



A New Development Gateway

2012-2014 Report





Letter from the Chair

The global development conversation has evolved considerably in the last couple of years; calls for greater transparency and active citizen participation grow ever louder. As a social enterprise dedicated to building practical tools that turn information into opportunities for people to lead better lives, Development Gateway (DG) welcomes the new emphasis on open data as a catalyst for building a better world. To answer the UN Secretary General's call for a post-2015 "data revolution," DG has transformed itself over the past three years to meet the open data challenge.

Through public goods and custom software solutions for governments and other clients, DG leverages its on-the-ground experience and technology expertise to find workable approaches tailored to specific circumstances. We value our longstanding partnerships with some of the world's leading development organizations and trailblazing national governments in the areas of transparency and managing for results. With our AidData partners, we make public information on development finance more comprehensive and accessible. Notably, moving toward tracking all available resource flows, the AidData.org portal now includes information on remittance flows (from the World Bank), foreign direct investment (from UNCTAD), and private foundations (from the Foundation Center). We are also very pleased to have formed a wide range of new partnerships with some of the most innovative independent organizations working in the open government space through our role as a co-founder of the OpenGov Hub.

As the 2015 deadline for meeting the Millennium Development Goals looms, we have listened closely to our partners about the ways in which we can most effectively support them and contribute to the global post-2015 agenda. The vast majority of our work is now funded at the project level, rather than via unrestricted grants to the organization, making us more nimble, responsive, and demand-driven. This has prompted us to refine the way we describe

our areas of practice. Although our operations still fall under the broad thematic umbrellas we defined a few years ago (Governance, Knowledge and Networking, and Transparency and Accountability), it has become clear that we are best equipped in the specific areas of Visual Analytics, Results Management, and Citizen Engagement. In this report, we outline the substantial body of DG's work in each area, and preview some exciting new directions, including ensuring robust data uptake and analysis.

Since the 2011 High Level Forum on Aid Effectiveness held in Busan, DG has continued to align its work with global efforts to make development partnerships more productive. Promoting the integration of national and partner resources, South-South cooperation, and anchoring of the International Aid Transparency Initiative at the country level – particularly among the countries that have adopted the Aid Management Program – remains central to our mission of empowering those on the front lines of development to achieve greater impact.

Sincerely,



Mary O'Kane
Chair, Board of Directors





The OpenGov Hub in Washington, DC.

Photo by OpenGov Hub

Research and Innovation

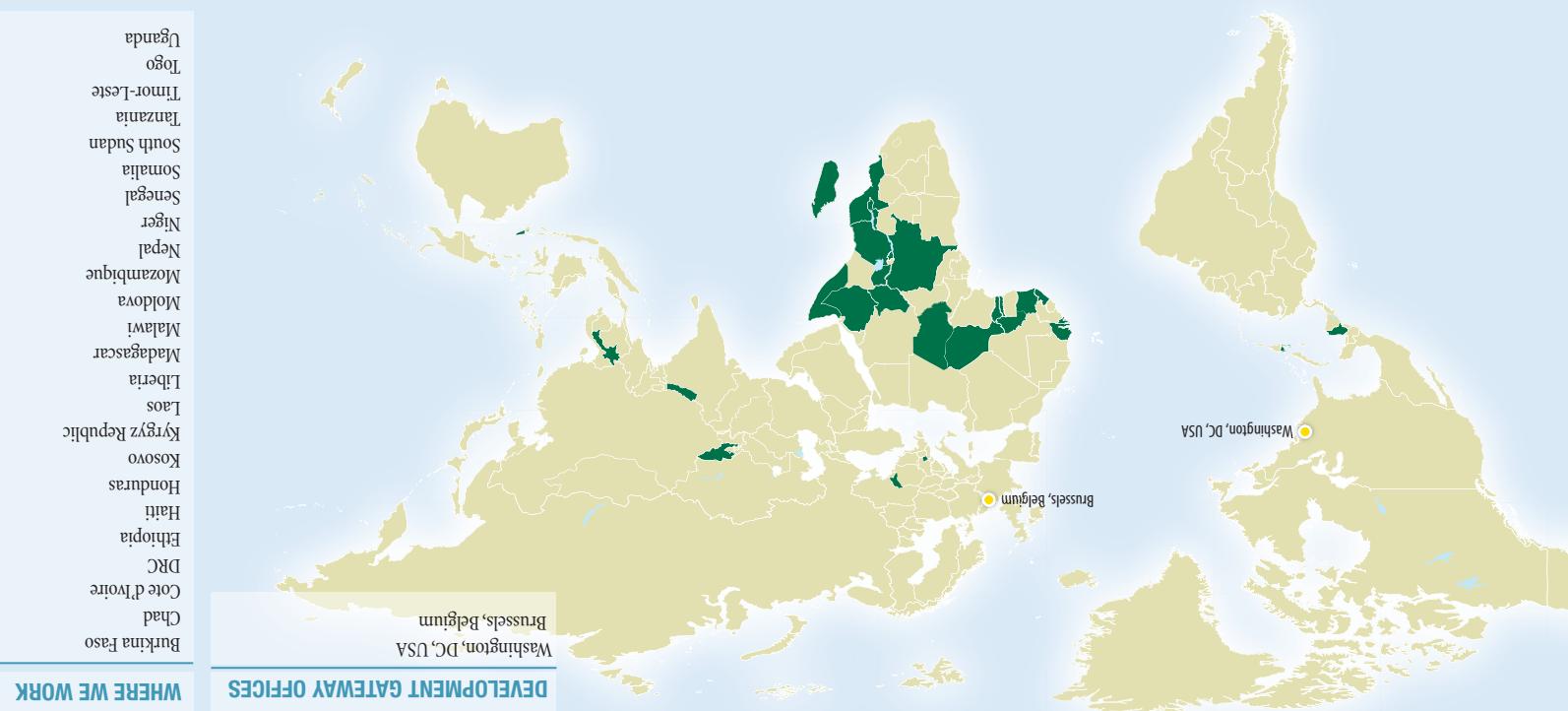
Meeting the world's toughest development challenges requires teamwork and creativity. That principle inspired Development Gateway and Global Integrity to launch the OpenGov Hub in 2012 as a collaborative office space for organizations focused on advancing the open government agenda. The open floor plan and presence of a range of organization types – from tech shops to advocacy groups and others, united in the mission of empowering citizens through technology – create an environment conducive to the free flow of ideas and innovation.

Building partnerships among like-minded groups has always been central to how DG works, and the OpenGov Hub extends this approach to the workplace itself. Located in downtown Washington, DC, the bustling OpenGov Hub is home to more than 30 organizations. Everyone from senior management to junior staff works alongside each other at open workstations, and the ubiquitous marker boards and glass walls are covered with scrawled notes from brainstorming sessions and impromptu conversations. Visitors long familiar with DG are invariably struck not only by the dramatic transformation of the physical space, but also by the team's heightened energy level and renewed sense of purpose.

Further, the OpenGov Hub strengthens the broader open government community by providing a forum for debate and collaboration. Since its launch, it has hosted dozens of events, ranging from "brownbag" presentations to panel discussions to social gatherings. Bringing open government innovators together in the informal, dynamic environment of the OpenGov Hub is already leading to exciting new initiatives, including Feedback Labs (FBL). FBL promotes concrete mechanisms for citizen engagement in the development process, thus increasing the demand for transparency and better data, and mapping ways for citizens and governments to co-create their future.

On the data supply side, DG is working with its AidData partners on an ambitious research program funded by USAID's Higher Education Solutions Network (HESN). By geocoding – or pinpointing the precise geographic locations – of development activities around the world in close partnership with Ministries of Finance and Planning, the AidData Center for Development Policy provides data for cutting-edge development research by a vast network of scholars.

The AidData 3.0 website, which allows users to interact with development finance data through more intuitive mapping and querying tools, makes this information even more accessible to a broad range of constituents, such as those involved in FBL or academic institutions. By working on both the demand and supply sides of the open data movement, and bringing its technical expertise and convening power to bear, DG is helping the full gamut of development partners make open government a reality.



Visual Analytics

Images bring information to life. In the coming-of-age for big data, the problem is often too much information, rather than too little. A well-designed graphic can make all the difference in clarity – from simple maps showing how much development assistance goes to education or health in different parts of a country, to complex charts that allow users to manipulate and drill down into reams of data. Development Gateway pushes data beyond static visualizations, creating tools that can be embedded in existing processes and remain relevant, updated, and insightful over time.

"This map will enable the Bank to provide transparent and equal access to [information about] its work across Africa... bringing us closer to the people we serve."

—Simon Mizrahi, Director, Quality Control and Results Department, African Development Bank



Development Gateway's innovative work in visual analytics builds on years of experience making information relevant and actionable for development workers, governments, and citizens. Custom interactive dashboards transform the Aid Management Platform and other client systems from databases into essential tools for decision-making.

Mapping for Results, a joint initiative of the World Bank and AidData, pioneered the development of a flexible, easily replicable methodology for geocoding World Bank development projects. Since there are frequently larger differences in poverty and well-being among regions of a single country than there are among countries in a broader region, subnational information is critical to determining where aid should go.

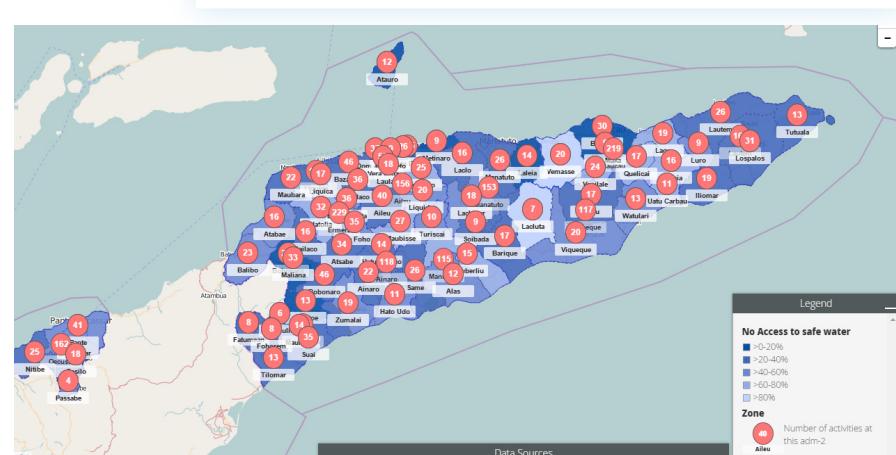
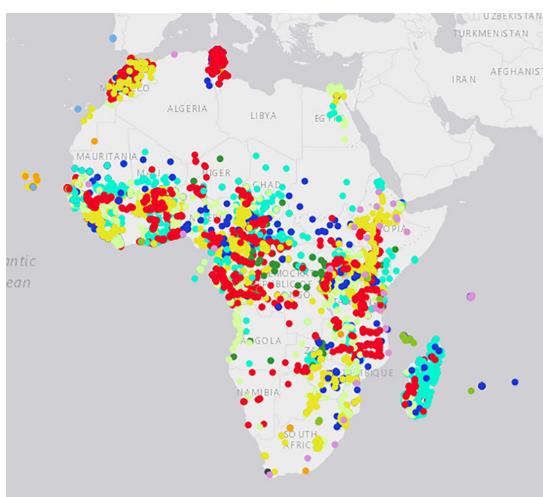
DG, through its partnership with AidData, has since extended geocoding work through partnerships with the African Development Bank and the Asian Development Bank, resulting in vast amounts of internationally-comparable data that can be used for visual mashups and analysis. Part of the International Aid Transparency Initiative data protocol, this geocoding methodology has now become the global standard, with governments, donor agencies, and civil society organizations all following suit.

By partnering with Esri, a leading provider of geospatial information systems, DG incorporates the latest technology into its offerings. The combination of geocoded information and sophisticated analytical

tools is also a dream come true for scholars aiming to do policy-relevant research. The Robert S. Strauss Center for International Security and Law at the University of Texas at Austin, and its Climate Change and African Political Stability (CCAPS) program, have partnered with DG and AidData since 2011. CCAPS leverages AidData's geocoding work and Esri tools to assess security risks related to climate change at the local level. This groundbreaking and timely work won a coveted Special Achievements in GIS Award from Esri in 2013.

GEOCODING DEVELOPMENT ACTIVITIES

In 2012, the United States Agency for International Development (USAID) awarded the College of William and Mary a five-year, \$25 million cooperative agreement to be implemented by AidData (a partnership between William & Mary, DG, and Brigham Young University) and its partners (University of Texas at Austin and Esri) through the AidData Center for Development Policy. In the first two years of the award, the AidData Center has worked to build an information infrastructure of geocoded aid information, pinpoint the subnational locations of development projects, and foster a global community of data users. The Center has begun or completed the process of geocoding aid records in seven different partner countries, of several financial and donor agencies, and has initiated work to geocode project records in ten additional public country aid information management systems. In the coming years, we will continue to scale our data production efforts, and look for opportunities to adapt our geocoding methodology and approach in new and innovative contexts.



Results Management

Supporting governments in their efforts to manage resources effectively remains a pillar of Development Gateway's work. Making informed decisions requires an integrated picture of funds from all sources, as well as an active dialogue among government actors, development partners, and civil society.

DG's flagship Aid Management Program (AMP) has evolved considerably since its inception. Originally designed as a system to help governments manage aid, new AMP countries explicitly recognize transparency as a primary goal. Public portals are online in over 10 countries, and Chad is the newest AMP country. At the annual AMP Good Practices Workshop, now in its seventh year of facilitating South-South collaboration, countries that have successfully made their data publicly available have shared lessons learned, and encouraged others to follow.

Linking AMP with a national budget system, as DG has done in Timor-Leste, Nepal, Senegal, and elsewhere, creates a comprehensive picture of resources from domestic and external sources. In this context, geocoded information becomes particularly useful for identifying areas of overlap or resource gaps. In Nepal, DG took it a step further: working with AidData partners, a subset of procurement and awards data from five institutions were geocoded – three government agencies, the World Bank, and the Asian Development Bank – in line with the emerging Open Contracting Data Standard (OCDS), to provide a clearer picture of where funds are actually being disbursed. DG worked closely with the government's Central Procurement Agency, which is building on this momentum to incorporate the OCDS in its new Public Procurement system.

Once funds are allocated and projects are underway, monitoring and evaluation (M&E) information enters the picture. Much of this information is captured in “grey literature” – unstructured data and documentation. Through M&E and statistical capacity assessments (thus far in Ethiopia and St. Lucia), DG has begun working with countries on incorporating data on outputs and outcomes into resource management processes. In the future, DG plans to work with



Photo by AidData

Informed decisions require dialogue among governments, development partners, and civil society.

country partners to build capacity for “data science for development.” Leveraging partnerships with academic and private sector experts, we look forward to helping governments use data analytics more effectively for decision-making.

ANALYZING AID FLOWS

About a quarter of public spending in Nepal, amounting to US\$1 billion, comes from foreign assistance. Since implementing the Aid Management Program in 2009 to better track the origin and use of these funds, the Government of Nepal has produced two annual Development Cooperation Reports and launched a public AMP portal with interactive maps and dashboards. Local media outlets have picked up salient points emerging from the reports and publicly accessible data, including the challenges of aid fragmentation and a lack of alignment between the government's stated development priorities and those of foreign donors. Linking AMP with the national budget system is an upcoming step in the government's efforts to increase the share of aid flows that are reflected in the national budget, and will support coordinated resource management.

“We are confident that this openness will not only strengthen accountability in foreign aid mobilization, but it will also provide additional opportunities to make aid more effective.”

—Madhu Kumar Marasini, International Economic Cooperation and Coordination Division Chief and Joint Finance Secretary, Government of Nepal



Citizen Engagement

Intuitive graphics and tools open up new opportunities for citizens to engage with development information. By putting data into formats that non-specialists can access and understand, Development Gateway gives communities the possibility to have a voice in planning local projects, holding government and donors accountable for delivering on their promises, and evaluating results. Citizen engagement “closes the loop” in a development process that has too often been driven from the top, with limited input from those intended to be the ultimate beneficiaries. To that end, DG is a founding member and the institutional host of Feedback Labs.

“... the culture of trust and collaboration at the Hub... has allowed us to reach out to get exceptional help and advice from ‘Hubbers’ at critical junctures.”

—Dennis Whittle, Co-Founder, Feedback Labs

There are many ways to make information more accessible and useful. Drawing data from different organizations and institutions into a common repository, enforcing common definitions and standards, creating visual representations of data, and designing interactive websites and apps are just a few tools in the open data toolbox.

Development Gateway worked with a team from the World Bank’s Development Data Group and the Global Partnership for Education (GPE) on the GPE Open Data initiative, a data visualization project that now provides 29 online country education profiles drawing on dozens of previously disparate country-based sources. Moreover, DG’s Zunia platform now powers the online portal of the Open Data Technology Alliance, a World Bank initiative to improve public service delivery through technology-enabled citizen engagement.

Making data accessible is only part of the equation. In Nepal, the Ministry of Finance, the National Planning Commission, several line ministries, and many development partners use the Aid Management Platform implemented by DG extensively. Concurrent with the launch of the public portal in 2013, Development Gateway and AidData raised awareness of and interest in the data by convening a strong network of local partners and by working with DFID Nepal to examine the government data ecosystem. Training programs and collaboration with local partners will continue to ensure that AMP data will contribute to a more demand-driven development process.

For the past decade DG has co-created tools, taught best practices, and streamlined processes around the world to improve the supply of data; now we are turning to the task of data uptake. To stimulate the

demand for data, DG is diving into the realm of data analytics – the analysis, discovery, and communication of trends. By using the data we have to provide actionable insight for decision makers, we aim to help close the gap between better information and better results.



Participants shake hands after successful AMP Liberia training.

Photo by DG

FEEDBACK LOOPS

Conversations among OpenGov Hub tenants prompted the launch of a unique new initiative known as Feedback Labs (FBL) – a group of organizations interested in putting citizens at the center of the development process. The group engages in concrete experiments to create and close feedback loops through the use of open data combined with social media and other tools. Mainstreaming scalable feedback mechanisms is the right thing and the smart thing to do. FBL envisions a world where citizens can co-create their future by interacting productively with aid agencies, foundations, and governments.



Financials

Photo by Armin Hari

Development Gateway's consolidated (Development Gateway and Development Gateway International) financial statements are audited by Gelman, Rosenberg & Freedman. Please visit www.developmentgateway.org for the complete audit report.

STATEMENT OF FINANCIAL POSITION

Years ended June 30 (in thousands of USD)	2014	2013	2012
Assets			
Cash and Cash Equivalents	857	519	588
Prepaid Expenses and Other	1,650	1,087	996
Property and Equipment Net	96	8	26
Total Assets	2,603	1,614	1,610
Liabilities and Net Assets			
Liabilities			
Accounts Payable and Accrued Expenses	506	398	354
Deferred Revenue	810	669	637
Total Noncurrent Liabilities	203	67	56
Total Liabilities	1,519	1,123	1,048
Unrestricted Net Assets	1,084	491	562
Total Liabilities and Net Assets	2,603	1,614	1,610

STATEMENT OF ACTIVITIES

Years ended June 30 (in thousands of USD)	2014	2013	2012
Revenue			
Grants	243	1,000	3,278
In-Kind Contributions	1,086	419	0
Contracts	5,574	5,398	3,956
Currency Loss and Other Income	253	62	(10)
Total Revenue	7,156	6,879	7,224
Expenses			
Program Activities			
Grants	83	321	736
Contracts	4,884	4,330	4,000
Total Program Activities	4,967	4,651	4,736
Support Services			
Fundraising	141	301	579
Management and General	1,455	1,997	1,873
Total Support Services	1,596	2,298	2,452
Total Expenses	6,563	6,531	7,188
Change in Unrestricted Net Assets	593	(71)	947
Unrestricted Net Assets, Beginning of Year	491	562	(385)
Unrestricted Net Assets, End of Year	1,084	491	562

At the end of FY2011, an agreement was reached between Development Gateway and the World Bank that the long term loan will be extinguished upon payment by Development Gateway of \$300,000 to the World Bank, which was done May 1, 2012. Development Gateway recognized approximately \$893,000 forgiveness of debt during FY2012.

**GOVERNANCE BOARD OF DIRECTORS
(AS OF NOVEMBER 2014)**

Mary O'Kane (Chair)

Executive Chairman, Mary O'Kane & Associates Pty. Ltd.

Motoo Kusakabe (Vice Chair)

Founder, the Open City Foundation

V.S. Subrahmanian

(Board Secretary and Chair of the Audit Committee)

Director, Institute of Advanced Computer Science,
University of Maryland

Rudolf Hagenmueller

(Chair of the Finance Committee)

Vice President, Cirquent GmbH; Professor, Munich University; Chairman, Information Technology for European Advancement, the EUREKA Cluster on Software-Intensive Systems and Services

Oliver Brochenin

Sous-Directeur, French Ministry of Foreign Affairs;
Representing the Government of France

Matthew Williams

Counselor, Embassy of Australia;
Representing the Government of Australia

Brenda Killen

Deputy Director, Development Coordination Directorate;
Representing OECD

Julián Casasbuenas

Director, Colnodo (Colombia Country Gateway)

Adrianus Melkert

Senior Fellow, Results for Development Institute;
Independent senior adviser on corporate social responsibility,
international public affairs, and employment strategies

Dennis Whittle

Co-Founder, GlobalGiving

Jean-Louis Sarbib

Chief Executive Officer, Development Gateway;
Ex-officio non-voting member

DEVELOPMENT GATEWAY EXECUTIVE TEAM

Jean-Louis Sarbib

Chief Executive Officer

Catalin Andrei

Director of Information Technology

Nancy Choi

Senior Director of Operations,
Co-Executive Director of AidData

Abdoulaye Diatta

Controller

Josh Powell

Director of Innovation

Partners

Over the years, Development Gateway's work has been made possible through the generosity, vision, and support of long-term financial partners. Their financial and in-kind support has funded research and innovation, global public goods, and collaborative initiatives to make international development assistance more effective. Building on the strong foundation provided by this support, DG increasingly relies on project funding in the interest of long-term sustainability.

CURRENT PROJECT PARTNERS AND FUNDERS

African Development Bank

Asian Development Bank

The Bill & Melinda Gates Foundation

Department for International Development,
United Kingdom

European Commission

French Ministry of Foreign Affairs and
International Development

Inter-American Development Bank

National governments in partner countries

United Nations Development Programme

United States Agency for International Development

The William and Flora Hewlett Foundation

The World Bank

CURRENT TECHNICAL PARTNERS

The College of William & Mary

Esri

Brigham Young University

FreeBalance

Open Development Technology Alliance

Organisation for Economic Co-operation and Development

Robert S. Strauss Center's Climate Change and African Political Stability (CCAPS) Program at the University of Texas at Austin

MEMBERSHIPS

AidData (DG is a co-founder)

Feedback Labs (DG is a co-founder and institutional host)

International Aid Transparency Initiative

OpenAid Partnership

OpenGov Hub (DG is a co-founder)

Listed here are the organizations that have funded or worked with Development Gateway during the time period covered by this report.

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WHO WE ARE

Development Gateway is an international nonprofit social enterprise headquartered in Washington, DC, with an informal project management hub in Dakar, and a network of software developers and development information specialists around the world. Its European affiliate organization, Development Gateway International, is based in Brussels.