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

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.

Our new tagline: intriguing, audacious, and memorable.

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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.

**Powering entrepreneurs on 3 continents.**

**OUR 2020 GLOBAL RESULTS**

<table>
<thead>
<tr>
<th>SCALE</th>
<th>IMPACT</th>
<th>SROI</th>
</tr>
</thead>
<tbody>
<tr>
<td>879,525</td>
<td>$264</td>
<td>$13:1</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>SCALE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,424</td>
<td>$239</td>
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</tbody>
</table>

**AFRICA**

<table>
<thead>
<tr>
<th>SCALE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>117,711</td>
<td>$414</td>
</tr>
</tbody>
</table>
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.
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.

**DATA HIGHLIGHTS IN OUR MOZAMBIQUE PROGRAM**

<table>
<thead>
<tr>
<th>11 trade and technology fairs held in Mozambique</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,000 smallholder farmers rebuilding their livelihoods</td>
</tr>
<tr>
<td>$85,000 spent by farmers using digital voucher system</td>
</tr>
</tbody>
</table>

**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.
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.

Improving sanitation for another 1 million people.

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.

Our Goals by 2025 in our Bangladesh Program

**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

- 1,000,000+ improved toilets purchased by households
- 3,500 entrepreneurs providing sanitation services
- 35 districts where positive WASH messages are broadly disseminated

**Cambodia Rural Sanitation Development Impact Bond**

A world first for sanitation, the Cambodia Rural Sanitation Development Impact Bond aims to create 1,600 open defecation free villages and accelerate the Cambodian government’s efforts to reach universal sanitation. This groundbreaking initiative recognizes the fundamental human rights of access to clean water, adequate systems of waste disposal, and resources for good hygiene. It fosters market ecosystem creation and powers entrepreneurs to provide affordable and accessible solutions in rural communities. The bond is supported by the Cambodian government, UNICEF, and the International Finance Corporation. It promotes innovation, financial inclusion, and sustainable outcomes for marginalized populations, demonstrating how the private sector can drive social impact at scale.

Photo by Shah Mamunul Ahad / IDE 2020
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—Musiyalela 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, Musiyalela has earned more than $844 in profit in each of the last three harvesting seasons.

**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—Musiyalela 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, Musiyalela 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.

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.

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.
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.

Designing solutions with Ethiopia’s vulnerable pastoralist communities

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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.

1. Assess situations and take stock of environments to ensure future program design conforms to local contexts.

2. Ensure products, services, and information are made available and meet the needs of low income market participants.

3. Ensure end users and microenterprises have the physical and financial means to acquire products and services before production. Make sure users are linked with buyers who will purchase their outputs following production.

4. Ensure people possess the motivation and capacity to buy into knowledge, products, services, technology, partnerships, and market links.

5. Provide end users with the training and know-how to utilize new products, services, and information.

6. Demonstrate the efficacy of iDE’s approach and link market actors and customers to wider, particularly national-level, actors and influencers.

7. Note lessons learned from creating market ecosystems and feed back into subsequent iterations, continually adjusting and improving our approach.
Thank you to our Donors, Partners, and our Board of Directors

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Catalyst of Growth

(1,000,000 and up)
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.

2020 EXPENSES BY COUNTRY

<table>
<thead>
<tr>
<th>Country</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>$5,308,367</td>
</tr>
<tr>
<td>Cambodia</td>
<td>$6,290,309</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>$1,481,087</td>
</tr>
<tr>
<td>Ghana</td>
<td>$1,988,441</td>
</tr>
<tr>
<td>Honduras</td>
<td>$1,091,832</td>
</tr>
<tr>
<td>Mozambique</td>
<td>$5,223,582</td>
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<tr>
<td>Nepal</td>
<td>$573,973</td>
</tr>
<tr>
<td>Vietnam</td>
<td>$215,171</td>
</tr>
<tr>
<td>Zambia</td>
<td>$1,284,784</td>
</tr>
<tr>
<td>Other</td>
<td>$1,577,405</td>
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</tbody>
</table>

2020 EXPENSE DETAIL

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subgrants</td>
<td>$1,004,794</td>
<td>4%</td>
</tr>
<tr>
<td>Personnel</td>
<td>$15,044,159</td>
<td>56%</td>
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<tr>
<td>Professional Services (Subcontracts, Consultants)</td>
<td>$6,428,981</td>
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<tr>
<td>Travel &amp; Transportation</td>
<td>$1,423,172</td>
<td>5%</td>
</tr>
<tr>
<td>Vehicle &amp; Equipment</td>
<td>$783,404</td>
<td>3%</td>
</tr>
<tr>
<td>Office Expenses</td>
<td>$2,236,889</td>
<td>8%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$26,921,399</strong></td>
<td></td>
</tr>
</tbody>
</table>

2020 EXPENSES OF IDE’S SOCIAL ENTERPRISE

Hydrologic (Cambodia) $1,301,586

This social enterprise is a separate but wholly-owned IDE legal entity.

EXPENSE BREAKDOWN

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Programs</td>
<td>$20,299,823</td>
<td>75.4%</td>
</tr>
<tr>
<td>Field Programs / G &amp; A*</td>
<td>$2,782,334</td>
<td>10.4%</td>
</tr>
<tr>
<td>Headquarters / G &amp; A*</td>
<td>$3,565,064</td>
<td>13.2%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$274,178</td>
<td>1%</td>
</tr>
</tbody>
</table>

**TOTAL** $27,632,624

2020 INCOME

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants (Public &amp; Private Foundations)</td>
<td>$20,777,156</td>
<td>75%</td>
</tr>
<tr>
<td>Individual Donations</td>
<td>$1,288,245</td>
<td>5%</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$33,930</td>
<td>0%</td>
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<tr>
<td>Field &amp; Program Revenue</td>
<td>$3,069,163</td>
<td>11%</td>
</tr>
<tr>
<td>Sales &amp; Other Income</td>
<td>$2,464,127</td>
<td>9%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$27,632,624</strong></td>
<td></td>
</tr>
</tbody>
</table>

ENDING NET ASSETS

**TOTAL** $4,798,770

2020 IDE’S GLOBAL CENSUS DATA

The overwhelming majority of our staff (97%) live and work in the countries and areas we support. We hire locally. In fact, 94% of our staff are citizens of the same countries they are working in. 36% of our global staff are female, and we’ve committed to hiring more women in all aspects of our business. 36% of our senior management positions are held by women, who serve as role models and mentors.

EMPLOYEES BY LOCATION

- 36% Female
- 64% Male

EMPLOYEES BY CITIZENSHIP

- 97% Field Offices
- 6% International

EMPLOYEES BY SEX

- 36% Female
- 64% Male

36% Female
36% Male
94% National
6% International

36% Female
64% Male
36% Female
64% Male

SENIOR MANAGERS BY SEX

- 36% Female
- 64% Male

36% Female
64% Male

As of end of reporting year
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.