREX

**Dr. Jennifer Bangoura**
Director of Career Innovation, Nexford University

**James Beresh**
Senior Director of Finance at Global Giving

**Kim Yi Dionne**
Assistant Professor of Political Science at the University of California, Riverside

**Worku Gachou**
Vice President, Inclusive Impact & Sustainability, Visa

**Nathaniel Heller**
Executive Vice President, Results for Development Institute (R4D)

**George Kogolla**
IREX Representative in Kenya and East Africa

**Josh Powell**
Ex-officio; non-voting

**Nanjira Sambuli**
Fellow, Technology and International Affairs Program at The Carnegie Endowment for International Peace

**Kate Thompson**
Chair, Nature for Justice; Director, Compass Capital Property Investment; Independent Consultant

**Dr. Hasan Tuluy**
Economist & Advisor, Centennial Group

**Dr. Zainab Usman**
Senior Fellow & Director of the Africa Program, Carnegie Endowment for International Peace

## Executive Team

**Josh Powell**
Chief Executive Officer

**Vanessa Goas**
Chief Operating Officer

**Hamadoun Cisse**
Director of Finance

**Sarah Orton-Vipond**
Director, Engagements and Partnerships

**Nurhan Kocaoglu**
Director of Programs

**Fernando Ferreyra**
Director of Software Development

**Beverley Hatcher-Mbu**
Deputy Director of Programs

**Andrea Ulrich**
Deputy Director of Programs

# Statements of Financial Position

**June 30, 2022 and 2021**

| Assets | **2022** | **2021** |
|---|---|---|
| **Current Assets** | | |
| Cash and cash equivalents | 4,159,419 | 4,691,555 |
| Grants and contracts receivable, net | 1,520,769 | 4,685,101 |
| Deferred rent asset | 12,810 | 18,164 |
| Prepaid expenses and other assets | 117,825 | 95,015 |
| Total current assets | **5,810,823** | **9,489,835** |
| **NonCurrent Assets** | | |
| Grants and contracts receivable, net of current portion | 2,006,443 | 195,387 |
| Grants receivable, net of current portion | 2,920,860 | ---- |
| Total noncurrent assets | 4,927,303 | 195,387 |
| **Total Assets** | **$10,738,126** | **$9,685,222** |

## Liabilities and Net Assets

| | **2022** | **2021** |
|---|---|---|
| **Current Liabilities** | | |
| Accounts payable and accrued liabilities | 730,320 | 574,924 |
| Note payable | 2,031 | 1,568 |
| Letter of credit loan payable | ---- | 23,667 |
| Deferred revenue | 30,354 | 41,123 |
| Total Current Liabilities | **762,705** | **641,282** |
| **NonCurrent Liabilities** | | |
| Accounts payable and accrued liabilities | 706,373 | 308,037 |
| Note payable | 997,969 | 148,432 |
| Letter of credit loans payable | 136,161 | 136,161 |
| Deferred rent liability | 184,460 | 171,841 |
| Total NonCurrent Liabilities | **2,024,963** | **764,471** |
| Total Liabilities | **2,787,668** | **1,405,753** |
| **Net Assets** | | |
| Without donor restrictions | (1,196,461) | (385,959) |
| With donor restrictions | 9,146,919 | 8,665,428 |
| Total Net Assets | **7,950,458** | **8,279,469** |
| **Total Liabilities and Net Assets** | **$10,738,126** | **$9,685,222** |

# Statement of Activities

## Support and Revenue

|  | Without Donor Restriction | With Donor Restrictions | Total |
|---|---|---|---|
| Grants and contracts | 1,601,246 | 6,155,507 | 7,756,753 |
| Net assets released from restrictions | 5,674,016 | (5,674,016) | ---- |
| *Total Support and Revenue* | **7,275,262** | **481,491** | **7,756,753** |

## Expenses

| **Program Services** | | | |
|---|---|---|---|
| Resource Governance (RG) | 158,074 | ---- | 158,074 |
| Effective Service Delivery (ESD) | 4,958,182 | ---- | 4,958,182 |
| Data Strategy Policy (DSP) | 1,033,243 | ---- | 1,033,243 |
| Other | 8,623 | ---- | 8,623 |
| *Total Program Services* | **6,158,122** | **----** | **6,158,122** |
| | | | |
| **Supporting Services** | | | |
| Management and General | 1,194,749 | ---- | 1,194,749 |
| Fundraising | 261,190 | ---- | 261,190 |
| *Total supporting services* | **1,455,939** | **----** | **1,455,939** |
| *Total Expenses* | **7,614,061** | **----** | **7,614,061** |
| *Net changes from operations* | (338,799) | 481,491 | 142,692 |
| | | | |
| **Other Income (Expense)** | | | |
| Rental (loss) | (398,336) | ---- | (398,336) |
| Investment (loss), net | (73,367) | ---- | (73,367) |
| *Net other income (expense)* | **(471,703)** | **----** | **(471,703)** |
| *Changes in net assets* | (810,502) | 481,491 | (329,011) |
| *Net assets, beginning of year* | **(385,959)** | **8,665,428** | **8,279,469** |
| **Net Assets, End of Year** | **$(1,196,461)** | **$9,146,919** | **$7,950,458** |

# Statement of Activities

## Support and Revenue

| | Without Donor Restriction | With Donor Restrictions | Total |
|---|---|---|---|
| Grants and contracts | 2,561,866 | 712,012 | 3,273,878 |
| Net assets released from restrictions | 4,137,393 | (4,137,393) | ---- |
| *Total Support and Revenue* | **6,699,259** | **(3,425,381)** | **3,273,878** |

## Expenses

| | Without Donor Restriction | With Donor Restrictions | Total |
|---|---|---|---|
| **Program Services** | | | |
| Resource Governance (RG) | 608,227 | ---- | 608,227 |
| Effective Service Delivery (ESD) | 4,384,432 | ---- | 4,384,432 |
| Data Strategy Policy (DSP) | 477,352 | ---- | 477,352 |
| *Total Program Services* | **5,470,011** | **----** | **5,470,011** |
| **Supporting Services** | | | |
| Management and General | 962,412 | ---- | 962,412 |
| Fundraising | 156,602 | ---- | 156,602 |
| *Total supporting services* | **1,119,014** | **----** | **1,119,014** |
| *Total Expenses* | **6,589,025** | **----** | **6,589,025** |
| *Net changes from operations* | 110,234 | (3,425,381) | (3,315,147) |
| **Other Income (Expense)** | | | |
| Paycheck Protection Program loan forgiveness | 298,744 | ---- | 298,744 |
| Rental income (loss) | (393,723) | ---- | (393,723) |
| Other income | 7,383 | ---- | 7,383 |
| *Net other income (expense)* | **(87,596)** | **----** | **(87,596)** |
| *Changes in net assets* | 22,638 | (3,425,381) | (3,402,743) |
| *Net assets, beginning of year* | **(408,597)** | **12,090,809** | **11,682,212** |
| **Net Assets, End of Year** | **$(385,959)** | **$8,665,428** | **$8,279,469** |