



iDE

**Powering
entrepreneurs
to end poverty.**

2020 ANNUAL REPORT

iDE

Powering entrepreneurs to end poverty.



Photo on cover

AMELIA MAURICIO is a farmer in Sofala Province in central Mozambique who attends farmer field school where she is learning about climate-smart agricultural techniques including drip irrigation, dry mulching, and high-yield farming.

Our new tagline: intriguing, audacious, and memorable

At iDE, there are truths we hold to be self-evident: Start with people. Design to context. One entrepreneur can change their community and millions can change the world. We also understand that the causes of and solutions to poverty are complex. Our approach is flexible enough to meet this challenge but it also makes answering the question, “What do you do?” difficult. Decades of experience have shown that our methodology and impact are not easily forgotten. We believe our name should be the same. To that end, we created a tagline that is intriguing, audacious, and most importantly, memorable.

Why “powering” and not “empowering”? Because we’re not in a position to empower anybody. We’re not superior or perfect. Our own cultures and economies have flaws and we certainly don’t have all the answers. And while the term “poverty” makes some uncomfortable, poverty is real. If we sidestep or paper-over poverty, we risk delaying or minimizing efforts to ending it. By labeling iDE with a pledge to power entrepreneurs in the developing world, we remind ourselves we can’t stop, or even slow down, until the work is done and poverty is finally at an end.

Dear Partners,

What a year! As I look back on 2020, I am filled with deep admiration for our clients’ resilience and perseverance, and I have endless respect and appreciation for our staff. They work tirelessly day in, day out to safeguard the health of our clients while delivering impact. I also have immense gratitude for you—our supporters and partners—who saw iDE and our clients through an incredibly challenging year. The COVID-19 pandemic upended lives and economies across the globe. As is so often the case, those already on the margins due to poverty and social exclusion have been hardest hit. Thank you for standing with them.

“Pandemic” was not the only ‘p’-word that defined 2020. The murder of George Floyd in the United States sparked a broader reckoning with power and privilege. The civil unrest witnessed in the U.S. last year was a stark reminder of what happens when the debate over exclusionary policies and institutionalized discrimination goes unresolved. COVID-19 has further exposed the divide between haves and have-nots, as socially excluded communities across the globe are being disproportionately impacted by the pandemic, both through receding economic opportunity and inadequate access to healthcare and resources. “Decolonizing development” has become a call to action for international organizations. This is a conversation that iDE takes very seriously. We must reflect on and learn from our own troubled histories. The fight for social justice in the developing world is equally important as it is elsewhere. People want the best for their families and communities, and they deserve the opportunity to realize that potential, no matter where they live.

The creation of market ecosystems can provide a pathway to prosperity, both in the developing and industrialized world. In addition to being competitive and resilient, the markets we build

must also be inclusive. The most marginalized—women, young people, ethnic minorities, pastoralists, nomads, people with disabilities and the LGBTQIA+ community—can and should be included in market design and execution, and share in the benefits of income generation and economic growth.

iDE’s impact model, Infinite, is a roadmap for how a market ecosystem can be improved to ensure all individuals can participate in their local economy. For nearly 40 years, iDE and our partners have invested in local entrepreneurs, providing training, technology, and financial support that enable local problem-solvers to leverage their creativity, drive, and business savvy to deliver lasting change. Those entrepreneurs know their own communities and the services and solutions they truly need and value. We take an inclusive business approach to ending poverty not just because it works, but because it is the right thing to do—putting the voice and choice of our partners and customers at the center. Our new tagline, “Powering entrepreneurs to end poverty,” celebrates this approach.

As you read this report, please take a moment to reflect on the difference your partnership and support has made—powering entrepreneurs to survive and even thrive through challenging times. Thank you for continuing to power changemakers around the world, enabling people to prosper on their own terms, and end poverty for good.

Elizabeth Ellis
Chief Executive Officer



Powering entrepreneurs on 3 continents.

Thank you for helping people around the world grow resilience to adversity.

Since our founding in 1982, iDE has impacted 35,553,995 people on three continents in communities affected by disasters, drought, conflict, and poverty by designing and delivering income-generating innovations.

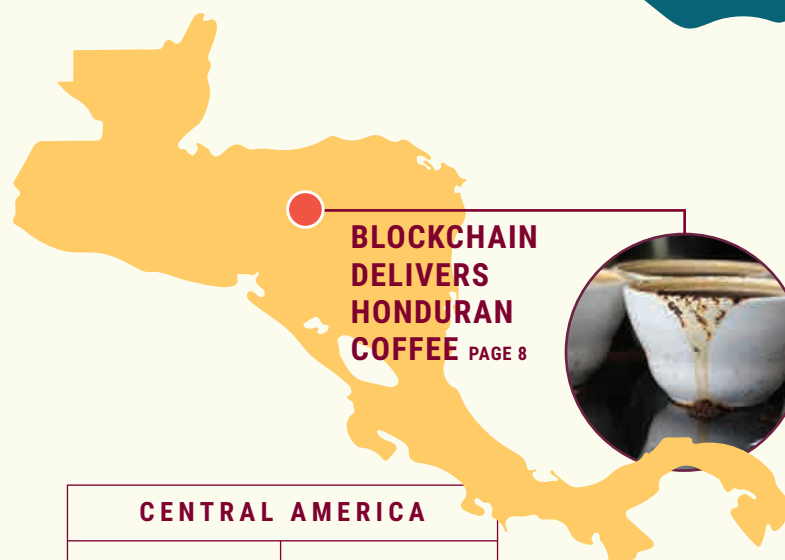
OUR 2020 GLOBAL RESULTS

SCALE	IMPACT	SROI
879,525	\$264	\$13:1
PEOPLE	USD	USD

SCALE The number of new individuals impacted through our programs in 2020

IMPACT The average annual net household increase in income or livelihood savings in 2020 (in US dollars in terms of purchasing power parity)

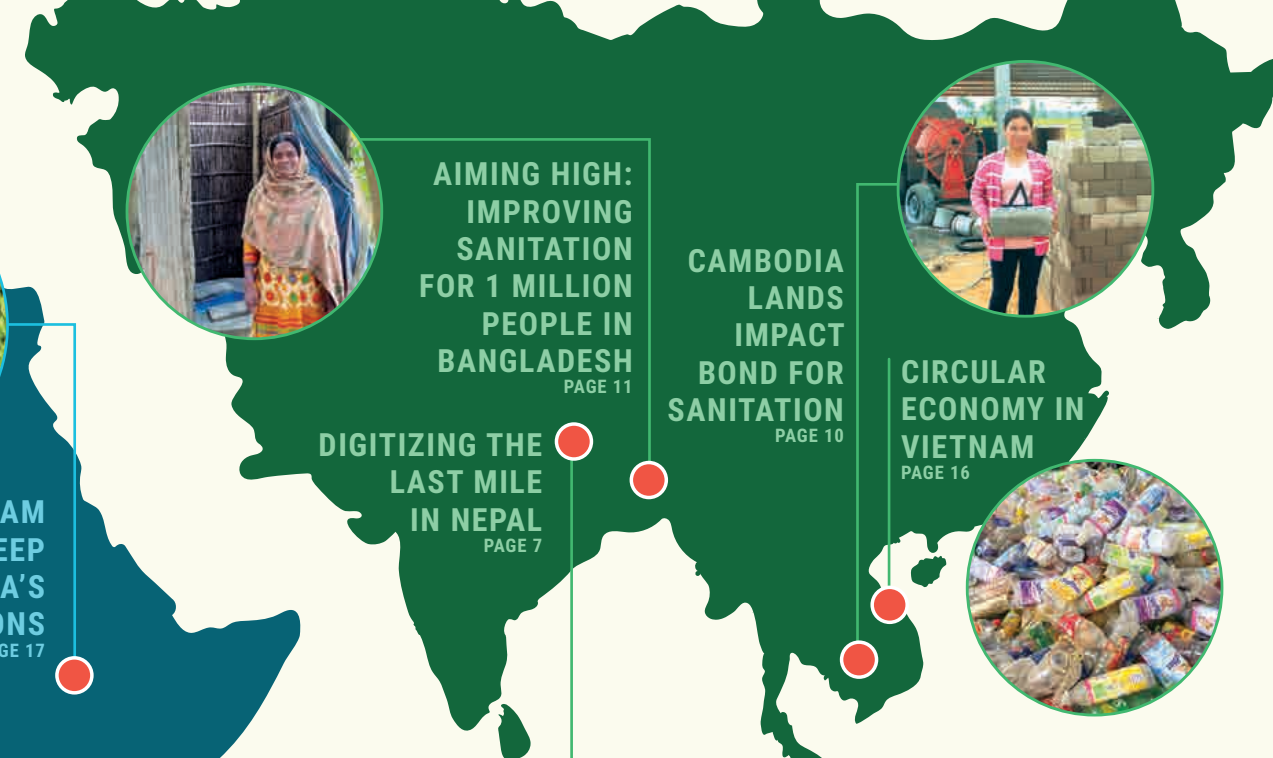
SROI Our Social Return on Investment is the ratio of income (or savings) generated by households per dollar deployed by iDE (calculated on a 3-year rolling average)



CENTRAL AMERICA	
SCALE	IMPACT
7,424	\$239



AFRICA	
SCALE	IMPACT
117,711	\$414



ASIA	
SCALE	IMPACT
754,390	\$239

COVID-19 RESPONSE

Our tagline says it all: powering entrepreneurs to end poverty is what we do. But despite almost 40 years of experience in difficult global contexts, 2020 tested iDE like never before. The insidious nature of COVID-19 penetrated nearly every aspect of our work and personal lives.

As the world locked down, we temporarily closed our offices and worked from home. Plans to draft a new strategic plan were put on hold, field operations stalled, and a few of our project partners issued global stop work orders, halting critical momentum. But giving up wasn't an option.

We recognized that we needed to be resilient in the face of a rapidly changing, dynamic environment. So instead of standing still, we got to work, doubling down on our commitments and adapting our approach.

<< In Ghana, we leveraged the Sama Sama sanitation program to build over 65 handwashing stations and share key handwashing messaging.

In Cambodia, we repurposed the Yey Komru hygiene campaign, urging families to guard against disease. >>

And in Mozambique, we safely forged ahead with trade fairs for 18,000 farmers impacted << by cyclones in 2019.

In the face of this challenge many of our donors also stepped up, enabling us to continue making impact and prepare to accelerate our operations when safe to do so.

Our creative technical and operational pivots, and prudent financial management helped us stay afloat and continue to deliver impact where it matters most. While COVID-19 remains a significant threat in the countries we work in, we remain committed to powering entrepreneurs to end poverty.



Photo by Corey O'Hara / iDE 2020



Powering
entrepreneurs
during a
pandemic.

DATA HIGHLIGHTS FROM OUR NEPAL COVID-19 RESPONSE

83,000

farmers reached per week
with technical information

417

FBAs and market actors
received information on pests
and market prices via SMS,
and shared with farmers

28

districts in Nepal

Digitizing the last mile

With travel severely limited in 2020, iDE helped provide critical pest and disease information delivered through text messages. At the beginning of the pandemic, farmers in Nepal were facing a new, critical threat: the invasive fall armyworm, which can destroy entire harvests. Timely updates can help prevent crop loss, but many farmers live in remote areas with poor access to up-to-date information. iDE worked with researchers to provide Farm Business Advisors (FBAs) and other market actors with information through SMS on pest control and local market prices for fruits and vegetables, which they then shared with local farmers. These iDE-trained entrepreneurs reached 83,000 farmers each week with critical and timely information, allowing them to prevent crop failure and sell their produce at a profit.

AGRICULTURE

Subsistence farmers provide as much as 80 percent of the food produced in the developing world. But they don't usually produce enough to sell or trade. What surplus there is tends to be stored for the family to eat until the next harvest. Their success is also limited because they depend on regular rainfall and consistent growing conditions. Changing climate and weather patterns can devastate a crop, leaving a family to go hungry. iDE helps by leveraging technologies, supply chains, and market ecosystems to increase both agricultural productivity and economic returns for farmers and microenterprises. On average, the farmers we work with see an annual income gain of \$386, or, put another way, they see an increase of 30 to 50 percent in their annual earnings.

Photo by Lina Henao / iDE 2021



Photo by Natasha Buchholz / iDE 2021

**Powering
farmers
to become
entrepreneurs.**

BLOCKCHAIN DELIVERS HONDURAN COFFEE

iDE continued to use blockchain technology to ensure trust and transparency among partners involved in a value chain that includes Honduran coffee farmers. The shared-value partnership sees the farmers paid twice: once when they supply coffee beans to a local social enterprise and then again when the end consumer pays a higher price per bag of beans, with the additional amount transferred back to the farmer.

Learn more at ideglobal.org/blockchain.
Photo by Nahún Rodríguez

DATA HIGHLIGHTS IN OUR MOZAMBIQUE PROGRAM

11
trade and technology fairs
held in Mozambique

18,000
smallholder farmers
rebuilding their livelihoods

\$85,000
spent by farmers using
digital voucher system

Trade fairs help rebuild livelihoods after cyclones

Despite the COVID-19 pandemic, iDE Mozambique held 11 trade and technology fairs to help restore livelihoods of smallholder farmers after the 2019 cyclones destroyed homes and displaced hundreds of thousands of people. Farmers were given debit-like cards loaded with \$50 each to purchase agricultural inputs including seeds, fertilizers, and tools such as watering cans and shovels. The fairs, held in October and November in Manica, Sofala, and Zambezia provinces, brought together private suppliers and local producers of certified agricultural products. The farmers were encouraged to choose the products that fit their resilience and reconstruction needs. Mindful of social distancing, farmers were transported to and from the fairs by iDE and ushered through in small groups.

WATER, SANITATION, AND HYGIENE

Every day, more than 700 children under the age 5 die from diarrhea, which they contract because they lack access to clean water, adequate systems of waste disposal, and resources for good hygiene. Our work in the areas of water, sanitation, and hygiene (WASH) recognizes that these fundamental human rights are not only critical for good health but also assist people to build their local economies and participate in their communities. We believe changes in behavior around personal hygiene and defecation habits can be best accomplished by using the market to drive solutions that are affordable and accessible in the rural communities we work in. At iDE we use human-centered design principles to understand the needs and desires of our customers before deploying tactics, including building networks of WASH businesses and entrepreneurs; creating demand for products and services; fighting COVID-19 by raising awareness about handwashing; promoting financing and subsidies; and encouraging the creation of functional market ecosystems.

Photo by Shah Mamunul Ahad / iDE 2020



Powering
entrepreneurs
to improve
sanitation.



CAMBODIA LANDS IMPACT BOND FOR SANITATION

A groundbreaking initiative to bring safe sanitation to some of the poorest and most vulnerable households began to scale up in 2020. The Cambodia Rural Sanitation Development Impact Bond—a world first for sanitation—has a goal to create 1,600 open defecation free villages and accelerate the Cambodian government's efforts to reach universal sanitation.

Read about how Va Sothe (left) acquired a hygienic latrine at ideglobal.org/wash.
Photo by Seng Liam / iDE 2020

OUR GOALS BY 2025 IN OUR BANGLADESH PROGRAM

1,000,000+
improved toilets purchased
by households

3,500
entrepreneurs providing
sanitation services

35
districts where positive
WASH messages are
broadly disseminated

Improving sanitation for another 1 million people.

An estimated 70 million people in rural Bangladesh don't have access to improved latrines, leading to deadly outbreaks of disease. Our team is fostering market ecosystem creation and powering entrepreneurs to provide people with access to safe sanitation for now and into the future. In partnership with RFL Plastics, we aim to provide latrines for more than 1 million people by 2025. We'll reach the goal by coaching latrine producers on manufacturing and business practices; supporting small business associations; and training latrine sales agents. We're also running mass marketing campaigns to raise awareness about the importance of sanitation. In the past decade, we partnered with American Standard on product design and facilitated the sale of more than 470,000 improved latrines across the country.

GENDER EQUITY & SOCIAL INCLUSION

Power imbalances and harmful social norms prevent women and marginalized populations from going about their lives freely, or taking full and equal advantage of opportunity. Disparities and biases lead to less inclusive markets and businesses which further reinforce social and economic inequities. At iDE, we work to uncover beliefs and practices that perpetuate inequality and use the knowledge we acquire to design social and behavioral change programming that promotes the creation of market ecosystems, which benefit all people. Our new gender equality and social inclusion policy commits us to supporting groups that are inadequately represented in market ecosystems; are discriminated against; and/or are unable to access products and services, simply because of who they are, hindering their ability to prosper on their own terms.

Photo by Shah Mamunul Ahad / iDE 2020



Powering women to change their communities.

POWERING WOMEN TO ACCESS THE LABOR MARKET IN BANGLADESH

In Bangladesh, the Women’s Economic Empowerment through Strengthening Market Systems project has impacted 560 women, providing greater opportunities for women in the local labor market. In partnership with the Swedish International Development Cooperation Agency (SIDA), we increased the number of women entrepreneurs, helping generate \$473,486 through diversified sales channels.

Read about Nazrin’s (left) path to entrepreneurship at ideglobal.org/gesi.



DATA HIGHLIGHTS FROM OUR ZAMBIA PROGRAM

64 female farm business advisors

184 husband-wife jointly managed FBA enterprises

\$519 average annual income per farm business advisor

Womens’ role model trusted by local farmers

In years past, farmers in Inutu Musiyalela’s community had to travel 25 miles to buy tools and seeds, and then had to make the same trip to sell what they had grown. This was both expensive and time consuming. Sensing an opportunity—and willing to disrupt traditional gender roles—Musiyaleta developed a business plan with help from iDE. As an experienced Farm Business Advisor and crop aggregator who serves about 3,000 farmers, she now sells their crops in bulk, enabling farmers to receive higher market prices while also lowering their marketing costs. Having created a strong market link, Musiyaleta has earned more than \$844 in profit in each of the last three harvesting seasons.

CLIMATE & RESILIENCE

Higher temperatures, extreme weather events such as floods and droughts, and erratic rainfall patterns have a profound impact on small-scale farmers, who are vulnerable to even the slightest shift in climatic conditions. Powering farmers to become resilient to climate change is at the heart of iDE’s work. As we leverage market ecosystems to boost agricultural productivity, we also help farmers adapt to changing weather patterns. Our tactics include promoting climate-smart technologies such as drip irrigation and solar pumps; linking farmers to information sources about the weather; and training people on climate change resilience and community-led management of natural resources.

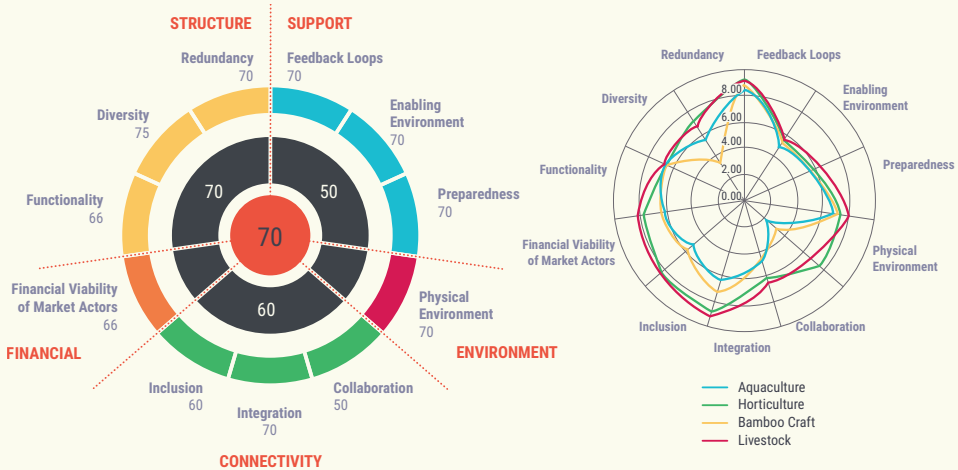
Learn more about our work in climate change at ideglobal.org/climate.

Photo by Gordon Lau / iDE 2019



iDE MSRI

Our Market Systems Resilience Index is composed of 11 weighted determinants broken into five categories that assess the market system (left). Determinant scores are mapped on a spider diagram allowing for comparison between types of income generating activities (right).



Powering entrepreneurs to build resilient markets.



SOLVING SANITATION IN FLOOD-PRONE AREAS

Using flood incidence maps and a survey that looked at fecal sludge management among 1,472 rural Cambodian households, we explored and identified linkages between climate vulnerability, latrine functionality, and household sludge management behaviors. The research allowed us to better target climate-vulnerable households and improve our understanding of barriers to products and services in flood-prone environments.

Photo by Tyler Kozole / iDE 2020

REPURPOSING SLUDGE IN GHANA

A project launched by iDE Ghana aims to turn human waste into fertilizer or cooking fuel. Fecal sludge ordinarily goes into landfill, where it can seep into groundwater, polluting water sources. iDE Ghana is using a circular economy approach, turning sludge into “energy briquettes” or compost.

New tool to measure market resilience

A hallmark of iDE’s approach to ending poverty is a laser focus on market ecosystem development. We believe that strengthening markets promotes household resilience through income generation, improved food security, and increased employment opportunities. However, for the benefits of an inclusive market system to be sustainable, the system itself needs to withstand, react, and transform in the face of climate change, conflict, and other shocks and stresses. In 2020, iDE formally launched the Market System Resilience Index (MSRI). The index enables us to measure the strength of relationships among participants within a market system, helping us adapt our approach and direct our efforts to building relationships where necessary. We can now hold ourselves and our partners accountable to implementing better development work while accelerating our pace towards ending poverty. MSRI has the potential to set a new industry standard for what it means to truly build resilience.

HUMAN-CENTERED DESIGN

Design changes lives by understanding and responding to real needs and desires of people. iDE's Innovation Lab, based in Phnom Penh, uses human-centered design (HCD) to develop products and services that fill market gaps and solve everyday problems. HCD is an approach that makes systems usable and useful by focusing on the needs and requirements of the end user, enhancing effectiveness and efficiency and ultimately improving well-being. We apply HCD principles to challenges faced by the rural poor, listening carefully to their needs and aspirations, and consider the entire user experience from how a solution is built to how it is promoted, financed, delivered, and serviced. These insights are used to iteratively generate, prototype, and refine solutions that ultimately deliver greater impact.

Photo by Trang Bui / iDE 2020



Photo by Rebecca Merrifield/ iDE 2020



Powering
entrepreneurs
to design
change.

CAMBODIANS TRANSITION TO CLEAN COOKING

iDE's Innovation Lab began working with the Modern Energy Cooking Services to investigate how to transition communities from biomass fuels to "clean" cooking with electricity or gas. We found a growing number of early adopters will transition to electric cooking if safety, cost, reliability, and cooking culture can be addressed.

Photo by Sereyrath Mech

DEEP DIVE INTO VIETNAM'S PLASTIC WASTE

We began working on a plastic waste project with Danida Market Development Partnerships in Vietnam. iDE is conducting a design deep dive to identify drivers, constraints, and other factors that can uncover behavior change triggers, and lead to successful campaigns that promote household sorting behavior for previously non-recyclable, low-grade plastic.

Designing solutions with Ethiopia's vulnerable pastoralist communities

Village elders, women, youth, and market players in the remote southern pastoral regions of Ethiopia were interviewed by our human-centered designers. In the face of changing climatic and socio-economic conditions, we wanted to understand the challenges and opportunities of women and youth pastoralists, in particular. With this approach, we gained key insights into the pastoralists' mindsets, behaviors, and motivations regarding new business opportunities. We also explored barriers within existing value chains and market ecosystems that are preventing local people from diversifying their livelihoods. Equipped with inspiration and understanding, iDE Ethiopia's designers will use what they learned to test and pilot innovative programs to drive new income-generating activities and improve the resilience of the pastoralists.

**Powering
entrepreneurs
to power
themselves.**

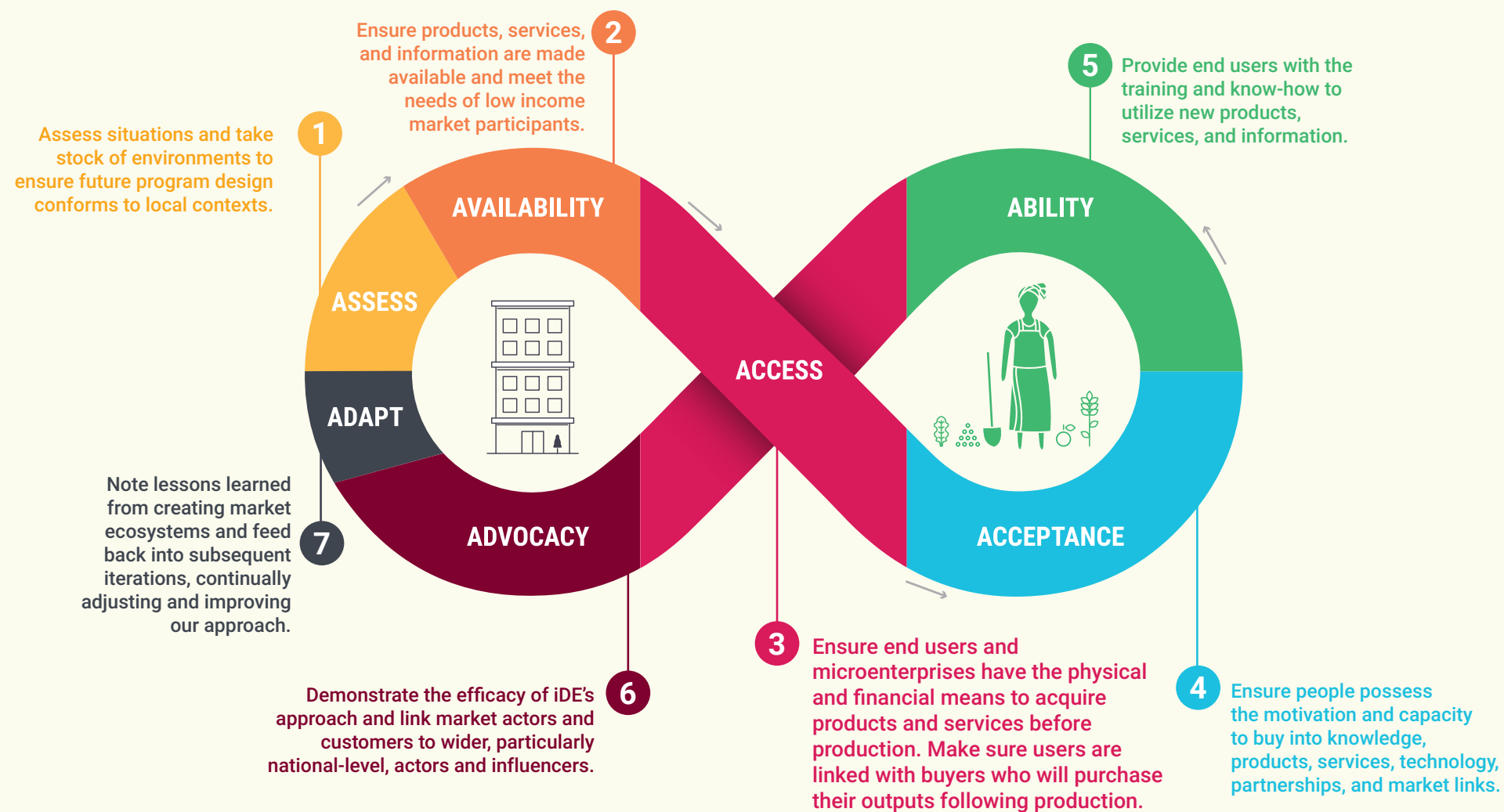
The Infinite Model

To be infinite is to be unlimited, endless, and without bounds. As the continuous cycle of planting, watering, and harvesting is without end, so too is the nature of human endurance and possibility. But for developing world entrepreneurs to succeed and overcome challenges they must participate in market ecosystems that are economically competitive, inclusive of all people, especially marginalized populations, and resilient to shocks such as conflict or changing climates. At iDE we believe our Infinite Model provides a roadmap for how individuals who seek to participate in the market can move through a process of growth that helps establish profitable livelihoods and a way out of poverty.

Photo (right) by Antonio Firenze / iDE 2017

iDE Infinite

One roadmap that supports the development of market ecosystems in challenging contexts.



Dao Gombo
Farmer
Ethiopia



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We honor our donors' wishes to remain anonymous, and would like to extend our gratitude to all of our supporters who are not listed publicly.

2020 EXPENSES BY COUNTRY

in US Dollars

Bangladesh	\$	5,308,367
Cambodia	\$	6,290,309
Ethiopia	\$	1,481,087
Ghana	\$	1,988,441
Honduras	\$	1,091,832
Mozambique	\$	5,323,582
Nepal	\$	573,973
Vietnam	\$	215,171
Zambia	\$	1,284,784
Other	\$	1,577,405 *

* Includes expenses for multi-country projects.

2020 EXPENSES OF IDE'S SOCIAL ENTERPRISE

Hydrologic (Cambodia)	\$	1,301,586
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This social enterprise is a separate but wholly-owned IDE legal entity.

EXPENSE BREAKDOWN

in US Dollars

Field Programs	\$	20,299,823	75.4%
Field Programs / G & A [†]	\$	2,782,334	10.4%
Headquarters / G & A [†]	\$	3,565,064	13.2%
Fundraising	\$	274,178	1%

[†]General & Administrative

2020 EXPENSE DETAIL

in US Dollars

Subgrants	\$	1,004,794	4%
Personnel	\$	15,044,159	56%
Professional Services (Subcontracts, Consultants)	\$	6,428,981	24%
Travel & Transportation	\$	1,423,172	5%
Vehicle & Equipment	\$	783,404	3%
Office Expenses	\$	2,236,889	8%

TOTAL	\$26,921,399
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2020 INCOME

in US Dollars

Grants (Public & Private Foundations)	\$	20,777,156	75%
Individual Donations	\$	1,288,245	5%
Interest Income	\$	33,930	0%
Field & Program Revenue	\$	3,069,163	11%
Sales & Other Income	\$	2,464,127	9%

TOTAL	\$27,632,624
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ENDING NET ASSETS

As of end of reporting year

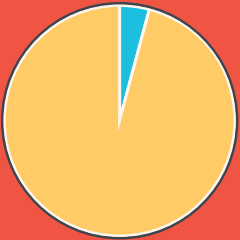
TOTAL	\$ 4,798,770
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2020 IDE'S GLOBAL CENSUS DATA

As of end of reporting year

We've committed to equity and inclusion in our GESI policy and we're moving toward better gender equity in our leadership and workforce teams.

EMPLOYEES BY LOCATION



3% Headquarters
97% Field Offices

The overwhelming majority of our staff (97%) live and work in the countries and areas we support.

EMPLOYEES BY CITIZENSHIP



94% National
6% International

We hire locally. In fact, 94% of our staff are citizens of the same countries they are working in.

EMPLOYEES BY SEX



36% Female
64% Male

36% of our global staff are female, and we've committed to hiring more women in all aspects of our business.

SENIOR MANAGERS BY SEX



36% Female
64% Male

36% of our senior management positions are held by women, who serve as role models and mentors.



iDE Powering
entrepreneurs
to end poverty.

There are many ways you can get involved to make a positive change in the world. Visit our website at **ideglobal.org/get-involved** to learn how to join our monthly giving program, to start a corporate partnership with iDE, or to leave a legacy of impact for generations to come. Join us in our journey to end poverty by helping us to power entrepreneurs around the world.

iDE delivers market-based solutions that create sustainable, lasting change. We believe that entrepreneurs can be found everywhere, and that through design and innovation, they can have the opportunity to build a better world for themselves, their families, and their communities.

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ideglobal.org

(Cover photo by Simon Crittle / iDE 2021)