

OUR GLOBAL IMPACT

2020 DELIVERING POSITIVE IMPACT
FOR OVER 55 YEARS



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As we emerge from 2020, our focus remains resolute on providing leadership and solutions that create resilience in our systems, economies, and global society.

A MESSAGE FROM OUR CEO

Our Global Impact is a year in the life of Palladium. This publication reflects who we are and what we do, while measuring the impact we have on the world.

2020 was a year that fundamentally altered the human experience at a global level. Just one of many crises we faced, the COVID-19 pandemic acted as the great leveller. Everyone around the world, no matter their socioeconomic backgrounds, political leanings, age, race, or gender, was touched in some way. We can expect that the many changes made in response to the pandemic will reverberate for decades to come throughout our systems, regulations, international alliances, and health policies.

This is not the first time that Palladium has witnessed such a watershed moment. Over five decades of experience has put us on the ground responding to the Ebola and AIDS epidemics; supporting communities in the wake of decimating natural disasters; and working with economies to rebuild and stabilise following the global financial crisis. And while the pandemic and its fallout marks its place in history as a once-in-a-century global event that undermined many of the world's foundations— stable and reliable educations, jobs, and food supplies – these experiences reflect the day-to-day experiences of vulnerable populations that we have worked to address for years.

This year also demonstrated our resilience – as people, as a business and as a community – and our determination to use the events of 2020 to build towards a better future. Our experiences as an organisation have shown that we are built to respond to a global crisis. Our resilience was proven throughout the year, across countries and continents, and I am so proud of how our teams and projects shifted gears to meet ever-changing needs with sustainable solutions. We continued to demonstrate our leadership and delivered impact at a time when circumstances demanded quick action and experience, not empty promises, or superficial commitments.

This year's annual report explores how we rose to the myriad challenges in 2020. Part one examines our approach to delivering positive impact to the people, communities, and organisations we work with around the world, including our response to the COVID-19 pandemic. Part two explores the more than 300 projects in our 2020 portfolio, spanning 90 countries and 6 continents.

As we emerge from 2020, our focus remains resolute on providing leadership and solutions that create resilience in our systems, economies, and global society.

With that in mind, we hope you'll join us in building a better future.

Christopher Hirst

Chief Executive Officer | PALLADIUM

OUR IMPACT BY THE NUMBERS

* All currencies are in Australian dollars



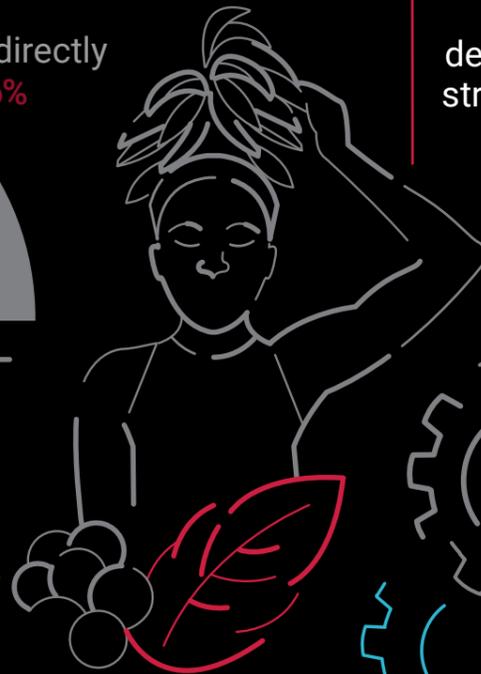
INDIVIDUALS

Directly 44% Indirectly 56%



Individuals reporting increased income
540,000

Value of income increases
\$ 99,778,000



POLICIES

Policies developed or strengthened
422



PARTNERSHIP

Partnerships established

1,637

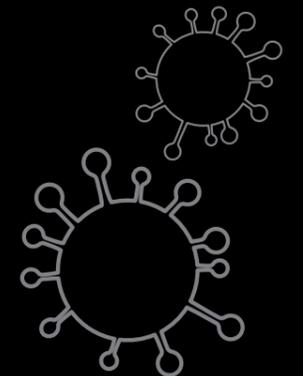


ORGANISATIONS

Increased in turnover for organisations

\$ 106,221,000

Organisations supported
30,529



CAPITAL

Public and private sector investment catalysed

\$ 512,680,000



COVID

COVID & Emergency items supplied

4,328,000



Private sector
72%

Public sector
28%



Gowns
4,000,000

Other PPE **247,500**

Testing kits **80,500**

The background features a dynamic, abstract pattern of flowing, curved lines in shades of teal, green, and blue, creating a sense of movement and depth. The lines are thick and have a slight gradient, giving them a three-dimensional appearance.

RESILIENCE

OUR IMPACT ON INDIVIDUALS



26,666,000
Number of individuals reached

540,000
Individuals reporting increased income

\$99,778,000
Value of income increases

From large-scale national reform programs to community interventions, we aim to create lasting impact in communities around the world. Those communities are shaped by and made up of individuals with unique experiences, all touched by our projects in different, but equally important, ways.

Delivering systemic change and measuring its impact goes beyond counting the individuals with which our projects work – it requires going deeper to understand how they were impacted and how our programs have transformed their lives. From equipping farmers in Indonesia with digital marketing tools in the face of quarantine lockdowns, to providing vocational training to underserved markets in Bangladesh, our programs establish unique connections with individuals, both through direct impact and indirectly by empowering them to be lasting catalysts of change within their own communities.

We also look closely at the value of individual income increases to understand what it means for the community as a whole and its lasting impact for years to come.

CITY TRANSFORMATION OFFICE

Location India

Client Pimpri Chinchwad Municipal Corporation

India, like the rest of the world, has been profoundly affected by COVID-19. Governments across the country have faced extraordinary circumstances and made difficult decisions, with often short timelines and little information. The city of Pimpri-Chinchwad, home to over 2.5 million individuals, was no different, but through the establishment of the City Transformation Office (CTO), Pimpri Chinchwad is on its way to becoming one of the most livable cities in India, even despite the setbacks of the pandemic.

Pivoting the Office's City Strategy 2030, which focussed on improving the overall livability of the city, to meet the challenges and ever-changing needs of COVID-19, the CTO established a dedicated headquarters to assist leadership with pandemic-related decision-making using real-time data and developed standard operating procedures for essential operations like contact tracing, testing, and help lines for hospital bed management, and oxygen.

Through the devastating second wave of COVID-19 infections, where India faced a nation-wide shortage of oxygen, the CTO assisted the city in calculating available oxygen and equipment, and carried out widescale campaigns to reach citizens with COVID-19 related information and guidelines. As the city prepares for a potential third wave, the CTO established a dedicated hotline for any queries around children and the virus. Working closely with 650+ schools, the office is also regularly disseminating information to more than 300,000 school children in the form of videos, expert discussions, flyers, comic strips, and more to promote appropriate behaviour, and overturn myths around COVID-19.

OUR IMPACT ON ORGANISATIONS

30,529
Organisations supported

\$106,221,000
Increased turnover for organisations

No program or project exists in isolation – indeed our interconnectedness has been more evident in the last year than ever before. Each project operates within a complex network of people, processes, organisations, and cultures. Often, we work across the full system, directly with individuals, implementing strategies and processes, and partnering with organisations to deliver impact. At the centre of our programs are our local partners with whom we work to ensure ownership, continuity, and sustainable expansions of our projects' impact.

Lack of funds are often a major impediment to organisations achieving their goals. Our role is to understand the system in which those organisations operate and identify sources of funding to ensure their continuation, growth, and benefits for the underserved. We do this by partnering with donors and local governments in the provision of grant funding or support services, and through work with financial institutions and international investors to identify opportunities where financing could have a positive and lasting impact.



CATALYZE

Location Global

Client U.S. Agency for International Development (USAID)

Achieving global development goals requires resources well-beyond international donors' budgets. CATALYZE is a USAID program that seeks to attract finance from banks and international investors to deliver impact on the world's most pressing problems.

COVID-19 exposed the inequities in how global financial resources are allocated and the challenges that remain in reaching underserved communities around the world. Whether it's addressing food insecurity, equipping students with technology, or meeting energy and infrastructure needs, the right capital can help close these critical gaps, especially in fragile markets. To address these global challenges, CATALYZE assessed markets to identify how organisations need to adapt and what assistance was needed to help drive those transitions.

For example, in the Peruvian Amazon, access to finance for small-and medium-enterprises was severely disrupted. With a goal of mobilising USD 100M by June 2023, CATALYZE identified both local and international partners and investment opportunities, and is developing a digital information system for all actors along the value chain, from smallholder farmers to suppliers and financial institutions. In addition to pivoting project plans to build further resilience and address disruptions from COVID-19 and the subsequent credit squeeze, CATALYZE is providing critical assistance on loan restructuring for financial institutions to enable further funding in targeted areas.

OUR IMPACT ON PARTNERSHIPS

1,637
Partnerships established

Establishing partnerships, creating new connections, building relationships, and forming alliances are crucial to ensuring that our global work is successful. And as the world witnessed this year, it was critical partnerships across sectors, countries, and governments that delivered a COVID-19 vaccine in record time.

Within each of our projects, we have a unique blend of partner organisations to deliver and address the problem at hand. In total, we work with over 1,000 organisations ranging from large multinational corporations to local citizen groups. Our role is to bring these groups together, identify their unique contribution, and forge ahead. These relationships anchor our programs, ensuring that we combine the best local solutions with our expertise in international best practices.

As the world scrambled to access life-saving personal, protective equipment, we partnered with the Australian government to procure and deliver scarce supplies to frontline healthcare workers in 21 countries throughout the Asia-Pacific region. Our network of local offices,

relationships, and partnerships proved invaluable in ensuring each country received exactly what was needed in their fight against COVID-19.

From creating school committees and partnering with local municipalities, to building partnerships with banks, large multinationals and community groups to address the climate crisis, our network of global partnerships is critical to the longevity of our programs and the communities in which they work.

TUPIME KAUNTI

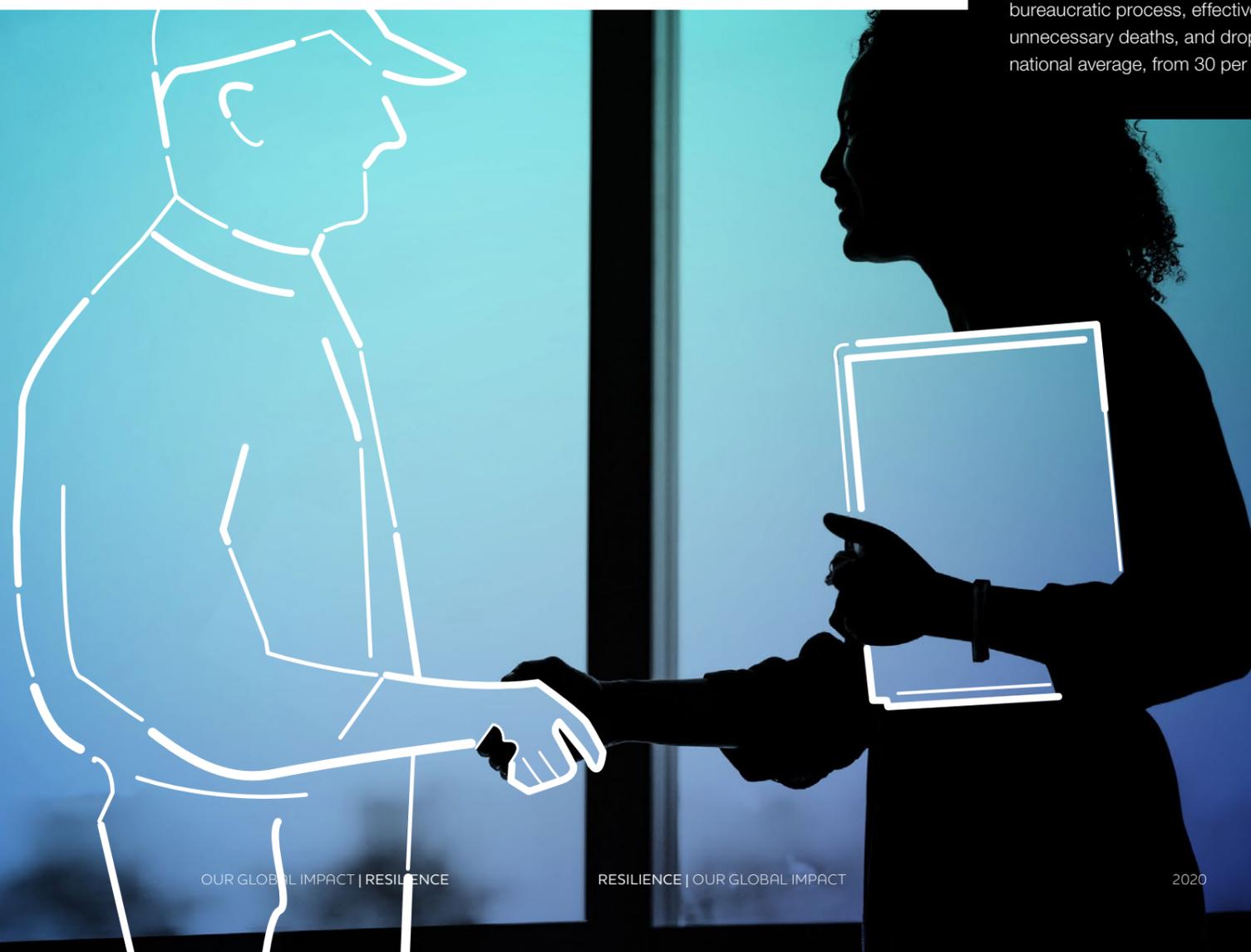
Location Kenya

Client U.S. Agency for International Development (USAID)

Data is not often the first thing associated with creating health impact, but in Kenya, our Tupime Kaunti project is supporting the Kenya Health Sector Monitoring and Evaluation Framework to improve decision-making and accountability in the health sector. We work closely with county governments to strengthen and empower health management teams with quality health focussed data that informs anti-malaria programming, maternal and newborn health measures, and COVID-19 programs and monitoring.

Through mentorship programs, training, technical assistance, and data surveillance, Tupime Kaunti has implemented innovative solutions like information dashboards for tracking malaria, and training hospital staff on standardised national guidelines for health information systems. In many of the cases, keeping these systems up to date and following up on data reviews translates to patient care in positive ways.

In one county where Tupime Kaunti provided training, the hospital established a consultant hotline for maternity nurses to use during an emergency to call senior doctors or nurses. After data and death reviews revealed that most maternal or newborn deaths occurred due to delays in women seeing their obstetrician, the hotline was established to cut through a previously bureaucratic process, effectively saving lives, preventing countless unnecessary deaths, and dropping the stillborn birth rate well below the national average, from 30 per 1,000 births to 16 in the span of a year.



OUR IMPACT ON POLICIES



Our global economy is complex and interconnected, and our work directly carries over from the local and into the larger spaces of governance and public policy. To truly address global issues, we need local solutions and that means reforming policies or strengthening legal frameworks to better support the communities in which we work.

The issues and challenges the COVID-19 crisis amplified, stem from problems we have tackled for decades around the world – equitable health care, more resilient supply chains, and education provision for hard-to-reach communities. But as leaders seek to create environments and economies in which their citizens thrive, public policies must be put in place to meet this new world and build a better one.

Our more than 3000 dedicated staff are based in over 90 countries worldwide with the vast majority living and working within the communities we support. Our local teams understand the unique environments and cultures in which they work, and can foresee the consequences, both intended and unintended, on citizens, of a policy response in the midst of a rapidly shifting crisis.

From building relationships with local authorities and providing technical and advocacy support to developing more inclusive, flexible regulations and strategies, our focus is on enacting lasting change and establishing the frameworks that support and enable a more resilient future.

422
Policies developed or strengthened

TANZANIA INSTITUTIONS FOR INCLUSIVE DEVELOPMENT (I4ID)

Location	Tanzania
Client	Foreign, Commonwealth, and Development Office (FCDO)

In Tanzania, Institutions for Inclusive Development (I4ID) proved that building multi-stakeholder coalitions, encouraging inclusive processes, and working with local governments and civil societies can lead to real impact.

Across the country, we delivered policy changes and impact in the education sector, menstrual health market, and urban development, working through complicated political environments and in many cases, where efforts had failed in the past.

From catalysing government commitment and education spending to support the country's deaf community, to piloting new technology for utilities management and providing clean water to millions, increasing solid waste management services to 50,000 low-income residents, and enhancing access and affordability of menstrual health products for over 200,000 poor and rural women and girls, I4ID demonstrated the power of collective action.

OUR IMPACT ON CAPITAL



\$512,680,000

Public and private sector investment catalysed

Prior to COVID-19, there was a USD 2.5 trillion annual funding gap to achieving the UN's Sustainable Development Goals. Estimates suggest that the fallout from COVID-19 is expected to set the sustainable development goals back by over 30 years, amplifying the need to source additional funds.

Impact investing offers an opportunity to build social impact directly into investments, and as more organisations recognise the growing link between financial markets and social change, so increases the need for mechanisms and vehicles that allow investors to take action through addressing social, environmental, or developmental challenges around the world.

Our Palladium Impact Capital team is at the forefront of the impact investing industry, exploring boundaries, assessing where there is room for growth, and creating opportunities to attract capital to address global challenges at scale.

IMPACT – INVESTMENT MOBILISATION FOR PROSPERITY AND CATALYTIC TRANSFORMATION

Location Sub-Saharan Africa and South Asia

Client Foreign, Commonwealth & Development Office (FCDO)

Launched in 2013, the IMPACT Programme aims to strengthen the impact investing sector and support investments and the distribution of capital into businesses reaching the underserved in some of the world's poorest and most fragile markets. Against the backdrop of a tumultuous year, IMPACT's work is more relevant than ever as that capital will assist in mitigating the effects of the pandemic on businesses and their stakeholders, accelerating their recovery, and better aligning with environmental and social needs.

This year, we established ten new partnerships to address specific barriers to growth and increase the distribution of impact capital in Sub-Saharan Africa and South Asia.

One such partnership, with Athena Infonomics, is developing an investment tool to assist investors in identifying and appraising investment opportunities in urban sanitation. While the tool is being developed following scoping and analysis of the Indian and Kenyan urban markets, it is being designed to apply to other emerging markets. The expected outcomes of the investment tool are to enable improved investment decision-making, lower barriers to accessing innovative finance within sanitation businesses, and improve the visibility of the sector (and SDG 6 more widely) as an impact investment destination.

OUR IMPACT ON COVID-19

4,328,000

COVID & Emergency items supplied

4,000,000

PPE gowns sourced, manufactured and delivered

182,807

PPE coveralls, gloves, masks, sanitisers, reusable respirators, thermometers, and face shields distributed

80,500

Testing kits, swabs, and serology tests were procured and dispatched

2020 forced many of us to make a choice: should we rebuild the world as it was or move forward and seize the possibilities before us? It gave us an opportunity to strategise on how to build stronger economies, greener and more inclusive societies, and how to harness the power of our resilience and ingenuity to fashion a world of our choosing.

Our mission of solving humanity's most pressing challenges hasn't changed. If anything, our work has only become more critical. As the world's attention suddenly shifted towards the challenges we've dedicated over 50 years to addressing, we're confident in our abilities to tackle these problems and put our skills towards building back better alongside new partners and organisations committed to creating a more resilient future.

Across the world, more than 60 of our programs overcame the operating confines of restrictions and lockdown measures and stepped beyond the original scope of work to meet new needs that resulted from the pandemic. Our teams around the world are continuing to support our people, clients, and communities in the fight against COVID-19 and to build back better post-pandemic.

GENEXPERT DISPATCH PROGRAM

Location Pacific

Client Department of Foreign Affairs and Trade (DFAT)

When much of the world shut down in an effort to slow the spread of COVID-19, it was more than individuals that were affected; businesses closed, and global supply chains came to a halt. And in the midst of the crisis, governments around the world were scrambling to access critical Personal Protective Equipment (PPE) and COVID-19 testing kits. The market was flooded with subpar and fraudulent items, and prices were soaring well beyond market value.

Our Humanitarian Logistics team was called to action, and in April of 2020, we collaborated with the World Health Organisation, UNICEF, and the Australian Department of Foreign Affairs and Trade to source and deliver Cepheid's GeneXpert molecular testing equipment to 21 Pacific Island Countries. The tests, along with critical PPE, were essential in boosting these countries' disease prevention and preparedness capabilities.



OUR WORK

OUR WORK SOUTH EAST ASIA-PACIFIC



With hubs in Australia and Indonesia, we work in over 15 countries across South East Asia and the Pacific. It is a vibrant and diverse region, and we see enormous potential for growth across commercial, social, and sustainability interests.



AUSTRALIAN AID FRIENDSHIP GRANTS

2018 ●●●●○ 2021
 Location Australia
 Client DFAT
 Purpose Providing funding to successful Australian community organisations, who are already delivering effective international development work in the Indo-Pacific region.
 Sector Grant Administration

AUSTRALIA PACIFIC CLIMATE PARTNERSHIP SUPPORT UNIT

2018 ●●●●○ 2022
 Location Australia, Fiji
 Client DFAT
 Purpose Working with DFAT programs and other partners in the Pacific to ensure that climate and disaster resilience are integrated into Australian aid investments.
 Sector Education and Workforce Development, Environment, Governance, Health

AUSTRALIA PACIFIC SECONDARY SCHOOLS SCHOLARSHIP PROGRAM

2019 ●●●●○ 2023
 Location Australia, Fiji, Kiribati, Nauru, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, Samoa
 Client DFAT
 Purpose Providing greater opportunities for Pacific Island students to attend an Australian secondary school for an international education experience.
 Sector Education and Workforce Development

AUSTRALIA-INDONESIA PARTNERSHIP FOR PROMOTING RURAL INCOMES THROUGH SUPPORT FOR MARKETS IN AGRICULTURE

2018 ●●●●○ 2023
 Location Australia, Indonesia
 Client DFAT
 Purpose Aiming to achieve a sustainable 30% increase in the net incomes of 1,000,000 smallholder farming households in Indonesia by the end of 2023, including the households benefited in Phase 1.
 Sector Economic Growth

ACCESS TO QUALITY EDUCATION PROGRAM

2011 ●○ 2020
 Location Fiji
 Client DFAT
 Purpose Reduced barriers to quality education for children from very poor communities in Fiji.
 Sector Education and Workforce Development

AUSTRALIA-INDONESIA PARTNERSHIP IN DISASTER RISK MANAGEMENT

2019 ●●●●○ 2024
 Location Indonesia
 Client DFAT
 Purpose Aiming to strengthen disaster risk management and engagement between Australia and Indonesia through an adaptive approach that puts learning and knowledge management at the core of the program.
 Sector Governance

ANNUAL NAURU SUPPORT SERVICES

2017 ●●●●○ 2021
 Location Nauru
 Client DFAT
 Purpose Supporting Australian deployees by providing development assistance to Nauru to further strengthen bilateral relations and enhance Nauru's long-term viability.
 Sector Logistics

ASSESSMENT OF PUBLIC FINANCIAL MANAGEMENT SYSTEMS – VANUATU

2017 ●●●●○ 2020
 Location Vanuatu
 Client DFAT
 Purpose Provided an assessment of public financial management systems in Vanuatu program sectors.
 Sector Economic Growth

BUSINESS PARTNERSHIPS PLATFORM

2016 ●●●●○ 2020
 Location Australia
 Client DFAT
 Purpose Supported partnerships between DFAT and private sector entities by providing grants totalling AUD 14.5 million, advisory support, and monitoring and evaluation.
 Sector Economic Growth, Governance

DEED OF STANDING OFFER FOR AAS EDUCATION PANEL

2014 ●●●●●○ 2022
 Location Bangladesh, Fiji, Nepal, Papua New Guinea, Solomon Islands
 Client DFAT
 Purpose Providing on-demand technical assistance and program implementation to DFAT and other Australian government organisations in the education sector.
 Sector Economic Growth, Education and Workforce Development

DIGITAL TRANSFORMATION ROADMAP FOR AUSTRALIAN MEAT EXPORTS

2020 ● 2020
 Location Australia
 Client Australian Meat Processor Corporation (AMPC)
 Purpose Commissioned in order to leverage technology and improve data capture, sharing, and analysis, recommending a path ahead for investment by both industry and government.
 Sector Economic Growth

DOH PPE GOWNS

2020 ● 2020
 Location Australia
 Client Department of Health, Australia
 Purpose Developed, sourced, manufactured, and delivered four million isolation gowns for the Australian National Medical Stockpile, which provided a critical component of PPE to protect frontline workers during a global PPE shortage.
 Sector Health, Logistics

SOUTH EAST ASIA-PACIFIC

EDUCATION PATHWAYS TO PEACE IN MINDANAO

2017 ●●●●○ 2023
 Location Philippines, Indonesia
 Client DFAT
 Purpose Improving the quality of basic education and reducing disparities in the Autonomous Region of Muslim Mindanao.
 Sector Education and Workforce Development

EDUCATION SECTOR SUPPORT PROGRAM

2017 ●●●●○ 2021
 Location Samoa
 Client DFAT
 Purpose Providing technical assistance for accountability and quality assurance during implementation of the Education Sector Plan.
 Sector Education and Workforce Development

HUMANITARIAN EMERGENCY RELIEF PREPOSITIONING – HMAS CHOULES VESSEL

2018 ●●●●○ 2020
 Location Australia
 Client DFAT
 Purpose Developed humanitarian relief items, pre-positioned on Australian Navy ships, in anticipation of request for support by countries affected by the Indo-Pacific cyclone seasons. These deployments also served to develop operational procedures and strengthen linkages between the HLC team and the Australian Defence Force.
 Sector Logistics

HER LAOS FLOODS

2018 ●●●●○ 2020
 Location Australia
 Client DFAT
 Purpose Providing logistical support for the delivery and distribution of aid supplies as part of the Australian Government's disaster relief efforts following the flooding and the collapse of Lao dam.
 Sector Logistics

HLC CORE LOGISTICS

2018 ●●●●○ 2023
 Location Australia
 Client DFAT
 Purpose Managing the logistical support to the Australian Aid Program to save lives, alleviate suffering, and enhance human dignity during and in the aftermath of conflict, disasters, and other humanitarian crises.
 Sector Logistics

HLC PORT MORESBY WAREHOUSE MANAGEMENT

2018 ●●●●○ 2022
 Location Australia
 Client DFAT
 Purpose Providing management of warehouse services in Port Moresby for prepositioned Australian government humanitarian relief items.
 Sector Logistics



CREDIT: KANEL ROATH

3i – INVESTING IN INFRASTRUCTURE

2015 ●●●●●○ 2022
 Location Cambodia
 Client DFAT
 Purpose Expanding access to water and electricity infrastructure in Cambodia by promoting and catalysing business growth and private investment.
 Sector Economic Growth

HUMANITARIAN LOGISTICS CAPABILITY WAREHOUSE

2018 ●●●●●○ 2023
 Location Australia
 Client DFAT
 Purpose Dedicated 5,300 m2 across 3 facilities (BNE, SYD, POM) providing managed warehouse services for prepositioned Australian Government, INGO and UN Agency humanitarian relief item stockpiles.
 Sector Logistics

HEALTH TECHNICAL ASSISTANCE PROJECT

2015 ●●●●●○ 2021
 Location Indonesia
 Client USAID
 Purpose Supporting USAID and the Centers for Disease Control in implementing their Global Health Initiative strategies and priorities.
 Sector Education and Workforce Development, Health

HEALTH EQUITY & FINANCIAL PROTECTION PLATFORM

2019 ●●●●●○ 2024
 Location Philippines
 Client USAID
 Purpose Strengthening the Philippines' health financing system to improve financial protection and equitable access to essential health services, maximising tuberculosis and family planning outcomes.
 Sector Health

ID ARISE+

2019 ●●●●●○ 2023
 Location Indonesia, Netherlands
 Client European Union
 Purpose Contributing to employment creation and sustainable inclusive economic growth and providing technical assistance for the implementation of the ARISE Plus-Indonesia program aimed at enhancing Indonesia's capacity to boost trade performance and competitiveness.
 Sector Economic Growth, Inclusive Growth

IMPACT PRIVATE SECTOR PARTNERSHIPS PROGRAM

2019 ●●●● 2020
 Location Australia
 Client DFAT
 Purpose Created DFAT's internal resource hub for advice and support on private sector engagement issues, which includes the Business Partnerships Platform, DFAT's flagship challenge fund for innovative partnerships between the government and the private sector.
 Sector Economic Growth, Inclusive Growth

INNOVATION FOR INDONESIA'S SCHOOL CHILDREN PHASE II

2020 ●●●●○ 2023
 Location Indonesia
 Client DFAT
 Purpose Partnering with the Government of Indonesia to understand how to improve student learning outcomes in literacy and numeracy in diverse schools and districts across Indonesia.
 Sector Education and Workforce Development

LOGISTICS SUPPORT TO AUSTRALIAN RESPONSE TO THE EARTHQUAKE AND TSUNAMI IN SULAWESI, INDONESIA

2018 ●●●●○ 2021
 Location Australia
 Client DFAT
 Purpose Providing logistical support for the delivery and distribution of aid supplies as part of the Australian Government's disaster relief efforts following the Sulawesi earthquake and tsunami.
 Sector Logistics

LOGISTICS AND FACILITIES MAINTENANCE SUPPORT TO THE AFP IN NAURU

2019 ●●●● 2020
 Location Nauru
 Client Australian Federal Police
 Purpose Provided logistics and facilities maintenance services and support to the Australian Federal Police.
 Sector Logistics

MARKET DEVELOPMENT FACILITY PHASE 2

2017 ●●●●●○ 2023
 Location Fiji, Pakistan, Papua New Guinea, Sri Lanka, Timor-Leste
 Client DFAT
 Purpose Creating employment and income opportunities for poor men and women by supporting businesses with innovative ideas, investment, and regulatory reform.
 Sector Economic Growth

MULTISTAKEHOLDER FORESTRY PROGRAMME IN INDONESIA PHASE 4

2018 ●●●●○ 2023
 Location Indonesia
 Client DFAT
 Purpose Supporting Indonesia's objectives to strengthen forest governance and market reforms that reduce illegal use of forest resources and benefit poor people.
 Sector Environment

MENTARI – INDONESIA LOW CARBON ENERGY PROGRAMME

2020 ●●●●○ 2023
 Location Indonesia
 Client FCO
 Purpose Aiming to deliver inclusive economic growth and poverty reduction in Indonesia by supporting the uptake of low carbon energy.
 Sector Economic Growth

MICROFINANCE OPERATION

2019 ●●●● 2020
 Location Myanmar
 Client BRAC Myanmar
 Purpose Arranged financing for BRAC's microfinance operation in Myanmar from OPIC.
 Sector Capital Advisory

NAURU SUPPORT SERVICES

2017 ●●●●●○ 2022
 Location Nauru
 Client DFAT
 Purpose Supporting Australian deployees by providing development assistance to Nauru to further strengthen bilateral relations and enhance Nauru's long-term viability.
 Sector Logistics

NAURU HEALTH SYSTEM SUPPORT PROJECT

2019 ●●●●○ 2022
 Location Nauru
 Client DFAT
 Purpose Strengthening the health system that holistically contributes to reducing the burden of non-communicable diseases in Nauru.
 Sector Health

NEEDS ASSESSMENT FOR THE JUSTICE COURTS IN NUKU'ALOFA, TONGA

2020 ●●●● 2020
 Location Tonga
 Client DFAT
 Purpose Assessing and identifying the current and future needs for the courts in Tonga.
 Sector Governance

PACIFIC LABOUR FACILITY

2018 ●●●●○ 2023
 Location Australia, Fiji, Kiribati, Nauru, Papua New Guinea, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu, Samoa, American Samoa
 Client DFAT
 Purpose Supporting the administration of the Pacific Labour Scheme, and providing targeted support to the Seasonal Workers Programme, connecting Pacific workers to Australian employers to bring benefits to Pacific countries, workers, Australian businesses, and communities.
 Sector Economic Growth, Education and Workforce Development, Governance

POVERTY, SOCIAL PROTECTION AND COMMUNITY DRIVEN DEVELOPMENT EXPERT PANEL

2019 ●●●○ 2021
 Location Australia
 Client DFAT
 Purpose Enabled DFAT staff to access high quality advice within a 1-10 day turnaround to strengthen DFAT's knowledge and international development programming and policy engagement efforts related to poverty, social protection, and community driven development.
 Sector Measuring Impact

PAPUA NEW GUINEA EDUCATION CAPACITY DEVELOPMENT FACILITY

2012 ●●●●●○ 2021
 Location Papua New Guinea
 Client DFAT
 Purpose Improving the performance and management of the PNG education system and higher education institutions.
 Sector Education and Workforce Development

PRIVATE SECTOR DEVELOPMENT PROGRAMME

2018 ●●●●○ 2023
 Location Samoa
 Client New Zealand Ministry of Foreign Affairs and Trade
 Purpose Facilitating improved performance of Samoa's private sector in order to generate improvements in profitability and employment.
 Sector Economic Growth

REVIEW OF THE EXPORT CERTIFICATION SERVICES TO THE AUSTRALIAN MEAT PROCESSING INDUSTRY

2018 ●●●● 2020
 Location Australia
 Client DFAT
 Purpose Recommending improvements to industry and government on Australia's meat export inspection system, including workforce development, governance, inspection process improvements, use of technology, and export marketing maintenance.
 Sector Governance

SKILLS FOR PROSPERITY – GLOBAL EDUCATION AND SKILLS HUB

2019 ●●●●○ 2023
 Location Brazil, Egypt, Indonesia, Kenya, Malaysia, Mexico, Nigeria, Philippines, South Africa
 Client FCDO
 Purpose Supported the in-country programs, advised on the delivery of the program, managed the program implementation on a day-to-day basis, and acted on behalf of the FCDO.
 Sector Economic Growth, Education and Workforce Development

SOUTH EAST ASIA-PACIFIC

SCREENING SUPPORT

2020 ●●○ 2022
 Location Australia
 Client DFAT
 Purpose Provided support to Pacific and Timor-Leste citizen return-travellers, who were tested prior to departure from Australia and displayed potential COVID-19 symptoms.
 Sector Economic Growth

TECHNICAL ASSISTANCE FOR EDUCATION SYSTEM STRENGTHENING (TASS) FACILITY

2017 ●●●● 2020
 Location Indonesia
 Client DFAT
 Purpose Improved the effectiveness of policy and practice in the education sector through a systems strengthening program that operated on a response-to-demand basis.
 Sector Education and Workforce Development

TUVALU PACIFIC ISLANDS FORUM SUPPORT

2019 ●● 2020
 Location Tuvalu
 Client DFAT
 Purpose Providing technical and logistical support to the government of Tuvalu in preparation for hosting the Pacific Islands Forum.
 Sector Logistics

VANUATU AUSTRALIA POLICING AND JUSTICE PROGRAM

2017 ●●●●○ 2024
 Location Vanuatu
 Client DFAT
 Purpose Improving policing, justice, and community services in Vanuatu.
 Sector Governance

VANUATU SOCIAL INFRASTRUCTURE

2018 ●●●● 2020
 Location Australia
 Client DFAT
 Purpose Provided support to schools hosting displaced children following the Ambae volcano, including designing, procuring, transporting, and constructing two double classrooms.
 Sector Logistics

WHO GENEXPERT

2020 ● 2020
 Location Australia
 Client DFAT
 Purpose Supported the distribution of COVID-19 testing kits and other essential humanitarian supplies in support of DFAT, WHO, and UNICEF, which grew into delivering 27.6 tons of medical aid and GeneXpert test kits to the 15 hard-to-reach Pacific countries in the catchment area.
 Sector Logistics

WORKFORCE DEVELOPMENT PROGRAM

2014 ●●●●●●●● 2020
 Location Timor-Leste
 Client DFAT
 Purpose Promoted prosperity, poverty reduction, and enhanced stability through improved access to quality-assured technical education and training, which matched the needs of the private sector.
 Sector Education and Workforce Development

WORKFORCE DEVELOPMENT PROGRAM PHASE II

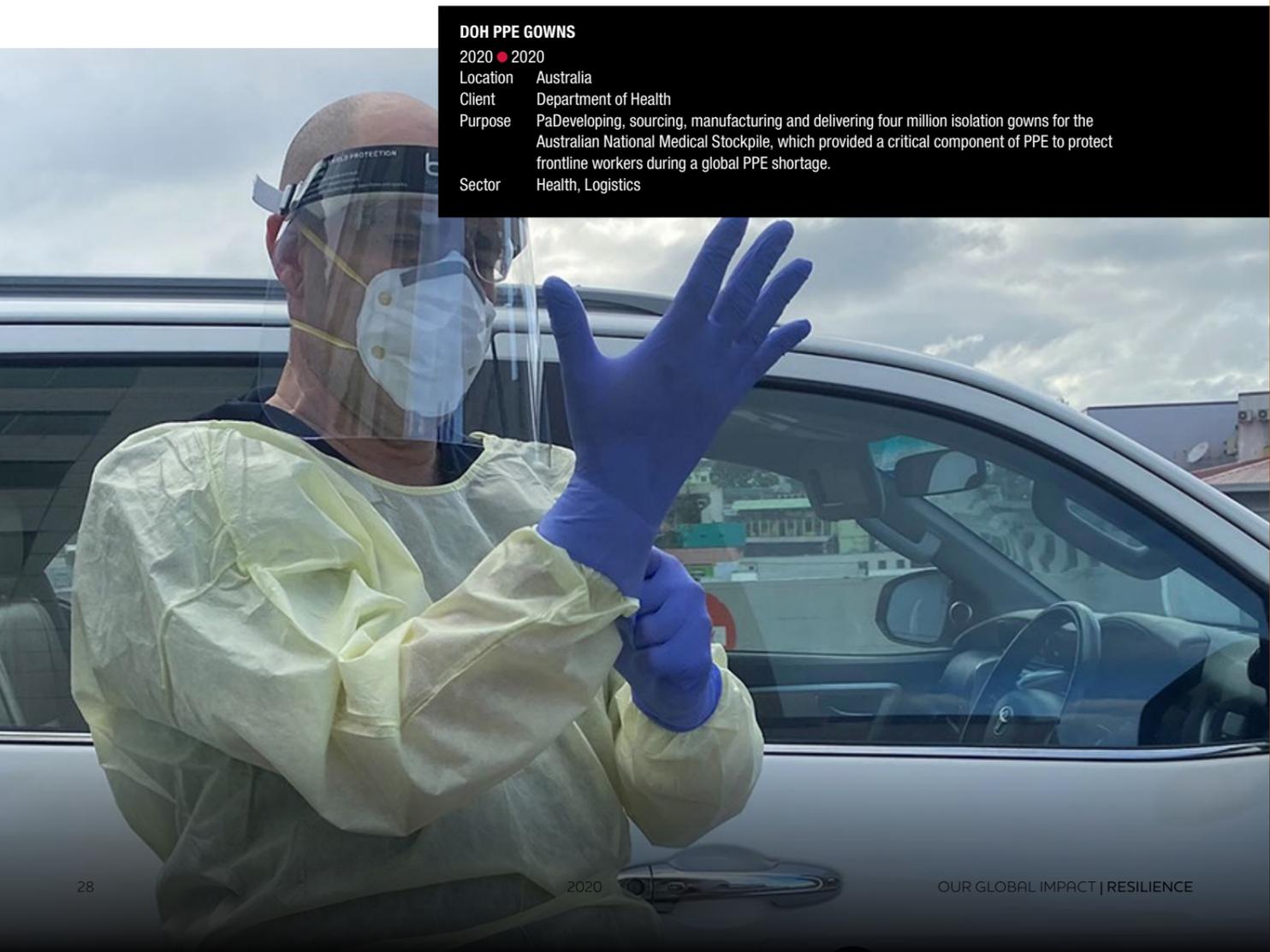
2020 ●●○ 2022
 Location Timor-Leste
 Client DFAT
 Purpose Providing a skilled workforce for a prosperous Timor-Leste.
 Sector Education and Workforce Development

WOMEN ENTREPRENEURS FINANCE INITIATIVE

2020 ●●○ 2025
 Location Vietnam
 Client Asian Development Bank
 Purpose Strengthening the policy environment for women's entrepreneurship and developing gender responsive products and services in collaboration with financial and non-financial institutions in order to increase lending to women small and medium enterprises in Vietnam.
 Sector Economic Growth

DOH PPE GOWNS

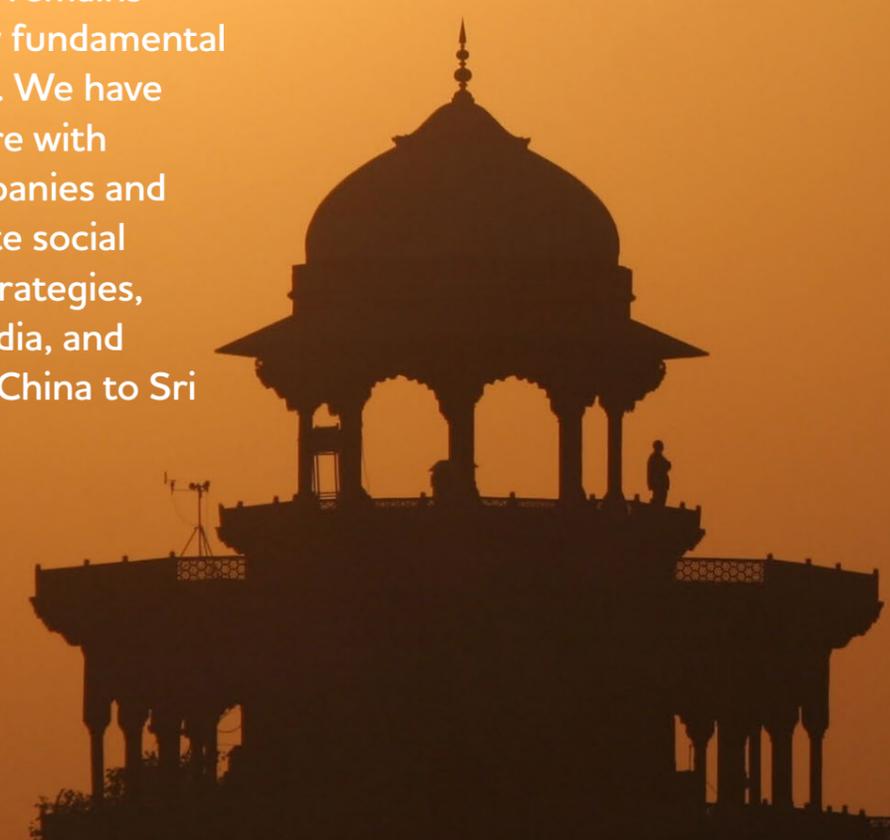
2020 ● 2020
 Location Australia
 Client Department of Health
 Purpose PaDeveloping, sourcing, manufacturing and delivering four million isolation gowns for the Australian National Medical Stockpile, which provided a critical component of PPE to protect frontline workers during a global PPE shortage.
 Sector Health, Logistics



OUR WORK
CENTRAL SOUTH ASIA



India's economic growth remains strong but is checked by fundamental development challenges. We have a flourishing joint venture with AP Globale to help companies and governments incorporate social impact into their core strategies, a vibrant office hub in India, and projects that span from China to Sri Lanka.



CENTRAL SOUTH ASIA

ACCELERATED FAMILY PLANNING IN PAKISTAN: PUBLIC SECTOR SERVICE DELIVERY DAFPAK

2019 ●●●○ 2022
 Location Pakistan
 Client FCDO
 Purpose Increasing access to quality family planning information and services for underserved groups of rural women.
 Sector Health

AFGHANISTAN HEALTH SECTOR RESILIENCY PROJECT

2015 ●●●●●●●● 2020
 Location Afghanistan
 Client USAID
 Purpose Prepared health system for decreased external support and expansion of quality services.
 Sector Health

CHINA FINANCIAL SERVICES

2019 ●●●○ 2022
 Location China
 Client Deloitte Consulting
 Purpose Focused on financial regulatory reform, financial technology, insurance and pensions, financial education, and access to finance.
 Sector Economic Growth

CITY TRANSFORMATION OFFICE

2017 ●●●●● 2020
 Location India
 Client Pimpri Chinchwad Municipal Corporation
 Purpose Set up and managed the City Transformation Office to drive key city development projects for Pimpri-Chinchwad.
 Sector Governance

ECONOMIC POLICY INCUBATOR

2016 ●●●●●●●○ 2023
 Location Nepal
 Client FCDO
 Purpose Working with Nepal's government to connect key actors and resources to promote policies that reduce constraints to economic growth and enable businesses.
 Sector Economic Growth, Governance

INTEGRATED PROGRAMME FOR STRENGTHENING SECURITY AND JUSTICE, MONITORING EVALUATION AND LEARNING COMPONENT

2014 ●●●●●●●○ 2021
 Location Nepal
 Client FCDO
 Purpose Delivering a high quality monitoring, evaluation, and learning system for the FCDO Integrated Programme for Strengthening Security and Justice that supports continuous learning and program improvements and ensures accountability on program delivery.
 Sector Education and Workforce Development, Measuring Impact

IMPLEMENTATION OF A LINE OF CREDIT FOR ENERGY EFFICIENCY MEASURES

2019 ●●●○ 2022
 Location India
 Client Small Industries Development Bank India
 Purpose Providing technical assistance alongside a credit line of USD 120m from the KfW Development Bank aimed at financing investments in energy efficiency by SMEs across India.
 Sector Economic Growth

MAHARASHTRA AGRI-SKILLING PROGRAMME

2018 ●●●○ 2021
 Location India
 Client Maharashtra State Skill Development Society
 Purpose Increasing skills, jobs, and investment in the agricultural sector to tackle the growing population, the agrarian crisis, and rising youth unemployment that threatens Maharashtra's stability and potential for inclusive growth.
 Sector Economic Growth, Education and Workforce Development, Governance
 Sector Governance

ORGANISED IMMIGRATION CRIME (OIC) AFGHANISTAN-TURKEY

2020 ●○ 2021
 Location Afghanistan, Turkey
 Client Home Office
 Purpose Scoping exercise to better understand the irregular migration and OIC dynamics along Afghanistan-Turkey migratory routes.
 Sector Governance

PROGRAMME MANAGEMENT CONSULTANT FOR PRADHAN MANTRI MATSYA SAMPADYA YOJANA

2020 ●●○ 2022
 Location India
 Client Commissioner of Fisheries
 Purpose Implementing and monitoring Pradhan Mantri Matsya Sampada Yojana for development of the fisheries sector in the Maharashtra state.
 Sector Economic Growth, Governance

PROJECT MANAGEMENT FOR THANE SMART CITY

2018 ●●●○ 2023
 Location India
 Client Thane Smart City Limited
 Purpose Provided project management, stakeholder engagement, and knowledge management for the implementation of Smart City Projects in Thane.
 Sector Economic Growth, Governance

PROMOTION AND STABILISATION OF FARMER PRODUCER ORGANISATIONS

2020 ●●○ 2023
 Location India
 Client Tanager
 Purpose Building an institutional ecosystem and network that can support farmer collectives in the state and provide the government with strategic insights for strengthening FPOs in Odisha.
 Sector Economic Growth, Governance

SUPPORT TO TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

2015 ●●●●●●● 2020
 Location Mongolia
 Client GFA Consulting
 Purpose Supported the Mongolian TVET Department and relevant stakeholders at the regional and provincial levels to replicate and scale-up best practices.
 Sector Economic Growth, Education and Workforce Development, Governance

STRENGTHENING FCDO INDIA'S USE OF DEVCAP TO ACHIEVE DEVELOPMENT IMPACT: LEARNING FROM THE PAST, SHAPING THE FUTURE

2020 ●○ 2021
 Location India
 Client FCDO India
 Purpose Generating practical, evidence-based recommendations on how FCDO India can create market development and maximise the developmental impact of their future Development Capital Investments.
 Sector Economic Growth, Measuring Impact, Inclusive Growth, Innovative Finance

SPECIAL ECONOMIC ZONES IN INDIA

2019 ●● 2020
 Location India, Saudi Arabia
 Client KSA Center Strategic Partnerships
 Purpose Conducted a pre-feasibility study to assess the viability of establishing a Saudi Agri-Business Special Economic Zone in India as part of the strategic partnership between the two countries.
 Sector Economic Growth

SMALL AND MEDIUM-SIZED ENTERPRISES LINE OF CREDIT PROJECT – EVALUATION, RESEARCH AND COMMUNICATION

2019 ●●●○ 2023
 Location Sri Lanka
 Client Asian Development Bank
 Purpose Strengthening gender-inclusive policy and regulatory frameworks, business practices, networks, and the evidence base on women entrepreneurship to inform future policymaking.
 Sector Economic Growth

SKILLS FOR JOBS PROGRAMME

2019 ●●●○ 2023
 Location India
 Client KPMG Advisory Service
 Purpose Increasing vocational training capacity by improving access and quality of skills training in India.
 Sector Education and Workforce Development, Inclusive Growth

SETTING-UP AND MANAGING THE CITY TRANSFORMATION OFFICE – IMPLEMENTATION PHASE

2020 ●○ 2021
 Location India
 Client Pimpri Chinchwad Municipal Corporation
 Purpose Providing strategic management for city transformation.
 Sector Governance



CREDIT: UTKRISHT DEVELOPMENT IMPACT BOND, INDIA

UTKRISHT DEVELOPMENT IMPACT BOND

2020 ●○ 2021
 Location India
 Client UBS Optimus Foundation
 Purpose Focusing on improving the quality of maternal health services at private health facilities in Rajasthan.
 Sector Health

STRENGTHENING CAPACITY TO DESIGN AND IMPLEMENT WATER AND RURAL INFRASTRUCTURE FACILITY

2019 ●●○ 2021
 Location India
 Client Grant Thornton India
 Purpose Helped the government and ADB in the preparation of a loan project for developing the agribusiness landscape in Maharashtra.
 Sector Environment

STRATEGIC DEVELOPMENT AND TRANSFORMATION

2020 ●●○ 2023
 Location India
 Client Odisha State Road Transportation
 Purpose Providing project management consultation for the strategic development and transformation of OSRTC.
 Sector Governance

SUPPORT TO THE JOGORKU KENESH

2016 ●●●●●○ 2022
 Location Kyrgyzstan
 Client FCDO
 Purpose Incorporating three key policy agendas together to create more effective accountability mechanisms in parliament and address citizens' stated priorities for inclusive growth.
 Sector Governance

SUPPORT TO DEMOCRATIC INSTITUTIONS IN PAKISTAN

2016 ●●●●● 2020
 Location Pakistan
 Client European Union
 Purpose Advancing the functioning of the Pakistan parliamentary institution through effective legislation, policy and budget oversight, and enhanced representation.
 Sector Governance

CENTRAL SOUTH ASIA

SUSTAINABLE DEVELOPMENT INVESTMENT PORTFOLIO

2018 ●●● 2020
 Location Afghanistan, Australia, Bangladesh, India, Nepal, Pakistan
 Client DFAT
 Purpose Improved the integrated management of water, energy, and food in three major Himalayan river basins covering eastern Afghanistan, Pakistan, Northern India, Bangladesh, Nepal, and Bhutan.
 Sector Economic Growth, Environment

TRANSPARENCY ACCOUNTABILITY AND RTI FUND PROGRAMME

2015 ●●●●●○ 2021
 Location Bangladesh
 Client British Council
 Purpose Working with the government, the private sector, and civil society to promote more active and constructive engagement of both citizens and government with formal and informal processes to ensure the government is accountable for its performance and support.
 Sector Economic Growth, Governance

CENTRAL SOUTH ASIA

TECHNICAL ASSISTANCE TO THE MODERNISATION OF AGRICULTURAL PROGRAMME IN SRI LANKA

2018 ●●●●○ 2022
 Location Sri Lanka
 Client Ecorys Nederland
 Purpose Contributing to a more productive, sustainable, diversified, climate-resilient, market-oriented, and inclusive agriculture sector by developing a modernisation policy.
 Sector Economic Growth, Environment, Governance

OPERATION AND MANAGEMENT OF CITY BUS SERVICES OF NASHIK MUNICIPAL CORPORATION

2020 ●●●○ 2023
 Location India
 Client Nashik Municipal Corporation
 Purpose Providing program management consultation for Nashik City Bus Operations (Maharashtra).
 Sector Governance

QUALITATIVE MONITORING SERVICES FOR PAKISTAN

2018 ●●●● 2020
 Location Pakistan
 Client UNICEF
 Purpose Monitoring UNICEF Pakistan's Improving Adolescent Lives in the South Asia program using the Reality Check Approach.
 Sector Health, Measuring Impact

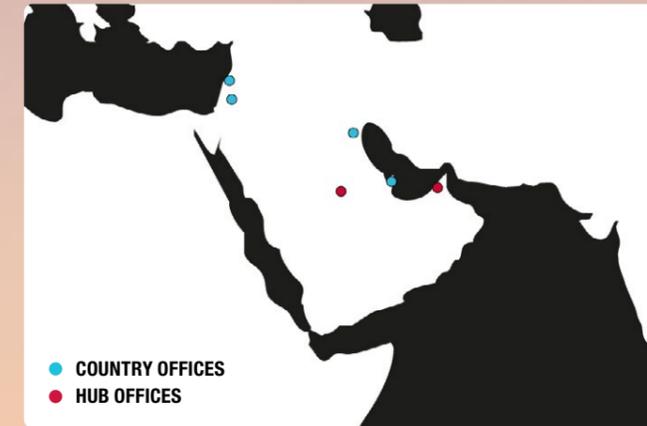
UTKRISHT TELE COUNSELLING AND TELE MEDICINE

2020 ●○ 2021
 Location Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
 Client USAID
 Purpose Providing a market systems approach to facilitate strengthening and growth of businesses in target economic sectors as well as key institutions that support robust economic growth, Palladium will increase employment and jobs through increased private productivity and competitiveness in Central Asia.
 Sector Economic Growth

USAID ENTERPRISES, EMPLOYMENT, AND ENABLING ENVIRONMENTS (E4) ACTIVITY

2019 ●●●●●○ 2026
 Location Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan
 Client USAID
 Purpose Providing a market systems approach to facilitate business growth in target economic sectors and key institutions that support robust economic growth, and increasing employment and jobs through private productivity and competitiveness in Central Asia.
 Sector Economic Growth

OUR WORK
 MIDDLE EAST



In perhaps the most politically volatile part of the world, extraordinary changes in social and economic dynamics continue apace. With hubs in both the UAE and Saudi Arabia, we have the opportunity to partner with public, private, and civil society sectors to support positive social, economic, and environmental change.



CREDIT: UTKRISHT DEVELOPMENT IMPACT BOND, INDIA

CDC PUBLIC HEALTH LAW

2018 ●●●○ 2021
 Location Saudi Arabia
 Client Ministry of Health
 Purpose Formulating a Public Health Law that will enhance the protection and safety of the individual and society, raise awareness of and support relevant studies and research, and link other laws, regulations, and policies to cover all aspects of public health.

Sector Governance, Health

CROP PATTERN GEOGRAPHIC INFORMATION SYSTEM

2019 ●●○ 2020
 Location Saudi Arabia
 Client Ministry of Environment, Water and Agriculture
 Purpose Conducted remote sensing surveys and field data collection to facilitate the creation of a geographic information system for classification and mapping of the environmental conditions across Saudi Arabia.

Sector Economic Growth, Environment

DUBAI CULTURE & ARTS AUTHORITY STRATEGY REVIEW

2019 ●●○ 2020
 Location United Arab Emirates
 Client Dubai Culture and Arts Authority
 Purpose Developed an organisational Balanced Scorecard, as well as a cascading structure and governance model to guide the process.

Sector Governance

DUBAI ELECTRICITY & WATER AUTHORITY XPP

2020 ● 2020
 Location United Arab Emirates
 Client DEWA
 Purpose Assessed Dubai Electricity and Water Authority's (DEWA) capabilities and performance in executing its strategy.

Sector Governance

ENTREPRENEURIAL UNIVERSITIES

2020 ●○ 2021
 Location Saudi Arabia
 Client Tatweer Holding Company
 Purpose Developing a self-assessment model that helps Saudi universities on their journey to becoming more entrepreneurial, building their capacity to prepare and support entrepreneurs and developing their regions socio-economically.

Sector Economic Growth

ESTABLISH THE NATIONAL POPULATION COMMITTEE

2017 ●●●● 2020
 Location Saudi Arabia
 Client Ministry of Economy and Planning
 Purpose Set up the National Population Committee and created its strategic direction, operating model, and performance management framework, and developed a demographics database.

Sector Economic Growth, Governance

FCO SOCIAL NORMS STUDY

2020 ●○ 2021
 Location Jordan
 Client DAI
 Purpose Understanding the social norms around engagement in corrupt behaviour in the Jordanian context to provide actionable recommendations for the design of the Inclusive and Accountable Governance Project (IAGP).

Sector Governance

HEALTH FINANCE AND GOVERNANCE

2016 ●●●●● 2020
 Location Jordan
 Client USAID
 Purpose Improved health sector sustainability and resilience in Jordan, including universal health coverage, by increasing spending efficiency and improving governance at all levels.

Sector Governance, Health

HUMAN RESOURCES FOR HEALTH 2030

2015 ●●●●●○ 2021
 Location Indonesia, Jordan, Madagascar, Namibia, Philippines, Senegal, Timor Leste
 Client Chemonics
 Purpose Strengthening leadership, governance capacity, and investment sustainability to improve the healthcare workforce and health outcomes, and advance universal health coverage.

Sector Governance, Health

IMPLEMENTING ORGANIC FARMING DEVELOPMENT ACTIVITIES

2019 ●●○ 2021
 Location Saudi Arabia
 Client Ministry of Environment, Water, & Agriculture
 Purpose Implementing the work plan for organic farming policies and activities.

Sector Economic Growth

IMPLEMENTING THE TOURISTIC ENTERPRISES COMPANY'S TRANSFORMATIONAL STRATEGY

2019 ●●○ 2022
 Location Kuwait
 Client Touristic Enterprises Company
 Purpose Helping Kuwait's TEC catalyse a transformation of the country's tourism ecosystem, including the execution of TEC's 5-year strategy.

Sector Economic Growth

JORDAN INVESTMENT CATALYST

2018 ●●●○ 2025
 Location Jordan
 Client Client Name Confidential
 Purpose Advising on the design, structuring, and launch of a catalyst vehicle.

Sector Capital Advisory

JORDAN STRENGTHENING THE RULE OF LAW

2020 ●○ 2021
 Location Jordan
 Client FCO
 Purpose Seeking to strengthen the rule of law through facilitating private sector access to justice through the economic chamber, improving consistency of decision making among judges, and strengthening citizens' trust in the judiciary.

Sector Governance

LEBANON ENTERPRISE AND EMPLOYMENT PROGRAMME (LEEP)

2017 ●●●○ 2021
 Location Lebanon
 Client FCDO
 Purpose Creating sustainable jobs in Lebanon by supporting small and medium-sized enterprise growth.

Sector Economic Growth, Measuring Impact

METEOROLOGY AND ENVIRONMENTAL PROTECTION AND STRATEGIC ENVIRONMENTAL ASSISTANCE FRAMEWORK IMPLEMENTATION

2018 ●●●○ 2021
 Location Saudi Arabia
 Client Presidency of Meteorology and Environment (PME)
 Purpose Assisting on the initiatives needed for the strategy in the National Transformation Plan and Vision 2030.

Sector Governance

MINISTRY OF JUSTICE (MOJ) COURTS TRANSFORMATION

2018 ●●● 2020
 Location Saudi Arabia
 Client Elm Information Security
 Purpose Designed the Saudi Courts Operating Models in order to improve the standards of the judicial services provided, while limiting the flow of lawsuits to courts.

Sector Governance

OPERATING MODEL AND PROJECT MANAGEMENT OFFICE SET UP

2020 ● 2020
 Location Saudi Arabia
 Client MDLBEAST
 Purpose Provided PMO set-up, business planning, and operating model design.

Sector Governance

PROGRAM FOR PREVENTION AND CONTROL OF RED PALM WEEVIL

2017 ●●●●○ 2021
 Location Saudi Arabia
 Client Ministry of Environment, Water and Agriculture
 Purpose Developing an effective program of prevention and control of Red Palm Weevil.

Sector Environment

QATAR NATIONAL DEVELOPMENT STRATEGY - MONITORING & EVALUATING FRAMEWORK DESIGN

2020 ● 2020
 Location Qatar
 Client Malomatia
 Purpose Developed a Monitoring and Evaluation Framework to track Qatar's second National Development Strategy.

Sector Governance

ORGANIC FARMING DEVELOPMENT PROJECT

2018 ●●●○ 2021
 Location Saudi Arabia
 Client Ministry of Environment, Water and Agriculture
 Purpose Expanding and developing an organic agricultural extension, rehabilitating farms wishing to shift their activities to organic agriculture, and expanding and developing scientific research in the organic field.

Sector Environment

RESEARCH STRATEGY DEVELOPMENT

2019 ●● 2020
 Location Saudi Arabia
 Client King Abdullah Petroleum Studies and Research Center
 Purpose Assisted the center in developing its research strategy to cover a 2-3 year period.

Sector Environment

RCC STRATEGY REFRESH

2020 ●○ 2021
 Location Saudi Arabia
 Client Riyadh Chamber Commerce
 Purpose Refreshing the strategy previously developed by Palladium by adapting it to the current situation and the objectives of its new leadership.

Sector Governance

RCU STRATEGY AND PERFORMANCE SUPPORT

2020 ●○ 2021
 Location Saudi Arabia
 Client Royal Commission of Al Ull
 Purpose Revising RCU's performance management framework to match the standards of the whole government in ADAA, and developing scorecards for all their business units with a sound governance model.

Sector Governance

SAUDI'S MINISTRY OF HUMAN RESOURCES AND SOCIAL DEVELOPMENT (HRSD) PERFORMANCE MANAGEMENT FRAMEWORK

2020 ●○ 2021
 Location Saudi Arabia
 Client Ministry of Human Resources
 Purpose Aiming to activate the institutional strategy of the ministry by creating a comprehensive strategic system to align, measure, and evaluate the performance of the ministry.

Sector Governance

SAUDI AUTHORITY FOR INTELLECTUAL PROPERTY (SAIP) – STRATEGY CASCADING

2019 ●● 2020
 Location Saudi Arabia
 Client Saudi Authority for Intellectual Property
 Purpose Set a clear strategy map to communicate a 5 year plan, and also set a measurement system to follow up the execution.

Sector Economic Growth

SEDA – NATIONAL EXPORT STRATEGY GOVERNANCE

2019 ●● 2020
 Location Saudi Arabia
 Client SEDA
 Purpose Designed a fit-for-purpose governance model for the entire Saudi trade development ecosystem.

Sector Governance

SEDA – EXPORTERS ASSESSMENT

2020 ●○ 2022
 Location Saudi Arabia
 Client Saudi Exports Development Authority
 Purpose Achieving Saudi foreign trade targets by partnering with our client, Saudi Exports Development Authority, to operate the Assessment and Advisory function.

Sector Economic Growth

STRATEGY FOR SAUDI CENTER FOR INTERNATIONAL STRATEGIC PARTNERSHIPS

2019 ●● 2020
 Location Saudi Arabia
 Client Saudi Center for International Strategic Partnerships (SCISP)
 Purpose Developed a strategy for a newly established entity and enabled it with operational frameworks.

Sector Governance

SUPERVISING AND CONTROLLING THE STRATEGIC STUDY AND FEASIBILITY OF FOOD CLUSTERS AND THEIR IMPLEMENTATION

2019 ●●○ 2021
 Location Saudi Arabia
 Client Saudi Authority for Industrial Cities and Technology Zones
 Purpose Aiming to supervise the strategy and feasibility study for food clusters and the implantation phase for three food clusters in KSA.

Sector Economic Growth, Innovative Finance, Logistics

STUDY ON ACCESS TO FINANCE FOR FARMERS IN JORDAN

2019 ●● 2020
 Location Jordan
 Client RVO
 Purpose Developed an advisory piece for the Netherlands Embassy in Amman with recommendations towards facilitating access to financial services for smallholder farmers, improving their livelihoods and breaking the cycle of indebtedness.

Sector Economic Growth

STUDY TO DEVELOP AND ENHANCE THE CROP COMPOSITION OF THE REGIONS OF THE KINGDOM OF SAUDI ARABIA

2019 ●●○ 2021
 Location Saudi Arabia
 Client Ministry of Environment, Water and Agriculture
 Purpose Improving the utilisation of agricultural resources for the most efficient production models suitable for the conditions of each of the 13 regional project locations.

Sector Economic Growth, Environment

MIDDLE EAST

SUPREME HEALTH COUNCIL DRGS

2019 ●●● 2021

Location Saudi Arabia
Client Saudi Health Council
Purpose Developing the Saudi-defined practices and Diagnosis Related Groups, based on the Australian practice, international best practices, and Saudi needs.

Sector Health

THE EXECUTIVE COUNCIL DUBAI - ASSESSMENT OF UAE'S NATIONAL AWARDS

2020 ● 2020

Location United Arab Emirates
Client The Executive Council
Purpose Reviewed the current landscape of awards offered within the Emirate to gain a better understanding on the value and contribution each award provides, and determined the future roadmap for the Dubai Government to elevate the award portfolio to the next level of impact.

Sector Economic Growth, Governance

UNDERSTANDING THE STATE OF PUBLIC DATA AND DEVELOPING A ROADMAP TO ADVANCING IT IN KUWAIT

2019 ●●● 2021

Location Kuwait

Client KFAS

Purpose Addressed systemic challenges preventing the country from having an effective data ecosystem, while positioning KFAS as a catalyst and an enabler for required improvements.

Sector Governance

OUR WORK AFRICA



Africa is home to some of the world's fastest growing economies and a young, increasingly tech-savvy population. We have hubs in 22 countries, giving us deep insight into this future economic powerhouse.



CREDIT: LEBANON ENTERPRISE AND EMPLOYMENT PROGRAMME (LEEP)

ANTI CORRUPTION EVIDENCE PROGRAMME

2016 ●●●●●○ 2021

Location Nigeria
 Client SOAS
 Purpose Providing policy advice and communications support to the SOAS-managed Anti Corruption Evidence Programme, which delivers practical research on 'what works' to tackle corruption in developing countries.
 Sector Economic Growth and Governance

AUSTRALIA AWARDS—AFRICA

2016 ●●●●●● 2020

Location Australia, Kenya, South Africa
 Client DFAT
 Purpose Built the long-term capacity of African governments by providing masters level and short course scholarships.
 Sector Education and Workforce Development

BRAC SERVICING

2017 ●●●●●○ 2025

Location Myanmar, Tanzania, Uganda
 Client BRAC
 Purpose Supporting multiple BRAC country offices in post investment support services.
 Sector Capital Advisory

BRAC UGANDA

2018 ●●●●● 2020

Location Uganda
 Client BRAC
 Purpose Supported BRAC Uganda in the sale of 51% of its stake.
 Sector Capital Advisory

BUSINESS MODEL DESIGN AND ECOSYSTEM SUPPORT RELEVANT FOR SOLAR IRRIGATION SYSTEMS

2019 ●● 2021

Location Egypt
 Client Chemonics Egypt
 Purpose Providing technical assistance for Business Model Design and Ecosystem Support Relevant for Solar Irrigation Systems.
 Sector Economic Growth and Environment

CAPACITY DEVELOPMENT PROGRAMME COVID-19

2020 ●○ 2021

Location Mauritius, Netherlands
 Client Nederlandse FMO
 Purpose Supported FMO customers with technical assistance to address challenges related to the impacts and effects of the COVID-19 Pandemic.
 Sector Capital Advisory, Economic Growth, Innovative Finance

CHALLENGE FUND FOR YOUTH EMPLOYMENT

2019 ●●●●●○ 2025

Location Algeria, Burkina Faso, Chad, Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Libya, Mali, Mauritania, Morocco, Niger, Nigeria, Senegal, Sudan, Tunisia, Uganda
 Client Dutch Ministry of Foreign Affairs
 Purpose Aiming to create a prosperous future for 200,000 young women and men in the Middle East, North Africa, Sahel & West Africa, and Horn of Africa regions.
 Sector Economic Growth, Education and Workforce Development

COVIDA (SDS-OVC)

2016 ●●●●● 2020

Location Mozambique
 Client FHI
 Purpose Provided service delivery and monitoring and evaluation support to orphans and vulnerable children.
 Sector Governance and Measuring Impact

DEBT AND EQUITY CAPITAL RAISING

2018 ●●●●● 2020

Location Sierra Leone, Liberia, Côte d'Ivoire
 Client Solon Capital Partners
 Purpose Supported in raising additional equity and debt capital to fund further development of the existing portfolio and new real economy investments in target markets.
 Sector Capital Advisory

DISCOVER-HEALTH

2016 ●●●●●○ 2021

Location Zambia
 Client JSI Research & Training Institute, Inc
 Purpose Improving the lives of Zambia's population by ensuring equitable access to and use of high-quality health services and products at the district and community levels.
 Sector Economic Growth and Health

EC NUTRITION ADVISORY SERVICES

2014 ●●●●●●○ 2021

Location Ethiopia
 Client AECOM
 Purpose Delivering nutrition, technical assistance, and advisory services.
 Sector Governance and Health

EC STATE BUILDING CONTRACT BUDGET SUPPORT PROGRAM

2016 ●●●●●● 2020

Location Sierra Leone
 Client Linpico
 Purpose Supported the Government of Sierra Leone in improving resilience to face external shocks and in reaching the New Deal Peace-building and State-building goal.
 Sector Governance

ENVIRONMENTAL, SOCIAL AND GOVERNANCE PERFORMANCE BENCHMARK STUDY

2020 ● 2020

Location Nigeria
 Client Dangote Cement
 Purpose Assessed the Environmental, Social, and Governance, or Sustainability Performance Reporting, and highlighted opportunities for improving in areas where there are gaps.
 Sector Governance

FEASIBILITY STUDY FOR PRODUCTION OF HERBS, SPICES AND AROMATIC PLANTS

2019 ●● 2020

Location Lesotho
 Client Lesotho Ministry of Trade & Industry
 Purpose Advised the Government of Lesotho on income diversification opportunities for farmers and agricultural enterprises and provided financial business cases and an investment promotion strategy.
 Sector Economic Growth

FEED THE FUTURE MALAWI AGRICULTURAL DIVERSIFICATION ACTIVITY

2016 ●●●●●○ 2022

Location Malawi
 Client USAID
 Purpose Increasing farmers' resilience and livelihood stability by forging stronger relationships with commercial buyers and promoting new technologies.
 Sector Economic Growth and Governance

FINANCIAL NEED ASSESSMENT AND PRODUCT DESIGN FOR SMALLHOLDER FARMERS IN WEST AFRICA

2020 ●○ 2021

Location Liberia
 Client BRAC Liberia Microfinance
 Purpose Designing and piloting agri-lending products for farmers and other value chain actors that meet market needs and align to BRAC's strategy and systems.
 Sector Economic Growth

GHANA JET

2020 ●●●●●○ 2025

Location Ghana
 Client FCDO
 Purpose Contributing towards economic transformation in Ghana, creating more jobs and supporting inclusive growth and poverty reduction, while exploring opportunities for climate-friendly interventions.
 Sector Economic Growth and Inclusive Growth

GHANA MOBILISING FINANCE IN AGRICULTURE

2020 ●●●●●○ 2024

Location Ghana
 Client USAID
 Purpose Using incentives to spur agricultural finance market behaviour change and system reforms leading to improved economic growth for Ghana.
 Sector Economic Growth

HEALTH POLICY PLUS

2015 ●●●●●○ 2022

Location Global
 Client USAID
 Purpose Working with governments across four continents to optimise resources and foster equitable health services, supplies, and delivery systems.
 Sector Governance, Health, and Innovative Finance

HUMAN DEVELOPMENT INNOVATION FUND

2013 ●●●●●●○ 2021

Location Tanzania
 Client FCDO
 Purpose Identifying and supporting innovations that have the potential to create social impact in education, health, water, sanitation, and hygiene across Tanzania.
 Sector Economic Growth and Measuring Impact

TUPIME KAUNTI PROJECT

2016 ●●●●●○ 2021

Location Kenya
 Client USAID
 Purpose Planning, implementing, and evaluating health services that are responsive to Measurement, Learning, and Accountability (MLA) objectives at the county level.
 Sector Health and Measuring Impact

IMPROVING MARKET SYSTEMS FOR AGRICULTURE

2018 ●●●●●○ 2022

Location Rwanda
 Client FCDO
 Purpose Reducing poverty in Rwanda by supporting agricultural markets to work better for the poor.
 Sector Economic Growth

INDEPENDENT EVALUATION OF PRIVATE ENTERPRISE PROGRAM ETHIOPIA

2014 ●●●●●●○ 2025

Location Ethiopia
 Client FCDO
 Purpose Developing an evaluation framework and approach for the Private Enterprise Program Ethiopia and conducting an impact evaluation of the program.
 Sector Economic Growth and Measuring Impact

INDEPENDENT EVALUATION OF LAND INVESTMENT TRANSFORMATION PROGRAM

2015 ●●●●●○ 2024

Location Ethiopia
 Client FCDO
 Purpose Designing and implementing an independent impact evaluation of the Ethiopia Land Investment Transformation Program (LIFT).
 Sector Measuring Impact

INSTITUTIONS FOR INCLUSIVE DEVELOPMENT (I4ID)

2016 ●●●●●○ 2021

Location Tanzania
 Client FCDO
 Purpose Strengthening democratic institutions and governance in Tanzania so that they are more inclusive and accountable, and economic growth provides more benefits for impoverished people.
 Sector Governance and Inclusive Growth

INTEGRATED HEALTH SYSTEMS ACTIVITY

2020 ●○ 2023

Location Rwanda
 Client USAID
 Purpose Developing sustainable financing strategies and ensuring that the Rwandan population has access to quality health services that meet the established minimum standards.
 Sector Health and Innovative Finance

INVESTMENT SUPPORT FACILITY FOR SMALLHOLDER INCLUSIVE TRANSACTIONS

2019 ●●●○ 2022

Location Malawi
 Client Foundation for a Smoke-Free World
 Purpose Generating and closing at least USD 75 million in transactions that integrate at least 25,000 smallholders into their business models.
 Sector Economic Growth

KENYA HEALTH MANAGEMENT INFORMATION SYSTEMS II

2016 ●●●●●○ 2021

Location Kenya
 Client Center for Disease Control
 Purpose Increasing access to quality data to improve clinical service delivery for better patient management and public health programs in line with Kenya's 90-90-90 treatment targets.
 Sector Governance, Health, and Measuring Impact

KENYA INVESTMENT MECHANISM

2018 ●●●●●○ 2023

Location Kenya
 Client USAID
 Purpose Closing financial gaps that prevent capitalisation of clean energy and agriculture sectors by encouraging strategic partnerships, facilitating transactions, and mobilising USD 400 million in finance and investment in these sectors.
 Sector Economic Growth and Governance

LAFIYA

2020 ●○ 2027

Location Nigeria
 Client FCDO
 Purpose Saving lives, reducing suffering, and improving economic prospects for the poorest and most vulnerable through encouraging the government to increase resources invested in health, improving health services' effectiveness and efficiency and reducing the total fertility rate.
 Sector Health

LIBERIA MULTI-STAKEHOLDER FOREST GOVERNANCE AND ACCOUNTABILITY PROJECT

2019 ●●●●● 2023

Location Liberia
 Client FCDO
 Purpose Aiming to improve forest governance in Liberia by enhancing the level of accountability and oversight of Liberia's EU Voluntary Partnership Agreement (VPA) process.
 Sector Environment

MALAWI NACALA RAIL AND PORT VALUE ADDITION AND INCLUSIVE PRIVATE SECTOR DEVELOPMENT PROJECT

2018 ●●●●● 2022

Location Malawi
 Client Malawi Investment and Trade Centre
 Purpose Linking 17 agro-processing SMEs, 25 farmer groups, and 1000+ smallholders with training, markets, and finance.
 Sector Economic Growth

MALI HSS

2020 ●●●●● 2025

Location Mali
 Client USAID
 Purpose Increasing the capacity of Malians to plan, finance, and manage their own health systems at the facility, district, regional, and national levels.
 Sector Health

MARKET DEVELOPMENT COMPONENT FOR THE ZIMBABWE LIVELIHOODS AND FOOD SECURITY PROGRAMME PHASE II

2019 ●●●●● 2021

Location Zimbabwe
 Client FCDO
 Purpose Improving the food security and nutrition of smallholder farmers and rural communities in Zimbabwe by designing and implementing market development initiatives.
 Sector Economic Growth

MATERNAL, NEWBORN AND CHILD HEALTH

2014 ●●●●● 2020

Location Nigeria
 Client FCDO
 Purpose Provided technical and programmatic assistance to generate increased demand for, and access to, high quality health services to help save the lives of pregnant women, newborns, and children.
 Sector Health

MOBILISING DATA FOR ANTI-CORRUPTION

2019 ●●●●● 2024

Location Nigeria
 Client FCDO
 Purpose Using data to catalyse change in the anti-corruption sector by facilitating partnerships that will investigate corruption cases and improve the uptake and analysis of data for more sanctions and prosecutions of corruption.
 Sector Governance

NIGERIA INTEGRATED HEALTH PROGRAM

2017 ●●●●● 2025

Location Nigeria
 Client USAID
 Purpose Identifying and supporting rapid scale-up of proven health interventions to improve and strengthen Nigeria's health service delivery systems.
 Sector Governance and Health

NIGERIA SCALE

2020 ●●●●● 2025

Location Nigeria
 Client USAID
 Purpose Strengthening the financial management and advocacy capacity of local Civil Society Organisations and Business Membership Organisations to create a more accountable, transparent, peaceful, and democratic Nigeria with more effective and efficient public service delivery.
 Sector Governance

NPI EXPAND

2019 ●●●●● 2024

Location Ethiopia, Liberia, Mali, Senegal, United States of America, Venezuela
 Client USAID
 Purpose Aiming to increase the availability and utilisation of high-quality health services by developing the capacity of new and underutilised partners.
 Sector Health

OPERATIONAL AND TECHNICAL SUPPORT TO TANZANIA'S MINISTRY OF HEALTH

2020 ●●●●● 2021

Location Tanzania, United States of America
 Client Avenir Health
 Purpose Providing operational and technical support to the Reproductive and Child Health Section of Tanzania's Ministry of Health.
 Sector Health

PCESA AGRICULTURAL SECTOR PROGRAM FOR ECONOMIC GROWTH

2016 ●●●●● 2021

Location Burkina Faso
 Client DANIDA
 Purpose Offering technical assistance to banks to improve their capabilities and providing sustainable funding to agro processing value chains.
 Sector Innovative Finance

PERL – ENGAGED CITIZENS

2016 ●●●●● 2021

Location Nigeria
 Client FCDO
 Purpose Supporting transformative reforms in service delivery processes by facilitating partnerships between citizen groups, legislators, and government at local, state, and federal levels.
 Sector Governance

PRIVATE ENTERPRISE PROGRAMME ETHIOPIA (PEPE)

2013 ●●●●● 2020

Location Ethiopia
 Client DAI Europe
 Purpose Supported economic opportunities for women and "greening" growth.
 Sector Economic Growth and Environment

PROGRAMME FOR SUPPORTING RENEWABLE ENERGY AND PROMOTING GENDER EQUALITY IN EGYPT

2019 ●●●●● 2022

Location Egypt
 Client European Bank for Reconstruction and Development
 Purpose Undertaking a market study and providing technical assistance to promote women's economic opportunities in the renewable energy sector in Egypt.
 Sector Inclusive Growth

PROPCOM MAI-KARFI

2011 ●●●●● 2021

Location Nigeria
 Client FCDO
 Purpose Increasing employment, food security, and productivity of the rural poor by facilitating relationships across agricultural markets, creating jobs, and enabling greater access to inputs and finance.
 Sector Economic Growth

PROVISION OF RURAL FINANCE CAPACITY BUILDING SERVICES

2018 ●●●●● 2020

Location Burundi, Ethiopia, Kenya, Madagascar, Malawi, Uganda, Zambia
 Client IFAD
 Purpose Addressed the barriers and needs of the financial service providers and mainstreamed climate, environmental, and social governance into their operations.
 Sector Economic Growth

PURDUE IMPROVED CROP STORAGE BAGS (PICS)

2020 ●●●●● 2020

Location Malawi
 Client Client Name Confidential
 Purpose Partnered with the client to sustainably increase food security for small farmers across Malawi by providing 110,000+ Purdue Improved Crop Storage bags (PICS) as samples and training to smallholders and communities.
 Sector Economic Growth

REGIONAL AGRICULTURE AND MARKET SYSTEMS ACTIVITY

2020 ●●●●● 2027

Location Burundi, Ethiopia, Kenya, Rwanda, Somalia, Sudan, Tanzania, Uganda, Zambia
 Client USAID
 Purpose Promoting increased agricultural production, trade, improved policies, finance & investment, and resilience to shocks and stresses in the East Africa region by addressing agricultural issues that can only be solved on a regional basis.
 Sector Economic Growth, Inclusive Growth

RWANDA MULTI DONOR CIVIL SOCIETY SUPPORT PROGRAMME

2015 ●●●●● 2020

Location Rwanda
 Client FCDO
 Purpose Enabled Rwandan civil society to become more effective at influencing its government on key policy issues and supporting social cohesion, reconciliation, good governance, and human rights.
 Sector Governance

SOCIAL ENTERPRISE FUND FOR AGRICULTURE IN AFRICA (SEFAA) LIQUIDITY MECHANISM

2020 ●●●●● 2020

Location Africa
 Client Small Foundation
 Purpose Advised Small Foundation on the various liquidity mechanisms available.
 Sector Capital Advisory

SERVICE PROVIDER TO THE PLANNED ENERGY AND ENVIRONMENT PARTNERSHIP (EEP) TRUST FUND

2017 ●●●●● 2020

Location Botswana, Burundi, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Seychelles, South Africa, Uganda, Zambia, Zimbabwe
 Client KPMG
 Purpose Managed the EEP fund, which finances innovative, early stage clean energy projects in east and southern Africa.
 Sector Environment

INVESTMENT MOBILISATION FOR PROSPERITY AND CATALYTIC TRANSFORMATION (IMPACT)

2019 ●●●●● 2023

Location Sub-Saharan Africa and South Asia
 Client FCDO
 Purpose Supporting impact investments into businesses that reach the underserved as consumers, suppliers, distributors or employees in some of the world's poorest and most fragile states.
 Sector Economic Growth

SKILLS FOR PROSPERITY

2020 ●●●●● 2023

Location Nigeria
 Client FCDO
 Purpose Providing necessary training, technical support, and capacity building to strengthen government and private sector systems and processes to institutionalize a National Apprenticeship and Training System.
 Sector Economic Growth

SOUTH SUDAN CIP DEVELOPMENT

2020 ●●●●● 2021

Location South Sudan
 Client UN Foundation
 Purpose Providing technical and advisory services to the Family Planning 2020 Initiative Department of United Nations Foundation.
 Sector Health

STAMPING OUT TRAFFICKING IN NIGERIA

2019 ●●●●● 2020

Location Nigeria
 Client FCDO
 Purpose Improved the capacity and effectiveness of the Edo state government, civil society, and communities to coordinate an evidence-based response to tackle the drivers of human trafficking and unsafe migration from Edo State.
 Sector Governance

STRENGTHENING ACCESS BANK'S INITIATIVE

2019 ●●●●● 2020

Location Ghana, Nigeria, Rwanda, Zambia
 Client KIT Royal Tropical Institute
 Purpose Supported Access Bank Nigeria, Ghana, Rwanda, and Zambia to grow its Women in Business segment and better serve WMSMEs by offering financial and non-financial services.
 Sector Economic Growth



SUPPORT TO PUBLIC FINANCE MANAGEMENT REFORM IN LESOTHO

2015 ●●●●●○ 2021
 Location Lesotho
 Client Linpico
 Purpose Contributing to the implementation of Lesotho's national development agenda as embodied in the Vision 2020.
 Sector Economic Growth and Governance

SUPPORTING LOCAL BANKS AND COMPANIES TOWARDS THE DEVELOPMENT OF ENERGY EFFICIENCY AND RENEWABLE ENERGY

2017 ●●●●●○ 2022
 Location South Africa
 Client SANEDI
 Purpose Supporting local banks and companies in South Africa towards the development of Energy Efficiency and Renewable Energy with a social impact.
 Sector Economic Growth and Environment

SUPPORT TO THE OFFICE OF THE NATIONAL AUTHORIZING OFFICER OF THE EUROPEAN DEVELOPMENT FUND

2018 ●●●●●○ 2022
 Location Netherlands, Zambia
 Client European Union
 Purpose Contributing to efficient and effective programming and implementation of EU funded projects and programs by the NAO.
 Sector Economic Growth

SUSTAINABLE OUTCOMES OF CHILDREN AND YOUTH IN UGANDA

2015 ●●●●●○ 2021
 Location Uganda
 Client CRS
 Purpose Improving the health, nutrition, education, and psychosocial wellbeing of vulnerable children, as well as reducing abuse, exploitation, and neglect of these children.
 Sector Economic Growth and Measuring Impact

TECHNICAL ASSISTANCE FOR THE EMPLOYMENT PROMOTION THROUGH SMMES SUPPORT PROGRAMME

2018 ●●●●●○ 2022
 Location South Africa
 Client European Union
 Purpose Supporting inclusive and sustainable economic growth and employment creation in South Africa, and contributing to the target of reducing the official unemployment rate from 25% to 14% by 2020.
 Sector Economic Growth

TECHNICAL ASSISTANCE IN SUPPORT OF THE EDUCATION SECTOR IN SIERRA LEONE

2017 ●●●●●○ 2022
 Location Sierra Leone
 Client Proman Group
 Purpose Providing Sierra Leone's relevant institutions with technical assistance to strengthen its management capacity and deliver educational services.
 Sector Education and Workforce Development, and Governance



COCOA FARMERS DIVERSIFICATION

2020 ● 2020
 Location Ghana
 Client A Food and Agriculture Company
 Purpose Conducted cocoa productivity, an income baseline and improvement program, and assessed and prioritised diversification crop options to enhance cocoa farmers' income.
 Sector Economic Growth

TECHNICAL ASSISTANCE TEAM FOR THE DINU PROGRAMME

2017 ●●●●●○ 2024
 Location Uganda
 Client Proman Group
 Purpose Consolidating stability in northern Uganda, eradicating poverty and under-nutrition, and strengthening the foundations for sustainable and inclusive socio-economic development.
 Sector Economic Growth and Governance

TECHNICAL ASSISTANCE TO THE DEPARTMENT OF DEVOLUTION AND PLANNING

2015 ●●●●●○ 2022
 Location Kenya
 Client Eureka
 Purpose Contributing to the implementation of the devolution process as outlined in the new Constitution in Kenya.
 Sector Economic Growth and Governance

TFA 2020 REGIONAL COORDINATOR FOR AFRICA

2016 ●●●●● 2020
 Location Ghana, Liberia
 Client World Economic Forum
 Purpose Engaged the TFA 2020 Regional Coordinator for Africa and facilitated the shared objectives of TFA 2020 and the P4F Programme in supporting sustainable forest management.
 Sector Environment

TIME DRIVEN ACTIVITY BASED COSTING

2020 ● 2021
 Location Kenya, Mozambique
 Client Brandeis University
 Purpose Obtaining routine and accurate cost information on the provision of HIV services at the facility level and using this information to effectively allocate resources, improve monitoring efforts, and increase efficiency.
 Sector Health

TRANSFORMING THE ECONOMY THROUGH CLIMATE SMART AGRICULTURE MARKET DEVELOPMENT (NU-TEC MD)

2015 ●●●●●○ 2022
 Location Uganda
 Client FCDO
 Purpose Increasing the incomes and climate resilience of small farmers by attracting agribusiness investment and stimulating market linkages.
 Sector Economic Growth

TRANSPARENCY AND ACCOUNTABILITY FOR IMPROVED SERVICE DELIVERY AND ECONOMIC DEVELOPMENT

2019 ●●●●● 2024
 Location Malawi
 Client FCDO
 Purpose Identifying areas for economic development and service delivery through the implementation of issue-based projects.
 Sector Economic Growth and Governance

UGANDA HEALTH SYSTEMS STRENGTHENING

2019 ●●●●● 2024
 Location Uganda
 Client USAID
 Purpose Strengthening health systems that are critical for delivering high-quality health services by improving leadership, management, and accountability across public and private health sectors.
 Sector Health

VENTURE FUND STRUCTURING

2019 ●● 2020
 Location Africa
 Client Client Name Confidential
 Purpose Supported in identifying, defining, and articulating an investment thesis for the creation of a USD 30 million early-stage venture fund.
 Sector Capital Advisory

VOLUNTARY RIGHTS-BASED FAMILY PLANNING PROJECT II

2020 ● 2021
 Location Nigeria
 Client What Works Association
 Purpose Funding to finalise publications started under the first Voluntary Rights-Based Family Planning Project.
 Sector Health

WEST AFRICA BIODIVERSITY AND CLIMATE CHANGE

2015 ●●●●● 2020
 Location Ghana
 Client Tetra Tech
 Purpose Combated wildlife trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
 Sector Economic Growth, Environment, and Governance

MOBILE FOR DEVELOPMENT CENTRAL INNOVATION FUND MANAGER

2020 ●●● 2023
 Location Africa and Asia
 Client GSMA
 Purpose Providing robust risk and fund management expertise to the GSMA, and supporting the GSMA with the identification, selection, and funding of innovative digital solutions that have the power to make transformative impact and reduce inequalities in emerging markets.
 Sector Economic Growth, Education and Workforce Development, Environment, Governance, Inclusive Growth, and Innovative Finance



OUR WORK EUROPE



Europe remains a leading voice in progressive business, sustainable development and green growth. The continent is home to one of our major global hubs in London and to a vibrant office in the Netherlands.

ADVANCING EU'S ROLE IN MULTILATERAL FORA IN ASIA

2016 ●●●●●●●●●● 2023
 Location Belgium, United Kingdom
 Client EUFOR
 Purpose Promoting the political, security, and economic interests of the EU by strengthening its engagement in different multilateral fora in Asia.
 Sector Economic Growth, Governance

BUSINESS ECOSYSTEM PROJECT

2017 ●●●●●●●● 2021
 Location North Macedonia
 Client USAID
 Purpose Transformed the competitiveness of micro, small, and medium-sized enterprises to increase their productivity, revenues, and number of jobs.
 Sector Economic Growth

CORPORATE FINANCE ADVICE

2018 ●●●●●●●●●● 2025
 Location Global
 Client Shell Foundation
 Purpose Supporting Shell Foundation in the selection of portfolio companies with corporate finance advice in preparation of their capital raises.
 Sector Capital Advisory

DEVELOPMENT FINANCE INSTITUTION LANDSCAPING ANALYSIS

2019 ●●●●●●●● 2020
 Location Global
 Client Client Name Confidential
 Purpose Conducted a landscape mapping analysis in order to gain a deeper understanding of where the client sits in relation to its peers.
 Sector Capital Advisory

EXPERT ADVISORY CALL DOWN SERVICE (EACDS) BASIC KNOWLEDGE MANAGEMENT LEARNING (KML)

2020 ●●●●●●●● 2020
 Location United Kingdom
 Client FCDO
 Purpose Planning and delivering the KML activities of the BASIC GB sub-group, linking humanitarian cash and social protection.
 Sector Governance, Measuring Impact, Inclusive Growth

EC EDUCATION ADVISORY FACILITY

2014 ●●●●●●●●●● 2020
 Location United Kingdom
 Client Proman Group
 Purpose Contributed to high quality and inclusive education policies, systems, and practices in developing countries and in line with EU policies and guidelines.
 Sector Economic Growth, Education and Workforce Development

FCO RAPID RESPONSE PLAN

2019 ●●●●●●●● 2020
 Location United Kingdom
 Client FCO
 Purpose Provided post disaster commercial vehicles and general material supply.
 Sector Logistics

GENDER SMART OPPORTUNITY ASSESSMENT

2018 ●●●●●●●●●● 2022
 Location Global
 Client German Investment Corporation
 Purpose Assessing financial institutions' ability to serve women clients, identifying gaps where there is existing market demand, increasing their client base, and recommending next steps that fit existing growth strategies.
 Sector Measuring Impact

HUMANITARIAN AND STABILISATION OPERATIONS TEAM

2017 ●●●●●●●●●● 2022
 Location United Kingdom
 Client FCDO
 Purpose Delivering humanitarian emergency response and stabilisation operations support around the world.
 Sector Logistics

ILX SUSTAINABILITY OFFICER

2019 ●●●●●●●● 2020
 Location Netherlands
 Client ILX Fund
 Purpose Replaced the senior sustainability officer of a fund that connects institutional investors with emerging market projects via DFI loans.
 Sector Measuring Impact

INCREASING MARKET EMPLOYABILITY

2018 ●●●●●●●●●● 2023
 Location North Macedonia
 Client Swiss Agency for Development & Cooperation
 Purpose Creating 2,706 new and higher quality jobs through private sector development in select high-growth sectors so more unemployed and underemployed Macedonians, particularly youth and women, are engaged in sustainable, decent employment and earning higher incomes.
 Sector Economic Growth

MAPPING THE FUNDING

2019 ●●●●●●●● 2020
 Location Belgium
 Client SAI Platform
 Purpose Mapping the 'world of funding' and developing an actionable database and process to effectively match external funding options to potential projects.
 Sector Innovative Finance

MONTSERRAT CORRUPTION RISK ASSESSMENT

2019 ●●●●●●●● 2020
 Location United Kingdom
 Client DAI
 Purpose Assessed the public sector in Montserrat that provides FCDO and Government of Montserrat (GoM) with a picture of the strengths of the current systems and also weaknesses and risks.
 Sector Governance

EUROPE

MONITORING & EVALUATION (M&E) EXPERTISE AND RESULTS CHAIN DEVELOPMENT FOR CBI

2019 ●●●●●●●● 2020
 Location Netherlands
 Client RVO
 Purpose Supported CBI Program Managers with the development of results chains for new programs.
 Sector Economic Growth, Measuring Impact, Inclusive Growth

OPERATIONAL REVIEW OF CDC PLUS

2020 ●●●●●●●● 2020
 Location United Kingdom
 Client CDC Plus
 Purpose Reviewed the CDC Plus operations in 5 work streams: governance, finance, data management, operations and risk, and resourcing.
 Sector Governance

PARTNERSHIPS FOR FORESTS

2015 ●●●●●●●●●● 2023
 Location Global
 Client FCDO
 Purpose Incentivising sustainable forestry using investment models the private sector, governments, and communities can use to improve returns on commodities.
 Sector Environment, Governance

RESEARCH ON ROLE OF SYSTEMS THINKING

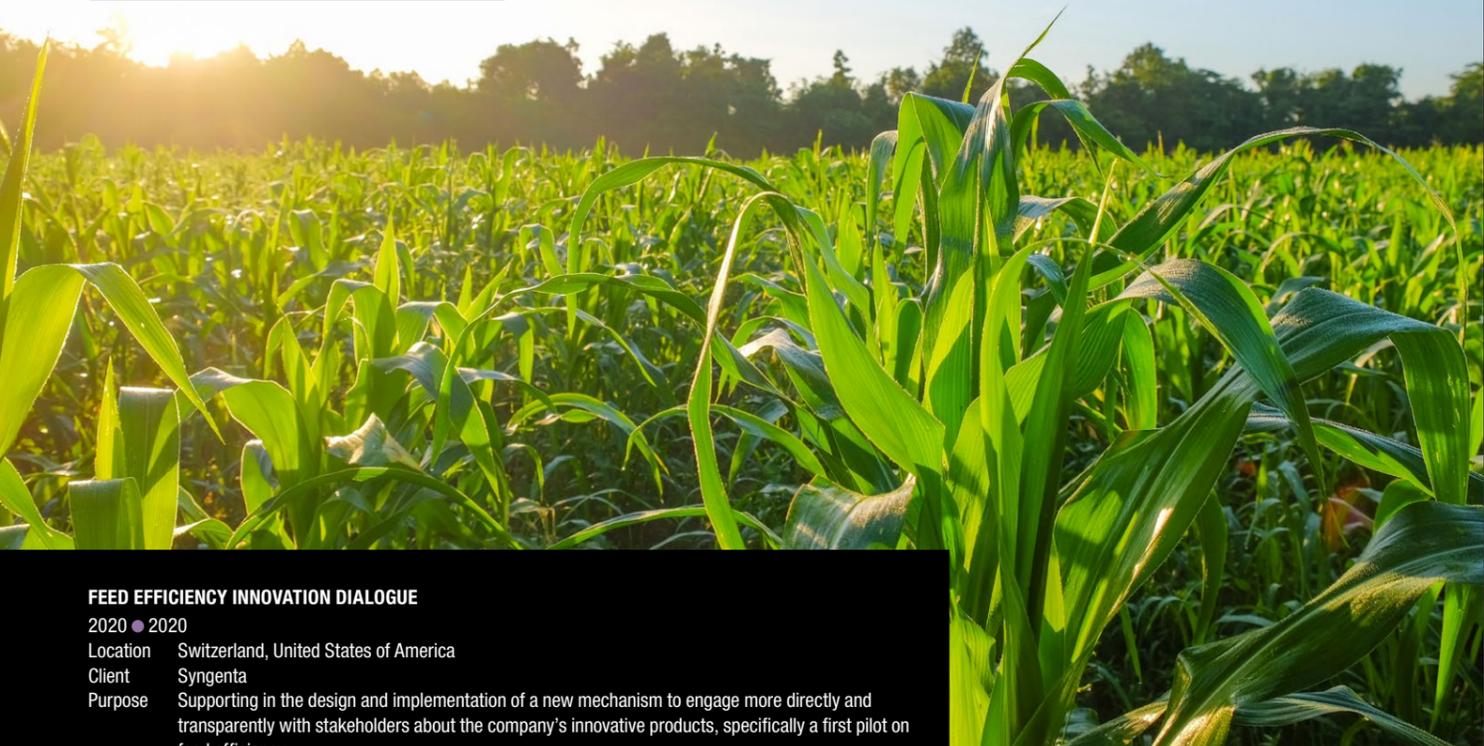
2018 ●●●●●●●●●● 2026
 Location United Kingdom
 Client Client Name Confidential
 Purpose Researching and drafting a report on the importance of systems thinking in impact investing.
 Sector Capital Advisory

SPTF CONSULTANCY

2020 ●●●●●●●● 2021
 Location Luxembourg, United States of America
 Client Social Performance Task Force
 Purpose Supporting SPTF in developing a Global Standard on Environmental Performance in the inclusive finance sector.
 Sector Environment, Governance, Measuring Impact, Inclusive Growth, Innovative Finance

SUSTAINABILITY CERTIFICATION SCHEMES

2017 ●●●●●●●● 2020
 Location United Kingdom
 Client RVO
 Purpose Reviewed sustainability schemes for woody biomass and benchmarked them against the Dutch sustainability criteria for woody biomass for the Advisory Committee Sustainability Biomass for Energy Applications.
 Sector Environment



FEED EFFICIENCY INNOVATION DIALOGUE

2020 ● 2020

Location Switzerland, United States of America

Client Syngenta

Purpose Supporting in the design and implementation of a new mechanism to engage more directly and transparently with stakeholders about the company's innovative products, specifically a first pilot on feed efficiency.

Sector Governance, Inclusive Growth

UKRAINE HEALTH REFORM SUPPORT

2018 ●●●●○ 2023

Location Ukraine

Client Deloitte Consulting

Purpose Supporting Ukraine to build a transparent, accountable, and effective health care system, capable of meeting its citizens' needs.

Sector Health

WORK SMARTER TRAINING

2020 ● 2020

Location United Kingdom

Client Credit Suisse

Purpose Delivered working smarter training to Credit Suisse staff.

Sector Governance

UPDATE CBI PROGRAMME MANAGEMENT MANUAL

2019 ●● 2020

Location Netherlands

Client RVO

Purpose Updated and improved the CBI Programme Management Manual and its annexes.

Sector Economic Growth

UK PARTNERING FOR ACCELERATING CLIMATE TRANSITIONS (UKPACT)

2020 ●●●○ 2023

Location Global

Client UK Government's Department for Business, Energy and Industrial Strategy (BEIS)

Purpose Partnering with ODA-eligible, high-emissions countries to support them in implementing and increasing their ambitions for emissions reductions in line with their Nationally Determined Contributions and the long-term goal of the 2015 Paris Agreement to limit dangerous climate change.

Sector Impact Measurements

OUR WORK AMERICAS



The challenges and opportunities in the Americas span inclusive growth, commercial innovation, and sustainable development. We work closely with USAID and a variety of public and private sector organisations in commerce, health, and beyond. The US is also home to two of our global hubs in both New York and Washington, DC.

ADOLESCENTS AND CHILDREN, HIV INCIDENCE REDUCTION, EMPOWERMENT, AND VIRUS ELIMINATION (ACHIEVE)

2019 ●●○ 2021
 Location Global
 Client PACT
 Purpose Supporting overall data use and demand within the ACHIEVE consortium, working toward HIV/AIDS response and organisational capacity strengthening.
 Sector Health

ALLIANCE FOR ETRADE DEVELOPMENT II ACTIVITY

2019 ●●○ 2023
 Location Global
 Client USAID
 Purpose Promoting digital trade in developing countries by addressing policy and enabling environment, skills development, trade facilitation and logistics, access to finance and digital payment, and inclusive trade.
 Sector Economic Growth

BRAZIL TRADE FACILITATION

2019 ●●○ 2023
 Location Brazil
 Client FCO
 Purpose Supporting Brazil's economic development by reducing the costs of trade and increasing the participation of Brazilian MSMEs in global value chains.
 Sector Economic Growth

BRAZILIAN INTELLECTUAL PROPERTY OFFICE FOR THE 21ST CENTURY

2020 ●●○ 2025
 Location Brazil
 Client FCO
 Purpose Supporting Brazil in improving the management of Intellectual Property Rights by implementing targeted interventions that will bring the country closer to international standards and practices in this sector.
 Sector Economic Growth

CREATING ECONOMIC OPPORTUNITIES

2018 ●●○ 2023
 Location Guatemala
 Client USAID
 Purpose Spurring productive economic activity in and beyond Guatemala's capital city.
 Sector Economic Growth

DATA FOR IMPACT

2018 ●●○ 2023
 Location Global
 Client University of North Carolina
 Purpose Supporting countries to realise the power of data as actionable evidence that can improve programs, policies, and, ultimately, health outcomes.
 Sector Measuring Impact

DEVELOPMENT FINANCE INSTITUTION (DFI) INVESTMENT STRATEGY

2019 ●● 2020
 Location Canada
 Client Client Name Confidential
 Purpose Supported the DFI's growing team to implement its strategic plan and vision.
 Sector Capital Advisory

E3 ANALYTICS AND EVALUATION PROJECT

2013 ●●● 2021
 Location United States of America
 Client MSI
 Purpose Providing analytics services to USAID's Economic Growth, Education, and Environment Bureau to support its project design and rigorous evaluations.
 Sector Measuring Impact

ECOMICRO

2019 ●●○ 2022
 Location Jamaica
 Client COK Sodality Co-operative Credit Union Ltd.
 Purpose Designing and implementing a green finance product, assessing the portfolio vulnerability to climate change, and developing environmental guidelines and policies.
 Sector Innovative Finance

EDISON 2020 SUPPORT

2019 ●● 2020
 Location United States of America
 Client Client Name Confidential
 Purpose Built internal sustainability through Strategy Execution Workshops, Master Classes, and general project management.
 Sector Governance

FRAMEWORK AGREEMENT FOR REVIEW OF FINANCIAL INSTITUTIONS IN DEVELOPING COUNTRIES AND EMERGING MARKETS

2017 ●●● 2020
 Location Dominican Republic, Panama
 Client DEG
 Purpose Offered an SME Diagnostic and technical assistance package for financial institutions, which focussed on operational and product changes, allowing financial institutions to better reach and serve SMEs.
 Sector Economic Growth

GLOBAL FUND INDEFINITE QUANTITY CONTRACT (IQC) 1

2017 ●●● 2023
 Location Panama
 Client Global Fund
 Purpose Maximising impact, strengthening sustainability, supporting successful transitions from Global Fund financing, and mobilising increased resources to strengthen health systems and fight AIDS, tuberculosis, and malaria.
 Sector Environment, Health

GLOBAL FUND INDEFINITE QUANTITY CONTRACT (IQC) 2

2018 ●●● 2023
 Location Global
 Client Global Fund
 Purpose Providing high-quality technical assistance to Country Coordinating Mechanisms to strengthen their oversight and improve performance and national linkages that will lead to a more coherent and sustainable country response to epidemics.
 Sector Health

GROVE CARDIAC STRATEGIC PLANNING

2019 ●● 2020
 Location United States of America
 Client Client Name Confidential
 Purpose Facilitated the initial workshop of cardiac leaders to begin developing a unifying strategy.
 Sector Inclusive Growth

IFC GLOBAL DAIRY MAPPING

2020 ●○ 2021
 Location United States of America
 Client IFC
 Purpose Conducting a thorough global dairy landscape analysis to identify prime countries and potential partners for replication of VDE's innovative model.
 Sector Capital Advisory

ILLICIT FINANCIAL FLOWS CARIBBEAN SCOPING

2019 ●● 2020
 Location Cayman Islands, Jamaica, Trinidad and Tobago, United Kingdom
 Client DAI
 Purpose Conducted primary and secondary research and political economy analysis to assess the nature, scale, and effects of Illicit Financial Flows in the Caribbean.
 Sector Governance

INVESTMENT CAPACITY ASSESSMENT

2020 ●○ 2021
 Location United States of America
 Client Client Name Confidential
 Purpose Conducting a study assessing investment capacity for a client.
 Sector Capital Advisory

LEARNING EVALUATION ANALYSIS PROJECT

2018 ●●● 2023
 Location United States of America
 Client Integra
 Purpose Offering access to rigorous, independent, and high-quality analytical services to support economic and policy analyses, strategy and project design, monitoring and evaluation, and more.
 Sector Economic Growth

LGBTQI WHITE PAPER

2019 ●● 2020
 Location United States of America
 Client Criterion Institute
 Purpose Drafted a white paper that identifies and discusses core priorities and strategies in using finance as a tool for social change within the LGBTQI community.
 Sector Capital Advisory

MASTERCARD CENTER FOR INCLUSIVE GROWTH – STRIVER STRATEGY

2019 ●● 2020
 Location United States of America
 Client Mastercard
 Purpose Collaborated with the Mastercard Center for Inclusive Growth to better understand and support Strivers – a subset of micro and small entrepreneurs with the potential and propensity to grow.
 Sector Economic Growth

MEASURE EVALUATION PHASE IV

2014 ●●● 2020
 Location United States of America
 Client University of North Carolina
 Purpose Enabled countries to strengthen health information systems by routinely using health data, improving country-level capacity and tools, and increasing the capacity for rigorous evaluation.
 Sector Measuring Impact

MEETING TARGETS AND MAINTAINING EPIDEMIC CONTROL

2019 ●●○ 2024
 Location Global
 Client Family Health International
 Purpose Achieving and maintaining HIV epidemic control through strategic technical assistance and direct service delivery by improving HIV case finding, prevention, and treatment programming.
 Sector Health

NEVADA STRATEGY EXECUTION TRAINING

2020 ● 2020
 Location Jamaica
 Client Client Name Confidential
 Purpose Exposed leaders from across a national betting and scorecard regulator to detailed Balanced Scorecard training.
 Sector Inclusive Growth

PERFORMANCE MONITORING AND EVALUATION TRAINING

2014 ●●● 2020
 Location United States of America
 Client USAID
 Purpose Developed and delivered performance monitoring and evaluation training courses for USAID staff and other partners to plan, manage, and inform USAID programs.
 Sector Economic Growth, Measuring Impact

PERU CACAO ALLIANCE

2016 ●●● 2022
 Location Peru
 Client USAID
 Purpose Advancing the pathway out of poverty by giving Peruvians direct access to cacao markets, services, and finances to increase 20,000 households' incomes.
 Sector Economic Growth

PFIZER BRAZIL

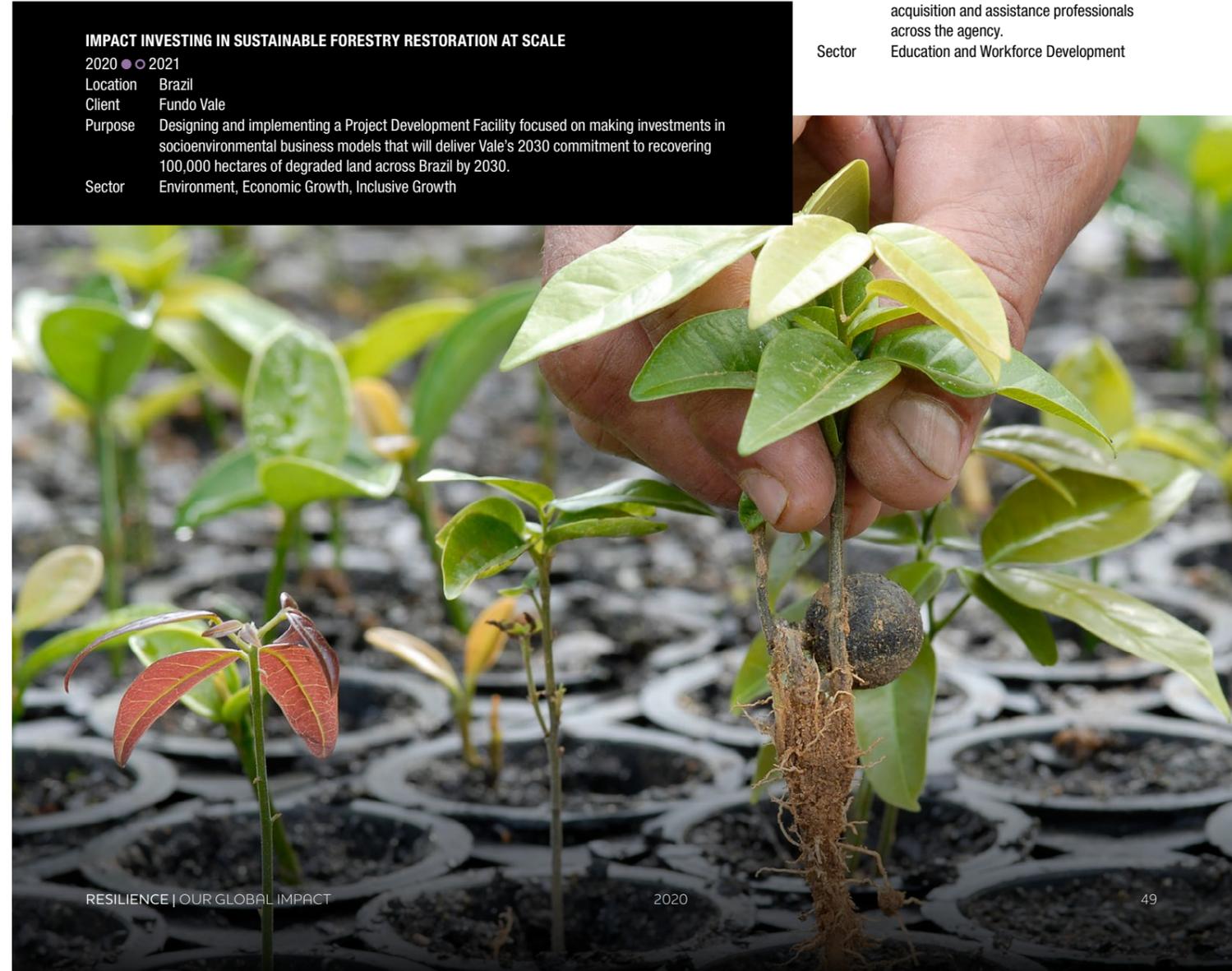
2020 ● 2020
 Location Brazil
 Client Wyeth São Paulo
 Purpose Gave a speech on a subject related to Value-Based Health Care for a Pfizer Brazil webinar in the context of the launch of two new medications.
 Sector Health, Inclusive Growth

PRIVATE SECTOR ENGAGEMENT FOR CONTRACTING AND COMMUNICATIONS

2019 ●●○ 2024
 Location United States of America
 Client USAID
 Purpose Providing USAID's Office of Acquisition and Assistance's Professional Development and Training Division with a structured training program in Private Sector Engagement for acquisition and assistance professionals across the agency.
 Sector Education and Workforce Development

IMPACT INVESTING IN SUSTAINABLE FORESTRY RESTORATION AT SCALE

2020 ●○ 2021
 Location Brazil
 Client Fundo Vale
 Purpose Designing and implementing a Project Development Facility focused on making investments in socioenvironmental business models that will deliver Vale's 2030 commitment to recovering 100,000 hectares of degraded land across Brazil by 2030.
 Sector Environment, Economic Growth, Inclusive Growth



AMERICAS

STRATEGY DEVELOPMENT I

2019 ●●○2021

Location Latam Region
 Client Client Name Confidential
 Purpose Advising on redefining the long-term strategy to allow the organisation to grow and reach more women across the region, while also becoming more self-sustainable.
 Sector Capital Advisory

SUPPORTING OPERATIONAL AIDS RESEARCH (SOAR)

2014 ●●●●●●●●2020

Location United States of America
 Client POP CNCL
 Purpose Supported voluntary medical male circumcision priority countries with their use of data to improve the planning, monitoring, and policy dialogue around national VMMC programs.
 Sector Environment, Health, Measuring Impact

SUSTAINABILITY FINANCE REAL ECONOMIES FUND

2018 ●●●●2020

Location United States of America
 Client SICAV-SIF
 Purpose Led the design and structuring of a financial vehicle to supply long-term capital to sustainability-focused financial institutions.
 Sector Capital Advisory

CATALYZE

2019 ●●○●○●○●○●○2027

Location United States of America
 Client USAID
 Purpose Catalyzing USD 2 billion in private capital, especially to underfinanced social sectors and higher risk countries around the globe.
 Sector Capital Advisory, Economic Growth, Education and Workforce Development, Inclusive Growth, Innovative Finance

TECHNICAL ASSISTANCE FOR STRATEGIC PROGRAMMING IN CENTRAL AMERICA - ATEPECA

2017 ●●●●●○●○2023

Location Nicaragua
 Client Eurecna
 Purpose Increased the capacity of institutions of the Central American Integration System, civil society organisations, and partners to carry out regional policies and initiatives.
 Sector Education and Workforce Development, Governance

TECHNICAL ASSISTANCE ON SME BANKING TO BANCO DELTA

2019 ●●●2020

Location Panama
 Client Banco Delta
 Purpose Improving internationally recognized good practices in SME banking, allowing the bank to sustainably grow this line of business.
 Sector Innovative Finance

TRANSLATING DATA FOR IMPLEMENTATION

2018 ●●●●○●○●○2024

Location Global
 Client USAID
 Purpose Transforming how data is used and moving from a culture of retrospective reporting to prospective and prescriptive analytics that allow service providers to provide targeted, yet differentiated, prevention and treatment services in the highest need sites.
 Sector Measuring Impact

USAID ECONOMIC COMPETITIVENESS PROJECT

2017 ●●●●●○●○2024

Location El Salvador
 Client USAID
 Purpose Strengthening micro, small, and medium-sized enterprises, encouraging private sector investment, and improving El Salvador's business environment.
 Sector Economic Growth

VPO ARGIDIUS

2020 ●○●○●○●○2025

Location Guatemala
 Client ARGIDIUS
 Purpose Facilitating access to financial and non-financial services for SMEs.
 Sector Economic Growth

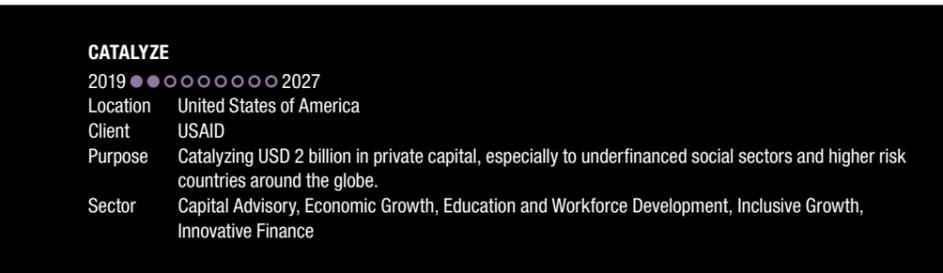
VPO COLOMBIA

2019 ●●○2021

Location Colombia
 Client USAID
 Purpose Facilitating access to financial and non-financial services for women entrepreneurs.
 Sector Economic Growth

GLOSSARY

- ADB** Asian Development Bank
- BIO** Belgian Investment Company for Developing Countries (BIO)
- CDC** Center for Disease Control
- CSC** Cooperative Societies Council
- DANIDA** Danish International Development Agency
- DEG** Deutsche Investitions- und Entwicklungsgesellschaft
- DEWA** Dubai Electricity and Water Authority
- DFAT** Department of Foreign Affairs and Trade
- DFI** Development Finance Institutions
- DOH** Department of Health
- EM** Emerging Market
- EU** European Union
- FCDO** Foreign, Commonwealth & Development
- FCO** Foreign and Commonwealth Office
- IFC** International Finance Corporation
- KSA** Kingdom of Saudi Arabia
- MOJ** Ministry of Justice
- MoMRA** Ministry of Municipal and Rural Affairs
- PPE** Personal Protective Equipment
- RVO** Netherlands Enterprise Agency
- SAI** Social Accountability International
- SAENDI** South African National Energy Development Institute
- SEDA** Saudi Experts Development Authority
- SEFAA** Social Enterprise Fund for Agriculture in Africa
- SIDBI** Small Industries Development Bank of India
- SOAS** The School of Oriental & African Studies, University of London
- SPTF** Social Performance Task Force
- UNICEF** United Nations Children's Emergency Fund
- USAID** United States Agency for International Development



CREDIT: GABRIELLA CLARE MARINO

Palladium is a global impact firm, working at the intersection of social progress and commercial growth. For over 55 years, we've been helping our clients to see the world as interconnected – by formulating strategies, building partnerships, and implementing programs that have a lasting social and financial impact. We simply call this “Positive Impact”.

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