DEVELOPMENT GATEWAY
An IREX Venture

Annual Report 2024

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CEO's Reflections

2024 was an impactful year for Development Gateway. We saw significant growth in our joint programming with IREX, including exciting new work to combat Technology-Facilitated Gender-Based Violence (TFGBV) in Kenya and the Philippines, and a scale-up of our efforts to support education data system interoperability and data use in Jordan. 2024 laid a strong foundation for the year ahead, and we began 2025 preparing to announce an exciting new joint effort with IREX on digital democracy.

However, while this letter primarily serves to celebrate the impressive accomplishments of our team in 2024, I would be remiss not to acknowledge the challenging start the entire development community has faced in 2025, and the importance of reflecting on what it means for our mission at this moment.

Josh Powell, CEO

How DG Will Thrive in Unprecedented Times

Like many in the nonprofit sector, DG has experienced significant funding disruptions due to the suspension and cancellation of U.S. Government-funded projects. In early 2025, approximately 20% of our projected revenue and a significant portion of our forward-looking pipeline were impacted by these sudden stops.

This moment has required us to pause and reflect deeply on what is most essential to our mission and what unique value we bring to the communities we serve. In a changing and often shrinking development landscape, one thing is clear: real impact and strong partnerships are essential for moving forward.

Equally important is how we work with others. If we're serious about meeting the imperative of doing more with less, we can't afford to be territorial or work in silos. That means building partnerships that help us reach more people, sharing ideas and resources, and staying open to new ways of working together. Whether through our leadership at the Open Gov Hub or joint programming with partners like IREX, we've seen firsthand how collaboration amplifies impact.

As resources are tighter than ever, partnership isn't just a strategy; it's a necessity. This is why we are now working with Accountability Lab and Digital Public as Civic Strength Partners to help other organizations in the community identify and design their own strategic partnerships to similarly move forward with strength and resilience.

While this year's funding disruption has changed our path, it hasn't changed our purpose or the growing need for our work. We see an even greater demand for strong, practical, and ethical approaches to digital development. The need for what we do is larger than our current capacity, and we're committed to bridging that gap by expanding our partnerships, funding, and impact in the years ahead. This means looking beyond our previous strategy, seeking new opportunities, and expanding into new markets.

Even in a tighter funding environment, digital development remains critical, and we are determined to meet this moment with continued growth of our pragmatic, context-driven, and impactful digital development work.

2024: A Year of Impact, Interoperability, and Sustainability

For nearly 25 years, DG has built tools and designed processes that help partners collect, visualize, and use data to drive meaningful impact, all in pursuit of a more equitable world. 2024 showed what that looks like in practice:

- Helping the government of Ethiopia save over $150 million in fertilizer purchases through insights from the **Visualizing Insights on Fertilizer for African Agriculture (VIFAA) program;**
- Helping smallholder farmers in Morocco test new digital tools for cooperatives and marketing through the **Digital Agriculture Solutions (DAS) program**;
- Setting new **national standards for livestock data** in Ethiopia through the **a Livestock Information Vision Ethiopia (aLIVE) program;**
- In tobacco control, our **dashboards** have provided credible data on tobacco prevalence to inform interventions and shape regulatory debates around emerging tobacco products, taxation, and domestic resource mobilization.

These examples illustrate the core of our approach: pairing practical data tools with capacity building, so partners can use information to make better decisions, negotiate better outcomes, and drive real change.

Enhancing Interoperability

Over the years, we've seen how even the best data and systems can still fall short when they can't connect and work together. That's why in 2024 we published *Demystifying Interoperability,* a practical look at what it really takes to build interoperable solutions alongside public institutions. This paper was informed heavily by our work in aLIVE, supporting data standards, governance and sharing, technology development and sustainability, and capacity support and change management to support interoperable data systems that can inform and drive better policy.

What sets DG apart is how we bring together multiple perspectives: data governance, change management, government systems, digital development, and evidence-based policy. For us, interoperability is a thoughtful, replicable approach rooted in co-design, practical support, and smart digital tools, including AI, that help partners manage data exchange and build digital public infrastructure that works.

Rethinking Sustainability

Sustainability has long been a buzzword in digital development, and debates on the merits of open source vs proprietary, homegrown vs internationally sourced, and government-owned vs civil society-driven have raged for decades. Our approach to sustainability is centered on the premise that the most critical driver is ensuring that a digital system is truly needed, valued, and appropriately aligned with the mandate and processes of the institution.

While resources for digital are often plentiful during a donor-funded project, ensuring sustainability at the end of the project requires that i) systems are valued and used, ii) financial models to sustain system use are in place (whether open source maintenance, proprietary license costs, or both), and iii) capacity to maintain and build upon systems is developed and ready.

At a government ministry level, the sustainability of each individual system is equally tied to the complexity and strategy of the ministry's digital ecosystem as a whole. This includes removing unused systems, prioritizing what works, and keeping core infrastructure strong.

AI has a role here, too. Through programs like aLIVE, we're testing how smart coding assistant tools can simplify processes and free up time and resources for ministries that need them most.

In the end, impact focus, sustainability, and interoperability go hand in hand, helping partners build connected, efficient systems that deliver real value long after we step away.

Looking Ahead

> These are not the times any of us would have chosen for the development community. Yet, the need for this work has never been greater. I'm deeply grateful for our team's resolve and creativity in rising to this moment. As we move forward, we remain committed to growing back stronger and keeping our impact at the center.

Impact in Practice

> As our CEO highlighted, 2024 reminded us that practical, well-managed data and strong local partnerships remain at the heart of real, measurable change. Across regions and sectors, from agriculture to public health, DG combined trusted tools with local capacity to help partners use data wisely for decision-making and take practical steps toward digital transformation.

$152 million saved

In Ethiopia, the Visualizing Insights on Fertilizer for African Agriculture (VIFAA) program concluded with a clear outcome: improved data leading to more informed procurement. By equipping Ethiopia's Ministry of Agriculture and the Ethiopian Agricultural Business Corporation with timely insights, VIFAA dashboards enabled officials to implement new directives that allowed them to negotiate directly with suppliers, purchase early, and establish stronger ties with manufacturers. These practical shifts saved Ethiopia more than 20 billion ETB (about $152 million) in fertilizer costs, demonstrating how credible, accessible data can drive smarter decisions at the highest levels.

The VIFAA Vision

Through the Digital Agriculture Solutions (DAS) program, DG helped partners expand practical digital tools and strategies within IFAD-financed projects. In Morocco, for example, this support contributed to the development of digital beehive monitoring systems, digital agricultural cooperatives, and the use of digital services to promote agrifood products – practical steps that strengthen local food systems. In Nigeria, a comprehensive ecosystem assessment laid the groundwork for ICT4D strategies by pinpointing gaps, fostering collaboration, and launching online and in-person training on digital development principles, interoperability, and monitoring and evaluation. This process laid a solid foundation for smarter, ICT-enabled agricultural programming across the country.

Also in Ethiopia, our a Livestock Information Vision Ethiopia (aLIVE) program continued its work with the Ministry of Agriculture to make the most of the country's extensive livestock data for planning and decision-making. A pivotal milestone came in April 2024, when DG supported the publication of Ethiopia's first National Livestock Data Standard, designed to help integrate and connect the various information systems that collect and manage livestock data across different levels and sectors, paving the way for stronger data sharing and interoperability nationwide.

To build on this, aLIVE also addressed a persistent challenge: while Ethiopia holds large volumes of valuable livestock data on animal health, markets, traceability, and genetics, professionals across the sector – such as veterinary experts and epidemiologists – often struggle to turn this information into practical insights. To help close this gap, aLIVE launched a structured data-use training program that equipped system managers and users of five major livestock databases with practical skills in data handling, analysis, and visualization, transforming static records into tools for smarter policy, planning, and service delivery.

Intermediate Data Use Training for MoA Livestock Experts

In the area of tobacco control, our dashboards continued to inform critical public health debates. In South Africa, National Department of Health teams drew on dashboard insights, especially the Illicit Trade and Health Burden pages, to answer questions related to the Tobacco Products and Electronic Delivery Systems Control Bill and prepare evidence-based presentations. In Nigeria, the Federal Ministry of Health highlighted how these tools guided interventions and shaped policy direction, particularly in understanding tobacco prevalence and targeting new measures.

Finally, the Cashew-IN Project, which closed in 2024, also showed how practical data and partnerships can strengthen local supply chains and economies. By improving how market data flows across the West African cashew sector, Cashew-IN helped partners share information, plan ahead, and connect farmers to more reliable markets, creating more stable livelihoods in the process.

Taken together, these stories show what happens when credible data, local ownership, and strategic partnerships align, helping communities and governments make decisions that unlock lasting impact.

Demystifying Interoperability

As illustrated through our impact in 2024, good data and good systems alone are not enough if they cannot connect and work together in practice. Developing inclusive, sustainable, and interoperable systems is one of the smartest ways to build new, or transform existing, digital public infrastructure that adapts with us and is capable of taking on the complex challenges of our time.

However, interoperability is a complex and time-consuming process that requires careful collaboration of data standardization, data governance, and technical infrastructure. It also requires an understanding that interoperability is not only about datasets: it's about people, finances, and hardware, too.

Drawing on lessons from years of creating digital solutions and open-source tools to support data-driven decision-making, our team, led by the aLIVE program, released a white paper titled *Demystifying Interoperability*, putting into practical terms precisely what goes into implementing interoperable solutions in partnership with public administrations. The paper demystifies the key components required to build robust, resilient, and interoperable data systems.

Standards

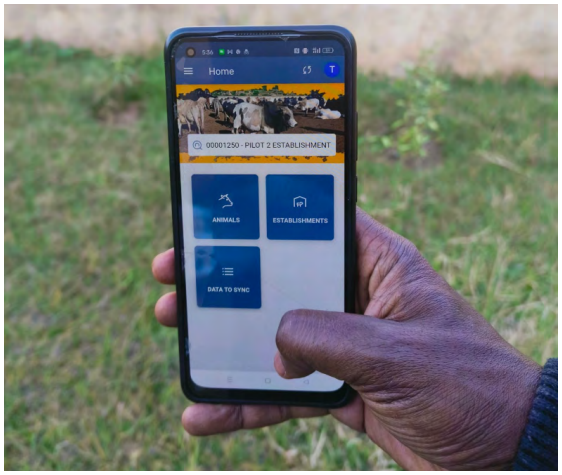
The aLIVE program, which serves as the case study for the white paper, is well on its way to meeting its goal of building an interoperable platform that leverages data standards to support data-driven decision-making across five core livestock data systems in Ethiopia.

Historically, each of the country's five legacy systems for livestock had used its own data standards (often without documentation), field definitions, categorizations, and data schema. Due to this, their alignment into a common data standard was no easy task and required significant effort, both technically and politically. Once developed, the aLIVE team trained 68 people throughout the Ministry of Agriculture (MoA) on how to accurately implement the standards to ensure they were embedded and cascaded throughout the ministry. Out of the total recipients, 96% provided positive feedback on the training, with 88% expressing confidence in their ability to apply the standards as well as train others on how to do so.

In early 2024, aLIVE reached a major milestone in successfully aligning these five legacy livestock systems when its Livestock Information Standard (LIS) was endorsed by the program's governing committee, including Ethiopia's State Minister for Livestock. Having all five systems integrated into the LIS, and thereby translated into a common data standard, allows for a holistic analysis of data from across systems. Further, it marks the first major accomplishment in the aLIVE program's goal: building an interoperable platform. This milestone wouldn't have been possible without robust collaboration with Ethiopia's Ministry of Agriculture (MoA), the Livestock Improvement Corporation (LIC), the International Center for Tropical Agriculture (CIAT), as well as at least 19 other partner organizations, and with support from the Gates Foundation (formerly Bill & Melinda Gates Foundation).

In addition, the aLIVE team gathered extensive user feedback and developed co-design methods in order to develop a number of public-facing and Ministry-facing dashboards, as well as to facilitate the creation of future dashboards using the LIS's open-source and extensible architecture.

Data standardization allows different systems to "talk" to one another and brings diverse stakeholders together around a shared understanding of the data. This clearer, connected picture supports better decisions, drives productivity, and enables the cultivation of adaptable data governance - the next key piece for building truly interoperable solutions.



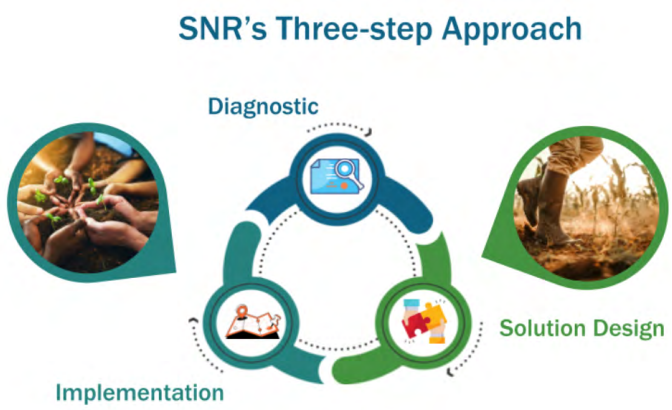
Sneak peek of the Ethiopia Livestock Identification and Traceability System (ET-LITS) mobile app

Governance + Infrastructure

Interoperability depends on a consistent flow of quality, shareable data in order for systems to remain usable. Achieving this means weaving a data governance lens directly into the technical development of systems, and building an in-depth understanding of the practical and legal frameworks that define how digital platforms manage the availability, usability, integrity, and security of data.

This approach is an integral part of all DG programs, and is highlighted here through our growing expertise in developing digital solutions in the agricultural sector. Over the past decade, DG has advanced digital agriculture by providing accurate data on agricultural inputs, monitoring value chains, and researching and developing farmer-centric models of data governance. One of our latest digital agricultural offerings, the Soil Nutrient Roadmap (SNR), utilizes geospatially resolved data to help farmers and other relevant stakeholders accurately calculate current and future soil and crop nutrient requirements.

Commencing in 2024, SNR is set to be implemented over a 2-year period in Kenya, Ethiopia, Tanzania, and Ghana, with the aim of informing soil health strategies and investment plans through the creation and implementation of a sequenced and actionable roadmap that integrates a governance framework to cultivate the effective deployment of the initiative and enhance its impact.



In order to cultivate adaptable data governance and chart a path toward localization of the project, SNR will incorporate partnership models and sustainability options into the platform's design. This will secure the long-term impact of the product, ensure its viability in different regions, and assure its usability by all relevant stakeholders, enhancing the governance of the roadmap. The Soil Nutrient Roadmap places adaptable data governance at the core through ensuring that interoperability is not only about a platform's datasets but about people, finances, and hardware, too.

Building up the Technical Infrastructure

Over the years, we've learned that clear data standards and strong governance still need the right technical backbone to deliver real impact. Interoperability only works when the software, hardware, and local IT capacity behind it are designed to be practical, secure, and adaptable, as well as when the people using those systems trust them to keep working as needs evolve.

Smart digital public infrastructure (DPI) brings these pieces together. It makes services more responsive to citizens, ensures that systems remain reliable and secure, and gives local teams the tools and skills they need to maintain, expand, and adapt them over time. Whether supporting governments to connect legacy systems, build new platforms, or manage data exchange in real-time, DG's approach is rooted in co-design, practical support, and smart tools that work in practice.

By weaving technical infrastructure into the heart of our interoperability work, we help partners break down silos, build trust, and deliver systems that truly serve people now and into the future.

Sustainability

> At DG, sustainability is a core principle that shapes how we design and implement digital tools and platforms for service delivery, governance, and strategy. Through building solutions with rather than for our partners, we aim to deliver data and digital solutions that support effective international development and ensure long-term use and impact.
>
> As we build systems, dashboards, and tools that strengthen institutions and enhance decision-making, we see time and again that sustainability comes down to a few critical factors: i) integrating sustainability planning from the beginning; ii) engaging stakeholders in the planning and decision-making process; and iii) fostering robust partnerships.

TCDI 2.0 and the Importance of Sustainability Planning

One of our flagship programs, the Tobacco Control Data Initiative (TCDI), exemplifies our commitment to embedding sustainability in an initiative from its inception.

The first phase focused on enhancing access to country-specific tobacco control data for governments, civil society, and academia, thereby improving support for policy design and implementation. To secure the initiative's long-term future, we established a sustainability partnership with the Centre for the Study of Economies of Africa (CSEA). By the fourth year of TCDI 2.0, we will fully hand over ownership to CSEA, supported by a two-year mentorship phase to ensure a smooth transition. The priority is to strengthen CSEA's capacity to lead program activities, deepen stakeholder trust, and foster a culture of data sharing.

To maintain buy-in and relevance, DG hosted validation workshops in Zambia, Nigeria, the Democratic Republic of the Congo (DRC), and Kenya to strengthen relationships between DG and its partners, and also formally introduced CSEA as its long-term partner, paving the way for a seamless handover.

TCDI/CSEA Convening in Lagos, Nigeria, December 2024

VIFAA and Advancing Sustainable Impact through Collaboration

In 2024, the VIFAA program completed its six-year journey creating dashboards and tools that improve, manage, and visualize fertilizer data in Africa. While the program may have officially come to an end, it continues to bridge data gaps and drive meaningful, data-informed change in agriculture through our local partners – AfricaFertilizer.org (AFO).

One key lesson from VIFAA is the value of collaborating with stakeholders from design through to program close. This approach helped ensure the tools reflected local needs, encouraged local ownership, and secured long-term use of the platform.

Over the course of six years, VIFAA empowered governments, the private sector, and farmers by providing credible fertilizer data to boost productivity and resilience, along with the tools to optimize market strategies and support sustainability. Robust partnerships and diverse collaboration were vital to this transformation and to meeting project goals.

Final VIFAA Stakeholder Convening in Cairo, Egypt, October 2024

VIFAA's final phase wrapped up in November 2024, with a clear focus on knowledge transfer and institutionalizing dashboard management. AFO now leads dashboard updates as the primary source of fertilizer data across 18 countries, supporting high-level policy engagements continent-wide. Because of VIFAA's impact, AFO is now recognized as the authority on fertilizer data for African Union (AU) Member States and plays a key role in agricultural reporting under the Comprehensive Africa Agriculture Development Programme (CAADP).

The AU is exploring ways to scale VIFAA's methodology continent-wide, ensuring its practical approach continues to shape Africa's agricultural policies well beyond DG's direct involvement.

Cashew-IN and the Importance of Local Capacity Building

From 2022 to 2024, DG partnered with Cultivating New Frontiers in Agriculture (CNFA) to develop Cashew-IN – a cashew data collection and analysis platform that provides farmers, processors, and policymakers with the information they need to improve efficiency and competitiveness in West Africa's cashew sector. The platform expanded and strengthened local data-sharing systems for cashew production, trade, and processing in a region that produces over 30% of the world's cashews.

To ensure the sustainability of Cashew-IN beyond DG's direct involvement, we used a participatory approach for implementation and platform development. We established regional and national steering committees comprised of key stakeholders in the cashew sector.

At the regional level, we partnered with the International Cashew Advisory Council (CICC) to coordinate platform operations and oversee the ongoing collection of quality data. At the country level, DG worked closely with national stakeholders, from government institutions and producer associations to the private sector, to support local ownership and ensure compliance with national data laws and publication requirements.

Cashew-IN Closing Workshop in Abidjan, Côte d'Ivoire, August 2024

This handover required significant capacity building, including sessions on data uploading and configuration, platform use, management, and technical training for IT specialists, along with the source code for future adaptation.

In August 2024, the Cashew-IN project formally concluded. But by working side by side with our partners to build meaningful local capacity and clear pathways for local stewardship, we have ensured this digital solution will continue to grow, helping West Africa's cashew sector remain competitive and resilient for years to come.

This collective work shows that DG's commitment to sustainability goes far beyond building digital tools. It means designing solutions alongside our partners, building the trust and capacity needed to use them well, and ensuring that local institutions can own, adapt, and grow them long after we step away. In a world where development funding and priorities can shift overnight, we believe this is the only way to deliver digital public goods that truly endure and continue delivering value for communities, year after year.

FINANCIAL STATEMENTS

Statements of Financial Position — June 30, 2024 and 2023

Assets	2024	2023
Current Assets		
Cash and cash equivalents	$ 4,222,937	$ 4,921,532
Grants and contracts receivable, net	5,049,063	6,354,769
Accounts receivable	96,730	- -
Prepaid expenses and other assets	111,611	86,800
Total current assets	**9,480,341**	**11,363,101**
Noncurrent Assets		
Grants and contracts receivable, net of current portion, less discount	2,429,656	2,421,495
Right of use assets - operating	8,245,495	1,485,620
Letter of credit	272,323	272,323
Security deposit	119,929	- -
Total noncurrent assets	**11,067,403**	**4,179,438**
Property and Equipment		
Computer equipment	29,351	- -
Leasehold improvements	2,258,940	- -
Less accumulated depreciation and amortization	(641,057)	- -
	1,647,234	**- -**
Total assets	**$ 22,194,978**	**$ 15,542,539**

Liabilities and Net Assets

Current Liabilities		
Accounts payable and accrued liabilities	$ 1,903,130	$ 1,555,500
Current portion of lease liabilities - operating	1,045,827	173,238
Deferred revenue	2,279	92,584
Total current liabilities	**2,951,236**	**1,821,322**

Noncurrent Liabilities		
Security deposits - subleases	6,500	- -
Equity in collaborative agreement	- -	772,373
Note payable	1,000,000	1,000,000
Letter of credit payable	- -	136,161
Lease liabilities - operating, less current portion	9,577,385	1,480,823
Total noncurrent liabilities	10,583,885	3,389,357
Total liabilities	**13,535,121**	**5,210,679**
Net Assets		
Without donor restrictions	(1,299,924)	(1,417,881)
With donor restrictions	9,959,781	11,749,741
Total net assets	8,659,857	10,331,860
Total liabilities and net assets	**$ 22,194,978**	**$ 15,542,539**

Statement of Activities

For the Year Ended June 30, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
Support and Revenue			
Grants and contracts	$ 2,428,523	$ 5,437,452	$ 7,865,975
OpenGov Hub rental income	998,766	- -	998,766
Net assets released from restrictions	7,227,412	(7,227,412)	- -
Total support and revenue	**10,654,701**	**(1,789,960)**	**8,864,741**

Expenses			
Program Services:			
Resource Governance (RG)	842,227	- -	842,227
Effective Service Delivery (ESD)	5,914,448	- -	5,914,448
Data Strategy Policy (DSP)	1,223,699	- -	1,223,699
Other	14,051	- -	14,051
OpenGov Hub	1,279,169		1,279,169
Total program services	**9,273,594**	**- -**	**9,273,594**
Supporting Services:			
Management and general	1,376,854	- -	1,376,854
Business development	378,250	- -	378,250
Total supporting services	**1,755,104**	**- -**	**1,755,104**
Total expenses	**11,028,698**	**- -**	**11,028,698**
Net changes from operations	**(373,997)**	**(2,163,957)**	**(2,163,957)**
Other Income (Expense)			
Contribution from OpenGov Hub	271,415	- -	271,415
Rental income collaborative	49,313	- -	49,313
Other income	382	- -	382
Interest income	170,844	- -	170,844
Net other income	**491,954**	**- -**	**491,954**
Changes in net assets	**117,957**	**(1,789,960)**	**(1,672,003)**
Net assets, beginning of year	(1,196,461)	9,146,919	10,331,860
Net assets, end of year	$ (1,299,924)	$ 9,959,781	$ 8,659,857

Statement of Activities

For the Year Ended June 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
Support and Revenue			
Grants and contracts	$ 2,980,289	$ 8,506,779	$ 11,487,068
Net assets released from restrictions	5,903,957	(5,903,957)	- -
Total support and revenue	**8,884,246**	**2,602,822**	**11,487,068**
Expenses			
Program Services:			
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
Total program services	**7,513,436**	**- -**	**7,513,436**
Supporting Services:			
Management and general	1,370,868	- -	1,370,868
Fundraising	338,488	- -	338,488
Total supporting services	**1,709,356**	**- -**	**1,709,356**
Total expenses	**9,222,792**	**- -**	**9,222,792**
Net changes from operations	**(338,546)**	**2,602,822**	**2,264,276**
Other Income (Expense)			
Other Income	4,353	- -	4,353
Rental (loss) collaborative	(66,000)	- -	(66,000)
Investment income, net	178,773		117,126
Net other income (expense)	**117,126**	**- -**	**117,126**
Changes in net assets	**(221,420)**	**$ 2,602,822**	**2,381,402**
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

Statements of Cash Flows For the Years Ended June 30, 2024 and 2023

	2023	2022
Cash Flows from Operating Activities		
Changes in net assets	$ (1,672,003)	$ 2,381,402
Adjustments to reconcile changes in net assets to net cash (used in) operating activities:		
Depreciation expense	148,521	- -
Bad debt expense	14,696	6,254
Net realized and unrealized investment (gain)	- -	(36,052)
Contribution of OpenGov Hub	(128,392)	- -
Rental (income) loss from collaborative agreement	(49,313)	66,000
Amortization of right of use asset - operating leases - original	33,193	130,391
Amortization of right of use asset - operating leases	659,043	
Decrease (increase) in:		
Grants and contracts receivable	1,087,462	(5,255,306)
Deferred rent asset	- -	12,810
Prepaid expenses and other assets	78,675	31,025
Security deposit	119,929	- -
Increase (decrease) in:		
Accounts payable and accrued liabilities	(101,608)	825,180
Deferred revenue	(92,584)	62,230
Security deposit	6,500	- -
Lease liabilities - operating	(31,152)	(133,600)
Lease liabilities - operating - original	(771,279)	- -
Deferred rent liability	- -	(12,810)
Net cash (used in) operating activities	**(698,595)**	**(1,922,476)**

Cash Flows from Investing Activities		
Proceeds received from the sale of investments	- -	2,956,912
Net cash (used in) operating activities	**(698,595)**	**1,034,436**
Cash and Cash Equivalents, beginning of year	**4,921,532**	**3,887,096**
Cash and Cash Equivalents, end of year	**$ 4,222,937**	**$ 4,921,532**
Noncash Investing and Financing Activities		
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
Right-of-use asset - OpenGov Hub operating lease	$ 8,904,538	$ - -
Lease liability - OpenGov Hub operating lease	$ 11,394,491	$ - -
Supplemental Cash Flow information		
Cash paid during the year for interest	$ 25,552	$ 13,262

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