Startup of the Development Gateway

Louise Walker

Director-General, Operations Evaluation: Gregory K. Ingram
Acting Director: Ajay Chhibber
Manager: Victoria Elliott
Task Manager: Catherine Gwin, Lead Evaluation Officer, OEDCM

2003
The World Bank
Washington, D.C.

This paper is available upon request from OED.

The Development Gateway is a source of innovation and learning on how to apply knowledge and information and communication technology (ICT) for development. Its services publish content on a wide variety of issues, support development coordination and collaboration by aggregating and standardizing information, and overseeing the launch of local portal initiatives. The value of the Development Gateway's services lies not only in what is delivered but also in learning about effective models and processes for using the Internet in order to extend the Bank's and the development community's capacity to affect knowledge sharing and development effectiveness.

The Development Gateway has moved from concept, through incubation and prototyping, and has been fully operational for little more than a year.[1] Its accomplishments include:

- *Successful launch of four services with comparatively modest resources and limited staff* – The Development Gateway has launched its AiDA and dgMarket services, as well as providing a host of information through its topic and focus pages. The Country Gateway program has facilitated funding for 43[2] locally owned ICT initiatives and continues to support them with advisory services and technology.

- *Development of a strong technology capability* – The Development Gateway's technology infrastructure, including its platform and technical capabilities, is a valuable resource to the Development Gateway itself and to the broader development community. Work such as developing standards for data management and exchange, providing translation capabilities and enabling interoperability could lead to future services or strategic partnership opportunities.

.
Services and Performance

The Development Gateway team has taken an iterative approach to develop its services, refining its content and technology strategy as it evolves. Because the Development Gateway innovates and experiments with how best to meet its knowledge sharing and development objectives, the *process* of developing and implementing services is in some cases as valuable as the service itself. It is in the process that new partnerships or partnership models are developed, or new technical capabilities explored. Measuring and analyzing impact is essential, and it must allow for the necessary iterative learning and innovative practices.

The mandate of the Development Gateway is ambitious. The Internet offers the opportunity to reach diverse beneficiaries, and involve them in the development process in new ways. This capability challenges the Development Gateway to be specific about the utility of the service or information it provides. Where the Development Gateway does not have an understanding of how its service or information is used, it has difficulty targeting beneficiaries and runs the risk of aspiring to be too many things to too many people.

The Development Gateway has the opportunity to enhance its impact on development effectiveness through strategic partnerships aimed at solving specific challenges such as barriers to access, standards for information sharing, training, or coordination. Through partnerships the Development Gateway can learn from innovators in the development community, share resources required to pilot new approaches, and apply its learning across its network of relationships. Well managed strategic partnerships increase coordination and reduce duplication among service providers, and begin to organize relationships in the development community to leverage the capacity of the technology itself.

Funding and Governance

Initially incubated within the World Bank, the Development Gateway came under the direction of an independent entity in 2001, with the establishment of the Development Gateway Foundation. The creation of the Development Gateway Foundation attracted funding and strategic partnerships, but the

Bank's continued involvement in governance and operations has fueled criticism about undue influence over the Development Gateway.

In keeping with its positioning as a public good, the Development Gateway is dependent on ongoing donor funding - through the Development Gateway Foundation - in order to sustain operations. Funding and governance go hand in hand and this presents challenges for the Development Gateway Foundation's Board if it wants to adjust its composition. If the Development Gateway Foundation changes its Board representation, it may reduce its ability to attract funds from the usual sources. As both the Foundation and the Development Gateway strengthen their strategic partnerships, new mechanisms need to be found to include strategic partners in governance.

Relationship with the Bank

Even at this early juncture in its evolution, the Development Gateway's services are well positioned to impact development effectiveness goals and support World Bank programs and knowledge sharing initiatives. As the Development Gateway matures its partnerships will bring new capabilities into the organization, and will extend its services to partners across the development community. Through its interactions with the Development Gateway, the Bank can integrate innovation and learning into its own operations and practices, with the potential to strengthen Bank initiatives aimed at closing the digital divide. The Bank can leverage the Development Gateway to learn how to better use Internet services and technologies to improve capacity in developing countries.

The Development Gateway must manage the Bank as a partner, striking a balance between being a natural and effective instrument of the Bank's internal activities, and distancing itself from the Bank in order to establish credibility and encourage inclusive partnerships and participation across the development community.

TABLE OF CONTENTS

1. INTRODUCTION

1.1. OVERVIEW AND CONTEXT

The Development Gateway is an Internet portal to improve access to development information for stakeholders across all sectors and regions. It was envisioned as a platform where public sector, private sector, and civil society organizations could freely share their knowledge and experiences, exchange services and collaborate to develop new strategies and programs. While this vision remains the guiding force behind the initiative, it has expanded to enhance links at the local level and now includes coordination of funding to country level sponsors that support locally owned ICT activities. It has evolved to develop knowledge "services" targeted at specific stakeholder groups and development objectives.

Specifically, the Development Gateway includes four main service streams plus a technology infrastructure:
- **Ideas and knowledge exchange (Knowledge/Topics)**, content assembled and published on a wide range of development topics
- **AiDA**, a database of development projects
- **dgMarket**, an electronic marketplace for development business opportunities
- **Country Gateways**, 43 multi-stakeholder knowledge sharing portals established and operated by independent country-level organizations
- **Technology infrastructure**, including an open source platform and applications to manage data and information capture, organization and dissemination

The World Bank incubated the Development Gateway until 2001, when responsibility was transferred to the Development Gateway Foundation, an independent, not-for-profit organization. The Development Gateway remains the central focus of the Foundation's activities, and is now complemented by three programs in various stages of development – Research and Training Centers, the ICT Forum, and the Grants and Investments Program. The Bank continues to be closely linked to the Development Gateway through its representation on the Foundation's Board. It also currently provides staff and technology support for the operation of the Development Gateway portal and services under a contract with the Development Gateway Foundation.

For this report, the Development Gateway will refer to the portal, its four service streams and its technology infrastructure, a distinct entity from the Development Gateway Foundation which governs it.

1.2. SCOPE AND DEFINITION OF THE REVIEW

From its genesis in 1999, the Development Gateway has moved from concept through incubation and has made significant progress establishing, operating and iteratively improving its services. As it matures, the Development Gateway will need to assess its accomplishments, determine where it should direct its growth and how to do so.

This report presents the results of a three week, limited desk review undertaken to assess the design and start up of the Development Gateway with a focus on its relevance and efficacy as an instrument of global and country-level knowledge sharing. Its primary focus is on the inception, launch and ongoing operations of the Development Gateway, including the Country Gateways. It provides an overview of the evolution of the initiative and reflects on its contribution towards development effectiveness. The review also addresses the role and effectiveness of the World Bank as a steward of the Development Gateway.

For this report, its authors interviewed 14 Bank staff, including those leading the Development Gateway and its services. The authors also interviewed staff and individuals involved with ICT and knowledge initiatives external to the Bank including Eldis, OneWorld and Bellanet. The authors have attempted to schedule an interview with the former Acting CEO of the Development Gateway Foundation, which they hope will be included in an addendum at a later date. The authors did not interview the first permanent

CEO of the Foundation as he has been in his role for less than two weeks at the time of writing. A list of interviewees is included in Appendix I.

The authors also consulted a range of documents from the Development Gateway and the Development Gateway Foundation, as well as commentaries from sources external to the Bank. A bibliography is included in Appendix II.

2. OBJECTIVES OF THE DEVELOPMENT GATEWAY

2.1. RELEVANCE OF THE DEVELOPMENT GATEWAY'S OBJECTIVES

2.1.1. Motivation and rationale behind the Development Gateway

The rationale for the Development Gateway has two dimensions. As an instrument to extend the World Bank's knowledge sharing objectives, it provides a venue for discussion and collaboration. As an instrument to promote the use of the Internet for development, the Development Gateway can be viewed as a tool for development effectiveness.

Development effectiveness priorities have focused on improving the performance of programs which deliver aid and promote development at global, regional and local levels. While the impact of the Internet on development effectiveness is still the subject of much debate, its potential is widely accepted.[3] For the purposes of this discussion, references to development effectiveness center on four primary goals: improved aid coordination, development cooperation, enhanced skills and resources for development practitioners and other intermediaries, as well as monitoring and tracking of development outcomes.

2.1.1.1. Contribution to the World Bank's knowledge sharing objectives

Over the last decade, the World Bank has endeavored to organize its knowledge activities to assist client countries in their work to promote growth and reduce poverty.[4] The Bank's knowledge sharing strategy is founded on three "pillars":
- To use knowledge effectively to support Bank operations
- To create opportunities to share knowledge with clients and partners
- To help clients enhance their capacity to generate and use knowledge from a wide range of sources[5]

The Development Gateway supports the Bank's strategic approach to knowledge sharing, as a channel to disseminate research and analysis, and a venue for interactive participation from clients and partners in communities and debates. It complements World Bank knowledge management initiatives such as Help Desks and communities of practice by providing an additional reference for points of view from diverse sources and stakeholders, including those outside the Bank. As it evolves, the Development Gateway has the potential to provide Bank knowledge initiatives (for example GDLN, GDN, WorldLinks and AVU)[6] with an Internet platform and operational infrastructure on which to deliver targeted knowledge services and e-learning. The Development Gateway can also be a resource and a tool to support the delivery of Bank country services both on-line and off-line.

2.1.2. Definition and evolution of objectives

The Development Gateway's objectives are distinct from the Bank's knowledge sharing agenda. They have been derived and refined through a multi-stakeholder consultation process that spanned many months. They are shaped by operating principles that define the Development Gateway's strategic approach and lay the groundwork for the design of specific services. The Development Gateway's operating principles champion collaboration, partnership, inclusiveness, and transparency, both in operations and service delivery:[7]

- *Community* – decentralized community model provides local ownership of Country Gateways and shares responsibilities for content creation and editorial management
- *Partnerships* – content partnerships with organizations and companies to participate in or co-brand topic areas, or co-deliver services
- *Continuous innovation* – incorporating feedback from users and participants to improve services
- *Open technology standards* – open source technology infrastructure which is accessible and scalable

The Development Gateway leverages the Internet to improve access to information on development issues, to encourage dialogue and promote cooperation among development practitioners and other intermediaries, and to provide a shared space for exchange of experiences, knowledge, and services.[8]

Bank Strategic Approach

| Use knowledge to support Bank operations |
| Share knowledge with partners/clients |
| Support client capacity to generate and use knowledge |

Development Gateway Objectives

Dialogue
Encourage dialogue across diverse sectors

Cooperation
Promote transparency, accountabilities & cooperation

Exchange
Shared space for information exchange & community-building

Access
Serve information needs of stakeholders and beneficiaries

Objectives of Development Gateway Services

Knowledge Sharing
Use the Internet to support global and country-level knowledge creation/sharing

Development Effectiveness
Provide information and technology applications to support coordination, cooperation, transparency

Development Gateway Operating Principles

| Community | Partnership |
| Open Technology Standards | Continuous Innovation |

The service objectives of Development Gateway include both knowledge sharing and development effectiveness goals. They endeavor to bridge global and local dialogue and knowledge exchange, and provide development practitioners with services and tools to locate relevant information that will help them streamline processes and coordinate their projects with local stakeholders. Objectives of specific services will be discussed in the following sections of this report.

2.1.2.1. Assessing need and defining scope

First discussed formally by World Bank staff in 1999, the Development Gateway was the subject of much controversy and debate both within the Bank and among external stakeholders. In order to better understand the needs of beneficiaries, the Bank's Board of Executive Directors instructed the team to collect the views of potential users and partners through an extensive consultation process.[9] A consultative process was deemed essential for the start up of the Development Gateway to enable user communities to engage in discussion about the design and implementation of the initiative. It also offered a means to raise awareness among private and public sector donors and to establish partnerships.

Between February 2000 and August 2001 the Development Gateway team undertook over 20 such consultations to discuss the relevance of the initiative to civil society organizations, donor agencies and governments in each region.[10]

2.1.2.2. Feedback from key stakeholder groups

Significant emphasis was put on consultations with civil society organizations, both to create alignment with community needs as well as to address criticisms that were emerging about the content strategy and ownership of the Development Gateway. The majority were strongly supportive of the Development Gateway's guiding principles but raised a variety of objections related to the World Bank's approach.[11] The most politicized element of the strategy proved to be the content strategy and topic pages, raising questions about the suitability of the Bank as a "filter" for development knowledge.[12] In contrast, the community applauded the Development Gateway's open-standards technology and welcomed services aimed at improving the coordination of donor efforts.
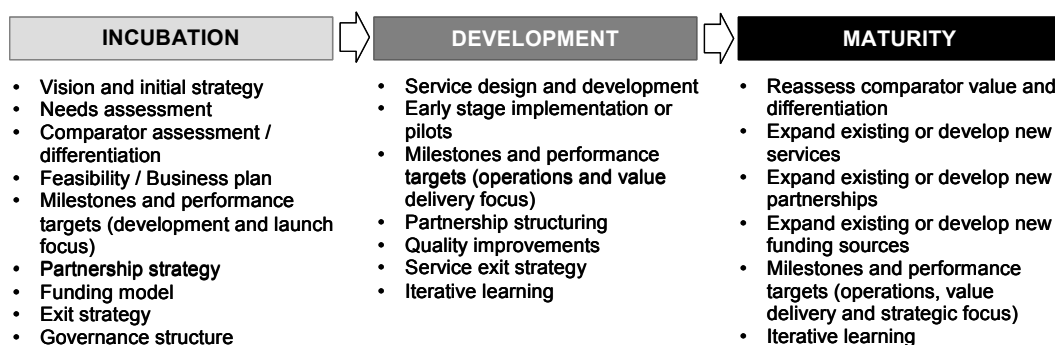
During the consultations, individuals and organizations voiced concerns about the scope and ambition of the initiative, and questioned how the Development Gateway would differentiate its content and services from independent information providers at both the local and global level. To respond to concerns, the Development Gateway team reevaluated its content management and editorial approach and endeavored to reflect the feedback from consultations in the design and ongoing development of the Development Gateway and its services. A plan to increase the diversity of representation on the Development Gateway Foundation's Board was also considered, but has yet to be realized.[13]

Despite the controversy among civil society organizations, the Development Gateway attracted significant interest from multi-laterals, donors, governments and some private sector participants, who committed resources to the initiative.

2.1.3.   Evolution of the Development Gateway

The vision for the Development Gateway has evolved from a multi-stakeholder knowledge portal and broadened to include funding and support for Country Gateway initiatives, targeted services aimed at improving development effectiveness, and ambitious plans to develop a technology infrastructure tailored to the needs of individuals and organizations in developing countries. This evolution is in part the result of the Development Gateway Foundation. As the flagship program of the Development Gateway Foundation, the scope of the Development Gateway has expanded to complement, integrate and align with the other programs of the Development Gateway Foundation. This scope expansion also reflects the external context of the Development Gateway, as the development community continues to experiment with and evolve the Internet as a tool for development.

To understand the Development Gateway's evolution and its ability to achieve development and knowledge sharing objectives, it is useful to view the Development Gateway's progress in phases. In the incubation phase, activities are largely focused on building consensus, formulating guiding principles and strategy, and establishing the governance structure. Much of the Development Gateway's first year was occupied with refining service objectives, assessing feasibility, preparing comparator analyses and defining the business model.

INCUBATION	DEVELOPMENT	MATURITY
• Vision and initial strategy • Needs assessment • Comparator assessment / differentiation • Feasibility / Business plan • Milestones and performance targets (development and launch focus) • Partnership strategy • Funding model • Exit strategy • Governance structure	• Service design and development • Early stage implementation or pilots • Milestones and performance targets (operations and value delivery focus) • Partnership structuring • Quality improvements • Service exit strategy • Iterative learning	• Reassess comparator value and differentiation • Expand existing or develop new services • Expand existing or develop new partnerships • Expand existing or develop new funding sources • Milestones and performance targets (operations, value delivery and strategic focus) • Iterative learning

Currently, the Development Gateway is well into the Development Phase and is appropriately consumed by efforts to operate services and partnerships and reflect and iterate on early lessons learned. Monitoring and measurement at this stage has been largely confined to basic statistics such as site traffic, numbers of new partnerships, and subscriber rates for specific programs.

2.1.3.1. Achievements of the first year in operation

By July 2001, the Development Gateway was fully operational and had met its service objectives for the first phase. Multiple prototype versions had been launched, and it had set in place the technology and partnerships to publish its topic pages and support basic community functions. In the past year, the Development Gateway has increased the scope of the content that it aggregates through additional partnerships, and has launched new services on the site. AiDA, the development projects database, was piloted and developed, and the e-procurement service dgMarket and an e-Bookstore were launched. The Development Gateway is poised to access more locally created content through the Country Gateway program, which currently has 43 initiatives at varying stages of development.

The Knowledge/Topics service currently has 31 topics and focus areas spanning diverse subjects from HIV/AIDS and Food Security, to the World Summit on Sustainable Development.[14] Content contributions are made by over 130 participating organizations including academia, civil society organizations, and the private sector. The number of Development Gateway users has been growing steadily and there are now over 16,000 users who have registered on the site. By September 2002, the portal was receiving nearly 225,000 visitor sessions monthly, amounting to over 1.5 million monthly page views.[15]

Monthly Visitor Sessions *

* Reproduced from Development Gateway Documents. Figures are approximate.

2.1.3.2. Challenges of measuring impact

While measures such as site statistics, number of users and partners are appropriate in early stages, the Development Gateway is maturing. It will need to refine its performance measurement and evaluation capabilities in order to assess the efficacy of its services and provide a framework for decisions about future activities and investments. By breaking down high-level objectives into performance measures that reflect goals related to operational effectiveness, service value or beneficiary access and participation, the Development Gateway will be in a better position to analyze and evaluate its effectiveness. This analysis will also inform strategic decisions about services and growth.

In order for the Bank to adequately assess the success of the Development Gateway in three to five years time, the Development Gateway will need to be able to analyze its effectiveness based on more refined performance measures. However, the Bank needs to consider the Development Gateway's evolution within the context of the external community within which it operates. The Internet is relatively immature –acceptance and capabilities are uneven – and will require a degree of tolerance for risk. In this environment, the Development Gateway's iterative approach and willingness to experiment has value. Measuring and analyzing impact must allow for the necessity of iterative learning and innovative practices. The learning captured by this approach has value, as do the services themselves.

2.2. EFFICACY: REALIZING THE BENEFITS OF THE DEVELOPMENT GATEWAY

2.2.1. Providing value to beneficiaries

2.2.1.1. Intended benefits to beneficiaries

The Development Gateway business plan identifies four categories of beneficiaries: governments, the private sector, civil society organizations (CSOs), and donor organizations.[16] In the planning documents these groups are described variously as target markets, end users, beneficiaries and stakeholders. For the purposes of this report, we differentiate between Development Gateway "stakeholders" (partners or funders involved in the support and delivery of services) and "beneficiaries", users or recipients of the services provided. Because many of the Development Gateway's intended beneficiaries are practitioners within the development community, we make a further distinction between "beneficiaries" who are often intermediaries, and "end beneficiaries", who are clients or constituents that are likely to benefit indirectly.

Overall, the Development Gateway defines its beneficiaries broadly. A summary of beneficiaries and intended benefits is provided below:

Table 1

Beneficiaries	Intended Benefits	
	OVERALL BENEFITS	**SERVICE BENEFITS**
Government & Policy-Makers in developing countries	• Greater government transparency and accountability through e-government initiatives • Improved access to decision-makers	• Timely, relevant information on development; information on best practices • Capacity building and dialogue for government agencies and workers • Support for local ICT capacity to narrow the digital divide • Platform for e-government applications
Private Sector	• Improved visibility of local innovation in developing countries	• Access to online procurement data and development-related opportunities • Improved visibility and access to global and local markets by developing countries • Platform to promote local innovation, market new services • Information on emerging markets for global firms
Civil Society Organizations	• Improved visibility of local development activities, approaches and experiences	• Opportunity to participate in dialogue on development issues and best practices • Timely, relevant information on development • Access to technology tools and learning resources • Partnerships based on communities of interest • Capacity building
Donor Organizations and Development Professionals	• Greater transparency and coordination of donor programs and projects • Opportunity to develop internal capabilities related to the Internet	• Opportunity to participate in dialogue on development issues and best practices • Ready access to data, statistics and publications on development • Access to project data required for donor collaboration or coordination • Capacity building related to the use of the Internet, access to new technologies and applications

The intended benefits and beneficiaries of the Development Gateway reflect the ambitious nature of its mandate. Its reach is global, but its benefits also target local governments, organizations and individuals. The medium of the Internet provides an opportunity to reach across borders, and directly to end beneficiaries. This capability challenges service providers to be specific about the utility of the service or information provided. Where the Development Gateway does not have an understanding of how services are used, it has difficulty targeting beneficiaries and runs the risk of aspiring to be too many things to too many people.

The Development Gateway's ambitions are constrained by the current capacity of the Internet medium in developing countries. While access to the Internet has improved dramatically in many developing countries, limits to connectivity and technology skills remain a major barrier to participation. In the short term, the beneficiaries who are most likely to realize value from the Development Gateway are

development practitioners (largely those in the North) and local and regional partners of the Country Gateways. It is expected that these primary beneficiaries will act as crucial intermediaries, sharing and collecting knowledge among organizations or individuals in the developing world that have yet to directly access the Internet and the Development Gateway.

2.2.1.2. Realizing benefits

The Development Gateway has launched services and developed a technology infrastructure that at the highest level meets its objectives of dialogue, cooperation, exchange and access. The test is in how the Development Gateway realizes its intended benefits, to become a valued information and service provider across multiple beneficiary groups. Despite the challenges posed by its scope and by the medium itself, the Development Gateway has made significant progress in a short time and is well positioned to achieve many of the benefits it intends. Achieving and sustaining the benefits of the Development Gateway will depend on several factors:

- *Ability to identify needs and target services as the Development Gateway evolves* – Services which broadly define beneficiaries and benefits will be difficult to assess in terms of performance, potential and future investment.

- *Ability to adapt and innovate* – It takes considerable discipline and commitment to pioneer services and incorporate reflection, learning and iteration in tandem with operating them; objectives, milestones and performance targets must facilitate analysis and evaluation and at the same time allow for iterative learning and innovative practices.

- *Ability to realize indirect benefits* – The inclusion of intermediaries to transfer knowledge and know-how across their own networks of relationships and communication channels increases the complexity of achieving and assessing the benefits delivered by the Development Gateway's services; however, this network model imitates the nature and power of the Internet itself. The potential for indirect benefits, distributed across a network of relationships and technology infrastructure may far out-weigh the direct value provided to users of knowledge services. This "network effect" will be difficult to define and evaluate.

- *Ability to leverage capacity and potential* – The Bank, as a partner of the Development Gateway, plays an influential role in fostering sustainable benefits. The Bank convenes partners and mobilizes funds on behalf of the Development Gateway and helps extend its scale and reach. The Development Gateway is a source of innovation and learning on how to apply ICT and knowledge for development. It will ultimately be up to the Bank to leverage the value of its partnership with the Development Gateway and adopt successful ICT and knowledge practices, tools and technologies to enhance the Bank's own work.

2.3. CONCLUSIONS

- The Development Gateway team will need to refine its performance measurement and evaluation capabilities in order to assess the efficacy of its services and provide a framework for decisions about future activities and investments. While assessing impact has value, in the context of the Internet's relative immaturity, the Development Gateway's iterative approach and willingness to experiment should be safeguarded. Measuring and analyzing impact is essential and it must allow for necessary iterative learning and innovative practices.

- The medium of the Internet provides an opportunity to reach across borders, and directly to end beneficiaries. This capability challenges service providers to be specific about the utility of the service or information provided. Where the Development Gateway does not have an understanding of how services are used, it has difficulty targeting beneficiaries and runs the risk of aspiring to be too many things to too many people.

- The Bank, as a partner of the Development Gateway, can play an influential role in extending the benefits of the Development Gateway to its own clients and partners. It will ultimately be up to the Bank to leverage the value of its partnership with the Development Gateway and adopt successful ICT and knowledge practices, tools and technologies to enhance the Bank's own work.

---

3. ROLE AND EFFECTIVENESS OF THE DEVELOPMENT GATEWAY'S SERVICES

3.1. RELEVANCE OF THE DEVELOPMENT GATEWAY'S SERVICES

3.1.1. Objectives and outputs of the Development Gateway's services

The Development Gateway has four main service streams:
- Topics and focus pages (**Knowledge/Topics**), which gathers and publishes content on a wide variety of development issues
- **AiDA**, which provides a current and historic view of development projects and programs from around the world
- **dgMarket** which publishes government- and donor-funded tenders
- **Country Gateways** which are multi-stakeholder knowledge sharing portals established and operated by independent country-level organizations

We have added to this list a fifth stream, the Development Gateway's own technology infrastructure. The Development Gateway's platform, applications, and internal technical knowledge and capabilities are a valuable resource for the Development Gateway and the broader development community. Work such as developing standards for data management and exchange, providing translation capabilities and enabling interoperability could lead to future services.

Each service has unique operational goals and supports the Development Gateway's objectives of dialogue, cooperation, exchange and access. Outputs from the Development Gateway's services contribute to knowledge sharing, address development effectiveness explicitly or implicitly, and reflect the operating principles on which the Development Gateway is founded.

Table 2

Service	Alignment with Development Gateway Objectives	Outputs
Knowledge / Topics	• Dialogue within communities of interest • Provide shared spaces for information exchange and community building • Access to timely information on a range of development topics	• Portal aggregating information on development topics from a range of contributors • Interactive tools to facilitate exchange and to support collaborative communities • Content partnerships organized around communities of interest
AiDA	• Improve aid coordination and development cooperation • Improve access to information on development	• Database to aggregate data on development projects and provide a standardized system for reporting • Partnerships to create applications that improve aid coordination • Tools to access and analyze large quantities of information
dgMarket	• Improve efficiency and transparency of exchange of services • Provide access to tenders and commercial information for non-traditional suppliers, such as small and medium enterprises in developing countries	• Aggregation of development-related and government tenders • Notices providing subscribers with information tailored to their needs and interests • Language translation facilitating access for smaller or non-traditional suppliers
Country Gateways	• Support country-level knowledge creation and dissemination • Facilitate country-level dialogue and partnerships • Improve access to skills and resources required to create and exchange knowledge	• Facilitating funding to enable local content portals and related services • Advisory services and technology to support country-level partnerships • Coordination and knowledge sharing across Country Gateways and Country Gateway partners and sharing best practices

Service	Alignment with Development Gateway Objectives	Outputs
Technology Infrastructure	• Technology infrastructure, including platform and applications that promote accessibility and cooperation • Develop standards for information exchange	• Open source, open standards technology platform to support applications and information exchange, which can be adopted and adapted by developing countries • Leverage the platform and a Rapid Application Development (RAD) approach to develop new tools and services; leverage partnerships to do the same

While services are underway, the Development Gateway will continue to grapple with the challenges of operationalizing concepts such as community. These challenges are not unique to the Development Gateway, and are part of transforming ideas about the Internet into practical workable realities. This grappling, learning and refining is necessary in order to bridge the gap between outputs and impact.

3.1.1.1. Monitoring impact on knowledge sharing and aid effectiveness

On the whole, the objectives of the Development Gateway's services are articulated in such a way that it is possible to monitor them and determine if and how they have been achieved. Outputs related to aggregation and partnership creation, mobilizing funds and developing technology capabilities can be measured and assessed with some expectation of accuracy. However, assessing impact on knowledge sharing and aid effectiveness is more challenging for some Development Gateway services than for others. For example, AiDA and dgMarket aggregate content with specific utility for both partners (contributors) and users. These services are more transactional in nature, and can identify participants and users, estimate penetration, and determine how information is being put to use. In the case of Knowledge/Topics and the Country Gateways, the breadth and diversity inherent in both services makes this understanding of uses and beneficiaries much more challenging.

All of the Development Gateway's services strive to use the Internet as platform to increase ICT and knowledge capacity in developing countries. Because the Development Gateway innovates and experiments with how best to meet this objective, the *process* of developing and implementing services is in some cases as valuable as the service itself. It is in the process that new partnerships or partnership models are developed, or new technical capabilities explored. For example, the Development Gateway has used seed funding to convene global-local partnerships and raise awareness about ICT at the local level, and has used technology to reduce language barriers. The value of the Development Gateway's services lies not only in what is delivered but also in learning about effective models and processes for using the Internet in order to extend the Bank's and the development community's capacity to affect knowledge sharing and development effectiveness.

3.2. EFFICACY: MEETING THE OBJECTIVES OF THE DEVELOPMENT GATEWAY

3.2.1. Creating value for partners and beneficiaries

The Development Gateway's services are aligned with its overall goals, and to date service outputs support its objectives. However, three variables influence the likelihood that these services' will continue to succeed: their ability to achieve and sustain benefits, their ability to provide credible quality content, and their ability to differentiate their value in the broader development community.

3.2.1.1. Value of the Development Gateway's services to intended beneficiaries

The beneficiaries of the Development Gateway's services are on each side of the digital divide. On the one hand, there are governments, donors, and private sector organizations which fund or deliver services to support sustainable development. On the other hand, there are developing country governments and policy makers, local businesses and development practitioners. The challenge for the Development Gateway is to define the utility of its individual services and relate that utility to specific beneficiary segments.
.

The **Knowledge/Topic** service has provided a continuously growing number of topics and focus pages, supported internally by the Development Gateway's content team and externally by content editors and advisors. Users cut across each of the beneficiary groups and are largely self-selecting based on their area of interest and expertise. The interaction with the service can be passive (browsing or downloading content) or may include active participation in discussion groups or by contributing new content. In several cases, the Development Gateway team has endeavored to facilitate contributions from beneficiaries in developing countries and distribute more "ownership" of the content and communities of interest to these regions. This is a conceptually sound practice to reduce the influence and voice of the Bank, but challenging to realize. An additional challenge of the Knowledge/Topics program is that without knowing the purpose for using the content, it is difficult to determine *who* the beneficiaries are and *how* to grow or differentiate to serve them. A clear articulation of utility and beneficiaries will help the Knowledge/Topics service allocate limited resources and distinguish its value.

AiDA is a unique service in the development community and an innovative partnership between the Development Gateway, Bellanet and the OECD / DEC. With the Development Gateway contributing project data from the multilateral development banks and OECD contributing the same from its 23 member states, the partnership delivers a sufficient volume of projects in order to make analysis meaningful. The partnership model also brings credibility to the service and attracts users and contributors associated with each partner. By promoting standardized reporting of development projects and providing an easy mechanism to contribute data, the AiDA program has the potential to create a virtuous circle of expanding users and growing value in the community. Each new contributor adds incremental value, and development of applications or tools to organize and analyze the data make it increasingly accessible to new users.
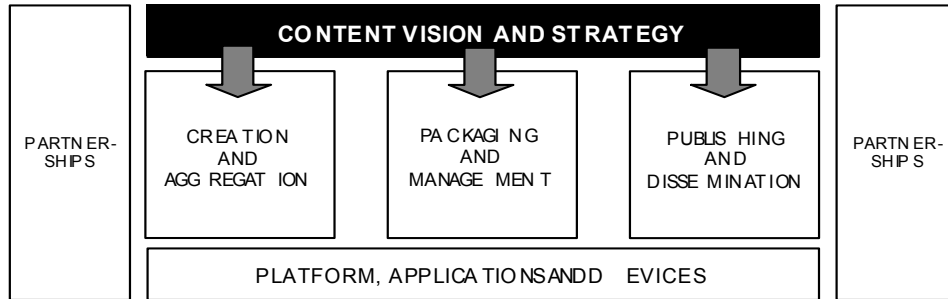
dgMarket brings together buyers and sellers by offering procurement listings from multilateral development banks, the World Bank, and EU member states. The value provided to buyers is the potential to reduce costs by making the tender process more competitive. The value provided to sellers is access to information about the tenders, and increased visibility for non-traditional bidders, particularly small and medium sized enterprises in developing countries. An additional benefit is the increased transparency of the development procurement process. dgMarket is a new service and is in the process of structuring partnerships, addressing operational issues such as language translation and standardized reporting templates, and working to expand its buyer and seller participants to include more developing countries. dgMarket has recently begun to charge a fee for some of its services, so the market will provide feedback on who is served and the value of the services provided.

Country Gateways are multi-stakeholder knowledge sharing portals established and operated by independent country-level organizations. The Country Gateway program is managed by the Development Gateway team, which provides advisory services and technology support, as well as facilitating access to funding for planning and implementation. Intended beneficiaries of the program are the country-level organizations and individuals that come together to form the partnerships on which the Country Gateways are founded. During the planning stages for new Country Gateways, target beneficiaries are identified based on locally defined priorities. Because the markets for ICT are still emerging in the countries in which the Country Gateways operate, each Country Gateway will need to continue to iterate and adapt its services to local priorities in order to ensure continued relevance.

The Development Gateway has adopted an open source and open standards strategy for its **technology infrastructure**. This can make Internet applications more affordable and accessible for developing countries, and more easily adapted through local innovation. Open source technology can be cumbersome to adopt because it is not as refined as commercial applications, but as connectivity and skills improve, constraints inherent in the medium itself should diminish. The Development Gateway can play a valuable role in the development community as a technology partner because it has the resources to experiment and pilot technology initiatives with reach and scale.

3.2.1.2. Managing credible, quality content

A thorough analysis of the Development Gateway's end-to-end content management workflow is beyond the scope of this report (the model outlined below is illustrative and is discussed in more detail in Appendix III). For the purposes of this discussion we have focused on the overall content vision and strategy. This has the greatest relevance for the Knowledge/Topics area, but also informs other Development Gateway services.

	CONTENT VISION AND STRATEGY			
PARTNER-SHIPS	CREATION AND AGGREGATION	PACKAGING AND MANAGEMENT	PUBLISHING AND DISSEMINATION	PARTNER-SHIPS
	PLATFORM, APPLICATIONS AND DEVICES			

At the highest level, the Development Gateway's content strategy has three distinguishing features: 1) decentralized ownership of the editorial function;[17] 2) a deferred publishing model; and 3) leveraging enabling technologies.

Decentralized ownership of the editorial function – Each of the Knowledge / Topics' regional and thematic areas has a Topic Editor or Guide, and many have established advisory committees. The composition of the team is the choice of the Topic Editor or Guide, who is supported by a representative of the Development Gateway. The Knowledge/ Topics team manages a number of formal and informal partnerships to provide content as well as editorial context. The decentralized model has several potential benefits: inviting diverse perspectives, promoting community, and facilitating "ownership" of the site's content on the site by partners in developing countries. However, it also poses two significant challenges. Because of the number of Editors and Topic Guides involved, some topics receive more consistent attention than others. The Development Gateway team is tasked with managing decision-making and priority setting about the overall topic menu across this decentralized and diverse group. In order to address these challenges, an editorial policy is in development, and a cross-sector Editorial Committee has recently been appointed at the Development Gateway Foundation. These "centralized" functions will support decision making and priority setting as well as credibility, reliability and quality across a distributed model.

Deferred publishing model – The Development Gateway originally envisioned a direct publishing model that would allow contributors to freely add content to topics and focus pages. This approach was reconsidered for a variety of reasons, in particular because contributors to the Development Gateway are self-selecting and may not reflect the full spectrum of analysis or experience related to a topic.[18] In order to diversify opinions and provide a review and quality assurance function, the Gateway chose a deferred publishing model. With this approach, contributions are submitted to a Topic Guide or Editor and reviewed for relevance and appropriateness before they are published to the site.

Leveraging enabling technologies – Technology can be harnessed to customize content for individual users, improve access to information for those in low-bandwidth communities, and create an enabling environment for dialogue and exchange. The Gateway has leveraged its technology to solve a number of problems that the development community faces when sharing content. Technology solutions have addressed the need to contextualize, and at times standardize, content in order to make it more relevant to its users. For example, the use of XML to create the Development Gateway's AiDA service has been applauded by the user community and has facilitated easier project reporting for donors.[19] The Gateway has also worked with technology partners to remove barriers to access related to language, bandwidth, or connectivity. This partnership approach is highly effective, as collaboration to create new components or uses of the technology become part of the arsenal of tools shared throughout the community.

The Development Gateway's content approach has delivered credibility and quality, but in the Knowledge/Topics area in particular, there remains the challenging questions of utility and differentiation. Users of knowledge are self-selecting, and participate based on individual needs. Topic Guides post information based on perceived usefulness, but the Guides often receive little feedback on the relevance of their choices. Similarly, measuring the number of users in a given topic area is limited in its ability to inform decision making by the Knowledge/Topics team about the relative success of topics, or about what distinguishes its services from other providers. The Development Gateway has to wrestle with this difficult question if it is to sustain the credibility and quality of its content, distinguish it from other providers and continue to evolve its Knowledge / Topics service.

3.2.1.3. Positioning the Development Gateway's services in the broader development community

The development community has not stood still since the inception and launch of the Development Gateway. From donors to CSOs, there are websites, portals, technology tools and services delivered on the Internet platform. As the development community matures in its adoption and adaptation of ICT and knowledge, some consolidation is inevitable. Most services are targeted to specific audiences, and strategic partnerships are being formed to assist in one or more phases of content management from creation through to dissemination (see Appendix IV for a summary of selected comparators to the Development Gateway). For example, OneWorld, a broad-based information portal for NGOs, has established satellite organizations in regions around the world to manage the flow of local content creation and dissemination. Like comparator organizations and services, the Development Gateway is learning from its successes and struggles, and is challenged to apply limited resources for the most value.

> The **Knowledge/Topics** program of the Development Gateway exists in a landscape crowded with topical and regional aggregators. Eldis, for example, offers substantial content resources for the research and academic communities. OneWorld is has created a global communications network for NGOs, and has found an innovative means to address inequalities in Internet access by partnering to provide local radio programming. The Knowledge/Topics area lacks this level of strategic focus. It has been most effective when a topic has a well-defined application or purpose. In the case of the Afghanistan Reconstruction Gateway, for example, the topic area has a specific utility to support coordination of aid and reconstruction activities by tracking aid flows and compiling evaluation data. The Knowledge/ Topics have also been successful in some cases by creating active communities, which can provide an alternate means of understanding usefulness to beneficiaries because there is direct communication with participants.

> While information on specific development projects is available from a variety of different sources such as USAID, CIDA or the EU, **AiDA** has taken a systematic approach to aggregate and structure large volumes of data on global projects, programs and studies into a single database. The result is a comprehensive directory of donor programs in a searchable format. There is no clear comparator that aggregates information on this scale, and there is a value to other providers that contribute their own projects to the AiDA database.

> Much of the information found on **dgMarket** is available elsewhere, either from the tendering governments themselves, or from regional or country aggregators. The UN Business Development newsletter is a leading source of information on development procurement on the Internet, but the publication caters primarily to global firms bidding on large-scale development contracts. Private sector comparators have targeted e-procurement solutions in specific markets, but have struggled to find an appropriate business model to sustain operations.[20] The dgMarket is unique in its aim to create opportunities for non-traditional and small and medium enterprise markets, particularly businesses in developing countries. The service also endeavors to provide distinct value to its users by making its tenders available in multiple languages.

> As multi-stakeholder knowledge portals, **Country Gateways** vary in their comparative advantage in local markets because the maturity of the ICT sector is different from one country to the next. Local information exchanges and service providers may be private sector, NGO or

government, or may be provided by a regional or global development agency. By encouraging partnerships, the Country Gateway program endeavors to foster collaboration with local comparators early in the start up process, and complement rather than compete with other emerging Internet-based programs. Country Gateways will continue to evolve and differentiate as the Internet becomes more pervasive and ICT and knowledge capacity develops. Those that expand to provide services such as e-government and e-learning will likely find it less difficult to differentiate their value as the local market evolves.

Technology innovators in the development community tend to be small in scale and scope. For example, Bellanet has leveraged a comparatively small budget to establish itself as a leader in identifying technology opportunities and their applications for development. Engaging Bellanet and other technology innovators as partners can bring new capabilities and expertise to the Development Gateway, as well as credibility. Similarly, partnership with the Development Gateway Foundation's Research and Training Centers, such as that recently announced in Bangalore, India, is expected to support the Development Gateway technology with applied research on ICT solutions that address the digital divide. The potential impact of these technology partnerships is significant, as solutions and applications developed by the Development Gateway or its partners can leverage the Development Gateway's scale and reach and have meaningful impact.

While the ICT and knowledge landscape may be crowded in some instances, the risk of duplication is mitigated by the shear scope of the challenges and complexity inherent in the system. There is ample room for innovation either in service development and delivery, models for partnering, funding and governing or in the technology itself. Where the Development Gateway has developed a distinct service and focused on a specific utility, it has carved out a space relative to comparators. In these cases, the Gateway's partnerships provide strategic value, and a roadmap exists to further enhance or refine the service and the value it delivers.

3.2.2. Effectiveness of the Development Gateway's services

3.2.2.1. Assessing knowledge sharing and development effectiveness

Each of the Development Gateway's services contributes to knowledge sharing and development effectiveness, whether through aggregation and dissemination of content, improved transparency or through the technology itself. Ultimately the potential of the Development Gateway will lie in its ability to foster networks of relationships, partnerships and communities, and sow these networks with ICT skills and technologies.

In the case of the Knowledge / Topics service, the team is working to distribute its editorial function to developing countries and regions. The AiDA partnership supports knowledge sharing by improving both the quantity and quality of the information aggregated, and increasing the user communities who access it. dgMarket endeavors to make the procurement process more transparent and increase opportunities for market participation for those who previously had limited access to information and knowledge. The Country Gateways, although early in their development, are beginning to create regional knowledge sharing networks, an extension of the program's knowledge sharing agenda that does not depend on Gateway staff. Knowledge sharing is limited not by the vision or intention of the Development Gateway's services, but more often by the immaturity of the services themselves, and of the Internet as a platform in developing countries. This intermediary knowledge brokering function creates many indirect benefits, but also makes knowledge sharing extremely difficult to evaluate.

The Development Gateway's services also align with development effectiveness goals. In particular, programs such as AiDA and dgMarket have improved coordination and transparency of donor activities, and improved the accessibility of information about development projects in the field. The Development Gateway has the opportunity to enhance its impact on development effectiveness through strategic partnerships aimed at solving specific challenges such as barriers to access, standards for information sharing, training, or coordination. Through partnerships the Development Gateway can learn from

innovators in the development community, share resources required to pilot new approaches, and apply its learning across its network of relationships. Well managed strategic partnerships increase coordination and reduce duplication among service providers, and begin to organize relationships in the development community to leverage the capacity of the technology itself.

3.2.2.2. Distinguishing Development Gateway's programs

The Development Gateway has the greatest potential for success where it has developed a specific service for a well-defined beneficiary group. Three related factors determine the Gateway's ability to differentiate its services to partners and beneficiaries:

- *Distinct utility -* AiDA, and to some extent dgMarket, are highly differentiated from other internet-based services in the development community. The audience for both of these services is well defined, helping the Development Gateway refine and deliver value and attract partners and contributors.

- *Scale and reach -* The convening power of the Bank has mobilized resources and empowered the Development Gateway to share technology innovations globally. While this has given the Development Gateway an opportunity to create powerful technology and partnership networks, the scope of program ambitions must be managed to prevent resources from being spread thin and diluting value. The scale and reach of the Development Gateway has been most effective where it has enlisted the support of strategic partners, such as the OECD in the case of AiDA, or the EU in the case of dgMarket.

- *Effective and strategic partners* – The combination of distinct utility and scale and reach make the Development Gateway an attractive local and global partner. The gaps the Development Gateway can fill and the gaps it needs to fill are evident. With strong strategic partnerships, the Development Gateway will be able to increase both its own impact and that of its partners.

3.3. EFFICIENCY

3.3.1.   Financing the Development Gateway

3.3.1.1. Costs and planned expenditures

As the incubator of the Development Gateway, the World Bank incurred costs of approximately US$7M in fiscal year 2001. These funds were primarily devoted to the launch and maintenance of operations, as well as staff costs.

The Development Gateway's current activities are financed by the Development Gateway Foundation through funds provided by the Foundation's founding partners.[21] Annual costs total approximately US$6M, including management, administration, technology and services. While funds are provided by the Development Gateway Foundation, the World Bank provides all staff and services related to the operation of the Development Gateway through a services agreement. The services agreement for fiscal year 2002 reflected the full costs of operating the Development Gateway, totaling $6M. The Country Gateway program team is funded as part of this $6M, but Country Gateways themselves access funding from a grant program, *info*Dev, and from the Gateway Foundation directly (this is discussed in more detail in the sections on the Country Gateways and Governance). The diagram below outlines the total flow of funds to the Development Gateway in fiscal year 2002.

DEVELOPMENT GATEWAY FOUNDATION

Development Gateway	Network of Research and Training Centers	Grants and Investments	ICT Development Forum

$6M / year (service agreement)

World Bank Group
Development Gateway Team

Knowledge / Topics	AiDA
Country Gateways	dgMarket

*info*Dev

$1.35M Planning Grants (2002)

US$1.25M Implementation Grants (2002)
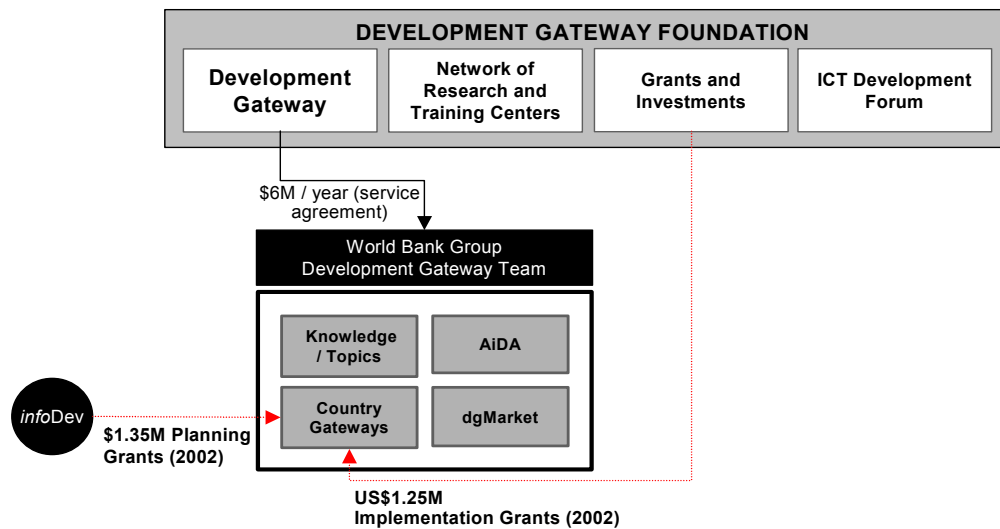
Planned expenditures for 2003 are approximately equal to the current year, at US$6M.[22] The current and planned expenditures in each of the 5 service streams are summarized below:

DEVELOPMENT GATEWAY PROGRAM COSTS (FY02-FY03) *

□ FY02 (Actual)
■ FY03 (Planned)

** These figures do not reflect in-kind contributions made to technology and dgMarket in FY-O3
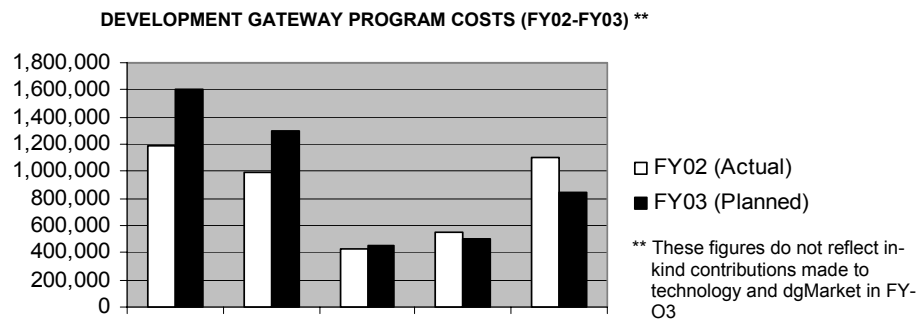
Allocations to the dgMarket and AiDA are expected to remain relatively constant, while the budget for Knowledge/Topics has been expanded to accommodate an increasing number of development topics and focus pages.[23] The budget for the Country Gateway Coordination Team is projected to increase, reflecting the anticipated addition of 10-20 Country Gateways over the next fiscal year. There is currently no budget for the addition of new services. The Knowledge/Topics service continues to be the largest cost center for the Development Gateway. It is also the service most challenged to define its utility relative to its beneficiaries and differentiate itself from comparator services.

3.3.1.2. Sustainability of the financing model

One of the founding principles of the Development Gateway is that it is a public good and should be accessible and open to all users.[24] The financial model of the Development Gateway assumes that it will not be self-sufficient, but will explore revenue opportunities from transactions as they seem appropriate. dgMarket is the first such service, having launched a subscription service for its procurement data in September 2002.

In keeping with its positioning as a public good, the Development Gateway is dependent on ongoing donor funding, through the Development Gateway Foundation, in order to sustain operations. The Development Gateway will need to balance the demands of sustaining and developing its existing services with the opportunity for or necessity of adding new ones. The Development Gateway Foundation, as the primary source of funding, will be the key decision maker as to whether or how this happens.

3.4. CONCLUSIONS

- The *process* of developing and implementing services is in some cases as valuable as the service itself. It is in the process that new partnerships or partnership models are developed, or new technical capabilities explored. The value of the Development Gateway's services lies not only in what is delivered but also in learning about effective models and processes for using the Internet in order to extend the Bank's and the development community's capacity to affect knowledge sharing and development effectiveness.

- The Development Gateway's content approach has delivered credibility and quality. but in the Knowledge / Topics area in particular there remains the challenging question of utility — how to determine utility, how to target users based on utility and how to modify or enhance the service and distinguish it from other providers. Measuring the number of users in a given topic area is limited in its ability to inform decision making by the Knowledge / Topics team. The Development Gateway must address the difficult question of utility if it is to sustain the credibility and quality of its content, distinguish it from other providers and continue to evolve its Knowledge/ Topics service.

- The Development Gateway has the opportunity to enhance its impact on development effectiveness through strategic partnerships. Through strategic partnerships the Development Gateway can bring scale and reach, and where the utility of its own services is well defined, benefit from increased credibility and participation. Well managed strategic partnerships increase coordination and reduce duplication among service providers, and begin to organize relationships in the development community to leverage the capacity of the technology itself.

- In keeping with its position as a public good, the Development Gateway is dependent on ongoing donor funding, through the Development Gateway Foundation, in order to sustain operations. The Development Gateway will need to balance the demands of sustaining and developing its existing services with the opportunity for or necessity of adding new ones. The Development Gateway Foundation as the primary source of funding will be the key decision maker as to whether or how this happens.

4. ROLE AND EFFECTIVENESS OF THE COUNTRY GATEWAYS

4.1. RELEVANCE TO COUNTRY DEVELOPMENT

4.1.1. Objectives of the Country Gateway strategy

The Country Gateway program is discussed in the previous sections as a service in the Development Gateway's portfolio, supporting country-level knowledge creation and dialogue, improving access to skills and resources, and facilitating cooperation and partnerships at the local level. Here we look in more detail at the character of the Country Gateways themselves, and discuss the mechanisms that support and guide them.

4.1.1.1. Objectives of the Country Gateways

The role of the Country Gateway program is to bring to life the unique local-global dialogue envisioned by Development Gateway. Individual Country Gateways are planned and implemented by local

organizations, often established as independent NGOs. Through local partnerships, they develop and maintain country Internet portals, accessible through the Development Gateway portal but focused on local and regional knowledge sharing and development priorities.

As information portals, the Country Gateway's objectives parallel those of the Development Gateway itself: dialogue, cooperation, exchange and access. It is hoped that through their local partnerships, the Country Gateways will act as facilitators, developing the Internet economy in the country and regions in which they operate.[25] Most are expected to expand their activities to include Internet-based services targeted to government, business or civil society organizations according to local priorities.[26] Several such initiatives are already underway, although still in their infancy. Emerging service objectives related to e-government, e-business, e-development and e-learning are summarized below along with examples of countries that are undertaking them.

Table 3

Development Opportunity	Examples of service objectives for Country Gateways	Selected Country Gateway Examples
e-Government	- Provide services to governments or civil society including e-government applications, related training, portal hosting, advisory services - Raise awareness of and facilitate the e-government agenda - Provide access to resources for policy-makers	Armenia; Georgia; Mongolia (e-procurement); Kazakhstan; Moldova; Romania
e-Business	- Improve the visibility of local businesses, including small and medium enterprises (SME) - Provide access to global markets - Provide information on government and development procurement opportunities and showcase local business	Georgia; Ukraine; Argentina; Nicaragua; Sri Lanka
e-Development	- Provide support to local civil society organizations and development practitioners; - Raise visibility of local projects - Provide a platform for communication and coordination, and a clearinghouse of resources	Tajikistan; Peru; Uruguay; Bangladesh; Mozambique; Kazakhstan; Colombia; Costa Rica;
e-Learning	- Develop online training capabilities and deliver capacity-building courses related to ICTs - Provide access to partner e-learning content and programs - Deliver e-learning on subjects of interest to primary beneficiaries	Namibia; Kazakhstan; Poland; Tajikistan; Mongolia

Service objectives of the individual Country Gateways vary significantly depending on local development priorities, as well as the business model and target clients of the founding stakeholders. Nonetheless, they share the same guiding principles of inclusiveness, transparency, and broad-based public-private partnerships.

4.1.1.2. Strategy and criteria for selecting partners

The process for selecting Country Gateway host institutions is an open call for proposal rather than a directed regional or country-level strategy.[27] The mechanism for selection is a granting process, overseen by the Country Gateway project team and administered by *info*Dev.[28] Organizations interested in developing local Country Gateways can apply for a planning grant, jointly promoted and evaluated by infoDev and the Development Gateway team. Country Gateways that have met the requirements of the planning grant can then apply for a second grant to support the implementation phase.[29] In three cases where Country Gateways have been self-funded – Australia, Brazil, and Mauritania – the planning grant criteria have been used by the Development Gateway team as a guide to assess the applicants' suitability.

The grant instrument is an inclusive and transparent method to invite participation and fulfills two important functions. Deliverables required in the proposal process provide guidelines for potential participants to develop their own strategies and conduct needs assessments, creating a sense of ownership and accountability at the local level. In addition, criteria for selection are transparent and reflect the objectives of the Development Gateway. Criteria focus on the extent to which activities will be effectively used to promote country development, demonstrated participation from diverse stakeholders, the quality of the management team, and the likelihood of the success of the business model.[30]

The role of the Development Gateway is that of a steward rather than manager, providing access to resources, convening diverse stakeholders, and maintaining a common technology platform. More specifically, the roles of the Development Gateway include:

- *Mobilizing funds* – Coordinating Development Gateway Foundation and *info*Dev planning and implementation grants
- *Technology solutions and support* –access to the Development Gateway's platform and services, used by approximately 60% of the Country Gateways
- *Convening global and regional stakeholders* – raising awareness about the Country Gateways among donors and governments; coordinating regional meetings and conferences for Country Gateways
- *Advisory services* – a guided process for start-up and implementation of the Country Gateways, including provision of basic guidelines, quality assurances, and best practices

The design of the Country Gateway program has fostered the development of a unique network of independent organizations that in many ways resemble small businesses [31] and as such can be expected to face many of the same uncertainties. Business models, partnership structures, and strategies for financial sustainability after the granting period have yet to be tested.

4.2. EFFICACY OF COUNTRY GATEWAY MODELS

4.2.1. Role of partnership in designing and implementing Country Gateways

Ownership and accountability for the success of a Country Gateway ultimately resides with the governing organization at the local level, but the granting program used to fund the start up of Country Gateway plays a significant role in shaping the overall agenda and priorities. While the business models of the Country Gateways vary significantly depending on choices made about primary clients, participating stakeholders, and country needs, the influence of the Development Gateway's own principles and priorities is clear. Among the strongest directives of the planning and implementation grant guidelines is the requirement that governance of the initiative be shared – strategic direction of a Country Gateway will be overseen by a cross-sector partnership and managed through a shared process.

4.2.1.1. Identifying requirements and priorities of country stakeholders and beneficiaries

The beneficiaries of the program are the local governing organizations of the Country Gateways, which each make decisions about their own target beneficiaries. The Development Gateway team does not serve these "end" beneficiaries, but acts as an intermediary or facilitator.

Requirements and priorities of end beneficiaries are identified by the Country Gateways through a rigorous planning process and documented in proposals for planning and implementation grants. All applicants are required to prepare in-depth e-Readiness and needs assessments, as well as a partnership report that requires planners to discuss the value provided to each beneficiary segment. Applicants undertake consultations and workshops to incorporate input from local stakeholders, particularly country governments.

While the Development Gateway team requires that Country Gateways demonstrate participation from public and private sectors as well as civil society, the prioritization of these groups is left to the planning and implementation teams in each country. Priorities differ from country to country, with some targeting services to government or small businesses, and others focused on knowledge sharing among local NGOs. For example, the Poland Gateway plans to launch an e-government consulting center, provide related training, and support the creation of an e-procurement system. In contrast, Nicaragua is focused on strengthening the presence of small and medium sized businesses on the Internet, while the Colombia Gateway is structured to support the needs of NGOs encouraging rural development. Other Country Gateways are focused specifically on development effectiveness goals. For instance, the

Gateways in El Salvador and Tajikistan are focused on raising the visibility of local-level projects for reconstruction and facilitating donor coordination. The Peru Gateway is also aimed at promoting donor coordination and fostering policy dialogue, particularly related to issues affecting rural society.

As the Country Gateways move beyond the planning phase they will need to develop processes to monitor and assess demand for services, particularly given the tight resource constraints on many of the initiatives. Similarly, as the Internet economy in the country develops, the Country Gateway will need to evolve to continue to differentiate itself.

Beneficiaries	PROGRAM BENEFICIARIES	COUNTRY GATEWAY BENEFICIARIES	
	Country Gateway planning teams Stakeholders participating through consultations Country GatewayÕs partners	Regional Gateway partners Country government offices Country GatewayÕs end beneficiaries (site users and service clients)	Beneficiaries and clients of Country GatewayÕs partners and users, including governments Other Country Gateways in the partnership network
Outcome Focus	Outcomes focused on program launch, partnership strategy for governance and service-delivery	Outcomes focused on service design and implementation; partnership structuring and quality improvements	Outcomes focused on expanding existing or developing new services, partnerships; reassessment of differentiation

4.2.1.2. Roles and accountabilities

As the majority of Country Gateways are not yet underway, processes for determining and managing their capabilities to deliver relevant, quality services and content have not been put into practice. During the planning stage, the Country Gateways develop business plans to describe how they plan to deliver services and content, and to outline the governance structure that will provide strategic guidance upon implementation. Accountability for achieving objectives and ensuring relevant and quality programs resides primarily with the governing organization at the country level and may vary depending on the internal governance mechanisms that allocate roles and responsibilities and provide for day-to-day operations. The Planning and Implementation Grants add a second level of quality assurance, at least in the initial stages. The capacity of a Country Gateway is assessed in the application process, based on the quality of the business plan, the implementation strategy and the proven capabilities of the management team responsible for oversight and operations.

A third level of accountability for the quality of a Country Gateway's content and services rests with the Development Gateway team. This role is informal but significant. In its early stages, lack of formal accountabilities between the team and the Country Gateways have reinforced the program's approach of empowering rather than directing the start up of these organizations. As the Country Gateways mature, all parties will likely be motivated to better define these roles and relationships. For example, plans are underway to formalize the relationship between the Country Gateways and the Development Gateway Foundation to create guidelines on branding, information exchange and portal operations.[32] Formalizing these relationships will no doubt be challenging given the diversity of the Country Gateways involved (see Appendix V for a brief description of each of the Country Gateways).

4.2.2. Contribution to country development priorities

Assessment of the Country Gateways' ability to support the development priorities of countries remains largely speculative, as most of the initiatives are in the planning or early implementation stages. Alignment with country priorities is equally challenging to determine at this stage, although active inclusion of government stakeholders in the planning process is strongly encouraged. While endorsement does not directly imply alignment, Planning and Implementation Grants require approval from both the World Bank country office and from local government stakeholders.[33] Nonetheless, the majority of Country Gateways have incorporated e-government applications among their planned services, and many include local governments in their governance structures (see Appendix V).

4.2.2.1. Opportunities for integration with Bank country assistance strategies

Assessment of the Country Gateways' alignment or integration with World Bank country assistance programs is also somewhat premature, and success stories are largely anecdotal. Decisions to integrate with Bank programs or pursue opportunities to collaborate with the Bank are up to the individual Country Gateways, although these relationships are encouraged and often assumed. However, involvement with the Bank may pose trade-offs for Country Gateway organizers. Given the controversy among civil society organizations surrounding the "directive" nature of Bank's participation in the Development Gateway, direct Bank involvement may discourage partnerships with local NGOs.

Regional coordinators on the Development Gateway staff play a central role in promoting alignment and working to keep Bank country staff apprised of the progress of Country Gateways. The degree of coordination with Bank activities differs from country to country. The greatest degree of integration can be seen where ICT for development or Knowledge Economy issues are high on the agenda of World Bank country staff. In a handful of cases, Country Gateways have been involved directly in the formulation of Bank Country Assistance Strategies and PRSPs. The Azerbaijan Gateway, for example, recently prepared a needs analysis for the PRSP working group within the government, and coordinated an online discussion on the topic.[34] Development Gateway regional coordinators also work with Bank staff to discuss opportunities for collaboration on pilot projects and identify where ICTs can be used as a tool to improve the administration of World Bank programs. These partnerships have been implemented in El Salvador in relation to a judicial reform program, in Dominican Republic on health issues, and in China as part of a World Bank city development strategy.

While these examples are promising, there are others where few synergies have been realized. In part this is because most Country Gateways are not yet fully underway, and partnership models between the organizations and the Bank are still experimental. In other cases, potential benefits have not been realized because ICT for development has not penetrated the agenda of regional Bank staff. Nonetheless, opportunities for integration at the country and regional level are substantial, and anecdotal evidence suggests that the Country Gateways will play an increasingly valuable role in Bank country activities.

4.3. EFFICIENCY

4.3.1. Financing the Country Gateways

The majority of Country Gateways are expected to fund their launch through the two-stage planning and implementation grant process. These funds have been administered primarily through *info*Dev in cooperation with Development Gateway staff and the World Bank, although some are now being handled directly by the Development Gateway Foundation. In some cases, these funds have been matched by other donors, and Country Gateways have often been successful in securing in-kind contributions from local governments or organizations.

Initial funds for the Country Gateway grants were provided by *info*Dev and the World Bank, totaling US$3.15M by 2002. The Development Gateway Foundation itself funded additional allocations of

US$1.25M in 2002, with disbursements being made in 2003. . 41 planning grants were awarded in fiscal year 2001, and an additional 9 the following year. 14 implementation grants were awarded during the same time frame, and the Development Gateway Foundation recently announced the addition of 10 others.

While the Development Gateway Business Plan estimated funds per Country Gateway in the range of US$300,000, the actual grants have been somewhat more modest. Planning grants have ranged from US$25,000 to US$100,000, but the majority were US$50,000. Implementation Grants have ranged from US$73,000 to over US$150,000 in a few cases. Costs of ongoing activities have been estimated by the Development Gateway team, but are forecasts and have not been proven and will vary by region and country. In very general terms, "low-cost" Country Gateways are expected to operate at approximately US$100,000 annually. This would reflect a portal small in scale, with the primary role of the Country Gateway being that of a facilitator. A more costly Country Gateway would likely operate at as much as US$300,000 and would provide a comprehensive portal with greater functionality and be capable of implementing pilot projects and offline businesses.[35]

The granting process has been an effective method of igniting activity at the local level. It has provided consultative resources as well as funding, and has realized significant scale, with 43 Country Gateways in some phase of development. All of this has been accomplished with a relatively modest amount of money used as seed funding in tandem with the convening capabilities, reach, and advisory capacity of the Development Gateway.

4.3.1.1. Achieving and maintaining adequate funding

Availability of seed financing has been vital for the launch of the Country Gateways. As the Country Gateways graduate from the grant system, they will need to test and revise their models for sustainability. Although extensive financial planning was included in the grant proposals, revenue models for sustainability are unproven and risks are high. Information services are relatively new in many developing countries and many markets remain very small.

In order to address these challenges, Country Gateways are testing a variety of different financing models. Most of the Country Gateways are expected to provide local stakeholders with web-related services, consulting, hosting and technology solutions. Dependence on commercial revenues varies significantly among the Country Gateways depending on their chosen business model, and this will likely continue to evolve as the initiatives test their markets for these services. For example, the Gateway in West Bank Gaza Strip plans to become the applications service provider (ASP) for the development community in the region and secure funding from international aid organizations and local donors. In contrast, the Croatian Gateway supports its operations by providing fee-for service activities such as hosting, web design, and training.

Sustainability will continue to be a challenge for many Country Gateways, particularly those that plan to pursue commercial activities as a primary source of revenue for ongoing operations. These Country Gateways may encounter additional complexities related to perceived trade-offs between commercial sustainability and development objectives. However, the impact of these decisions on the role that these Country Gateways play in the Development Gateway, and on its ability to meet its own knowledge sharing objectives, has yet to unfold.

4.4. CONCLUSIONS

- The role of the Development Gateway with respect to Country Gateways is one of steward rather than manager, providing access to resources, convening diverse stakeholders, and maintaining a common technology platform. This approach fostered the development of a unique network of independent organizations that in many ways resemble small businesses [36] and as such can be expected to face many of the same uncertainties. Strategies for financial sustainability of Country Gateways after the granting period will need to be tested as will the business models.

- Where ICT for development or Knowledge Economy issues are high on the agenda of World Bank country staff, the Country Gateways have achieved the greatest synergy with Bank country level operations.   In a handful of cases, Country Gateways have been involved directly in the formulation of Bank Country Assistance Strategies and PRSPs. While these examples are promising, there are others where few synergies have been realized. Opportunities for integration at the country and regional level are substantial, and anecdotal evidence suggests that the Country Gateways will play an increasingly valuable role in Bank country activities.

- The granting process has been an effective method of igniting activity at the local level. It has provided consultative resources as well as funding, and has realized significant scale, with 43 Country Gateways in some phase of development. This has been accomplished with a relatively modest amount of money used as seed funding in tandem with the convening capabilities, reach, and advisory capacity of the Development Gateway. Although extensive financial planning was included in the grant proposals, revenue models for sustainability are unproven and risks are high.

5.   GOVERNANCE, FINANCING AND ACCOUNTABILITY OF THE GATEWAY FOUNDATION

5.1. RELEVANCE OF THE GOVERNANCE MODEL

5.1.1.   Development Gateway Foundation

5.1.1.1. Rationale for an independent entity

The Development Gateway Foundation was established in 2001 to create a not-for-profit entity, distinct from the Bank**.** Its objectives are to reduce poverty and support sustainable development through the use of information and communication technologies (ICT).[37] The Development Gateway is the flagship program of the Development Gateway Foundation, and part of a portfolio of programs that together aim to:
- Promote sustainable educational, social and economic development and reduce poverty through the use of ICTs
- Create a network of communities using the Internet and other communications technologies to solve development problems through shared information, knowledge and resources
- Facilitate the creation and operation of Country Gateways to advance the specific development needs of individual countries
- Do such other things necessary or appropriate to the accomplishment of any of the objects or purposes for which the organization is formed…[38]

As a separate entity, the Development Gateway Foundation is able to attract funding from donors and structure partnerships with public, private and non-governmental organizations. In setting up the Development Gateway Foundation, the Bank was able to address concerns of its own Board by limiting exposure and managing potential risks associated with the Development Gateway Foundation's programs. At the same time, the Development Gateway Foundation can foster innovation in the delivery and prototyping of ICT infrastructure and services for the development community.

5.1.1.2. Description of the Board and Committees

The Development Gateway Foundation is governed by a Board of Directors. The Board's Executive Committee is comprised of the Development Gateway Foundation's CEO, the Treasurer and the President, as well as 3 Founding Members. It is intended that the Board be supported by a Secretariat to manage the day-to-day operations of the Development Gateway Foundation. The Board has created an Editorial Committee to guide and oversee the content of the Development Gateway, as well as a Nominating Committee.

Founding Board Members are elected for a period of 3 years (it is 2 years for others) and commit US$5M in cash and in kind over the three-year period. Of the 17 current board members, the majority

are Founding Members. The funds from Founding Members have been flowed through the Bank to the Development Gateway Foundation. The Bank, also a Founding Member, has 3 seats on the Board. The Bank contributed US$7M in staff and technology in the start up of the Development Gateway and is expected to provide an additional US$5M over 3 years through the Development Grant Facility. The Bank has added to this contribution through *info*Dev, with direct funding to the Country Gateway program amounting to US$3.5M for fiscal years 2001-02.[39]

The Bank's representation on the Board is limited to three individuals.[40] Representatives of the World Bank Group have held the positions of President and Treasurer since the Board's inception, with the authority to lead the Board, oversee the funds and resources of the Foundation and nominate new members to the Board. On the one hand, this close relationship with the Bank lends the Foundation credibility and the Bank's convening power to attract Foundation donors. On the other hand, the relationship fuels the Foundation's critics, who see it as a deterrent to participation from civil society organizations.

The Bank has "conveyed to the Development Gateway Foundation all right, title and interest in the Development Gateway"[41] as part of its initial contribution to the Development Gateway Foundation. Bank staff continue to operate the Development Gateway under a services agreement which expires in June, 2003. The services agreement is governed by a statement of work which outlines the main areas of activity but does not provide a detailed performance agreement between the Development Gateway Foundation and the Bank related to the Development Gateway's operations.

At the moment, the Development Gateway Foundation is in a period of transition, with the first permanent Executive Director and CEO, Alan Rossi, beginning his tenure in November 2002. Up until now, the Board's Executive Committee, as well as the Development Gateway staff, has taken on the role of the Secretariat in order to get the Development Gateway Foundation's new programs underway. It is expected that Mr. Rossi will form a small Secretariat to run the day-to-day operations of the Development Gateway Foundation, support the Development Gateway, and manage the Development Gateway Foundation's other programs.

The following diagram summarizes the governance structure and outlines accountabilities:
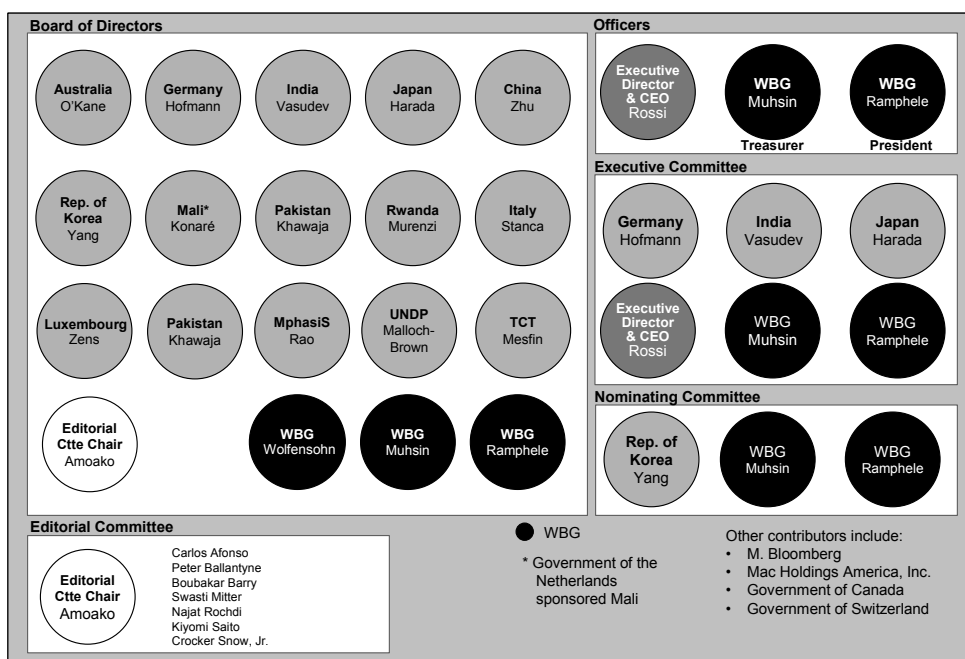
Perhaps because there has been no permanent CEO and the Editorial Committee has only recently been formed (its first meeting was July 2002) the strategic direction provided by the Development Gateway Foundation to the Development Gateway has been limited. Leadership has come from the most senior Bank Staff, who also sit on the Development Gateway Foundation's Board, and from within the Development Gateway itself. By mobilizing the roles of CEO, Secretariat and Editorial Committee, the Development Gateway Foundation is positioned to provide strategic direction to the Development Gateway with respect to partnerships, content, growth, target beneficiaries, standards and technology, and quality assurance and performance.

5.2. EFFICACY OF THE GOVERNANCE MODEL

5.2.1. Management and operation of the Development Gateway's activities

5.2.1.1. Oversight and strategic direction of the Development Gateway

The Board of the Development Gateway Foundation, its CEO and Editorial Committee, has responsibility for setting the strategic direction of the Development Gateway. The Secretariat is tasked with monitoring and evaluating the progress of Development Gateway Foundation programs, and approving grants (such as those for Country Gateways) in accordance with the direction provided by the Board and Executive Committee. The Editorial Board was designed to provide additional guidance on publication standards, content management and content-related partnerships. Services related to the Bank's services agreement are performed under the general direction of the Development Gateway Foundation's CEO, who is free to make strategic changes within the general scope of the services described in the Statement of Work.[42]

Up until now – without a permanent CEO and with no Secretariat function – Bank staff has been "wearing two hats." Development Gateway staff have provided the strategic direction for the Development Gateway, guiding its development and refining its objectives. Development Gateway staff have also taken on many of the functions of the Secretariat, in some cases shepherding other Development Gateway Foundation programs as well as managing and monitoring the Development Gateway's activities.

As the roles of CEO, Secretariat, and Editorial Committee take shape, the Development Gateway will be able to focus more exclusively on operating, improving and assessing its services relative to its services agreement with the Development Gateway Foundation.

5.2.1.2. Strategic direction of the Country Gateways

The Development Gateway Foundation has two levers to influence the direction of the Country Gateway program. The first is through the direction provided to the Development Gateway team via the services agreement with the Bank. The second lever is funding, which goes directly to the local Country Gateway. As the first of the Country Gateways are poised to graduate out of the grant program, the Development Gateway Foundation is fast approaching a decision point. The question of how to allocate funds in the future, and whether to continue to support existing Country Gateway initiatives into maturity will have significant impact on how the Country Gateway program will evolve. If the Development Gateway Foundation plans to make additional funds available for the start up of new Country Gateways, it must also consider an acceptable rate of growth for the program that does not strain operating resources of the Development Gateway team, as well as the relationship of the Country Gateways to the Gateway Foundation as they mature.

5.2.2. Addressing perceptions of dependence on Bank resources

5.2.2.1. Critics of the Bank's role

Criticisms of the Bank's "ownership" of the Development Gateway have followed it since the initiative was first conceived. Establishing the Development Gateway Foundation addressed this concern, but

many have pointed to the Bank's continued involvement as evidence of undue influence over decision-making related to the Development Gateway's content and policies.[43]

In its brief existence, the Development Gateway Foundation has had a close relationship with the Bank in governance and operations of the Development Gateway. The Development Gateway Foundation's dependence on the Bank is largely an issue of fundraising, for it is doubtful that the new foundation could have raised US$72M in cash and in kind without the Bank's endorsement.

Perhaps more compelling are concerns about the Bank's role in the strategic direction of the Gateway Foundation. Criticisms have been leveled at both the Bank's dominant position on the Gateway Foundation's Board and Executive Committee, and at the operational dependence of the Development Gateway on the Bank. The Bank has supported the Foundation's operations while the search for the first permanent CEO was underway, and has provided leadership on the Executive Committee. While the Bank's influence on the development and launch of the Gateway Foundation is significant, it is premature to make determinations about the balance of power between the Bank and the Foundation's CEO and Secretariat as the organization and its programs mature. This test will come in the next year as the new CEO, in tandem with the Board, directs the strategy of the Development Gateway Foundation's programs and makes decisions to maintain or modify the Foundation's current models for governance and funding.

In order to respond to critics of the Bank's role, the Development Gateway Foundation will need to rotate Bank staff out of senior governance and decision making roles on the Board and diversify its membership.

5.3. EFFICIENCY

5.3.1. Funding

5.3.1.1. Funding partners and their respective roles in governance

The Development Gateway is funded through a services agreement with the Development Gateway Foundation. Since it was first instituted in 2001, the value of the services agreement has been set at a ceiling of US$6M.
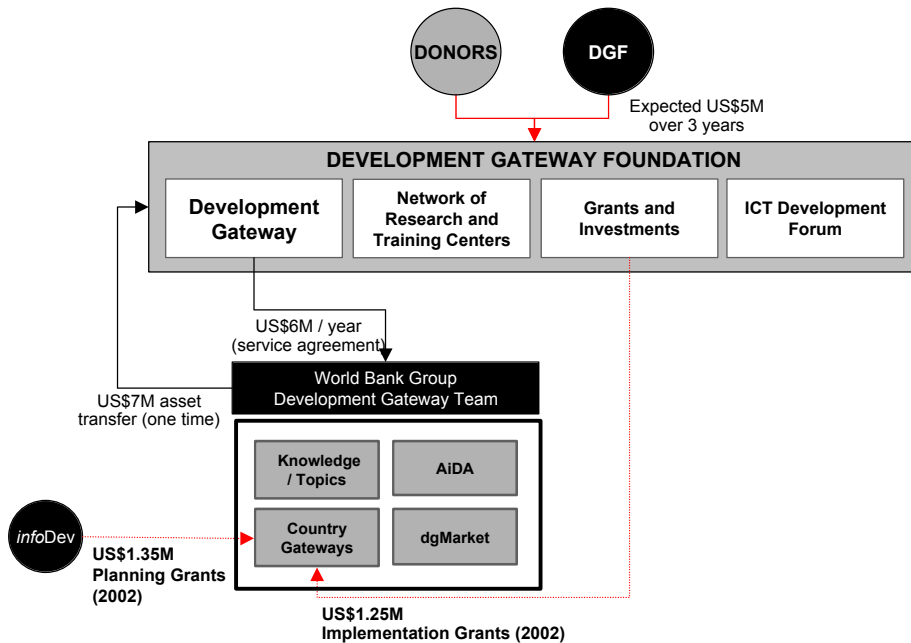
To date, the Board of the Development Gateway Foundation has raised US$72M: US$40M in cash and US$32M in in-kind contributions. The majority of funds have come from country donors which have relationships with the Bank. Additional sources of funds include a small assortment of private sector interests, and (largely in-kind) support from the UN system. Some funding was also accessed through the World Bank's Development Gateway Facility (DGF). The Development Gateway Foundation received Window 2 funding from the DGF,[44] which has contributed US$3M to date and is expected to provide a further US$2M in fiscal year 2004. Funds provided by the DGF cannot be applied towards the US$6M service agreement with the World Bank.

Funding and governance go hand in hand. Founding Members contribute US$5M in cash and in kind (to be drawn down over 3 years) and have a three-year term on the Board. Although donors have the option to pass over their representation to an appointed member from a developing country, this has only been done in the case of Mali. Non-traditional contributors such as Bloomberg and Mac Holdings America do not have representation on the Board.

The current relationship between funding and governance presents challenges for the Board if it wants to adjust its composition. There are no civil society organizations or Development Gateway partners represented on the Board, but the Development Gateway Foundation has indicated that it is investigating opportunities to expand representation of groups from outside the Bank's traditional partners. If the Development Gateway Foundation changes its Board representation, it may reduce its ability to attract funds from the usual sources. However, as the Foundation and the Development Gateway strengthen their strategic partnerships, new mechanisms will be needed to invite participation from strategic partners in governance.

5.3.1.2. Current and future funding objectives

The Development Gateway's total budget for fiscal year 2002 is US$6M. The Development Gateway's team is small and its staff stretched thin to operate and develop its current services. The Development Gateway Foundation ended fiscal year 2002 with approximately US$8.7M in cash. Currently, no endowment exists to generate income, and the three-year draw down on most of the existing donor funds ends in 2004. The Development Gateway Foundation will need a financial strategy that goes beyond cash-in-cash-out in order to ensure the continuity of its existing programs. Without new funding sources, the demands of operating and developing existing services will be difficult to weigh against the necessity for continued innovation, experimentation and service incubation.

5.4. CONCLUSIONS

- The Development Gateway Foundation is in transition. To date the strategic direction provided by the Development Gateway Foundation to the Development Gateway has been limited. Strategic direction has come from the most senior bank staff, who also hold seats on the Board of the Development Gateway Foundation, and from within the Development Gateway itself. By mobilizing the roles of CEO, Secretariat and Editorial Committee, the Development Gateway Foundation is positioned to provide strategic direction to the Development Gateway with respect to partnerships, content, growth, target beneficiaries, standards and technology, and quality assurance and performance.

- Funding and governance go hand in hand and this presents challenges for the Board if it wants to adjust its composition. There are no civil society organizations represented on the board, but the Development Gateway Foundation has indicated that it is investigating opportunities to expand representation of groups from outside the Bank's traditional partners. The funding commitments of Founding Members of the Development Gateway Foundation will begin to expire at the end of FY2003 and the Development Gateway Foundation will need to begin its next fund raising process. If the Development Gateway Foundation changes its Board representation, it may reduce its ability to attract funds from the usual sources. As the foundation and the Development Gateway strengthen

their strategic partnerships, new mechanisms are needed to invite participation from strategic partners in governance.

• The Development Gateway Foundation ended fiscal year 2002 with approximately US$8.7M in cash. Currently, there exists no endowment to generate income, and the three-year draw down on most of the existing donor funds ends in 2004. The Development Gateway Foundation will need a financial strategy that goes beyond cash-in-cash-out in order to ensure the continuity of its existing programs. Without new funding sources, the demands of operating and developing existing services will be difficult to weigh against the necessity for continued innovation, experimentation and service incubation.

---

6. ROLE OF THE BANK IN THE EVOLUTION OF THE DEVELOPMENT GATEWAY AND COUNTRY GATEWAYS

6.1. RELEVANCE OF THE BANK'S ROLE

6.1.1. Managing the evolution of the Development Gateway

6.1.1.1. Activities undertaken to define needs and set objectives

The Bank envisions the Development Gateway as a complementary service to its internal and external knowledge sharing and knowledge management initiatives, and as a flagship Internet program to address the digital divide. The President of the Bank championed the Development Gateway and its evolution has been guided by the Bank's CIO, one of the Managing Directors, and ISG staff. While the Development Gateway was still in concept stage, extensive internal and external stakeholder consultations were held to set objectives and invite insights on design and implementation.

The Bank was thorough in the Development Gateway's needs identification process and inclusive in its effort to arrive at agreement on objectives. This process resulted in well-articulated goals related to how the Development Gateway could benefit the Bank and its internal partners. However, consultations failed to produce a useful segmentation of the Development Gateway's beneficiaries or to arrive at an understanding of the specific utility of its services to these groups. The development community's use of ICT and knowledge has evolved, as have the needs of beneficiaries, which makes determining utility all the more challenging and necessary.

6.1.1.2. Management and accountability of the Bank's roles

The Bank continues to influence the Development Gateway's governance, strategic direction, and operations:

Role as Steward – Since its inception, the Development Gateway initiative received endorsement from the highest levels of the Bank. The Bank's Board of Executive Directors expressed its support for the concept as early as May 2000, and was regularly consulted to guide the Development Gateway from concept to independence. The Bank's Information Solutions Group (ISG) has acted as steward of the Development Gateway. Funds to incubate the program came partly from the administrative allocations, and partly from the capital budget.

Role as Convener – The Bank continues to participate in the governance and strategy of the Development Gateway Foundation through its representation on the Board. This participation allows it to safeguard its investment in the Development Gateway and to manage reputational or financial risks related to its operations. As a participant on the Board, the Bank plays a central role as a convener, shaping partnerships and mobilizing funds for the Development Gateway Foundation. It has also been a facilitator at the services level. The Development Gateway has taken advantage of the Bank's partnership network and convening power to extend the scope and reach of programs such as the dgMarket and AiDA.

Role as Technology/ Service Operator – Through the services agreement with the Development Gateway Foundation, the Bank provides the Development Gateway's scalable and extensible technology infrastructure. The Development Gateway's staff, its operators, are part of the Bank's Information Solutions Group which is led by the Bank's CIO.

The Bank can develop a fourth role, that of partner. As the Development Gateway matures more of its partnerships will bring new capabilities into the organization, and its own services, capabilities and capacity will extend to partners across the development community. Through its partnership with the Development Gateway, the Bank can integrate innovation and learning into its own operations and practices, with the potential to strengthen Bank initiatives to reduce the digital divide. The Bank can leverage the Development Gateway to learn how to better use Internet services and technologies to improve capacity in developing countries.

6.1.2. Value of the Development Gateway to Bank programs and objectives

6.1.2.1. Contribution to the Bank's own knowledge, content and program infrastructure

The Bank has the potential to use the Development Gateway in its internal Knowledge Management efforts as a source of information with a distinct perspective, and Bank staff and clients can participate in Development Gateway knowledge communities and discussion groups. The Bank's knowledge management staff also include the Development Gateway as part of its knowledge-sharing portfolio, which includes the Help Desks and Communities of Practice, and the work of the World Bank Institute.[45]

Even though the Country Gateways are in the early stages of development, they have supported the Bank's core operations in a variety of ways, including[46]:
- Supporting local initiatives to coordinate donor activities at the country level
- Facilitating dialogue on Bank country and sector strategies by hosting country level consultations
- Supporting Bank projects related to e-development and Knowledge Economy strategies

In addition, Country Gateways are involved in discussions on CASs, PRSPs and CDFs in cooperation with Bank country staff in several countries, such as Azerbaijan, Romania, and Russia. Examples of Country-level project partnerships with the Bank are also emerging as Country Gateways become operational.

6.1.2.2. Interaction with other Bank knowledge initiatives

The Development Gateway can provide significant value to the Bank as a technology infrastructure for aggregation and dissemination of knowledge. To date, efforts to promote collaboration and partnerships with Bank knowledge initiatives have been ad hoc and uneven. The World Bank Institute, GDN and WorldLinks have created and disseminated content via the Development Gateway's topic pages, but as partnerships these are limited. Extensive or comprehensive collaborations have not occurred in large part because Country Gateways – where much of the value to Bank knowledge initiatives can be realized – are only now reaching implementation stages.

The Bank can leverage the Development Gateway's services and platform to fulfill its own knowledge sharing objectives as well as extend the capabilities and capacity of its other knowledge initiatives. The Development Gateway must manage the Bank as a partner in order to strike a balance between serving as a natural and effective instrument of the Bank's internal activities and distancing itself from the Bank in order to establish credibility and encourage inclusive partnerships and participation across the development community.

6.2. EFFICACY: EXCHANGE OF VALUE

6.2.1.   Bank's role in the Development Gateway

6.2.1.1. Alignment of roles with the Bank's comparative advantage

The Bank has a powerful comparative advantage in knowledge sharing for development. The Development Gateway has benefited from this in a variety of ways:

1. The Bank plays a powerful *convening role* among donors, multi-laterals and bilaterals, and has worked to facilitate partnerships that have contributed both content and funding to the Development Gateway
2. The Bank is a *leading source of content and expertise* on a full range of development topics, particularly in analysis, applied research, and evaluation
3. The Bank has resources and "*reach*" that give it the capability to build a global infrastructure; it has established the technology infrastructure to support the Development Gateway and continues to manage these operations through its service agreement with the Development Gateway Foundation

The Bank's convening power among traditional donors and development partners is considerable. It has currently focused these efforts on fundraising. While crucial, this is only one partnership model adopted by the Development Gateway. For the Development Gateway, partnerships are often informal and decentralized, based on shared commitment to mutual goals. Service partnerships are driven by shared strategic vision and complementary capabilities, as has been the case with the Development Gateway's relationship with Bellanet and OECD-DAC to co-develop the AiDA program. Partnerships with Country Gateways are a hybrid, with formal and informal accountabilities and relationships at both the global and local level. The Development Gateway is a source of learning and innovation for the Bank on how to structure and manage strategic partnerships.

The reach and scale of the Bank gives the Development Gateway a unique comparative advantage, empowering it to share technology innovations globally and build capacity at the country level through the Country Gateways. However, global scale is not appropriate as an end in itself, and can lead to services that are unmanageable or have had their relevance diluted in the attempt to encompass too many or broadly stated objectives. The Development Gateway team has managed the scale of its services relative to the resources available to develop and launch them. Sustainable scale will come through the Development Gateway's partnership network.

6.3. EFFICIENCY

6.3.1.   Assessment of Bank interests and investments

6.3.1.1. Criteria for assessing the Bank's interest

The Bank's direct investments in the Development Gateway to date have been comparatively modest. Costs incurred during development and start-up were approximately US$7M. These were incurred in fiscal year 2001 and were accounted for in the Development Gateway Foundation's first year of operations (FY2002) as an in-kind contribution to the new entity. The Bank is expected to provide a further US$5M over 3 years through the Development Grant Facility, and has contributed US$3.5M to the Country Gateways through *info*Dev.

To date, assessing the Bank's interests in the Development Gateway has largely been done through outcomes an outputs rather than criteria-based evaluation. Launching services and Country Gateways, securing partnerships, growing subscribers or developing functional or technical capabilities have been measures of success. For the Development Gateway Foundation, donors will look to how the Development Gateway Foundation has effectively mobilized projects and credibly addressed the digital divide.[47] An independent evaluation is expected to be undertaken in fiscal year 2004 by the Bank's

Development Grant Facility to assess its own contributions, but no other reviews were uncovered during the preparation of this report.

The Bank's involvement with the Development Gateway has transitioned from incubator to steward (in its role as Board Member of the Development Gateway Foundation) convener, (as a mobilizer of funds and partners) and technology and service operator. The Bank no longer has a primary funding role in the Development Gateway, and its role as a strategic partner is still evolving.

Assessing the Bank's interest in the Development Gateway means assessing the risk and reward of the Bank's involvement across a variety of distinct roles. The only area in which this has been done regularly and methodically is where there is a granting process in place to set clear objectives, criteria, and a requirement for evaluation.

6.4. CONCLUSIONS

- In addition to its role as steward, convener and services and technology operator, the Bank can develop a fourth role, that of partner. As the Development Gateway matures more and more of its partnerships bring new capabilities into the organization, and its own services, capabilities and capacity to will extend to partners across the development community. Through its partnership with the Development Gateway, the Bank can bring innovation and learning into its operations and practices to reduce the digital divide. The Bank can leverage the Development Gateway to learn how to better use Internet services and technologies to improve capacity in developing countries.

- The Bank can leverage the Development Gateway's services and technology infrastructure to fulfill its own knowledge sharing objectives as well as extend the capabilities and capacity of other knowledge initiatives. The Development Gateway must manage the Bank as a partner in order to strike a balance between being a natural and effective instrument of the Bank's internal activities and distancing itself from the Bank in order to establish credibility and encourage inclusive partnerships and participation across the development community.

- The reach and scale of the Bank gives the Development Gateway a unique comparative advantage, empowering it to share technology innovations globally and build capacity at the country level through the Country Gateways. However, global scale is not appropriate as an end in itself, and can lead to services that are unmanageable or have had their relevance diluted in the attempt to encompass too many or broadly stated objectives. The Development Gateway team has managed the scale of its services relative to the resources available to develop and launch them. Sustainable scale will come through the Development Gateway's partnership network.

7.	SUMMARY OF FINDINGS

7.1. DEVELOPMENT GATEWAY

- ***The Bank is a valuable partner of the Development Gateway –*** The Bank plays a powerful convening role among donors, and has worked to facilitate partnerships that have contributed both content and funding to the Development Gateway. The Bank's reach and scale positions the Development Gateway to share technology innovations globally and build capacity at the country level through the Country Gateways.

- ***The Development Gateway is a valuable partner of the Bank –*** The Development Gateway is a source of innovation and learning on how to apply ICT and knowledge for development. The value of the Development Gateway's services lies not only in what is delivered but also in learning about effective models and processes for using the Internet in order to extend the

Bank's capacity to affect knowledge sharing and development effectiveness. It will ultimately be up to the Bank to leverage the value of its partnership with the Development Gateway and adopt successful ICT and knowledge practices, tools and technologies to enhance its own work. As the Development Gateway develops its relationship network, the Bank has an opportunity to further develop its capacity for partnership innovation.

- ***Improved performance measurement can inform the decision making of the Development Gateway –*** The Development Gateway's guiding principles of community, partnership, continuous innovation and open technology standards have directly shaped the design and delivery of services. Its iterative and experimental approach to developing capabilities and services related to the Internet helps establish models for partnership, governance, services and technology. Measuring and analyzing impact is essential and it must allow for necessary iterative learning and innovative practices.

7.2. DEVELOPMENT GATEWAY SERVICES

- ***Clarifying service utility is essential in order to target and serve beneficiaries, and differentiate value from comparators –*** The Internet can disintermediate traditional development organizations and reach directly to end beneficiaries with valuable knowledge and services. Where there is clarity about the utility of this knowledge or the direct benefits of services to specific audiences, impact is more easily demonstrated, and decisions about future investments are informed. Where utility is not clear, defining target beneficiaries and determining how to improve service delivery, assess impact, or differentiate from comparators can be extremely challenging.

- ***Strategic partnerships can strongly impact development effectiveness –*** AiDA, dgMarket and the Development Gateway's technology infrastructure have leveraged strategic partnerships to increase impact on development effectiveness and target specific challenges such as barriers to access, standardization of information, training, or coordination. Through partnerships the Development Gateway can learn from innovators in the community, share resources required to pilot new solutions, and apply its learning across its network of relationships. AiDA and dgMarket have developed strong partnerships to acquire and disseminate content in ways that differentiates their services. Technology infrastructure is also a growing source of strategic value to the Development Gateway, and partnerships are a highly effective means to develop and test new capabilities which can be shared throughout the community.

- ***The Development Gateway's Knowledge/ Topics service delivers credible, quality content, but issues of utility and scope remain a challenge –*** The Development Gateway's content strategy aligns with its overall guiding principles, providing for decentralized ownership of the editorial function, and a guided approach to content aggregation using a deferred publishing model. Understanding content utility is a challenge for the Knowledge/Topics service. The service has been most effective where topics have a well-defined application or purpose, or where community interactions have been cultivated to provide regular communication between Content Guides and primary users. A clear articulation of utility and beneficiaries will help the Knowledge/Topics service allocate limited resources, distinguish its value, and avoid the danger of trying to be too many things to too many people.

- ***The Country Gateway program has achieved significant scale on a modest budget through the granting mechanism; Country Gateways' sustainability have yet to be tested –*** The Country Gateway program has facilitated the establishment of 43 initiatives on a modest grant budget supplied by *info*Dev and the Development Gateway Foundation. The role of the Development Gateway team is that of a steward rather than manager, providing access to resources, convening diverse stakeholders, and maintaining a common technology platform. The Country Gateways themselves resemble small businesses [48] and as such can be expected to face many of the same uncertainties. Business models, partnership structures, and strategies

for financial sustainability have yet to be tested, and will likely continue to evolve as the Country Gateways mature.

- ***Country Gateways are well positioned to support country development priorities, Bank programs and regional ICT partnerships –*** Where ICT for development or Knowledge Economy issues are high on the agenda of World Bank country staff, the Country Gateways have achieved the greatest synergy with Bank country level operations. In a handful of cases, Country Gateways have been involved directly in the formulation of Bank Country Assistance Strategies and PRSPs. While these examples are promising, there are others where few synergies have been realized. Opportunities for integration at the country and regional level are substantial, and anecdotal evidence suggests that the Country Gateways will play an increasingly valuable role in Bank country activities. However, processes and partnership models for these interactions remain largely ad hoc and experimental.

7.3. DEVELOPMENT GATEWAY GOVERNANCE AND FUNDING

- ***The Development Gateway Foundation is in transition –*** It is premature to assess the Foundation's ability to provide strategic direction to the Development Gateway, and to make determinations about operational dependence. To date, strategic direction for the Development Gateway has come from the most senior bank staff (who hold seats on the Board of the Development Gateway Foundation) as well as from within the Development Gateway itself. By mobilizing the roles of CEO, Secretariat and Editorial Committee, the Development Gateway Foundation is in a better position to provide strategic direction with respect to partnerships, content, growth, target beneficiaries, standards and technology, and quality assurance and performance.

- ***The Development Gateway Foundation needs to balance expanded representation on the Board with the necessity of raising another round of funds –*** In keeping with its positioning as a public good, the Development Gateway is dependent on ongoing donor funding - through the Development Gateway Foundation - in order to sustain operations. Funding and governance go hand in hand and this presents challenges for the Board if it wants to adjust its composition. If the Development Gateway Foundation changes its Board representation, it may reduce its ability to attract funds from the usual sources. As the Foundation and the Development Gateway strengthen their strategic partnerships, new mechanisms need to be found to invite partner participation in governance.

- ***The Development Gateway Foundation will need a financial strategy to ensure the continuity of its existing programs -*** The Development Gateway Foundation ended fiscal year 2002 with approximately US$7M in cash. Currently, there exists no endowment to generate income, and the three-year draw down on most of the existing donor funds ends in 2004. The Development Gateway Foundation will need a financial strategy that goes beyond cash-in-cash-out in order to ensure the continuity of its existing programs. Without new funding sources, the demands of operating and developing existing services will be difficult to weigh against the necessity for continued innovation and experimentation through new programs.

7.4. DEVELOPMENT GATEWAY'S PARTNERSHIP WITH THE BANK

- ***The Bank can further develop its role as a partner to the Development Gateway –*** In addition to its roles as steward, convener, and services and technology operator, the Bank can develop its role of partner. As the Development Gateway matures more and more of its partnerships bring new capabilities into the organization, and its own services, capabilities and capacity to will extend to partners across the development community. Through its interactions with the Development Gateway, the Bank can integrate innovation and learning into its own operations and practices, with the potential to strengthen Bank initiatives aimed at closing the

digital divide. The Bank can leverage the Development Gateway to learn how to better use Internet services and technologies to improve capacity in developing countries.

- ***The Development Gateway must manage the Bank as a partner –*** The Bank can leverage the Development Gateway services and technology infrastructure to fulfill its own knowledge sharing objectives and extend the capabilities of other knowledge initiatives. The Development Gateway must strike a balance between being a natural and effective instrument of the Bank's internal activities, and distancing itself from the Bank in order to establish credibility and encourage inclusive partnerships and participation across the development community.

- ***The Development Gateway has limited resources and will need to manage the scope of its services; sustainable scale will ultimately come from the Gateway's partner network –*** The reach and scale of the Bank gives the Development Gateway a unique comparative advantage, empowering it to share technology innovations globally and build capacity at the country level through the Country Gateways. However, global scale is not appropriate as an end in itself, and can lead to services that are unmanageable or have had their relevance diluted in the attempt to encompass too many or broadly stated objectives. The Development Gateway team has managed the scale of its services relative to the resources available. Sustainable scale will come from the Development Gateway's partnership network.

---

[1] "…the portal transitioned through various pilot stages, moving from concept into full operation with the release of the current version in December 2001", *"Annual Report: July 1, 2001-June30, 2002",* Development Gateway Foundation

[2] Bolivia, the 44th Country Gateway, is expected to join the network but has not yet initiated the planning phase.

[3] *"Creating a Development Dynamic, Final Report of the Digital Opportunity Initiative",* Markle Foundation, July 2001

[4] *"World Bank Knowledge Bank Vision",* World Bank, www.worldbank.org

[5] *Ibid*

[6] Global Development Learning Network, Global Development Network, World Links for Development, African Virtual University, www.worldbank.org

[7] *"Development Gateway Portal, Draft Business Plan",* Development Gateway, February 13, 2001

[8] These objectives appear in various documents in slightly different form. Those listed here are from *"Development Gateway Issues Brief",* Development Gateway, 2001, www.developmentgateway.org

[9] *"Consultations Reports",* Development Gateway, www.developmentgateway.org/aboutus/consultationissues

[8] *Ibid*

[11] *"Partnering with Civil Society through a Global Development Gateway: Report of A European Workshop, Brussels, 3-4 July, 2000",* Peter Ballantyne, www.bellanet.org/gdgprinciples

[12] *"Development Gateway - world domination or worthy effort?"* Caroline Hartnell, Allavida.org, September 1, 2001

[13] *Ibid*

[14] Development Gateway Web site, www.developmentgateway.org

[15] Figures provided by Development Gateway team.

[16] *"Development Gateway Portal, Draft Business Plan",* Development Gateway, January, 2001

[17] *"Development Gateway Portal, Draft Business Plan",* Development Gateway, January, 2001

[18] Interview with Monica Quigley, Technology Development, Development Gateway

[19] Interview with David Balson, Senior Advisor, Bellanet

[20] For example, www.infrastructureworld.com

[21] World Bank funds from the Development Grant Facility cannot be used to fund the Development Gateway

[22] *"Development Gateway Portal: Management Contract Budget FY02-03"*, Development Gateway Foundation, 2002

[23] *Ibid*

[24] *"Development Gateway Portal, Draft Business Plan",* Development Gateway, February 13, 2001

[25] *"Country Gateway – FAQ",* www.developmentgateway.org

[26] *Ibid*

[27] Only in one region, Africa, has this strategy not produced sufficient level of participation in the Country Gateway program. Development Gateway staff have responded with a strategy to raise awareness about the program among local stakeholders and 50% of the most recent tranche of grants have been earmarked for African initiatives.

[28] Information for Development Program (infoDev) is a global grant program providing venture funding to ICT for Development initiatives since 1995.

[29] See InfoDev Web site for requirements of the grant applications, www.infodev.org

[30] See InfoDev Web site for full list of evaluation criteria, www.infodev.org

[31] *"Country Gateways in Asia: Regional Partnerships",* Peter McCawley, Australian National University, August 2002

[32] *"[Lactodos] Message to Country Gateways on preparation of an MOU with the Development Gateway Foundation",* Robert Valantin, September 2002, www.colnodo.apc.org

[33] *"Country Gateway – FAQ",* www.developmentgateway.org; in the most recent round of grants, provided by Foundation funds, these approvals were not required, although country and Bank staff were consulted informally

[34] *"Development Gateway Update, May 24, 2002",* World Bank Group Presentations, World Bank, May 2002

[35] *"Country Gateways - Budget Analysis",* Development Gateway

[36] *"Country Gateways in Asia: Regional Partnerships",* Peter McCawley, Australian National University, August 2002

[37] *"Annual Report: July 1, 2001-June30, 2002",* Development Gateway Foundation

[38] *"Bylaws of the Development Gateway Foundation, Inc.",* Development Gateway Foundation, December 4, 2001; Article II: Objectives, Purposes and Activities, Section I, Objectives and Purposes

[39] Of this, US$3.15M was distributed directly to the Country Gateways, and US$350,000 went to administrative costs. Note from Carlos Braga, January, 2003

[40] *"Bylaws of the Development Gateway Foundation, Inc.",* Development Gateway Foundation, December 4, 2001, Article IV: Board of Directors, Section 2. Size and Composition

[41] *"Service Agreement between the Development Gateway Foundation and the International Bank for Reconstruction and Development for the Development Gateway Portal",* Development Gateway Foundation, December 7, 2001

[42] *Ibid*

[43] Among the most vocal critics of the Bank's role in the Development Gateway has been the Bretton Woods Project, www.brettonwoodsproject.org

[44] *"The World Bank's Approach to Global Programs: An Independent Evaluation, Phase 1 Report", Operations* Evaluation Department, World Bank, August 1,2002

[45] *"World Bank Knowledge Bank Vision",* World Bank, www.worldbank.org

[46] *"Development Gateway Update, May 24, 2002",* World Bank Group Presentations, World Bank, May 2002

[47] *"Development Gateway Foundation",* Development Grant Facility, World Bank, www.worldbank.org

[48] *"Country Gateways in Asia: Regional Partnerships",* Peter McCawley, Australian National University, August 2002

APPENDICES

I.   INTERVIEWS

1. David Balson, Senior Advisor, Bellanet

2. Geoff Barnard, Head of Information, Institute of Development Studies, University of Sussex

3. Carlos Braga, Director, Development Gateway

4. Mikhail Bunchuk, Regional Coordinator for Europe and Central Asia, Development Gateway

5. Jorge Gonzalez, Consultant, AiDA, Development Gateway

6. Patrick Grasso, Knowledge Manager, OED, Partnerships and Knowledge Group

7. Cynthia Hardy, Professor, Department of Management, University of Melbourne

8. Sudhakar G. Kaveeshwar, Manager, Informatics Program, Information Solutions Group

9. John Maughan, Managing Editor, Development Gateway

10. Ellen Olafsen, Consultant, Development Gateway

11. Gerhard Pohl, Manager, Informatics Group, World Bank

12. Monika Quigley, Technology Development, Development Gateway

13. Roy Southworth, Deputy Head, SCE Regional Office, World Bank

14. Glen Tarman, Publicity Manager, OneWorld

15. Robert Valantin, Manager, Country Gateway Team, Development Gateway

16. Erik Vogt, Lead Information Officer, Development Gateway

17. Virginia Yee, Manger, AiDA, Development Gateway

18. Cessar Yammai, Regional Coordinator, LAC, Country Gateway Team, Development Gateway

Interview pending: John McArthur, former Acting CEO, Development Gateway Foundation

II.   BIBLIOGRAPHY

1. *"Agreement between the Development Gateway Foundation Inc. and the Multilateral Investment Guarantee Agency for the Funding of FDI Exchange"*, Development Gateway Foundation, June 14, 2002

2. *"Agreement between Mac Holdings America Inc. and the Development Gateway Foundation Inc.",* Development Gateway Foundation, July 30, 2002

3. *"Agreement between the Development Gateway Foundation Inc. and the Government of Luxembourg",* Development Gateway Foundation, June 6, 2002

4. *"Agreement between the Government of Australia and the Development Gateway Foundation Inc.",* Development Gateway Foundation, November, 2001

5. *"Agreement between the Korea Information Society Development Institute and the Development Gateway Foundation, Inc.",* Development Gateway Foundation, September 2002

6. *"AiDA – FAQ",* Development Gateway, www.developmentgateway.org/aida

7. *"Annual Report: July 1, 2001-June 30, 2002, DRAFT",* Development Gateway Foundation

8. *"Appeal for investigation on Development Gateway for misuse of Bank funds or positions, Letter to the World Bank Fraud and Corruption Investigations Hotline",* Roberto Bissio, Carlos Abin, July 18th, 2001

9. *"Armenia Gateway: Strategic Concept Document (Draft)",* e-Armenia Foundation

10. *"Arrangement between the Development Gateway Foundation Inc. and the Government of the Federal Republic of Germany",* Development Gateway Foundation, January 31, 2002

11. *"Bangalore first city to host DGF",* Deccan Herald, September 26, 2002

12. *"Best Practices and Lessons Learned Handbook",* Country Gateway Coordination Team, Development Gateway

13. *"Briefing Note on UN System Collaboration with the Global Development Gateway",* Development Gateway, 2001

14. *"Bylaws of Development Gateway Foundation Inc.",* Development Gateway Foundation, December 4, 2001

15. *"COL, Gateway form e-learning partnership*", Commonwealth of Learning, June 2002, www.col.org

16. *"Country Gateways – FAQ",* Development Gateway

17. *"Country Gateways – Budget Analysis",* Development Gateway

18. *"Country Gateway Implementation Grants Update*", Development Gateway

19. *"Country Gateways – Governance Guide",* Development Gateway, October 1, 2002

20. *"Country Gateways in Africa: Status Reports",* Development Gateway, November 2002

21. *"Country Gateways in Asia: Regional Partnerships",* Peter McCawley, Australian National University, August 2002

22. *"Creating a Development Dynamic, Final Report of the Digital Opportunity Initiative",* Markle Foundation, July 2001

23. *"Development Gateway",* presentation, November 2002, www.developmentgateway.org

24. *"Development Gateway Foundation",* Development Grant Facility, World Bank www.worldbank.org
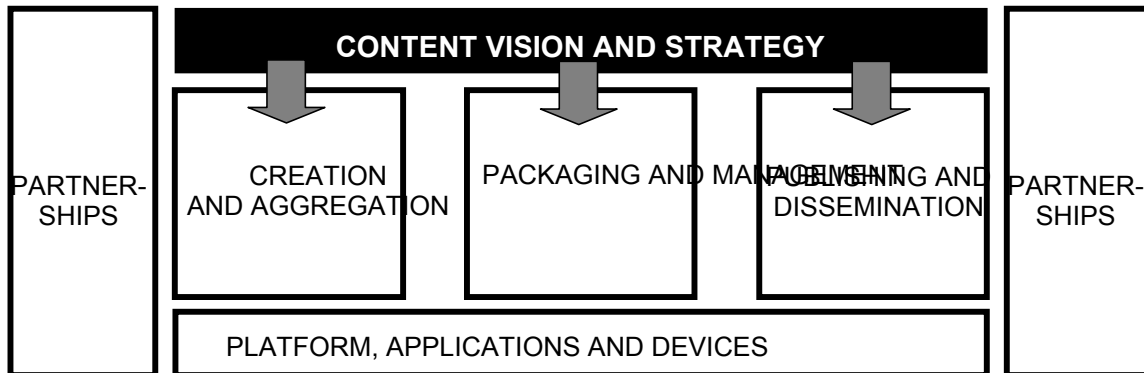
25. *"Development Gateway Foundation – Accounting Policies and Internal Controls",* Development Gateway Foundation, September 2002

26. *"Development Gateway Foundation Business Plan",* Development Gateway Foundation, July 24, 2001

27. *"Development Gateway Foundation – FAQ",* Development Gateway, www.developmentgateway.org

28. *"Development Gateway Foundation – Grants and Investments Program, Concept Note (Draft)",* Development Gateway Foundation, November 26, 2001

29. "Development Gateway Foundation – ICT Development Forum, Concept Note (Draft)", Development Gateway Foundation, November 26, 2001

30. *"Development Gateway Foundation – Research and Training Network [Concept Note]",* Development Gateway Foundation, November 15, 2001

31. *"The Development Gateway Issue – Did the Gateway become the Gatekeeper?",* GovCom, www.govcom.org

32. *"Development Gateway – world domination or worthy effort?",* Caroline Hartnell, Allavida.org, September 1, 2001

33. *"Development Gateway Portal: Management Contract Budget FY02-03"* Development Gateway Foundation, 2002

34. *"Development through the looking glass: the Knowledge Bank in Cyber-space",* Paper for the 6th Oxford Conference on Education and Development, Knowledge Values and Policy, September 2001, Alex Wilks, Coordinator, Bretton Woods Project

35. *"The Development Gateway Portal, Draft Business Plan*", February 13, 2001

36. *"Development Gateway Portal: Highlights for December 2002",* Development Gateway

37. *"Development Gateway: FY03 Objectives",* Development Gateway

38. *"The Development Gateway: Update, May 24, 2002",* World Bank Group Presentations, World Bank, May 2002

39. *"dgMarket Fact Sheet",* Development Gateway, www.developmentgateway.org

40. *"Digital Opportunities and the LDCs"* Carlos Braga, presentation to The Third United Nations Conference on the Least Developed Countries, Brussels, May 18, 2001

41. "*A distributed global gateway for knowledge-sharing in civil society, version 6 "* OneWorld International, March 2000

42. *"Enhancing Transparency in Procurement via the Development Gateway",* World Bank, March 11, 2002, www.worldbank.org

43. *"GDGP Principles: Original Voices,"* Bellanet, *October 6, 2000, www.bellanet.org*

44. *"The Global Development Gateway and the Central Dilemma of E-Commerce" Michael Gurstein, School of Management, New Jersey Institute of Technology. Posted to GDG online discussion forum, University of Phoenix, September 2001, Reprinted by "The communication initiative", December 2001*

45. "*Global Development Gateway: Harnessing knowledge and technology for development",* WBG Global Development Project, World Bank

46. *"IDS Annual Report",* Institute of Development Studies, 2001

47. *"Inaugural and Board Meetings, December 3 and 4, Washington DC",* Development Gateway Foundation, January 17, 2002

48. Letter to Mark Malloch Brown, UNDP, from the office of James D. Wolfensohn, January 17, 2002

49. Letter to John McArthur, Acting CEO, Development Gateway Foundation, from the office of James D. Wolfensohn, March 5, 2002

50. Letter to John McArthur, Acting CEO, Development Gateway Foundation, from Carlos Braga, January 14, 2002

51. *"Memorandum of Understanding Concerning Cooperation on Technology for Development and Governance Issues among the following parties: IBRD acting through its World Bank Institute, the Development Gateway Foundation Inc., and the Government of Italy",* Development Gateway Foundation, April 10, 2002

52. *"Memorandum of Understanding between the Development Gateway Foundation Inc. and the Ministry of Information and Communication of the Republic of Korea",* Development Gateway Foundation, August 26, 2002

53. *"Memorandum of Understanding between the Government of the People's Republic of China and the Development Gateway Foundation Inc.",* Development Gateway Foundation, May 28, 2002

54. "Memorandum of Understanding between the Government of the Republic of Rwanda and the Development Gateway Foundation Inc.", Development Gateway Foundation, July 15, 2002

55. *"Message to Country Gateways on preparation of an MOU with the Development Gateway Foundation",* Lactodos, September 2002, www.colnodo.apc.org

56. *"Minutes of the Executive Committee Meeting",* Development Gateway Foundation, July 16, 2002

57. *"Mongolia Development Gateway: Strategic Concept Document",* Infocon Co. Ltd., Development Gateway, May 2002

58. *"OneWorld Annual Report, 2001,"* OneWorld, www.oneworld.net

59. *"Partnering with Civil Society through a Global Development Gateway: Report of A European Workshop, Brussels, 3-4 July, 2000", Peter Ballantyne, www.bellanet.org/gdgprinciples*

60. *"Service Agreement Between the Development Gateway Foundation and the International Bank for Reconstruction and Development for the Development Gateway Portal",* Development Gateway, December 7, 2001

61. *"Topic Guide Book", Sona Panajyan, Development Gateway, January 2002*

62. *"Uruguay Country Gateway: Strategic Concept Document",* Development Gateway

63. *"Using ICTs to build local Country Gateways (an Interview with Robert Valantin)",* Mercy Wambui, Partnership for Information and Communication Technology in Africa, 2002

64. *"The Virtual Colombo Plan – Australian Development Gateway",* Minister of Foreign Affairs Alexander Downer, Media Release, Australia, September 20, 2002

65. *"Workshops Report. Armenia",* presented to the Information Development Program (infoDev), Development Gateway, June 2001

66. *"World Bank Knowledge Bank Vision",* World Bank, www.worldbank.org

67. *"World Bank's Approach to Global Programs: An Independent Evaluation, Phase 1 Report",* Operations Evaluation Department, World Bank, August 1, 2002

68. *"World Bank criticized over independence of new portal"* Alan Beattie, Financial Times, September 21, 2000 www.ft.com

Additional Web sites visited in the preparation of this report:

www.developmentgateway.org – Development Gateway
www.oneworld.net – Oneworld
www.eldis.org – Eldis
www.bellanet.org – Bellanet
www.opennetwork.net – Open Knowledge Network
www.bridges.org – Bridges
www.pdm-net.org – Municipal Development Partnership
www.rcpl.org - The Resource Centres for Participatory Learning and Action Network
www.ciesin.org – The Center for International Earth Science Information Network
www.iicd.org - International Institute for Communication and Development
www.ids.ac.uk – Institute of Development Studies
www.dgroups.org – Development Through Dialogue
www.un.org – United Nations
www.undp.org – United Nations Development Programme
www.developmentspace.org – Development Space

www.usaid.gov – United States Agency for International Development

www.pin.org – Public Participation Public Involvement Network (PIN)

III. ILLUSTRATIVE CONTENT MODEL

	CONTENT VISION AND STRATEGY		
PARTNER-SHIPS	CREATION AND AGGREGATION	PACKAGING AND MANAGEMENT	PUBLISHING AND DISSEMINATION	PARTNER-SHIPS
	PLATFORM, APPLICATIONS AND DEVICES		

Content Vision and Strategy
- Vision of how content is used and by whom
- Editorial vision and guidelines to provide a context and a distinct "voice" for content
- Key partnerships and technology architecture to support user requirements and content vision
- Resource, workflow and organization design and resources to manage credibility, reliability, timeliness, quality and utility of content

Creation and Aggregation
- Sources which meet requirements for content scope, relevancy and breadth
- Mix of global and local content, sourced from or produced by credible authors or aggregators
- Interactive and collaborative activities supported by capabilities such as registration, bulletin boards, list serves and postings
- Partnerships which support creation and aggregation relative to how content is used and by whom

Packaging and Management
- Content is "contextualized": packaged with corollary information and analysis so as to make it meaningful and distinct to the user
- Flexibility to use content objects for more than one purpose
- Workflow processes which support quality and timeliness
- Custom packaging based on user preferences
- Ownership and privacy are managed appropriately

Publishing and Distribution
- Ability to publish to multiple distribution platforms (i.e. Internet, web-over-email, PDAs, private broadband networks, Cellular networks, etc.)
- Custom publishing based on user preferences
- Awareness and promotion including off-line activities to support user adoption
- Partnerships to disseminate packaged content to other networks

IV.   SELECTED COMPARATORS OF THE DEVELOPMENT GATEWAY

      a.   Bellanet
      b.   Eldis Gateway/ Institute for Development Studies
      c.   International Institute for Communications and Development
      d.   OneWorld International

Bellanet

MISSION/ OBJECTIVES	ACTIVITIES/ SERVICES	GOVERNANCE/ FUNDING	BENEFICIARIES/ PARTNERS
• Established as an international initiative working with the development community to increase collaboration and provide advice and assistance on effective use of ICTs • Serves as a vehicle for governments and development agencies to cooperatively experiment with ICT initiatives and acts as an advisor on technology issues	4 lines of business: • Access and Training - programs include iTrain, Web Via Email • Dialogues - virtual workspaces, D-Groups • Open Development - monitors and supports technologies that may have applications in development; priorities are open content, open source, open standard Knowledge Management - advisory services and assistance establishing KM systems	• Functions as a Secretariat hosted by the IDRC • International non-profit initiative governed by a steering committee representing donor institutions and international organizations • Budget is approximately US$1.5M annually	Target audience • Donors, development agencies • NGOs, policy-makers, beneficiaries in developing countries Partnerships: • Hosting/ online workspace applications for over 20 organizations • Program partners: GKP (GKP-VW/AIMS), OneWorld (iTrain, Dialogues), Development Gateway (AIDA), and others

ELDIS Gateway / Institute of Development Studies (IDS)

MISSION/ OBJECTIVES	ACTIVITIES/ SERVICES	GOVERNANCE/ FUNDING	BENEFICIARIES/ PARTNERS
• An online gateway portal offering free access to data on development and environmental issues; provides a venue for sharing research, documents, lessons learned; functions primarily as a database with more than 10,000 documents and organizations and 100,000 selected web pages; aggregates content by country, by topic area, by theme • Offers news feeds, email alerts and other web-based transaction services	• IDS is a leading center for research and teaching on international development in the UK • IDS maintains 8 development-related Websites on a variety of topics and 5 collaborative research sites; also manages Devine, an IDS system design and hosting service for information on development	▪ An independent not-for-profit company ▪ Funding sources include a spectrum of government and bilateral assistance agencies, multilateral and intergovernmental organizations, foundations and other contributors • Total IDS operating budget is £ 9.4M (2001); approximately £1.4M is spent on information management and information services	Target audience: • Researchers, development agencies, NGOs, policy-makers Partnerships: • Eldis funding partners: Danida, Dida; IDS funding sources include government and bilateral assistance agencies, multilateral organizations, foundations and other contributors

International Institute for Communication & Development (IICD)

MISSION/ OBJECTIVES	ACTIVITIES/ SERVICES	GOVERNANCE/ FUNDING	BENEFICIARIES/ PARTNERS
• 3 principals guide activities: be demand driven, seed innovation, and draw on global network to provide information and facilitate access to resources • Mission to assist developing countries to create locally-owned sustainable development by harnessing the potential of information and communication technology • Promote local ownership, with local "change agents"	• Integrated country program approach with 3 distinct stages: facilitated Roundtable process; identification of selected capacity development activities; leverage IICD network to provide information to local partners and facilitate implementation • Supports ICT environmental projects, including remote sensing and geographic information systems (GIS) applications, as well as ICT health projects	• An independent not-for-profit • Launched with the support of the Dutch government only; has since diversified its funding base to include a variety of European agencies • Donor organizations oversee strategic direction and spending through and annual planning process • Majority of staff are from the private sector • Budget is approximately US$6M	Target audience • Developing country governments, particularly in Latin America and Africa • Educational institutions and community groups, students and teachers Partnerships: • Funding partnerships include DFID, SDC • Knowledge sharing partnerships focus on private sector; partnerships to extend reach focus on NGOs, including HIVOS, Bellanet, Stichting Doen

OneWorld International

MISSION/ OBJECTIVES	ACTIVITIES/ SERVICES	GOVERNANCE/ FUNDING	BENEFICIARIES/ PARTNERS
• Strives to create an international community for development workers and provide a network of co-operative centers to share information and best practices on development • Mission to harness the democratic potential of the Internet to promote human rights and sustainable development	• Web portal offers extensive content on developing countries, sectoral issues and current events; currently receives 1M page views a month • Daily news syndication in partnership with Yahoo!; • Developing channels for multimedia content – Internet based radio and television	• Member-controlled OneWorld International Foundation wholly-owns OneWorld International Ltd. • OneWorld Foundation is a company, limited by a guarantee; OneWorld International Ltd is a not-for-profit company • Regional centres are owned and governed by local not-for-profits	Target audience • NGOs, development agencies in developed and developing countries Partnerships: • Channel partners include Yahoo! (syndicated news), Bellanet, IICD (iTrain); funding partners include DFID, DGIS; center stakeholders are Panos Institute (UK), Fondazione Fontana (Italy), other centers are funded by DFID, DGIS

V. SUMMARY OF COUNTRY GATEWAYS

** Funding figures are provided where available

Country / Region	Organization	Stage**	Notes
Africa			
Mauritania	Secrétariat d'État aux Nouvelles Technologies (SETN)	Planning	Led by the Ministry of New Technologies as part of a broader plan to develop a national ICT strategy. Goal is to create a favorable economic environment for ICT.
Mozambique	SISLOG (Sistemas e Technologies de Informacao e Comunicacao, Lda)	Planning ($100K)	SISLOG is a private company that plans to provide a communications platform for LINK, an NGO umbrella organization. It is partnered with national ICT provider and Ministry for Higher Education and Technology.
Namibia	Namibia Development Gateway Association	Planning ($50K); Implementation	Program has partnered with SchoolNet Africa to provide online and offline training in local schools, as well as Web hosting and training for local NGOs.
Rwanda	National University of Rwanda	Planning ($55K)	NUR is a primary rural and second city internet provider. Program has strong links to Ministry of education and is integrating with national education network.
Tanzania	Economic and Social Research Foundation (ESRF)	Planning ($95K)	Program is partnering with local Web service, Tanzania Online, for content. It has a working group has over 235 members from across sectors.
Uganda	Makerere University	Planning ($95K)	Program is focused on enhancing government and NGO initiatives that address the needs of disadvantaged groups.
Europe and Central Asia			
Armenia	E-Armenia Foundation	Planning ($50K); Implementation ($130K)	Program began as an MOU between the Government of Armenia, the Bank, UNDP. It has a broad e-development approach and was established as an independent NGO in cooperation with the Presidential IT Council.
Azerbaijan	State Students Admission Commission	Planning ($50K); Implementation ($101K)	Launched by multi-sector group headed by the IT Department at the Presidents Office, the program is focused on technology and is piloting XML information exchange. It plans to provide training on e-government.
Bulgaria	Applied Research and Communications (ARC) Fund	Planning ($75K); Implementation ($150K)	Initial funding was provided to a local NGO, Center for the Study of Democracy. Currently participates in UNDP Task Force and is preparing for a national study on IT for Development. It is creating a health-related sub-portal.
Croatia	Camdivision Studio	Planning ($50K)	Program was led by a private sector company that provides web design services and hosting. It has strong support of the Ministry of the Economy and municipal governments.
Georgia	Georgia Development Gateway Union	Planning ($50K); Implementation	Launched in 1999 by the Government of Georgia. Focused on e-government and e-business, and is working to establish a Caucasian Virtual Business Center. It plans to become an ICT platform and targets municipal levels.
Kazakhstan	Kazakhstan Gateway Foundation for E-Development and Civil Society Support	Planning ($50K); Implementation	Initially launched by a private sector concern, the program was then established as an independent association. It is preparing e-learning and e-government initiatives through strong partnerships with government and UNDP.
Kyrgyzstan	E-Development Public Foundation	Planning ($50K); Implementation	Supported by the Presidential Administration, the national ISP, and local NGOs; created a national e-government portal representing more than 100 states; attempting to integrate government ICT programs with other initiatives.
Moldova	Moldova Digital Development Foundation	Planning ($50K); ($100K)	Program was coordinated by the Bank, UNDP, and local government. Currently focused primarily on e-government initiatives; plan to establish tele-centers and create e-communities.
Poland	EMCom, Ltd.	Planning ($50K); Implementation ($139K)	Initial grant was awarded to a private sector consulting company. It plans to provide e-learning courses on e-government, establish an e-government consulting center,

			and support the creation of an e-procurement system for government.
Romania	eRomania Gateway Association	Planning ($60K); Implementation	Program provides consulting services and work on e-government applications. It was launched by a partnership of the Ministry of ICT, UNDP, Microsoft, Compaq, ICL, Oracle, NECOMM.
Russia	Institute of the Information Society, Russia	Planning ($100K); Implementation	Program has a strong research and consulting agenda and is actively supported by several levels of government. It is participating in e-Russia federal program and is working with Bank on KE conferences and e-development.
Tajikistan	Association of Communication Operators of Tajikistan	Planning ($25K); Implementation ($73K)	Led by a cross-sectoral strategic partnership; focus on raising the visibility among donors of local level projects for reconstruction, poverty reduction; plan to establish a Tajikistan Virtual University.
Ukraine	Ukraine E-Development Association	Planning ($60K); Implementation	Led initially by the Center for Enterprise Restructuring and Private Sector development. Currently focused on supporting SMEs and municipal development, and on e-government applications.
Uzbekistan	Center for Economic Research	Planning ($50K)	Program is led by a local NGO. It is participated in a working group for ICT National Strategy and Development Plan formulation, and organized the first national conference on e-commerce.
Latin American and Caribbean			
Argentina	Asociación CONCIENCIA	Planning ($50K)	A partnership of 2 NGOs with over 20 years experience. Its objective is to strengthen NGOs, municipalities and SMEs by facilitating access to knowledge.
Brazil	Agência de Educação para o Desenvolvimento (AED)	Planning	AED is a program to promote web-based training and knowledge management. It is a joint venture between the Office of the Presidency, SME agency SEBRAE, UNICEF, UNDP, with a focus on e-learning and e-government.
Colombia	Corporacion Invertir En Colombia (Coinvertir)	Planning ($60K);	Program focus is on supporting CSOs and encouraging rural development. Its content is structured around the needs of NGOs - e.g. directory, project database. It is partnered with the government's national connectivity program, Ministry of Agriculture, DFID.
Costa Rica	Fondo Socio Empresarial Foundation (FOSE)	Planning ($60K); Implementation	Program focus is on standardizing national network communication and network transparency. It is part of a broader country coordination plan by the Sustainable Development Council.
Dominican Republic	Pontificia Universidad Católica Madre y Maestra	Planning ($50K)	Program is promoting access to information on national and sectoral development, with a focus on health, education, technology infrastructure, private sector development, CSOs, and aid. It plans to provide online health services.
El Salvador	Asociación Infocentros	Planning ($55K); Implementation	Program's current focus is on reconstruction issues. It has a strong partnership with UNDP and has established a multi-stakeholder editorial committee to oversee its content strategy.
Guatemala	Guatemalan Chamber of Commerce	Planning ($40K)	Goal of the program is to establish the national site for information on development institutions and projects, with news about financing opportunities, job database, projects database.
Jamaica	Central Information Technology Office	Planning ($40K)	Program is focused on providing assistance to national development efforts by promoting access to information. It received an e-Readiness grant from infoDev for $50K.
Nicaragua	Cámara de Industrias de Nicaragua (CADIN)	Planning ($40K)	Program shifted focus in May 2001 to target the needs of the private sector. Its goal is strengthen the presence of SMEs on the Internet (in preparation for regional and interregional free trade agreements).
Peru	Centro Peruano de	Planning ($50K)	Program is focused on knowledge sharing aimed at

	Estudios Sociales (CEPES)		improving donor coordination and fostering policy dialogue. CEPES's mandate is to contribute to the modernization of agrarian and rural society.
Uruguay	Centro Internacional de Investigación e Información para la Paz	Planning ($50K); Implementation ($100K)	Program envisioned as a facilitator and liaison on issues related to poverty alleviation. It is working with NGOs, universities, labor unions, churches, and foundations.
Venezuela	CANTV	Planning ($75K); Implementation ($150K)	Program was established as an independent association, Concorcio Apalancar, to promote the use of ICTs. Its founding members are from across all sectors. It is partnering to provide a weekly community radio program.
Middle East and North Africa			
Morocco	Morocco Trade and Development Services (MTDS)	Planning ($50K)	MTDS was the first ISP in Morocco. Its objective is to provide an online meeting place targeted to NGOs (to be broadened as it takes shape).
West Bank & Gaza Strip	Palestine Development Gateway Association	Planning ($50K); Implementation ($120K)	The initial grant awarded to Birzeit Universit. Program plans to become an ASP/FSP for the development community in the region. It has secured matching funds to implementation grant from UNDP.
East Asia			
China	China International Publishing Group (CIPG)	Planning ($100K); Implementation ($100K)	Program was envisioned as a platform for sharing global and local development knowledge. It secured $150K in in-kind contributions from partners for its launch.
Indonesia	Agency for the Assessment and Application of Technology	Planning ($60K); Implementation	Program is sponsored by the government-owned ISP. It is; currently focused on partnership-building.
Mongolia	InfoCon Co., Ltd.	Planning ($50K): Implementation ($157K)	Program received support from the Ministry of Infrastructure and National ICT Committee. It is looking into procurement and learning opportunities in partnership with the Development Gateway/ and World Bank.
Vietnam	Vietnam Data Communication Company (VDC)	Planning ($40K)	Program was envisioned as an Internet infrastructure project. It is comprised of a partnership between VDC, the state, the Hanoi Institute for Socio-economic Development Studies, and a private sector consulting firm.
South Asia			
Australia	Australia Agency for International Development (AusAID)	Planning	Funding for the program is to be provided through AuisAID. It is one of the activities of the Virtual Colombo Plan.
Bangladesh	Grameen CyberNet Limited	Planning ($40K)	Program goal is to create a communication platform/network for the development community.
India	Ministry of Information Technology	Planning ($60K)	Program's mission is to provide a platform for sharing best practices. It has sought support among other government ministries and the NGO sector.
Pakistan	Sysnet Pakistan (Pvt.) Ltd	Planning ($75K); Implementation	Launched by the Ministry of Science and Technology, the program is focused on tools to facilitate more efficient government and business.
Sri Lanka	Ceylon Chamber of Commerce	Planning ($60K); Implementation ($150K)	Program is developing a technology strategy and business model to achieve sustainability. Its target audience is initially to be investors, donors, expatriate community.

VI.   OED 6-POINT SCALE SUMMARY
           a.   Summary of the Development Gateway
           b.   Efficacy of the Development Gateway's 5 service areas

a. Development Gateway Summary[1]

Relevance: *Are the service's objectives consistent with stakeholder needs and priorities?*	
Process used to assess need and define objectives is inclusive and informative.	**Satisfactory**
Objectives are clearly defined and can be monitored to determine if and how they are achieved.	**Marginally satisfactory**

Efficacy:[2] *How is the service expected to achieve its stated goals?*	
Intended beneficiaries are clearly defined.	**Marginally satisfactory**
The value of the service is clearly defined.	**Satisfactory**
Processes are in place to monitor quality and operational performance.	**Marginally satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Marginally satisfactory**
The service enhances development effectiveness.	**Satisfactory**

Efficiency: *Does the service yield benefits relative to investments and risks?*	
Performance measures are defined and milestones reached.	**Satisfactory**
Financial model is sustainable.	**Satisfactory**
Financial model provides for ongoing operations as well as growth.	**Marginally satisfactory**
Adequate stewardship is provided on behalf of investors, beneficiaries and partners.	**Satisfactory**

b. Efficacy of the Development Gateway's 5 service areas

Efficacy of the Knowledge/ Topics service

Efficacy: *Is the service expected to achieve its stated goals?*	
Intended beneficiaries are clearly defined.	**Marginally unsatisfactory**
The value of the service is clearly defined.	**Marginally satisfactory**
Processes are in place to monitor quality and operational performance.	**Satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Marginally unsatisfactory**
The service enhances development effectiveness.	**Marginally satisfactory**

Efficacy of the AiDA service

Efficacy: *How is the service expected to achieve its stated goals?*	
Intended beneficiaries are clearly defined.	**Satisfactory**
The value of the service is clearly defined.	**Highly satisfactory**
Processes are in place to monitor quality and operational performance.	**Marginally satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Satisfactory**
The service enhances development effectiveness.	**Highly satisfactory**

---

[1] Based on a 6-point scale where 6 is Highly Satisfactory and 1 is Highly Unsatisfactory.

[2] The Efficacy summary is weighted to reflect the relative maturity of the Development Gateway's five service areas.

Efficacy of the dgMarket service

Efficacy: How is the service expected to achieve its stated goals?	
Intended beneficiaries are clearly defined.	**Highly satisfactory**
The value of the service is clearly defined.	**Highly satisfactory**
Processes are in place to monitor quality and operational performance.	**Marginally satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Satisfactory**
The service enhances development effectiveness.	**Satisfactory**

Efficacy of the Country Gateway program

Efficacy: How is the program expected to achieve its stated goals?	
Intended beneficiaries are clearly defined.	**Satisfactory**
The value of the service is clearly defined.	**Satisfactory**
Processes are in place to monitor quality and operational performance.	**Marginally satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Satisfactory**
The service enhances development effectiveness.	**Satisfactory**

Efficacy of the Technology Infrastructure

Efficacy: How is the Technology Infrastructure expected to achieve its stated goals?	
Intended beneficiaries are clearly defined.	**Satisfactory**
The value of the service is clearly defined.	**Satisfactory**
Processes are in place to monitor quality and operational performance.	**Satisfactory**
Partnerships improve value provided to beneficiaries.	**Satisfactory**
The service is distinct relative to services provided by comparators.	**Satisfactory**
The service enhances development effectiveness.	**Satisfactory**

KEY

Highly satisfactory – Fully achieves all of its major objectives; fully meets stakeholder priorities
Satisfactory – Achieves most or all of its relevant objectives; meets stakeholder priorities
Marginally satisfactory – Achieves most of its relevant objectives, but with some shortcomings
Marginally unsatisfactory – Achieves some of its relevant objectives, but fails to achieve others
Unsatisfactory – Fails to achieve its relevant objectives, but has some other beneficial results; differ from
 stakeholder priorities
Highly unsatisfactory – Fails to achieve any of its major objectives; differs substantially from stakeholder
priorities