



# Annual Report 2023

# TABLE OF CONTENTS

A Message From Josh Powell .....	- 1 - 2 -
Farmer-Centric Data And Digital Tools For Use In Agriculture .....	- 3 -
Expanding Our Open-Source And Accessible Digital Solutions .....	- 4 -
The Next Chapter Of #Hackcorruption .....	- 5 -
Continuing Our Strategic Partnership With IREX .....	- 6 -
Transitioning To Localization In The Tobacco Control Data Initiative .....	- 7 -
DG Board.....	- 8 -
Executive Team .....	- 8 -
FINANCIAL STATEMENTS	

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# A message from Josh Powell

Since Development Gateway: An IREX Venture (DG) opened its doors more than 20 years ago, we've prided ourselves on responding to today's challenges in the digital and data for development sectors, while anticipating the potential challenges—and opportunities—that may arise tomorrow. With the many crises and technological shifts the world experienced in 2023, DG saw a continued need for our longstanding mission to support the use of data, technology, and evidence to create more effective, responsive, and trusted institutions.



In 2023, our responses to these needs were along three themes:

**Prioritizing local and regional partners** by ensuring that our work is done collaboratively and is aimed at finding meaningful solutions, which our partners help develop. For example, in 2023, we began transitioning our Tobacco Control Data Initiative to our partner the Centre for the Study of the Economies of Africa (CSEA) to ensure continued success of the program through regional oversight. In total, nearly a third of our organizational budget was sub-granted to local organizations.

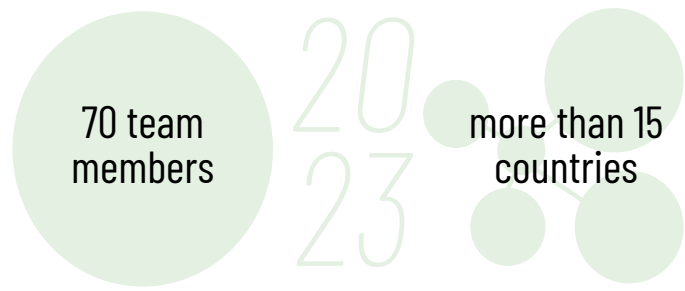
**Expanding and strengthening our new and existing lines of work** by deepening our work in digital agriculture, health, and digital and data governance, all of which had many key accomplishments in 2023. We continued and expanded our anti-corruption work alongside our partner Accountability Lab and the Center for International Private Enterprise (CIPE) through the innovative HackCorruption program. We also expanded the use of our Aid Management Platform (DG's long-standing digital solution used to increase budget transparency) to support climate action with our ongoing project to create the [Great Green Wall Accelerator Multipurpose Platform](#). With our strategic partner IREX, we have begun expanding our education portfolio with new work in Jordan and the Middle East as well as with assessments of education data ecosystems in Kenya and Senegal.

**Ensuring our solutions and approaches are accessible and usable** by obtaining Digital Public Good (DPG) status for our Aid Management Platform and Open Contracting Explorer and ensuring interoperability with other tools through open standards. We're deeply committed to expanding our portfolio of DPGs and our advisory services to support the creation of robust digital public infrastructure that allows for more responsive and effective institutions.

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Additionally, with the advancements in artificial intelligence (AI) in 2022 and 2023, we explored how to ensure the appropriate use of AI in a mission-driven nonprofit, like DG. From this research we developed and published [a policy](#) to guide DGers' use of AI, that serves as a model for similar organizations. Going forward, we remain committed to ensuring that the use of such tools at DG capitalizes on the benefits of AI in a way that is ethical and impactful, and we also plan to support partners in their own efforts to effectively use AI in their institutional missions.

**Last year, we continued to reach our strategic goal of roughly doubling our resources in order to advance our work addressing global challenges with excellence and deep expertise across sectors. By the end of 2023, we reached 70 team members in more than 15 countries.**



As we move into 2024, I am excited to see how much of our work along these themes has already continued to expand as we find ways to use data and digital tools for good. In 2024, I look forward to expanding our existing partnerships, deepening our ties in the countries where we work, and collaborating with other leaders who are committed to missions that are complementary to and aligned with DG's.

To learn more about how DG has continued to advance our vision and further our mission, read our 2023 annual report. If you're interested in working together, please reach out.



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# Farmer-centric data and digital tools for use in agriculture

In our digital agriculture work, DG collaborates with governments, civil society, farmers, private sector, and development partners to improve data systems and processes for data collection, sharing, and use in agriculture. Over the past year, our projects have made several important milestones as we continue to use data and build digital tools for more sustainable and farmer-centric solutions in the agricultural sector.

The Digital Advisory Support Services for Accelerated Rural Transformation Program launched the [Digital Agriculture Knowledge Management Library](#), a comprehensive digital repository of resources detailing digital agriculture best practices. These resources were created to support individuals and groups across Africa, the Middle East, and Central Asia as they adopt and use digital tools and technologies to strengthen rural agriculture systems. The project hosted two dissemination learning events to share the resources and build connections between stakeholders in the field.

In addition, DG produced the [Farmer-Centric Data Governance study](#), which included an extensive literature review and 45 semi-structured interviews with stakeholders and practitioners. The study was co-funded by USAID and the Bill & Melinda Gates Foundation, with support from DAI, and in collaboration with Athena Infonomics. In the study, we explore a number of governance models designed to ensure farmers and their communities are centered in any data gathering and use projects. These models can strengthen the power of farmers as a cohesive group, transition ownership and control over data to individuals and collectives, and build safeguards against privacy invasion, data misuse, opacity, and other harms. These models have the potential to bring about greater societal and economic equity and contribute towards increased confidence by stakeholders in the use of data overall.

Lastly, the aLIVE team reached a huge accomplishment in 2023, in partnership with the Ministry of Agriculture of Ethiopia, in creating the country's first [National Livestock Data Standard](#). The data standard specifically focuses on standardizing data on cattle, sheep, goats, and camels. This is a huge milestone for Ethiopia, a country with the largest livestock population in Africa, and is only the first step in creating a more functional, effective system for data-driven decision-making in agriculture.



Photos from aLIVE' data Governance co-design workshop

# Expanding our open-source and accessible digital solutions

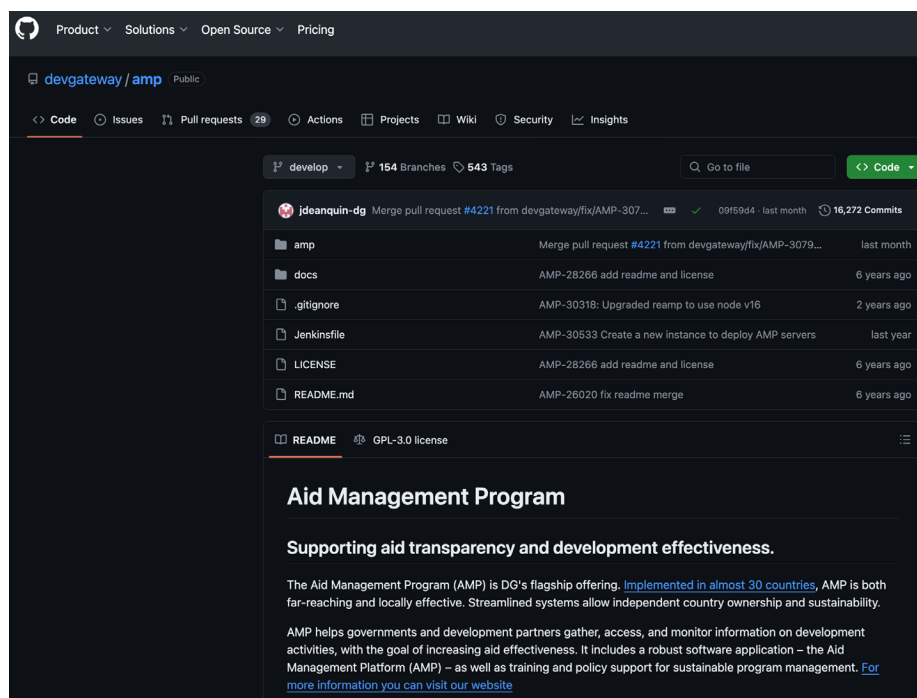
In February 2023, DG's Aid Management Platform (AMP) joined DG's growing portfolio of digital solutions that have been designated as digital public goods (DPGs).

In keeping with DG's strategic mission to support open-source and accessible digital solutions, DG has prioritized expanding our DGP portfolio because DPGs are digital solutions that are meant to address specific societal needs. AMP, DG's flagship program, facilitates the gathering, accessing, and monitoring of development activities to enhance aid effectiveness.

By obtaining DPG status, AMP has been officially recognized as a digital solution that addresses specific societal needs and ultimately, has the ability to advance the equity, sustainability, and well-being of societies when implemented in combination with other DPGs and solutions.

Additionally, DG integrated AMP with our partner GIZ's [TruBudget platform](#), which is a blockchain-based workflow tool for efficient and transparent project management that also has DPG status.

These DPGs, in addition to [DG's Open Contracting Portal](#) that gained DGP status in 2022, advance DG's mission to support efforts to create robust digital infrastructures and reduce the digital and data divides.



Photos from Development Gateway Aid Management Program

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# The next chapter of #HackCorruption



Photo from HackCorruption's regional hackathon in Malaysia

Since partnering with Accountability Lab (AL) on HackCorruption in 2023, we've mentored numerous teams from the regional hackathons organized by AL's HackCorruption initiative, an exciting project aimed at leveraging innovative digital tools to identify and fight corruption. This year, we are thrilled to announce an expansion of our work on this project: HackCorruption 2.0.

For HackCorruption 2.0, we will continue in our role as technical mentors to the chosen teams from regional hackathons as well as take on a larger role in anti-corruption policy work. Our team will create and curate an online repository of impactful, in-use, and scalable solutions within the priority program areas (e.g., procurement, etc.), including an overview of the technology, existing deployments, intellectual property rights for reuse, and any existing evidence of impact. We will draw from sources of digital tools, including the Digital Public Goods registry, Global Partnership for Sustainable Development Data (GPSDD) Toolbox, and other existing initiatives. We'll also be producing a report with recommendations for getting civic tech tools into business or government.



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# Continuing our strategic partnership with IREX

Since DG formed its strategic partnership with IREX in October 2021, we've launched several joint projects and in 2023, we made significant strides forward in this work.

Specifically, as part of our work on IREX's PSWD Kosovo program, we provided advisory services (including a hands-on workshop) to support IREX in designing a user-centered digital tool for evidence-based decision-making related to strengthening Kosovo's workforce. IREX is working with an implementation partner to create the digital tool DG helped ideate.

In a project funded by the Hewlett Foundation, DG conducted a landscape assessment on education data in Kenya and Senegal. With the results of the assessments, DG will work with IREX education sector experts to map the data and decision ecosystem of the primary and secondary education systems of Senegal and Kenya in order to better understand the barriers and challenges to using data to inform education policy and practice.

In collaboration with IREX's Center for Applied Learning and Impact and the Information and Media team, DG piloted a media dashboard that can be tailored to different contexts. The dashboard, which visualizes data on the business and enabling environment for media outlets, can be used to help decision-makers to identify areas of investment or intervention that support a healthy business climate for a robust free press.

Finally, in 2023, DG and IREX defined the approach that DG will take to digitizing IREX's Data Compass assessment methodology, which IREX developed to help institutions assess their data usage, needs, and options for advancing data-informed decision-making.

We're looking forward to deepening and expanding this work as we continue our partnership with IREX in 2024 and beyond.





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# Transitioning to Localization in the Tobacco Control Data Initiative

2023 was a big year for the Tobacco Control Data Initiative (TCDI). The TCDI team launched another two websites for tobacco control data in target countries, began to generate original research on key topics, and trained local lawmakers on using TCDI dashboards for data-informed decision making.



TCDI and CSEA at the kickoff workshop

Importantly, DG also found a locally-based partner to continue the work of TCDI: the Centre for the Study of the Economies of Africa (CSEA). CSEA, which is headquartered in Abuja, Nigeria, has extensive research experience in global economic governance; human capital development; and poverty reduction and inclusive growth. Recently, CSEA collaborated with DG to build the capacity of policymakers in different states in Nigeria to better understand tobacco control data.

Localization is crucial in our work because not only does it ensure the impact of our projects continues beyond our direct engagement, but it fosters community engagement, ownership, and sustainability by encouraging local stakeholders to

actively participate in decision-making processes. Moreover, localization promotes inclusivity by accommodating diverse perspectives and needs, thereby reducing disparities and fostering social cohesion. As DG steps into more of a mentorship role in TCDI, we will work to integrate CSEA within the tobacco control community and ensure that trust is established between CSEA and our tobacco control partners in each TCDI country. For our part, DG will continue working to generate original research on key topics in tobacco use in each of our target countries and continue to discover the ways in which TCDI has changed activities within civil society organizations, academia, and government policymaking.

## DG Board

### Aleksander Dardeli

Chief Operating Officer, Save the Children

### Dr. Jennifer Bangoura

Director of Career Innovation,  
Nexford University

### James Beresh

Consultant

### Dr. Kim Yi Dionne

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

### Worku Gachou

Vice President,  
Inclusive Impact & Sustainability, Visa

### Nathaniel Heller

Vice President and Managing Director,  
Geneva Global

### 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

### Cheri-Leigh Erasmus

Co-CEO and Chief Learning and Agility  
Officer, Accountability Lab

## 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

### Mihai Postelnicu

Deputy Director of Software Development

# FINANCIAL STATEMENTS

## Statements of Financial Position

June 30, 2023 and 2022

Assets	2023	2022
Current Assets		
Cash and cash equivalents	\$ 5,193,855	\$ 4,159,419
Grants and contracts receivable, net	6,354,769	1,520,769
Deferred rent asset	--	12,810
Prepaid expenses and other assets	86,800	117,825
Total current assets	11,635,424	5,810,823
Noncurrent Assets		
Grants and contracts receivable, net of current portion, less discount	\$ 2,421,495	\$ 2,006,443
Right of use assets - operating	1,485,620	--
Investments, at fair value	--	2,920,860
Total noncurrent assets	3,907,115	4,927,303
Total current assets	\$ 15,542,539	\$ 10,738,126

**Liabilities and Net Assets**

<b>Current Liabilities</b>				
Accounts payable and accrued liabilities	\$	1,555,500	\$	730,320
Current portion of lease liabilities - operating		173,238		--
Deferred revenue		92,584		30,354
<b>Total current liabilities</b>		<b>1,821,322</b>		<b>760,674</b>
<b>Noncurrent Liabilities</b>				
Equity in collaborative agreement		772,373		706,373
Note payable		1,000,000		1,000,000
Letter of credit loans payable		136,161		136,161
Lease liabilities - operating, less current portion		1,480,823		--
Deferred rent liability		--		184,460
<b>Total noncurrent liabilities</b>		<b>3,389,357</b>		<b>2,026,994</b>
<b>Total liabilities</b>		<b>5,210,679</b>		<b>2,787,668</b>



Net Assets		
Without donor restrictions	(1,417,881)	(1,196,461)
With donor restrictions	11,749,741	9,146,919
<b>Total net assets</b>	10,331,860	7,950,458
<b>Total liabilities and net assets</b>	<b>\$ 15,542,539</b>	<b>\$ 10,738,126</b>

## Statement of Activities For the Year Ended June 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Support and Revenue</b>			
Grants and contracts	\$ 2,980,289	\$ 8,506,779	\$ 11,487,068
Net assets released from restrictions	5,903,957	(5,903,957)	--
<b>Total support and revenue</b>	<b>8,884,246</b>	<b>2,602,822</b>	<b>11,487,068</b>
<b>Expenses</b>			
<i>Program Services:</i>			
Resource Governance (RG)	361,168	--	361,168
Effective Service Delivery (ESD)	5,695,289	--	5,695,289
Data Strategy Policy (DSP)	1,437,408	--	1,437,408
Other	19,571	--	19,571
<b>Total program services</b>	<b>7,513,436</b>	<b>--</b>	<b>7,513,436</b>
<i>Supporting Services:</i>			
Management and general	361,168	--	361,168
Business development	338,488	--	338,488
<b>Total supporting services</b>	<b>1,709,356</b>	<b>--</b>	<b>1,709,356</b>
<b>Total expenses</b>	<b>9,222,792</b>	<b>--</b>	<b>9,222,792</b>
<b>Net changes from operations</b>	<b>7,513,436</b>	<b>--</b>	<b>7,513,436</b>

Other Income (Expense)			
Other Income	4,353	--	4,353
Rental (loss)	(66,000)	--	(66,000)
Investment income, net	178,773	--	178,773
<b>Net other income</b>	<b>117,126</b>	<b>--</b>	<b>117,126</b>
<b>Changes in net assets</b>	<b>(221,420)</b>	<b>2,602,822</b>	<b>2,381,402</b>
Net assets, beginning of year	(1,196,461)	9,146,919	7,950,458
Net assets, end of year	\$ (1,417,881)	\$ 11,749,741	\$ 10,331,860

See Notes to Financial Statements.

## Statement of Activities For the Year Ended June 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Support and Revenue</b>			
Grants and contracts	\$ 1,601,246	\$ 6,155,507	\$ 7,756,753
Net assets released from restrictions	5,674,016	( 5,674,016)	--
<b>Total support and revenue</b>	<b>7,275,262</b>	<b>481,491</b>	<b>7,756,753</b>
<b>Expenses</b>			
<i>Program Services:</i>			
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
<b>Total program services</b>	<b>6,158,122</b>	<b>--</b>	<b>6,158,122</b>
<i>Supporting Services:</i>			
Management and general	1,194,749	--	1,194,749
Business development	261,190	--	261,190
<b>Total supporting services</b>	<b>1,455,939</b>	<b>--</b>	<b>1,455,939</b>
<b>Total expenses</b>	<b>7,614,061</b>	<b>--</b>	<b>7,614,061</b>
<b>Net changes from operations</b>	<b>( 338,799)</b>	<b>481,491</b>	<b>142,692</b>

Other Income (Expense)			
Rental income (loss)	( 398,336)	--	( 398,336)
Investment (loss), net	( 73,367)	--	( 73,367)
<b>Net other income (expense)</b>	<b>( 471,703)</b>	<b>--</b>	<b>( 471,703)</b>
<b>Changes in net assets</b>	<b>( 810,502)</b>	<b>\$ 481,491</b>	<b>( 329,011)</b>
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

See Notes to Financial Statements.

## Statements of Cash Flows For the Years Ended June 30, 2023 and 2022

	2023	2022
<b>Cash Flows from Operating Activities</b>		
Changes in net assets	\$ 2,381,402	\$ ( 329,011)
<i>Adjustments to reconcile changes in net assets to net cash (used in) provided by operating activities:</i>		
Net realized and unrealized investment (gain) loss	( 36,052)	97,468
Amortization of right of use asset - operating leases	130,391	--
<i>Decrease (increase) in:</i>		
Grants and contracts receivable	( 5,249,052)	1,353,276
Deferred rent asset	12,810	5,354
Prepaid expenses and other assets	31,025	( 22,810)
<i>Increase (decrease) in:</i>		
Accounts payable and accrued liabilities	825,180	553,732
Deferred revenue	62,230	( 10,769)
Lease liabilities - operating	( 133,600)	--
Equity in collaborative agreement	66,000	--
Deferred rent liability	( 12,810)	12,619
<b>Net cash (used in) provided by operating activities</b>	<b>( 1,922,476)</b>	<b>1,659,859</b>

<b>Cash Flows from Investing Activities</b>			
Proceeds received from the sale of investments	2,956,912		1,240,956
Purchases of investments	--		( 4,259,284)
<i>Net cash provided by (used in) investing activities</i>	<b>2,956,912</b>		<b>( 3,018,328)</b>
<b>Cash Flows from Financing Activities</b>			
Proceeds from note payable	--		850,000
Payment on letter of credit loan payable	--		( 23,667)
<i>Net cash provided by financing activities</i>	<b>--</b>		<b>826,333</b>
<i>Net change in cash and cash equivalents</i>	<b>1,034,436</b>		<b>( 532,136)</b>
<b>Cash and Cash Equivalents, beginning of year</b>	<b>4,159,419</b>		<b>4,159,419</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$ 5,193,855</b>	<b>\$</b>	<b>4,159,419</b>
<b>Noncash Investing and Financing Activities</b>			
Right-of-use asset - operating lease recognized with adoption of ASC 842 Leases	\$ 1,616,011	\$	--
Lease liability - operating lease recognized with adoption of ASC 842 Leases	\$ 1,787,661	\$	--

**See Notes to Financial Statements.**



