

# Case Study: Innovative Scale through Joining Forces

Date of Services: Dec 2021 - Jul 2022

## At a glance

FLUSH helped Gather address its scaling challenges while helping Athena Infonomics build upon their technical skills through brokering a strategic partnership. This effort is part of an important shift towards “decolonization” in development, data, and WASH.



**ATHENA**  
INFONOMICS

## ABOUT THE CLIENT(S)

Gather is a UK-headquartered non-profit organization sitting at the cross-sector of data, systems change, and social justice. Their vision is to see thriving cities where every individual and community have access to sanitation services.

Athena Infonomics is a Chennai-based global data solutions group that applies social science research, data analytics, and technology to provide global development leaders with user-centric, context-specific outcomes.

## Client Testimonial

*"After weathering 18 months of a changed funding environment, Gather engaged FLUSH to help explore routes to sustainability and scale. FLUSH reenergised the Gather team and helped us consider new options. We could not be happier: FLUSH found us a solution that allows us to remain true to our core values and secure future impact."*

John Peter Archer  
Cofounder  
Gather

## CHALLENGE

In 2021, from reduced EU funding post-Brexit and a large cut of government development funding, UK funding dropped by more than \$1.3 billion ([Ainsworth, 2022](#)). While many British NGOs started looking at closures, Gather was wondering how to fund scaling their data systems change work.

Meanwhile, Athena Infonomics wanted to enhance its GIS capabilities while expanding into francophone Africa. However, finding professionals aligned with Athena's focus was a challenge. Additionally, Athena was keen to build on successful GIS initiatives rather than re-inventing an initiative already created by others.

## SOLUTION

The business world has long seen strategic partnerships that continue the work of one entity through another as a great strategy for smaller companies to grow and scale their efforts beyond their markets and skills ([McKinsey & Co, 2017](#)).

Knowing this, in December 2021, FLUSH proposed to Gather's board that they negotiate transferring certain intellectual property, goodwill, and other assets so Athena Infonomics could continue Gather's work. FLUSH also highlighted that an Indian organization taking on the work of a British one would support Gather's values in decolonizing development data.

After months of discussions, the two companies agreed on [joining forces by July 2022](#). Some Gather teammates joined Athena to lead GIS data initiatives based on their previous work. This meant that Athena could scale Gather's work beyond their previous scope.

## FLUSH'S CASE TEAM

Kimberly Worsham, MIWM, MPA

# FLUSH



International Development



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