



ANNUAL REPORT 2025



**DEVELOPMENT
GATEWAY**
An IREX Venture

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CEO's Reflections



Josh Powell, CEO

The past year has brought a great deal of change across the development sector. Funding priorities have shifted, technology has continued to move quickly, and organizations have faced growing pressure to show impact. For many, it has been a moment to reconsider some long-held assumptions about how development work is funded and delivered.

At Development Gateway: An IREX Venture (DG), it has also been a moment to take stock of what we do well, and what our partners need from us in this time of rapid change. One of the things that served us well this year was the diversity of our portfolio and partnerships. Because our work spans governments, foundations, multilaterals, and implementing organizations, we were able to respond to a changing landscape without losing focus. That flexibility also created room for new collaborations, including [Civic Strength Partners](#), which we launched with Accountability Lab and Digital Public in response to the strain that nonprofits are experiencing due to shifts in the funding environment.

Building on What We Know

This moment has sharpened our understanding of where DG adds the most value. Over the years, we have become a trusted partner for governments, funders, and implementers seeking to understand how technology deployment actually creates public value. We work where strategy, policy, data, and implementation meet. Our role is often to help institutions move from ideas to systems that can be used, sustained, and scaled. At a time when governments and development partners are under pressure to do more with less, that practical experience matters.

You can see that clearly in our agriculture portfolio, which spans livestock systems, soil nutrition, and broader efforts to strengthen how governments use agricultural data and AI for planning and decision-making. In Ethiopia, for example, four years of work through the [a Livestock Information Vision Ethiopia \(aLIVE\) program](#) reached a major milestone in 2025 with the debut of the [Livestock Information System](#), an interoperable platform built by DG alongside the Ministry of Agriculture, now hosted locally and owned by the Ministry. The platform is already being used by the Ministry and other partners to strengthen livestock traceability, improve visibility into production, and track the performance of Ethiopia's livestock sector from rural production systems to national statistics. It also reflects something we have learned over 25 years of this work: our greatest impact comes not from building tools for their own sake, but from helping institutions put in place systems that solve real problems and can be sustained within their legal, technical, strategic, and financial realities.

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This year, we also began building a dedicated policy function. I see that less as a new direction than as a natural extension of the work we have been doing for years. Our teams have spent years working alongside governments to strengthen data systems, improve interoperability, and support evidence-based decision-making. That experience gives us a practical view of what helps institutions use data and technology well, and what gets in the way. It also shapes the areas where we are focusing our policy work, including AI, digital public infrastructure, and climate's impact on health and agriculture. Through this work, we are bringing lessons from implementation more directly into conversations about data governance, digital transformation, and the policy choices that shape whether institutional change lasts.

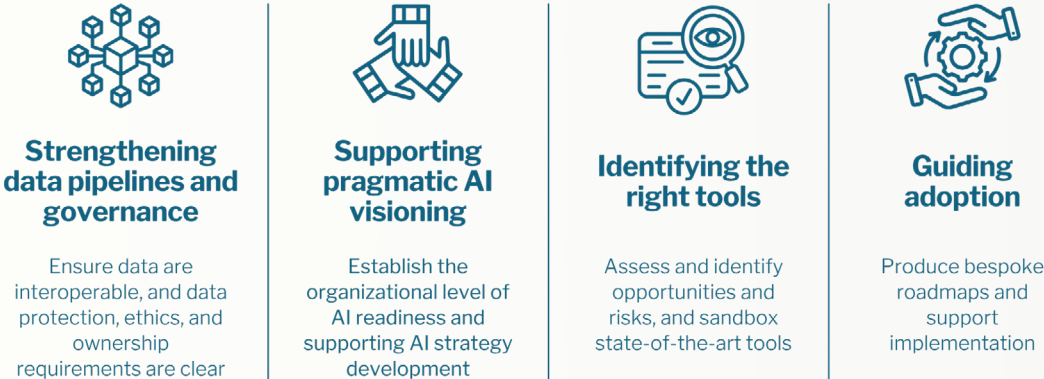
The need for this work is only growing. The problems governments are trying to solve do not fit neatly within one sector or one institution. Climate, health, food security, domestic resource mobilization, and public service delivery all require institutions to work together, share information, and act on reliable evidence. Over the past year, funding shocks across the sector have also highlighted the risks of fragmented, externally-dependent data systems. They have reinforced the need for a different model, one grounded in country ownership, stronger domestic resource mobilization, and data and digital systems that governments can sustain over time.

Our Approach to AI

AI has become one of the defining topics in both technology and development, but our approach to it has followed the same philosophy that has guided DG’s work for more than 25 years. We were early adopters of AI tools internally and began exploring how they could improve the way we build software and deliver our work well before AI became the center of conversation across the sector. But our engagement was never hype- or panic-driven. We took time to understand where there was a real use case, where the risks lay, and what role DG could play.

In many ways, the approach that emerged was not a pivot so much as a continuation of existing workaround data systems, interoperability, digital strategy, and institutional readiness. Our experience has also reinforced that technology alone is never enough. AI can create real value, but only when it is grounded in strong data foundations, effective governance, and a clear understanding of the problem being solved. That is where we see DG’s role: helping governments and partners think beyond the tool itself and focus on the systems, safeguards, and long-term conditions needed to use technology well.

DG'S APPROACH TO AI



Growing with IREX

This year also marked a more integrated phase in our partnership with IREX. As both organizations responded to a changing environment and sharpened our long-term strategies, we found clearer ways to align our work and leadership. That has included closer strategic coordination, stronger DG representation within IREX leadership, and a growing share of our portfolio connected to IREX-linked programs.

At the start of the financial year, IREX and DG partnered to develop an AI for Education Accelerator joint offering. The Accelerator is designed to support education sector stakeholders to measure their AI readiness and test AI tools in secure environments to enable them to more confidently navigate complex and ever-changing markets. The Accelerator was implemented in Jordan as part of the U.S. Government-supported [Asas program](#). In addition to jointly developing the Accelerator, DG and IREX produced the recent [Higher Education AI Readiness Report](#), informed by a global survey of higher education institutions.

We have also seen the IREX partnership deepen through the [National Models for Women's Safety Online initiative](#), our joint work on technology-facilitated gender-based violence. In the Philippines, where DG played a leading role, the initiative included developing a first-of-its-kind landscape assessment and regulatory recommendations, co-creating a political economy analysis with key stakeholders, and producing practical tools and resources for regulators and survivors. We expect to keep building on this type of work in the years ahead as we continue working alongside IREX in support of their 2040 ambition to shape a future where innovation drives sustainable progress for communities worldwide.

The Work Ahead

Looking ahead, I believe Development Gateway's biggest opportunity for impact lies in helping governments navigate a more demanding operating environment while staying focused on the systems they need to deliver results over time. As funding models shift and new technologies continue to emerge, the need for stronger, country-owned data and digital systems will only grow. That is especially true in areas where governments are being asked to do more with less, while still improving services, responding to complex cross-sector challenges, maintaining trust with their public, and making better use of evidence in decision-making.

That reality will also shape how DG continues to evolve. We will remain grounded in implementation, but we will bring that experience more intentionally into policy and strategy work. We will also continue building the partnerships and technical capabilities needed to help governments adopt technology in ways that are practical, responsible, and sustainable. That work has defined our first 25 years, and it will continue to shape where we go next.



Responding with Agility to a Year of Change

The past year challenged organizations across the development sector to adapt quickly. As our CEO notes, the diversity of DG's portfolio and partnerships allows us to respond to a changing landscape without losing focus. Over the last year, DG and our partner organizations have navigated significant shifts in global power dynamics, foreign assistance, and technology. Just months after the 2025 U.S. aid freeze was announced, we published a blog post noting that the [cuts would likely lead to a data crisis](#), with concern about the destabilization of the data ecosystems that underpin global health, education, nutrition, agriculture, water, and sanitation services. A year later, [we revisited the question](#) and found that the cuts had exposed deeper vulnerabilities in data systems, including fragmentation, limited country ownership and policy alignment, and a heavy reliance on external funding.

Throughout this period, DG has continued to work with partners to build resilient, interoperable data systems that give countries stronger oversight of their own data, including the financial management systems that allow them to plan more holistically for whatever challenges come next.

Supporting a Sector in Transition: Civic Strength Partners

One of those responses was [Civic Strength Partners](#) (CSP). Last year, Development Gateway joined with [Accountability Lab](#) and [Digital Public](#) to launch the initiative, a platform that helps social sector organizations navigate change and build long-term resilience. The need was clear: in early 2025, more than 60% of organizations [surveyed](#) reported they were considering restructuring, merger, or closure within three to six months, and by the end of the year, an updated survey showed about a third still considering it, with more open to the idea.

200+
organizations
supported

44
countries
engaged

CSP works with organizations around the world to navigate periods of change while protecting their mission, institutional knowledge, and long-term impact.

Since then, CSP has grown into an accompaniment initiative, working with organizations through the full arc of transition: mergers, affiliations, strategic partnerships, pivots, funding model shifts, and responsible endings. CSP provides structured, values-aligned organizational development support that helps organizations navigate change while protecting their mission, knowledge, and long-term impact. To date, it has engaged more than 200 organizations across 44 countries, which reflects both the scale of institutional strain and the demand for trusted support during uncertain times. CSP is now in its second phase, consolidating what it has learned into clearer tools, replicable standards, and more consistent delivery.

Bolstering Interoperability and Strengthening Data Pipelines

The current shift toward national digital sovereignty is changing how countries approach technology, data, and international cooperation, and it draws on DG's longstanding work. For decades, we have supported systems interoperability and strengthened data pipelines so that institutions can make fuller use of the data they hold. For example, our [Aid Management Program \(AMP\)](#), launched 20 years ago, was built on the idea that standardized aid data could strengthen country ownership of the development process and align aid with national priorities. The aid shifts of 2025 reinforced just how important that premise remains. As governments face greater uncertainty around development assistance, robust aid information systems become even more valuable for understanding available resources, supporting evidence-based planning, and making informed decisions.

That same approach can be seen in Ethiopia, where interoperability has been central to strengthening the country's livestock data systems. Through aLIVE, we are working with Ethiopia's Ministry of Agriculture to connect existing data systems and standardize livestock data so that information can move more easily across institutions. This makes data more usable and timely, and supports a shift from fragmented reporting toward collaborative, evidence-based planning and stronger service delivery. The lessons from this work have informed data governance practices across health, agriculture, and other sectors, from the farm level to cross-border contexts.

This year, DG also launched the Data Interoperability and Governance (DIG) program. Supported by the Gates Foundation, this two-year initiative works to strengthen the use of agricultural data for policy, investment, and program decision-making in Africa, beginning in Senegal with lighter engagement in other countries. To do so, we are collaborating with the 50x2030 initiative, a multi-agency partnership working to close the agricultural data gap and transform national data systems in 50 countries by 2030. Our initial assessment in Senegal found that while the country has matured in producing data, it faces a systemic bottleneck in using and sharing it. To

address this, the assessment proposes a roadmap to help Senegal's agricultural administration move from just producing annual statistics toward providing real-time, strategic information. Grounded in this experience, we will continue to enable the flow of interoperable data, establish governance protocols, support inter-institutional data sharing, and protect data privacy.

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Building System Resilience and Ownership

As the sector continues to operate amid uncertainty, the case for stronger domestic resource mobilization has grown. For this reason, representatives from the World Health Organization, Tax Justice Network Africa, and DG came together at the UN's fourth [Financing for Development Conference](#) to discuss the role of taxes in mobilizing domestic resources for health. Our work points to a consistent lesson: reliable data and country ownership are essential to the investment and policy decisions needed to raise revenue for critical services.

DG has direct experience supporting more effective tax policy by helping make clear evidence and good practice available to policymakers and advocates. Through the [Tobacco Control Data Initiative](#) (TCDI), an ongoing program in seven African countries, we aggregate and visualize data related to tobacco legislation. With TCDI, DG developed [six country-specific websites](#) that present and visualize tobacco research, built in close collaboration with government ministries such as health, finance, and trade, as well as civil society organizations, academics, and local research firms. TCDI helps strengthen policymaking by providing credible data to inform tax reforms, support legislative proposals, respond to tobacco industry interference, and inform smoke-free measures. Part of this work has been to localize multi-country research programs like TCDI, balancing a consistent research structure with meaningful country-level customization. This contextualized structure ensures that results are useful and applicable across different settings.

Complementing TCDI, the [Data on Youth and Tobacco in Africa](#) (DaYTA) program keeps its outcomes aligned with partners' evolving needs through a commitment to stakeholder co-design. DaYTA is now sharing its research findings, which are available through new youth-specific pages on the Kenya, DRC, and Nigeria TCDI dashboards. We are also launching the program's second phase, extending the approach to three more countries: Namibia, South Africa, and Zambia. This phase will deepen engagement with governments, research institutions, and youth advocates to build trust and identify the data gaps that remain. It will also introduce a new AI workstream to explore how artificial intelligence can help improve the user experience, with the aim of making tobacco control data more accessible and useful to the people working on these issues across the continent.

Strengthening the Systems That Support Evidence-Based Policymaking

In 2025, DG appointed a Director of Policy to consolidate and build on the organization's policy contributions over the next three years. Formalizing our policy approach is a natural next step, given the years we have spent working across data governance and advising on technology. As systems builders working at the intersection of implementation and policy, focused on ensuring that the tools we build become sustainable, responsive, and inclusive systems, we bring a practical, grounded view to policy engagement, rooted in real-world use, informed by local actors, and responsive to emerging global norms.

How DG Engages in Policy

Strengthening the evidence base through data systems and digital infrastructure

DG's work has long been shaping policy. The TCDI and DaYTA programs demonstrate how DG collects, organizes, and makes data more useful and accessible for health ministries, advocacy groups, and other government departments working on evidence-based tobacco policy. The data has been used in a number of settings. The TCDI dashboards informed Ethiopia's 2023/2024 tobacco tax increase, supported advocacy in Kenya for youth protection regulations and smoke-free campaigns, and is used by stakeholders across Zambia, Nigeria, South Africa, and the DRC, including civil society organizations such as the Zambia Consumers Association (ZACA), to support policy formulation and advocacy on advertising bans and clearer labeling. Recognizing the dashboard's value, the Zambian Parliamentary Committee on Health, Community Development and Social Services invited DG to make a submission on the implications of the Tobacco Control Bill, a clear sign of how evidence produced outside government can inform decisions made within it.

Enabling inclusive processes that bring together public institutions, private sector actors, and civil society

As our CEO notes, the National Models for Women's Safety Online (NMWSO) initiative brings different stakeholders together around a shared concern: threats to women in digital spaces. NMWSO worked with public sector, private sector, and civil society actors in Kenya and the Philippines to document, test, and advance system-level responses to online abuse targeting women leaders. DG led the Philippines portion of the work.

The program began with research into the legislative landscape, the types of digital abuse, and existing pathways for redress. Our landscape analysis found that while a foundational legal framework for cybercrime and gender-based violence existed, significant gaps in enforcement and accessibility remained. The stakeholder mapping identified a fragmented regulatory environment in which survivors struggled to navigate overlapping laws and multiple regulators, which pointed to the need for a more cohesive and transparent system. To respond, the program supported cross-sector collaboration and worked to make proactive safety measures more practical.

Part of that response was a digital tool to support the implementation of existing regulations. [Gabay Tech](#), developed in partnership with the Pasig City Government, gives people clearer ways to navigate online harms, report incidents, and connect with the right support services. After the rollout of the tool, the Department of Information and Communications Technology (DICT), one of our key stakeholders, [reported a rise in reported incidents](#). We recognize that this increase cannot be attributed to the portal alone; it also aligns with a broader national trend of growing awareness and demand for accessible reporting. Alongside this, the program engaged more than 92 technology organizations, public institutions, and civil society organizations to identify gaps and opportunities in survivor support and strengthened the regulatory coordination our assessment had found lacking.

NMWSO shows how regulatory pathways can be strengthened within existing legal frameworks in environments where government agencies are not yet coordinated. Rather than looking for a single quick fix, progress came from building trust, supporting coordination between government agencies and the private sector, and making proactive safety measures and stronger resource mechanisms more workable.

Influencing how decisions are made

In agriculture, climate, public finance, digital transformation, and beyond, we support decision-making by bringing together data, evidence, and digital infrastructure.

To help set the agenda at the intersection of policy, climate, and data, we drew on our experience with data, transparency, and fighting corruption to develop a [policy brief introducing carbon markets](#) for practitioners in sustainable development, civic tech, and anti-corruption. The brief explains the political context, operational procedures, and core principles needed to build digitally enabled, high-integrity carbon market systems. We presented the brief to policymakers and other stakeholders at the Kenya Carbon Market Conference, convened by the Office of the Climate Envoy, helping inform discussions on the governance and digital foundations needed to support credible carbon markets.



Our team at the Global DPI Summit in Cape Town, South Africa

In sustainable digital transformation and digital public infrastructure (DPI), our experience building national data systems and advising governments on sustainable technology has given us a practical understanding of how these systems can be managed for the long term. [The 2025 U.S. aid freeze exposed real vulnerabilities in data systems](#) fully dependent on external funding, highlighting the need to build systems that are more resilient to future funding shocks.

What is Distinct About DG's Approach



We work beyond legislation and high-level strategies to include operational plans, investment decisions, and cross-sector coordination.

We work upstream in agenda-setting, midstream in program design, and downstream in implementation and monitoring.



We treat data and digital systems not only as technical tools but as a means toward more responsive governance, transparency, and equity in policy.



We apply an explicit inclusion lens so that women, youth, persons with disabilities, and other underserved groups are considered across our work.



Policy Priorities for 2026 to 2027



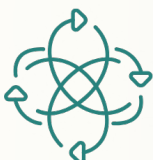
- **Artificial Intelligence**

Supporting the responsible deployment, management, and scaling of fair, equitable, and responsive AI in the public sector and in educational institutions.



- **Digital Public Infrastructure**

Building better DPI by focusing on the data exchange “building block,” namely data standardization, governance, and interoperability, to improve key government services such as health and agriculture and to incorporate private sector data that can strengthen public functions.



- **Climate Complexity**

Using data and technology to support better coordination in climate finance, transparency, and the climate-health nexus.

Impact

This year reminded us that practical, well-managed data and strong local partnerships remain at the heart of real, measurable change. Across regions and sectors, DG worked with partners to combine trusted tools with local capacity, so that these partners can use data well and take practical steps toward sustainable digital transformation.

In Ethiopia, our [a Livestock Information Vision for Ethiopia \(aLIVE\)](#) program reached a milestone with the debut of the Livestock Information System, but much of the lasting value lies in the capacity and ownership built around it. Working with the Ministry of Agriculture, the program trained more than 300 people and supported a third of the Ministry's ICT team in using five core software tools, which benefit every agricultural system that the team manages, not just livestock alone. The system is hosted on-premise and owned by the Ministry, a choice made after a careful look at the cloud-hosted options, and one that reduces reliance on outside technical support. By helping the Ministry connect its technical work to government priorities and a clear resource mobilization strategy, aLIVE also supported the Ministry's own efforts to secure \$20 million in World Bank funding to expand traceability toward 180 million animals; the Ministry credited the program's contribution to both the strategy and the underlying infrastructure. Along the way, the work helped raise the Ministry's profile as a digital leader, contributing to its inclusion in joint working groups with other agencies and to stronger inter-ministerial relationships that have historically been difficult to manage.

This progress was bolstered by peer learning. In February 2025, DG and the Livestock Improvement Corporation organized a [livestock study tour to New Zealand](#) for a delegation of Ethiopian officials. DG selected New Zealand for its livestock sector, where data, technology, and institutional coordination support productivity, traceability, and market competitiveness. Visiting farms, an abattoir, research institutions, cooperatives, and regulatory bodies, the delegation saw how a country with no more than 10 million cattle has built a competitive system grounded in real-time data and farmer participation, and how well-collected, integrated data can support decisions from the farm to the national policy level.



The aLIVE team and Ministry of Agriculture colleagues visiting LIC, a New Zealand partner.

Also in agriculture, the [Soil Nutrient Roadmap](#) showed how evidence can move more quickly when systems are built around the people who use them. In October 2025, the team launched an automated yield pipeline that can produce national-scale projections in seconds. The models were built with a policy-first approach, prioritizing how decision-makers would use them, and were developed with more than 40 government and research stakeholders through validation and co-creation sessions across Ghana, Kenya, and Ethiopia, including an in-person workshop in Ghana in November 2025. That groundwork has opened further conversations, including early discussions with the African Union Commission to support the rollout of its Fertilizer and Soil Health Action Plan.

In tobacco control, the portfolio advanced on two fronts. The first was sustainability. With DG's support, the [Center for the Study of the Economies of Africa \(CSEA\)](#) now runs the front end of the TCDI [six-country evidence dashboard](#), the first African-led, multi-country data source of its kind in the tobacco control space. This marks the culmination of TCDI's second phase, in which DG handed over day-to-day management of the six country-specific websites to CSEA

while continuing to administer the dashboards' back end, an arrangement designed to keep the sites updated, keep government officials engaged as key policymaking users, and ensure continuity through at least November 2027.



The second was helping fill a long-standing gap in the evidence base, much of it through the Data on Youth and Tobacco in Africa (DaYTA) program. In Kenya, the DRC, and Nigeria, data on adolescent tobacco and nicotine use had been largely missing, which left an important gap for the governments and partners working on these issues. DaYTA's research helped fill that gap, and DG made findings available on the TCDI dashboards for public use. In Kenya, the Permanent Secretary for Public Health, Ms. Mary Muthoni, referenced DaYTA's findings on children who had experimented with tobacco and nicotine products in discussions around banning sales to minors.

Finally, in the Philippines, our work through the National Models for Women's Safety Online initiative showed what progress looks like when laws exist, but the ecosystem around them is not yet coordinated. With our partners, DG delivered a Safety-by-Design training curriculum to 453 individuals from 92 organizations, convened 78 regulators

Delivered a Safety-by-Design training curriculum to 453 individuals from 92 organizations



Convened 78 regulators



Ran a twelve-week Safety-by-Design Grand Challenge

lators across nine events to support cross-agency coordination, and ran a twelve-week Safety-by-Design Grand Challenge whose participants are now organizing to recreate it on their own in 2027. The team also documented more than a dozen technology-provider and public-service pathways available to survivors and handed over its materials to local universities and professional networks so the work can continue beyond the program.

Taken together, these examples reflect what becomes possible when credible data, local ownership, and strong partnerships come together: institutions take the lead, evidence makes its way into real decisions, and the systems we help build are positioned to last beyond the duration of any single program.

The Work Continues

This was not an easy year for the development community, and the organizations we work with felt it as much as anyone. We responded the way we always have: by staying close to our partners, focusing on real problems, and building systems that last. That commitment is evident throughout this report, from the agility that helped us to adapt to the changing environment, to the policy work that extended the reach of our implementation experience, and to the impact our partners and we are continuing to build on.

We remain committed to that work. As funding becomes more constrained and the challenges governments face become more complex, the value we bring is not just in the tools themselves but in helping institutions maintain and scale the data and digital systems they can trust, use, and sustain. That has been true for 25 years. It is even more true today.

Financial Statement

Statements of Financial Position

June 30, 2025 and 2024

	Assets	2025	2024
Current Assets			
Cash and cash equivalents	\$	2,947,900	\$ 4,222,937
Grants and contracts receivable, net		4,751,790	5,049,063
Accounts receivable		84,450	96,730
Prepaid expenses and other assets		141,823	111,611
<i>Total current assets</i>		7,925,963	9,480,341
Noncurrent Assets			
Grants and contracts receivable, net of current portion, less discount		886,740	2,429,656
Right of use assets - operating		6,373,819	8,245,495
Letter of credit		272,323	272,323
Security deposit		--	119,929
<i>Total noncurrent assets</i>		7,532,882	11,067,403
Property and Equipment			
Computer equipment		29,351	29,351
Leasehold improvements		2,258,940	2,258,940
Less accumulated depreciation and amortization	(838,639)		(641,057)
		1,449,652	1,647,234
<i>Total assets</i>	\$	16,908,497	\$ 22,194,978

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
Note payable - current portion		21,514	--
<i>Total current liabilities</i>		2,361,494	2,951,236

Noncurrent Liabilities		
Security deposits - subleases	6,500	6,500
Note payable - noncurrent portion	956,608	1,000,000
Lease liabilities - operating, less current portion	7,756,952	9,577,385
<i>Total noncurrent liabilities</i>	8,720,060	10,583,885
<i>Total liabilities</i>	11,081,554	13,535,121
Net Assets		
Without donor restrictions	(1,621,688)	(1,299,924)
With donor restrictions	7,448,631	9,959,781
<i>Total net assets</i>	5,826,943	8,659,857
<i>Total liabilities and net assets</i>	\$ 16,908,497	\$ 22,194,978

Statement of Activities For the Year Ended June 30, 2025

	Without Donor Restrictions	With Donor Restrictions	Total
Support and Revenue			
Grants and contracts	\$ 1,443,129	\$ 4,843,228	\$ 6,286,357
OpenGov Hub rental income	1,141,145	--	1,141,145
Net assets released from restrictions	7,354,378	(7,354,378)	--
<i>Total support and revenue</i>	9,938,652	(2,511,150)	7,427,502

Expenses

Program Services:

Resource Governance (RG)	388,791	--	388,791
Effective Service Delivery (ESD)	6,022,297	--	6,022,297
Data Strategy Policy (DSP)	977,992	--	977,992
Other	13,829	--	13,829
OpenGov Hub	1,407,229		1,407,229

Total program services	8,810,138	--	8,810,138
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Supporting Services:

Management and general	1,264,288	--	1,264,288
Business development	462,441	--	462,441

Total supporting services	1,726,729	--	1,726,729
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Total expenses	10,536,867	--	10,536,867
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Net changes from operations	(598,215)	(2,511,150)	(3,109,365)
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Other Income (Expense)

Gain on operating lease modification	156,673	--	156,673
Other income	17,900	--	17,900
Interest income	101,878	--	101,878

Net other income	276,451	--	276,451
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Changes in net assets	(321,764)	(2,511,150)	(2,832,914)
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Net assets, beginning of year	(1,299,924)	9,959,781	8,659,857
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Net assets, end of year	\$ (1,621,688)	\$ 7,448,631	\$ 5,826,943
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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			
<i>Program Services:</i>			
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
<i>Supporting Services:</i>			
Management and general	1,376,854	--	1,376,854
Fundraising	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)	(1,789,960)	(2,163,957)
Other Income			
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	(1,417,881)	11,749,741	10,331,860
Net assets, end of year	\$ (1,299,924)	\$ 9,959,781	\$ 8,659,857

Statements of Cash Flows For the Years Ended June 30, 2025 and 2024

	2025	2024
Cash Flows from Operating Activities		
Changes in net assets	\$ (2,832,914)	\$ (1,672,003)
<i>Adjustments to reconcile changes in net assets to net cash (used in) operating activities:</i>		
Depreciation expense	197,582	148,521
Bad debt expense	18,771	14,696
Gain on lease modification	(156,673)	--
Contribution of OpenGov Hub	--	(128,392)
Rental (income) loss from collaborative agreement	--	(49,313)
Amortization of right of use asset - operating lease	889,514	692,236
<i>Decrease (increase) in:</i>		
Grants and contracts receivable	1,840,189	1,087,462
Deferred rent asset	(6,491)	--
Prepaid expenses and other assets	(30,212)	78,675
Security deposit	119,929	119,929
<i>Increase (decrease) in:</i>		
Accounts payable and accrued liabilities	(272,622)	(101,608)
Deferred revenue	25,595	(92,584)
Security deposit subleases	--	6,500
Lease liabilities - operating	(1,045,827)	(31,152)
Lease liabilities - operating - original	--	(771,279)
Net cash (used in) operating activities	(1,253,159)	(698,595)

Cash Flows from Investing Activities			
payments on note payable	(21,878)		--
<i>Net change in cash and cash equivalents</i>	(1,275,037)		(698,595)
Cash and Cash Equivalents, beginning of year	4,222,937		4,921,532
Cash and Cash Equivalents, end of year	\$ 2,947,900	\$	4,222,937
Noncash Investing and Financing Activities			
Right-of-use asset - operating lease modification	\$ (1,138,835)	\$	--
Lease liability - operating lease modification	\$ (980,781)	\$	--
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	\$ 31,175	\$	25,552

See Notes to Financial Statements.

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