



# OUR GLOBAL IMPACT 2018

DELIVERING POSITIVE IMPACT FOR OVER 50 YEARS

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The sustainability of your solutions is the difference between true impact, and a missed opportunity.



## 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, measured by the impact we have on the world.

What do we mean by “impact”? In the nearly twenty years I’ve been with Palladium, I’ve watched this term shift in and out of vogue, distilling its meaning for some and diluting it for others.

We coined the term “Positive Impact” to mean “the intentional creation of enduring social and economic value”, and we aspire to realise it in everything we do. At its simplest, impact is about the effect we have, but to us, that effect has to *endure*. Whether you’re a company future-proofing your supply chain or a bilateral donor creating economic opportunities in underserved communities, the sustainability of your solutions is the difference between true impact, and a missed opportunity.

Palladium has been in the business of making the world a better place for over fifty years, and in our experience, one thing is very clear. No single stakeholder can create real, enduring impact alone. From inequality to climate change, businesses, governments, donors, investors, and communities all have a role and a stake in solving the world’s most pressing challenges.

Challenging others to work together – to see opportunity in this broader context – feels utopian, but it’s distinctly practical. Each of us operates in an ecosystem; a complex network of people, cultures, processes, and (sometimes competing) interests. Recognising this, and creating solutions that consider every part of an ecosystem, is how you create solutions for the long haul. That’s how you ensure that your Positive Impact endures.

Palladium is a global impact firm, and enduring solutions to seemingly impossible challenges are what we bring to our clients and to the world, a sample of which can be found in this report. Part One explores our approach to enduring impact across our core capabilities, while Part Two journeys through the over 200 projects in our 2018 portfolio, spanning 80 countries and 6 continents.

I hope you’ll enjoy reading Our Global Impact 2018, and join us in making impossible challenges possible, for good.

CHRISTOPHER HIRST | PALLADIUM CEO

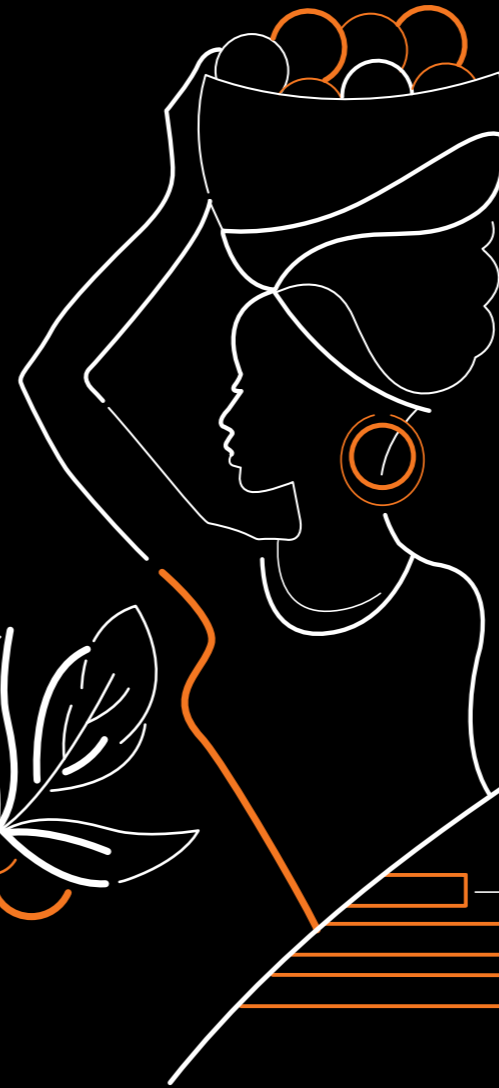


# BY THE NUMBERS

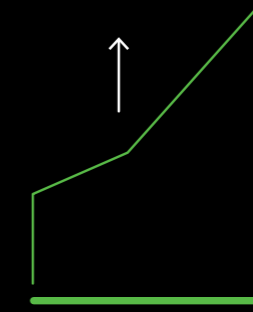
Countries **82**



Projects **221**



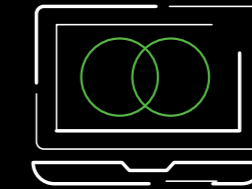
Organisations supported **5,680**



Individuals reporting increased incomes **984,000**

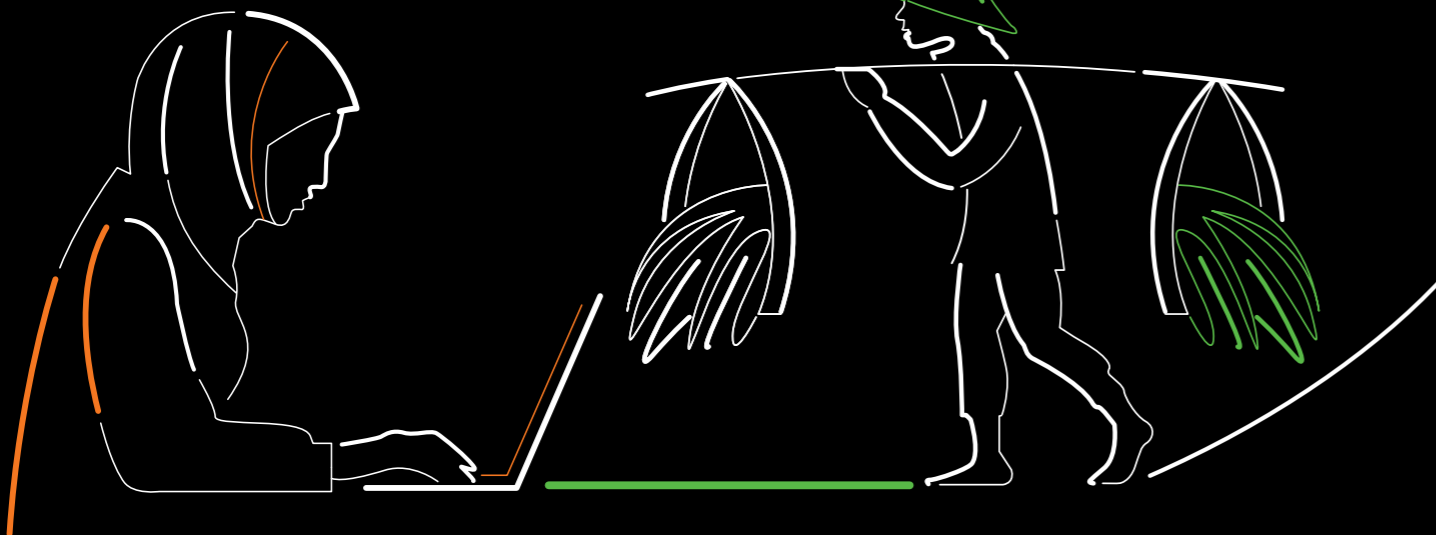


Policies developed or strengthened **203**



Partnerships established **559**

Lives Touched **6,710,000**



Increase in household income

**\$733,500,000**

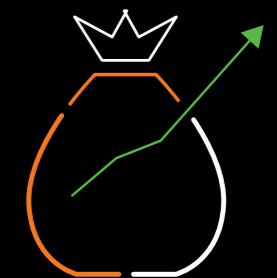


Increase in turnover for organisations


**\$27,800,000**



Public and private sector investment catalysed **\$73,650,000**





An hourglass with green sand is the central visual element. The sand is falling from the top bulb into the bottom bulb, creating a large mound in the lower half. The hourglass is set against a black background, and the sand is illuminated from the side, creating a bright green glow.

# ENDURE



# ENDURING PROGRAM MANAGEMENT

## PERU COCOA ALLIANCE

**Location** Peru

**Client** USAID – United States Agency for International Development

The chocolate industry is faced with structural supply issues. Demand is growing rapidly and cocoa prices are at record highs; however, 90% of the world's cocoa comes from tiny farms of less than one hectare, with old trees and very low yields that keep farming households in extreme poverty. Unable to compete with crops like coca and other illegal activities, Peru's rain forest is depleting rapidly.

Palladium set out to transform the entire cocoa supply chain, founding the Peru Cocoa Alliance – the largest cocoa expansion program in the world. In partnership with USAID, we created competitive advantage for farmers through productivity, differentiation, scale, quality, and traceability. We unlocked capital from businesses, blending public and private finance, and enabled lines of credit for farmers. Five years later, farm sizes have tripled, productivity has doubled, farmers are closer to pathways out of poverty, and Peru has moved from the tenth to the second largest specialty producer in the world.

► **Effective program management and the delivery of systemic change comes through a combination of stakeholder engagement and the implementation of repeatable, scalable approaches.**

From small-scale pilot projects to sophisticated, multi-year programs that shape societies, economies, and lives, enduring impact requires local expertise and adaptability.

Particularly in the case of global development programs, implementation has shifted from cadres of 'international experts' to talented and capable national staff. Stakeholders are no longer passive recipients of program outcomes, but empowered groups designing solutions to the problems they've defined for themselves.

In this way, effective program management and the delivery of systemic change comes

through a combination of stakeholder engagement and the implementation of repeatable, scalable approaches. We are deliberate in designing projects with sustainability and longevity as a key element, and plan our exit from the very earliest stages.

The dynamic nature of the systems these programs seek to change also requires frequent and easy adaptation. Programs that are not able to acclimate to new contexts quickly lose relevance and fail to deliver, let alone in a way that truly endures.

From the delivery of humanitarian aid and agricultural support to communities displaced by Boko Haram, to our health

policy-strengthening work in Kabul, Afghanistan, the ability to work across sectors and stakeholders, adapting to situational shifts along the way, is crucial. As experts in delivering complex programs in challenging environments, our methodologies account for the unique risks that projects of this nature unearth, and we take every opportunity to unlock the potential of local experts and set them up for enduring success beyond the life of an individual program.

The irony is that if successful, we should be making ourselves redundant. But this is how we can ensure a deeper, more sustainable impact.



# ENDURING STRATEGY

No organisation or government exists in isolation. Each one operates in an “ecosystem” – a complex network of people, cultures, processes, and (sometimes competing) interests – where alignment around a shared strategy can result in transformative value that benefits all.

From creating inclusive supply chains to quality jobs, enduring impact begins by identifying opportunity in this broader systems context, beyond zero-sum economics and short-term thinking. Too many strategies, programs, and initiatives suffer from a top-down focus, projecting perceptions onto stakeholders that result in ineffective, unscalable solutions.

Our role is not only to understand the system and the specific aptitudes of each stakeholder, but to provide the connective tissue that brings these constituencies together around shared objectives and measurable outcomes.

For example, a corporate strategy focused on a company’s supply chain may intend to help smallholder farmers increase yields and provide a pathway out of poverty. This

top-down approach creates an aspirational goal, quantifies the desired impact, and benefits the company’s bottom line while moving the needle on a social challenge.

What is overlooked are the knock-on effects that can be more harmful than the identified cause for which the strategy is trying to solve. If a market doesn’t exist for the increased yield, for instance, the farmers may be worse off when prices plummet from higher productivity. What is the environmental impact? Do the measures taken to support biodiversity minimize soil degradation? If not addressed, these factors can create more pronounced, long-term challenges.

Creating enduring impact requires patience and perseverance. Too many organisations underestimate the time, focus, and discipline required, including the need to invest in the development of new skills and capabilities. Ultimately, our experts bring an appreciation of the larger system and the links between all involved – an appreciation that’s key to the design and execution of effective strategies, and enduring impact at scale.

► **Our role is not only to understand the system and stakeholders, but to provide the connective tissue that brings these constituencies together around shared objectives and measurable outcomes.**

## DESTINATION OF CHOICE

**Location** | Kuwait      **Client** | Touristic Enterprises Company

Kuwait has the biggest internal domestic demand for tourism in the GCC, but their people spend the most on trips outside the country. Since 1976, the state-owned Touristic Enterprise Company (TEC) has lead Kuwait’s tourism sector, operating amusement parks, sea clubs, and beaches, but their financial and operational performance has been poor. Identifying the huge gap between the country’s demand and its weak tourism ecosystem, TEC decided to transform itself into a world-class, performance-oriented organisation.

Palladium helped Kuwait begin its transformation into a GCC destination of choice, contributing to Kuwait’s New Vision 2035 by creating economic and social value across the country’s tourism ecosystem. We used our Execution Premium Process (XPP™) to develop a 5-year strategy to meet TEC’s immediate and longer-term goals, incorporating new business and operating models. We fully aligned the organisation by cascading the strategy across corporate functions, individual levels, and even TEC subsidiaries. It’s a challenging journey, but setting up TEC to strengthen its core delivery, aligning it for improved governance and performance, and effectively communicating change across the tourism ecosystem is enabling the company to create further growth and opportunities for itself, Kuwait’s economy, and the country’s citizens.



# ENDURING IMPACT INVESTMENT



Making the world a better place requires resources, and traditional funding models – including foreign aid, philanthropy, and CSR – each have their own limitations. Some are too short-term, while others are too narrowly focused. But the need for funding is real, and the capital exists.

The oft-quoted number is USD \$2.5 trillion per year – that's the gap between funding from donor governments, charities, philanthropy, etc. and what the UN's Sustainable Development Goals will cost to achieve. But while impact investing may be the key to closing the SDG-funding gap, one of the biggest challenges remains: how to measure social return on investment, credibly and consistently, in a way that endures.

► **Our role is guided by the understanding that capital is in service of society, and that its impact must be enduring to be effective.**

Heightened interest in impact investment is gathering momentum and attracting new participants across a broad range of investors. One consequence of this expanding interest is a narrowing of the discussion toward a focus on financial returns rather than whether truly enduring impact at scale has been achieved.

If impact investing is to fulfill its potential in supporting real, lasting, and positive change, the approach needs to flip; effective impact investing must focus on the impact objective that sits at the centre of the deal, followed by an assessment of the appropriate financial return.

As early pioneers, we see an urgent need – and opportunity – to reclaim and promote the fundamental principles underpinning investing for impact. At its core, impact

investing asks: *Why are we doing this? What are we solving with this capital?*

The ultimate objective in building the impact investing industry is not simply to encourage more actors and to increase the quantum of capital invested that claims some degree of return beyond financial. Rather, the objective is to invest capital along the full distribution of impact returns and to be sure we are effectively addressing the social, environmental, or development challenges necessary to build more participatory, equitable, and robust local economies.

Our role is guided by the understanding that capital is in service of society, and that its impact must be enduring to be effective. As a result, we keep the question of “to what end” at the heart of all we do.

## NAASAKLE

Location Ghana

# 5000

WOMEN SHEA NUT PICKERS IMPACTED

Women have picked and processed shea nuts into butter for generations in northern Ghana. Usually, these women sell the shea nuts to middlemen and traders, who buy when the price is low and then resell when the price is higher. As a result, the women are consistently cut off from a fair share of the profits for their labour, while global demand for shea products booms.

Palladium invested in Naasakle, a majority female-owned company that manufactures shea butter for the cosmetics industry, bridging the gap between rural female nut pickers in northern Ghana and global shea butter demand. Naasakle sources and processes shea nuts from more than 5,000 women pickers, paying them up to 25% more than middlemen and traders. It also provides technical and financial literacy training, organises savings programmes, and pays for local warehousing facilities. Palladium's investment will accelerate Naasakle's growth, while generating a financial return.



# ENDURING PROCUREMENT & LOGISTICS



## CATEGORY 5 CYCLONE GITA

**Location** Tonga

**Client** DFAT – Australian  
Department of Foreign  
Affairs and Trade

# 135

TONNES OF  
RELIEF MATERIALS  
DELIVERED

In February 2018, Cyclone Gita, the worst in 60 years, devastated the islands of Tonga. It brought down the electricity grid and government buildings, levelled homes, took the national broadcaster offline, and destroyed crops and livelihoods.

Palladium's logistics team had been tracking the cyclone through the Pacific for several days. In partnership with DFAT and the Australian Defence Force, we delivered 135 tonnes of Australian Aid relief packages to Tonga on the same day as the cyclone hit, and restored essential services to 5,300 people, three health clinics, and eight schools.

► It's essential to think beyond immediate needs to recovery and resilience from the earliest stages of a response, building local capacity to withstand future events.

It can sometimes be difficult to reach those who need our help most. Post-disaster, post-conflict, and remote locations can be particularly challenging, and the urgent priority is often to get assistance to those in need as quickly as possible.

Despite this urgency, it's essential to think beyond immediate needs to recovery and resilience from the earliest stages of a response, building local capacity to withstand future events and ensuring that the assistance provided has a lasting impact. This often means listening and

adapting to requests and needs from those who are closest to the situation.

A well-recognised challenge in improving the resilience of vulnerable communities to future shocks is the lack of resources for emergency preparedness and mitigation. "Trigger events" can overwhelm local capacity, but reacting to a sudden onset emergency allows the release of funds for projects much more easily than preparing for the future. The key is to keep preparedness planning at the fore, strengthening response capacity by developing opportunities with local and

regional suppliers and manufacturers to encourage the local markets and help to support the long-term outlook for fragile and vulnerable economies. During a response, this means procuring goods locally and working with local suppliers wherever possible.

Following the October 2018 earthquake and tsunami in Indonesia, our team quickly identified a critical lack of air cargo handling equipment at the local airport – equipment that is vital to keeping the flow of aid moving through to survivors. As a result, in addition to transporting vital relief supplies,

the team sent additional equipment and trained local staff, passing skills on to the recipient organisations.

At the end of every response, our specialists identify internal and external 'lessons learnt' and share them with the wider humanitarian community. We look for innovative solutions to improve the services we provide, and the relief items delivered. Through this collegial and adaptive approach, we are increasing resilience and our ability to make a positive impact.



# OUR WORK



# OUR WORK SOUTH EAST ASIA-PACIFIC

With hubs in Australia and Indonesia, we work in 16 countries across South East Asia and the Pacific. It is a vibrant and diverse region and we see enormous potential for the convergence of commercial and social interests.

## SMALL AND MEDIUM FOREST ENTERPRISES STUDY

2018 ●●●● 2018

**Location** Vietnam  
**Client** World Bank  
**Purpose** Conducted a diagnostic study of small and medium-sized enterprises in Vietnam's forestry sector, focusing on the enabling environment including markets, access to finance, and access to business support services.  
**Sector** Impact Innovation

## NIMMIE-CAIRA MARKET ENGAGEMENT AND LAND AND WATER MANAGEMENT PLAN

2017 ●●●● 2018

**Location** Australia  
**Client** New South Wales Department of Industry (NSWDPI)  
**Purpose** Achieved water recovery by conducting a market assessment to determine the commercial considerations and depth of market around the Nimmie-Caira opportunity.  
**Sector** Strategy

## PROCUREMENT ASSISTANCE SERVICES PROGRAM (GLOBAL)

2013 ●●●●●●●● 2018

**Location** Australia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Streamlined the procurement of goods and services for DFAT and Australian Government Organisations.  
**Sector** Logistics

## HUMANITARIAN LOGISTICS

2012 ●●●●●●●● 2018

**Location** Australia, Fiji, Indonesia, Samoa, Papua New Guinea, Global  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Strengthened disaster preparedness and delivering timely emergency assistance in the event of humanitarian crises in the region.  
**Sector** Logistics

## HEALTH TECHNICAL ASSISTANCE PROJECT

2015 ●●●●●●●● 2020

**Location** Indonesia  
**Client** USAID - United States Agency for International Development  
**Purpose** Supporting USAID and the Center for Disease Control in implementing their Global Health Initiative strategies and priorities.  
**Sector** Health

## PROCUREMENT AND FREIGHT FOR MANILA AHC

2017 ●●●● 2018

**Location** Philippines  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Provided procurement support for the Manila Emergency Response Team Equipment Support in the Philippines.  
**Sector** Logistics

## PNG TVET SCHOOLS GRANT AGREEMENT

2016 ●●●●●● 2018

**Location** Papua New Guinea  
**Client** PNG National Department of Education (NDoE)  
**Purpose** Addressed the gaps within the education system of Papua New Guinea, primarily across vocational training capacity and information and technology infrastructure.  
**Sector** Education and Workforce Development

## PROVIDING INNOVATION FOR INDONESIA'S SCHOOL CHILDREN (INOVASI)

2016 ●●●●●● 2019

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**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

## PROMOTING RURAL INCOME THROUGH SUPPORT FOR MARKETS IN AGRICULTURE

2013 ●●●●●●●● 2018

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Supported poverty reduction and equitable growth of competitive rural agricultural markets by improving the agriculture sector's productivity, access to markets, and the business enabling environment.  
**Sector** Economic Growth

## EMPLOYEE SUPPORT SERVICES FOR GEOSCIENCE AUSTRALIA

2016 ●●●●●● 2018

**Location** Australia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Partnered with DFAT to increase the use of science and technology in Indonesia to support decision making in disaster risk management.  
**Sector** Logistics

## TERTIARY IRRIGATION TECHNICAL ASSISTANCE

2015 ●●●●●● 2018

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Increased access to water for poor farmers by encouraging investment in water management by user groups and the private sector.  
**Sector** Economic Growth

## 3I - INVESTING IN INFRASTRUCTURE

2015 ●●●●●●●● 2020

**Location** Cambodia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Expanding access to water and electricity infrastructure in Cambodia by promoting and catalysing business growth and private investment in these sectors.  
**Sector** Economic Growth

## LOCAL GOVERNMENT DOMESTIC, FAMILY AND SEXUAL VIOLENCE PREVENTION TOOLKIT

2017 ●●●● 2019

**Location** Australia  
**Client** Multiple Clients  
**Purpose** Producing content for and promoting a local government domestic, family, and sexual violence prevention toolkit.  
**Sector** Health

## SKILLS FOR ECONOMIC GROWTH

2015 ●●●●●●●● 2019

**Location** Solomon Islands  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Strengthening the capacity of post-secondary education and training systems that can produce quality graduates with in-demand skills and the knowledge needed to contribute to national productivity and competitiveness.  
**Sector** Education and Workforce Development

## HEALTH INFORMATION POLICY AND ADVOCACY PROGRAM

2014 ●●●●●●●● 2018

**Location** Cambodia  
**Client** USAID - United States Agency for International Development  
**Purpose** Improved health systems by strengthening the quality and relevance of data for decision-making in Cambodia by supporting web based information systems.  
**Sector** Measuring Impact

## DISASTER RISK MANAGEMENT - STAFF MANAGEMENT

2017 ●●●● 2018

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Managed staff body responsible for helping to support Indonesia's disaster risk management initiative.  
**Sector** Logistics

## DISASTER RISK MANAGEMENT - OPERATIONAL SUPPORT SERVICES

2017 ●●●● 2018

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Improved decision-making for Indonesia, one of the most disaster-prone countries in the world due to its hazard profile and high population exposure.  
**Sector** Logistics

## EDUCATION PATHWAYS TO PEACE

2017 ●●●●●●●● 2023

**Location** Philippines  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Improving the quality of basic education and reducing disparities in the Autonomous Region of Muslim Mindanao.  
**Sector** Education and Workforce Development





**ACCESS TO FINANCE FOR SMALL ELECTRICITY AND WATER OPERATORS**

2015 ●●●● 2018

Location Cambodia

Client Foreign Trade Bank of Cambodia

Purpose One of the biggest challenges to reducing poverty in Cambodia and boosting the country's development is access to water and electricity. We helped the Foreign Trade Bank of Cambodia improve its loan assessment processes so rural electricity and small water enterprises can more easily access commercial loans. Now, these businesses have the needed financing to provide more people electricity and water.

Sector Environment

**EDUCATION CAPACITY DEVELOPMENT FACILITY**

2016 ●●●● 2018

Location Papua New Guinea

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Improved the performance and management of the PNG education system and higher education institutions.

Sector Education and Workforce Development

**NAURU SUPPORT SERVICES**

2017 ●●●○ 2022

Location Nauru

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Supporting Australian deployees by providing development assistance to Nauru to further strengthen bilateral relations and enhance Nauru's long-term viability.

Sector Logistics

**ANNUAL NAURU SUPPORT SERVICES**

2017 ●● 2018

Location Nauru

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Supported employee services, including the security and management of offices and vehicles.

Sector Logistics

**VOLCANO RESPONSE - AMBAE VANUATU**

2017 ●● 2018

Location Vanuatu

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Evacuated over 11,500 people to nearby Santo, Maewo, Pentecost, and Port Vila.

Sector Logistics

**ASSESSMENT OF NATIONAL SYSTEMS, VANUATU**

2017 ●● 2018

Location Vanuatu

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Assessed Vanuatu's government systems to improve public financial management and procurement.

Sector Economic Growth

**MARKET DEVELOPMENT FACILITY PHASE 2**

2017 ●●○ 2022

Location Fiji, Pakistan, Papua New Guinea, Sri Lanka, Timor-Leste

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Creating employment and income opportunities for poor men and women by supporting businesses with innovative ideas and investment and regulatory reform.

Sector Economic Growth

**CIVIL SOCIETY WATER, SANITATION AND HYGIENE (CS WASH) FUND MANAGEMENT FACILITY**

2013 ●●●●●● 2018

Location Fiji, Papua New Guinea, Solomon Islands, Vanuatu, Australia, Cambodia, Indonesia, Timor-Leste, Pakistan, Zimbabwe, Bangladesh, Lesotho, Myanmar, Sri Lanka, Malawi, Mozambique, Nepal, Laos, Vietnam

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Enhancing the health and quality of life of poor and vulnerable populations by improving sustainable access to safe water, sanitation, and hygiene.

Sector Health

**AUSTRALIA PACIFIC TECHNICAL COLLEGE STAGE 2 EXTENSION**

2011 ●●●●●●●● 2018

Location Fiji, Vanuatu, Solomon Islands, Papua New Guinea

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Used internationally-recognised Australian qualifications (from Certificate III to Diploma level) to support a more competitive regional workforce, using partnerships with regional industry, governments and selected TVET institutions.

Sector Education and Workforce Development

**DEED OF STANDING OFFER FOR AAS EDUCATION PANEL**

2014 ●●●●●●○ 2019

Location Fiji, Nepal, Papua New Guinea, Bangladesh, Solomon Islands

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Providing on-demand technical assistance and program implementation to DFAT and other Australian Government Organisations in the education sector.

Sector Education and Workforce Development

**ACCESS TO QUALITY EDUCATION PROGRAM**

2011 ●●●●●●●● 2018

Location Fiji

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Reduced barriers to quality education for children from very poor communities in Fiji.

Sector Education and Workforce Development

**BUSINESS PARTNERSHIPS PLATFORM**

2016 ●●●○ 2019

Location Australia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Supporting partnerships between DFAT and private sector entities by providing grants totalling AUD 9 million, advisory support, and monitoring and evaluation.

Sector Economic Growth

**PURCHASE OF FURNITURE FOR NUKU'ALFOA POST**

2018 ● 2018

Location Australia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Provided procurement and logistics services to DFAT under Procurement Assistance Services Program (PASP) NO 67205

Sector Logistics

**AUSTRALIAN AID FRIENDSHIP GRANTS**

2018 ●○ 2019

Location Australia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Supporting the first round of DFAT's Friendship Grants Initiative that provides grants to Australian Community Organisations to expand and enhance their overseas development programs.

Sector Economic Growth

**PACIFIC MICROSTATES - NORTHERN AUSTRALIA WORKER PROGRAM PHASE II**

2017 ●● 2018

Location Australia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Provided a range of support to workers from Kiribati with visas to work in Northern Australia, along with deployment briefings, logistical arrangements, and financial management support.

Sector Education and Workforce Development

**TECHNICAL ASSISTANCE FOR EDUCATION SYSTEM STRENGTHENING (TASS) FACILITY**

2017 ●●○ 2020

Location Indonesia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Improving the effectiveness of policy and practice in the education sector through a systems strengthening programme that operates on a response-to-demand basis.

Sector Education and Workforce Development

**POLICING AND JUSTICE SUPPORT PROGRAM**

2017 ●●○ 2020

Location Vanuatu

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Supporting improved policing, justice, and community services in Vanuatu.

Sector Economic Growth

**EDUCATION SECTOR SUPPORT PROGRAM**

2017 ●●○ 2020

Location Samoa

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Providing technical assistance for accountability and quality assurance during implementation of the Education Sector Plan.

Sector Education and Workforce Development

**EMPLOYEE SUPPORT SERVICES FOR THE GLOBAL PEACE FUND INDONESIA**

2014 ●●●●● 2018

Location Indonesia

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Facilitated the placement of identified experts and advisers in Indonesia to help support an Australian-Indonesian partnership and create a safe and prosperous Indonesia.

Sector Logistics

**SEA LIFT TRANSPORT SERVICES**

2013 ●●●●●● 2018

Location Australia

Client Australia Department of Defence

Purpose Provided sea lift transport services, including transportation of equipment and personnel, for the Australian government.

Sector Logistics

**WORKFORCE DEVELOPMENT PROGRAM**

2014 ●●●●● 2018

Location Timor-Leste

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Promoted prosperity, poverty reduction and enhanced stability through improved access to quality assured technical education and training, which matches the needs of the private sector.

Sector Education and Workforce Development

**WAREHOUSE MANAGEMENT SERVICES**

2012 ●●●●●●○ 2019

Location Indonesia, Australia, Papua New Guinea

Client DFAT - Australian Department of Foreign Affairs and Trade

Purpose Strengthening disaster preparedness and delivering timely emergency assistance to humanitarian crises.

Sector Logistics

**GENDERED THINKING AND WORKING POLITICALLY**

2016 ●●● 2018

Location Australia

Client University of Birmingham

Purpose Contributed to research on how and when a gender informed or gender blind approach matters with an analysis of a wider sample of cases to test the research's validity.

Sector Governance

**URBAN POVERTY AND RURAL TO URBAN MIGRATION QUALITATIVE STUDY**

2017 ●● 2018

Location Indonesia

Client World Bank

Purpose Conducted a qualitative study on urban poverty and rural to urban migration.

Sector Measuring Impact





**NIMMIE-CAIRA PROJECT - ABORIGINAL ENGAGEMENT STRATEGY**

2016 ●●● 2018

**Location** Australia  
**Client** New South Wales Department of Industry (NSWDPI)  
**Purpose** Australia's Murray Darling Basin is 85,000 hectares of land that is one of the most significant Aboriginal sites with a high density of archaeological artefacts – some that date back 50,000 years. This cultural heritage must be preserved even through commercial and environmental outcomes. We helped create an alliance with four Aboriginal family groups that will be directly involved in the land's future management.  
**Sector** Strategy

**MODERNISATION OF AGRICULTURAL PROGRAMME**

2017 ●●○○○ 2021

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

**SUPPLY CHAIN STUDY**

2018 ● 2018

**Location** Indonesia  
**Client** PT Firmenich Indonesia  
**Purpose** Conducted a baseline study of Styrax Benzoin Supply Chain in North Sumatra.  
**Sector** Measuring Impact

**INSTITUTIONAL CAPACITY BUILDING PROGRAMME**

2018 ● 2018

**Location** Timor-Leste  
**Client** EC - European Commission  
**Purpose** Reinforced the efficacy, efficiency, and impact of the government's policies on poverty in the country.  
**Sector** Governance

**POLICY RESEARCH ON ECONOMIC OPPORTUNITIES FOR WOMEN AND VULNERABLE GROUPS**

2017 ●●● 2018

**Location** Indonesia  
**Client** Millennium Challenge Account - Indonesia  
**Purpose** Reviewed Indonesia's policy and regulatory environments relating to gender and livelihoods and reviewed gender interventions in 14 selected MCA-I's Green Prosperity activities.  
**Sector** Impact Innovation

**NATIONAL GREEN ENERGY FUND FEASIBILITY STUDIES**

2017 ●●● 2018

**Location** Vanuatu  
**Client** Global Green Growth Institute (GGGI)  
**Purpose** Assessed the market demand, technical feasibility, and investment analysis on the business models in sustainable energy based services market, including off-grid energy, renewable energy, and energy efficiency.  
**Sector** Impact Innovation

**HUMANITARIAN EMERGENCY RESPONSE EQUIPMENT**

2016 ●●●● 2018

**Location** Indonesia  
**Client** DFAT - Australian Department of Foreign Affairs and Trade  
**Purpose** Helped make Australia and Indonesia stronger, safer, and more prosperous by helping people prepare for, respond to, and recover from humanitarian crises.  
**Sector** Logistics

**INVESTMENT AND FACILITY DEVELOPMENT SPECIALIST**

2018 ● 2018

**Location** Indonesia  
**Client** Hivos South East Asia  
**Purpose** Provided an Investment and Facility Development Specialist to conduct a feasibility assessment on the establishment of a renewable energy investment facility in Indonesia for the Hivos Southeast Asia (SEA) office.  
**Sector** Impact Innovation

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.





**SUSTAINABLE DEVELOPMENT INVESTMENT PORTFOLIO**

2018 ●●●○ 2020  
 Location Pakistan, India, Bangladesh, Nepal, Bhutan, Australia, Afghanistan  
 Client DFAT - Australian Department of Foreign Affairs and Trade  
 Purpose Improving 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

**HELPING MOTHERS AND CHILDREN THRIVE**

2015 ●●●●○ 2019  
 Location Afghanistan  
 Client Jhpiego  
 Purpose Increasing high quality Family Planning services by introducing gender-sensitive, culturally appropriate, and cost-effective interventions that enhance existing primary care services.  
 Sector Health

**LIVELIHOODS AND INCLUSIVE FINANCE EXPANSION**

2016 ●●●●○ 2021  
 Location Lebanon  
 Client USAID - United States Agency for International Development  
 Purpose Improving livelihoods, creating jobs, and reducing poverty while facilitating growth and consolidation of the USAID-supported microfinance sector.  
 Sector Economic Growth

**JORDAN HEALTH FINANCE AND GOVERNANCE**

2016 ●●●●○ 2021  
 Location Jordan  
 Client USAID - United States Agency for International Development  
 Purpose Improving Jordan's health sector sustainability and resilience, including Universal Health Coverage (UHC), by increasing spending efficiency and improving governance at all levels.  
 Sector Health

**EMPOWERMENT, VOICE AND ACCOUNTABILITY FOR BETTER HEALTH AND NUTRITION**

2014 ●●●●○ 2019  
 Location Pakistan  
 Client DFID - UK Department for International Development  
 Purpose Pakistan's government hospitals and state-provided medical facilities are often seen as unreliable and offer low quality services EVA is empowering and organising citizens and civil society to hold Pakistan's provincial governments accountable for the delivery and quality of reproductive, maternal, newborn, child health, and nutrition services. We also work with the media, elected representatives, and business innovators.  
 Sector Governance

**INTEGRATED HEALTH SYSTEMS STRENGTHENING AND SERVICE DELIVERY ACTIVITY PAKISTAN (IHSS-SD)**

2017 ●●●○ 2020  
 Location Pakistan  
 Client JSI  
 Purpose Enabling a greater ability for Pakistan to lead, design, manage, and monitor a system of high-quality, integrated health services.  
 Sector Health

**TRANSPARENCY ACCOUNTABILITY AND RIGHT TO INFORMATION FUND PROGRAM**

2015 ●●●●○ 2019  
 Location Bangladesh  
 Client British Council – UKGOV-MMPECA  
 Purpose Providing grant funding to civil society and private sector coalitions working on projects that promote accountability and transparency and reduce corruption.  
 Sector Governance

**SECURITY AND JUSTICE FOR THE POOR**

2014 ●●●●○ 2020  
 Location Nepal  
 Client DFID - UK Department for International Development  
 Purpose Delivering a monitoring, evaluation, and learning system for DFID that supports continuous learning and program improvements, and ensures accountability in programme delivery.  
 Sector Measuring Impact

**ECONOMIC POLICY INCUBATOR**

2016 ●●●●○ 2020  
 Location Nepal  
 Client DFID - UK Department for International Development  
 Purpose Working with Nepal's government to connect key actors and resources to promote policies that reduce constraints to economic growth and enable business.  
 Sector Economic Growth, Governance

**FOREST LAW ENFORCEMENT GOVERNANCE AND TRADE - MYANMAR**

2016 ●●●● 2018  
 Location Myanmar  
 Client DFID - UK Department for International Development  
 Purpose Supported a well-prepared, inclusive process for Voluntary Partnership Agreement negotiations that build local ownership and international credibility.  
 Sector Environment

**SUPPORT TO THE JOGORKU KENESH**

2016 ●●●●○ 2020  
 Location Kyrgyzstan  
 Client DFID - UK Department for International Development  
 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

**SUBSIDISED TEMPORARY EMPLOYMENT PROGRAMME (STEP) IN LEBANON**

2017 ●●●○ 2020  
 Location Lebanon  
 Client DFID - UK Department for International Development  
 Purpose Creating sustainable jobs in Lebanon by supporting small and medium-sized enterprise growth.  
 Sector Economic Growth

**UTKRISHT DEVELOPMENT IMPACT BOND - IMPLEMENTING**

2018 ●●○ 2021  
 Location India  
 Client UBS Optimus Foundation  
 Purpose Improving the quality of maternal health services at private health facilities in Rajasthan using a Development Impact Bond.  
 Sector Health

**QUALITATIVE MONITORING SERVICES**

2018 ●●○ 2020  
 Location Pakistan  
 Client UNICEF  
 Purpose Monitoring UNICEF Pakistan's Improving Adolescent Live in South Asia programme using the Reality Check Approach.  
 Sector Measuring Impact

**SUPPORT TO TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING**

2015 ●●●● 2018  
 Location Mongolia  
 Client GFA Consulting Group  
 Purpose Supported the Mongolian TVET Department and relevant stakeholders at the regional and provincial levels to replicate and scale-up best practices.  
 Sector Governance, Education and Workforce Development

**TECHNICAL ASSISTANCE TO THE MINISTRY OF HEALTH AND SOCIAL PROTECTION OF TAJIKISTAN**

2015 ●●●● 2018  
 Location Tajikistan  
 Client GFA Consulting Group  
 Purpose Improved access to and quality of Tajikistan's healthcare and social protection systems by building capacity for policy development, health financing reforms, and planning for the health and social protection sectors.  
 Sector Governance, Health

**SUBAI PAKISTAN**

2016 ●●●○ 2019  
 Location Pakistan  
 Client EC - European Commission  
 Purpose Strengthening Pakistan's provincial assemblies by supporting the development of effective legislation and policies, better budget oversight and enhanced representation.  
 Sector Governance

**UTKRISHT DEVELOPMENT IMPACT BOND DESIGN**

2015 ●●●● 2018  
 Location India  
 Client Convergence  
 Purpose Catalysed a coalition of public, private, and non-state actors to design, implement, and evaluate a world first innovative financing mechanism to save the lives of mothers and infants in Rajasthan.  
 Sector Impact Innovation

**STRATEGY EXECUTION FOR SAKAL MEDIA BUSINESSES**

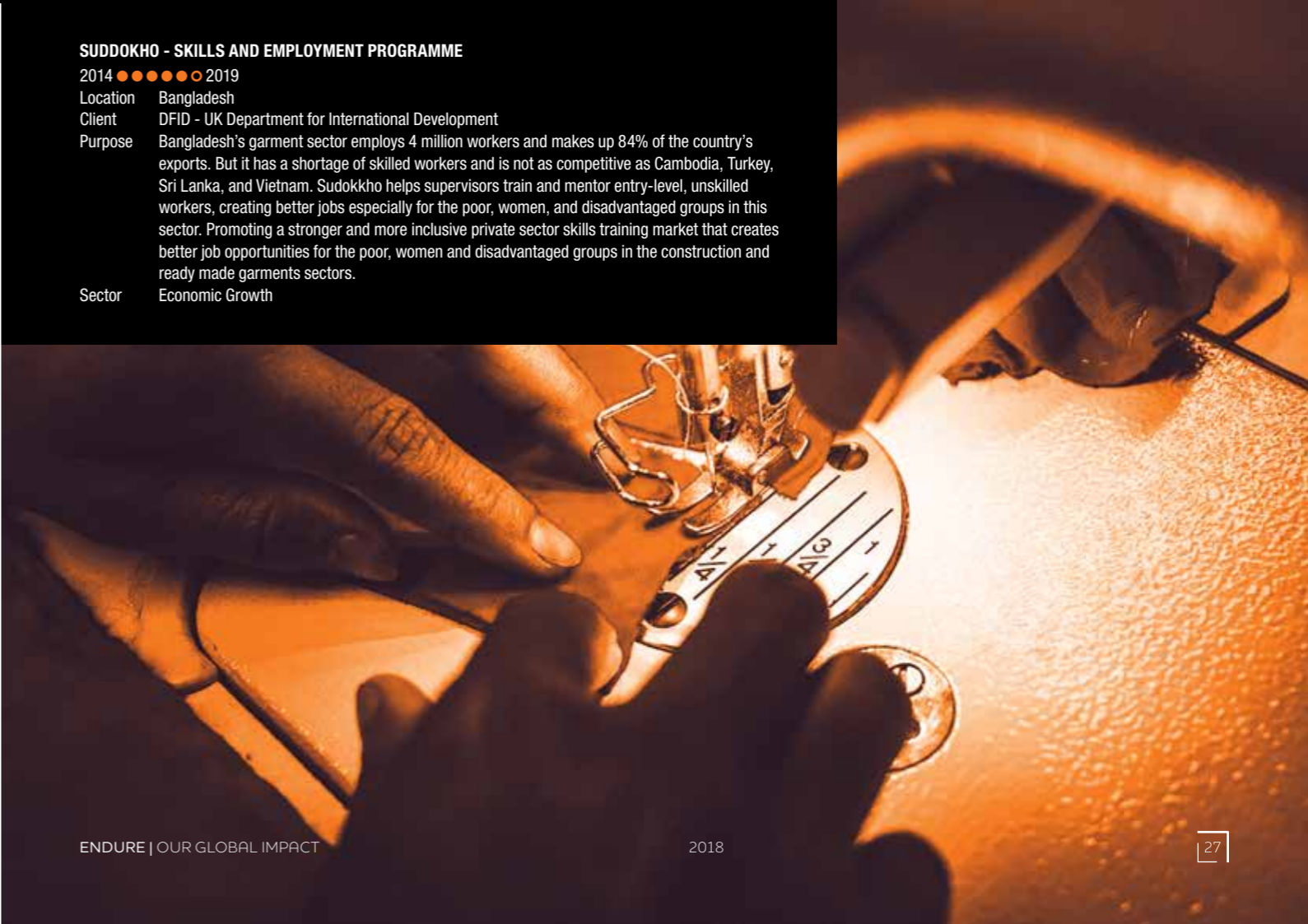
2017 ●● 2018  
 Location India  
 Client Sakal Media Group  
 Purpose Defined and executed a long term strategic and operational plan and established a Strategy Management Office.  
 Sector Strategy

**CITY TRANSFORMATION OFFICE**

2017 ●●○ 2019  
 Location India  
 Client Pimpri - Chinchwad Municipal Corporation  
 Purpose Setting up and managing the City Transformation Office to drive key city development projects for Pimpri-Chinchwad.  
 Sector Strategy

**SUDDOKHO - SKILLS AND EMPLOYMENT PROGRAMME**

2014 ●●●●○ 2019  
 Location Bangladesh  
 Client DFID - UK Department for International Development  
 Purpose Bangladesh's garment sector employs 4 million workers and makes up 84% of the country's exports. But it has a shortage of skilled workers and is not as competitive as Cambodia, Turkey, Sri Lanka, and Vietnam. Suddokho helps supervisors train and mentor entry-level, unskilled workers, creating better jobs especially for the poor, women, and disadvantaged groups in this sector. Promoting a stronger and more inclusive private sector skills training market that creates better job opportunities for the poor, women and disadvantaged groups in the construction and ready made garments sectors.  
 Sector Economic Growth







**THANE SPECIAL PURPOSE VEHICLE**

2018 ● ● ● ● 2021  
 Location India  
 Client Thane Municipal Corporation  
 Purpose Managing initiatives and supporting stakeholder engagement and knowledge management to implement Smart City projects.  
 Sector Strategy, Impact Innovation

**SMART VILLAGES**

2018 ● 2018  
 Location India  
 Client AGROWON Smart Villages  
 Purpose Engaged with fruit and vegetable value chain partners in developing innovative approaches to production and market linkages for small-scale farmers supplying urban markets in Mumbai and Pune.  
 Sector Economic Growth

**RURAL HOUSING FINANCE IN KYRGYZSTAN**

2015 ● ● ● ● 2018  
 Location Kyrgyzstan  
 Client AFC Consultants International  
 Purpose Assessed the potential for a new programme to expand access to finance for households in rural areas.  
 Sector Environment

**HEALTH SECTOR RESILIENCY PROJECT**

2015 ● ● ● ● ● 2020  
 Location Afghanistan  
 Client USAID - United States Agency for International Development  
 Purpose For Afghanistan's health sector to be resilient and self-sufficient, its Ministry of Public Health must have strong and efficient systems, from finance to human resources. HSR is building the capacity of the MoPH so it can be ready to transition away from years of donor support into leading its own reforms to increase efficiencies, sustainability, and continue the gains in health for all its people.  
 Sector Health

**FRESH FRUITS AND VEGETABLES SECTOR DEVELOPMENT**

2017 ● ● 2018  
 Location Jordan  
 Client CBI/ Embassy of the Netherlands in Jordan  
 Purpose Provided an overview of the development needs in the fresh fruits and vegetables sector in Jordan and mapped current and future donor activity in the sector.  
 Sector Impact Innovation

**VALUE CHAIN ANALYSIS FOR JORDAN GARMENTS**

2018 ● 2018  
 Location Jordan  
 Client Ministry of Economic Affairs (RVO - CBI)  
 Purpose Assessed Jordan's garment export value chain and programme formulation and conducted workshops with sector stakeholders.  
 Sector Impact Innovation

**WOMENX**

2015 ● ● ● ● 2018  
 Location Pakistan  
 Client World Bank  
 Purpose Created and strengthened an entrepreneurial ecosystem for women-owned small and medium-sized enterprises to grow their business.  
 Sector Impact Innovation

OUR WORK  
**MIDDLE  
 EAST**



In perhaps the most politically volatile part of the world, extraordinary changes in social and economic dynamics continue apace. Here we have the opportunity to partner with the public, private and civil society sectors across the Levant and Gulf.



**SUSTAINABLE STRATEGY**

2015 ●●●● 2018  
 Location Qatar  
 Client Ministry of Environment  
 Purpose Established a sustainable strategy execution framework at the Ministry of Municipality and Environment..  
 Sector Governance, Strategy

**STRATEGY MANAGEMENT OFFICER**

2017 ●●○ 2019  
 Location Qatar  
 Client SEEF Limited  
 Purpose Providing a Strategy Management Officer to assist SEEF to develop, translate, cascade, monitor, and update its strategy, its Enterprise Risk Register, and audit its Integrated Management Systems.  
 Sector Strategy

**PERFORMANCE MANAGEMENT**

2017 ●● 2018  
 Location Kuwait  
 Client General Secretariat of the Supreme Council for Planning and Development (GS-SCPD)  
 Purpose Revamped the Whole of Government performance management framework across Kuwait.  
 Sector Strategy

**PERFORMANCE MANAGEMENT CAMPAIGN**

2017 ●● 2018  
 Location United Arab Emirates  
 Client Abu Dhabi Education Council (ADEC)  
 Purpose Enhanced corporate and individual performance management with a new performance management process.  
 Sector Education and Workforce Development

**MIDDLE EAST MORAL EDUCATION MONITORING AND EVALUATION PHASE 2**

2017 ●● 2018  
 Location United Arab Emirates  
 Client Abu Dhabi Crown Prince Court  
 Purpose Evaluated the moral education curriculum.  
 Sector Strategy, Measuring Impact

**UPDATING COMPANY STRATEGY**

2017 ●● 2018  
 Location Qatar  
 Client Qatar Fertiliser Company (QAFCO)  
 Purpose Developed and implemented a revamped strategy.  
 Sector Strategy

**IMPLEMENTING COMPANY STRATEGY**

2017 ●● 2018  
 Location Qatar  
 Client Qatar Chemical Company (Q-Chem)  
 Purpose Revamped the strategy and helped implement it throughout the company.  
 Sector Strategy

**PREVENTION AND HEALTHY LIFESTYLE**

2018 ● 2018  
 Location United Arab Emirates  
 Client Dubai Health Authority  
 Purpose Dubai has created a lofty 2021 vision of achieving a happy and healthy society that is among the leading nations of the world, but they need to invest in healthcare solutions that go beyond services provisions. We helped the Dubai Health Authority enhance school health and awareness programs, develop risk factors surveillance and disease monitoring, and create guidelines around vaccines.  
 Sector Strategy

**STRATEGY MANAGEMENT OUTSOURCING**

2017 ●● 2018  
 Location Qatar  
 Client Ministry of Finance  
 Purpose Assigned a highly-skilled senior consultant to support the Planning and Quality Department in successfully refresh the Ministry's strategy.  
 Sector Strategy

**CROWN PRINCE COURT SUPPORT**

2018 ● 2018  
 Location United Arab Emirates  
 Client Abu Dhabi Crown Prince Court  
 Purpose Supported the Crown Prince Court to successfully manage and execute strategic projects.  
 Sector Strategy

**PERFORMANCE MANAGEMENT UNIT**

2017 ●● 2018  
 Location Saudi Arabia  
 Client Ministry of Municipal and Rural Affairs (Momra)  
 Purpose Established and operated the Performance Management Unit of the municipal sector.  
 Sector Strategy

**PERFORMANCE MEASUREMENT**

2017 ●● 2018  
 Location Saudi Arabia  
 Client ADAA  
 Purpose Supported the Kingdom of Saudi Arabia to build the Performance Measurement Department of the National Center for Performance Management (ADAA).  
 Sector Strategy

**EXECUTING STRATEGY**

2017 ●● 2018  
 Location Saudi Arabia  
 Client Riyadh Chamber of Commerce  
 Purpose Supported the Riyadh Chamber of Commerce to implement strategy initiatives and established an Office of Strategy Management.  
 Sector Strategy

**PROGRAMME FOR PREVENTION AND CONTROL OF RED PALM WEEVIL**

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

**REPRODUCTIVE HEALTH AND SOCIAL PROTECTION**

2017 ●● 2018  
 Location Saudi Arabia  
 Client Ministry of Economy and Planning  
 Purpose Aligned the Kingdom of Saudi Arabia Vision 2030 and effective, fit for purpose Reproductive Health policies.  
 Sector Health

**OPERATING MODEL**

2018 ● 2018  
 Location Saudi Arabia  
 Client Ministry of Commerce and Industry  
 Purpose Developed the operating model for the Bankruptcy Commission.  
 Sector Strategy

**MARKETING AND SALES SUPPORT FOR SMALLHOLDER FARMER**

2018 ● 2018  
 Location Saudi Arabia  
 Client Ministry of Environment, Water and Agriculture  
 Purpose Assessed the Agricultural Marketing Portfolio and provided recommendations on how they can be most effectively managed and implemented.  
 Sector Strategy

**PERFORMANCE MANAGEMENT REPORTING**

2018 ● 2018  
 Location Saudi Arabia  
 Client ADAA  
 Purpose Enabled Vision 2030 reporting by developing dashboards for 80 government entities.  
 Sector Strategy

**NATIONAL POPULATION COMMITTEE**

2018 ● 2018  
 Location Saudi Arabia  
 Client Ministry of Economy and Planning  
 Purpose Set up the National Population Committee and created its strategic direction, operating model, performance management framework and developed a demographics database.  
 Sector Strategy

**ORGANIC FARMING DEVELOPMENT**

2018 ● 2018  
 Location Saudi Arabia  
 Client Ministry of Environment, Water and Agriculture  
 Purpose Developed and transformed local farms to organic farming.  
 Sector Strategy

**BANKRUPTCY COMMISSION OPERATING MODEL**

2018 ● 2018  
 Location Saudi Arabia  
 Client Ministry of Commerce and Industry  
 Purpose Established the Bankruptcy Commission and developed the strategy, operating model, and project management system.  
 Sector Strategy

**FRAMEWORK AGREEMENT**

2018 ● 2018  
 Location Saudi Arabia  
 Client ADAA  
 Purpose Provided needed expertise and team support to help establish daily operations.  
 Sector Strategy

**OFFICE OF STRATEGY MANAGEMENT - NATIONAL CENTER FOR PALM AND DATES**

2018 ● 2018  
 Location Saudi Arabia  
 Client National Center for Palms and Dates (NCPD)  
 Purpose Established and operated the Office of Strategy Management at the National Center of Palms and Dates.  
 Sector Strategy

**TRANSFORMATION MANAGEMENT**

2017 ●● 2018  
 Location Kuwait  
 Client Kuwait Public Transport Company  
 Purpose Developed a measurable and executable 5-year strategy and business transformational plan to address company's challenges and improve service provision to increase regional competitiveness.  
 Sector Strategy





# OUR WORK AFRICA

Africa is home to some of the world's fastest growing economies and a young, increasingly tech-savvy population. We have offices in 29 countries, giving us a privileged insight into this future economic powerhouse.



### AUSTRALIA AWARDS—AFRICA (2016-2020)

2016 ●●●●○ 2020

**Location** Australia, Kenya, South Africa, Botswana, Burkina Faso, Cameroon, Cote d'Ivoire, Ethiopia, Ghana, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Somalia, South Sudan, United Republic of Tanzania, Uganda, Zambia, Zimbabwe

**Client** DFAT - Australian Department of Foreign Affairs and Trade

**Purpose** Building the long-term capacity of African governments by providing master's level and short course scholarships.

**Sector** Education and Workforce Development

### FINANCING GHANAIAN AGRICULTURE PROJECT

2013 ●●●●● 2018

**Location** Ghana

**Client** USAID - United States Agency for International Development

**Purpose** Integrated an investment platform for agribusinesses working along the maize, rice, and soy value chains to reduce poverty and improve food security in Ghana.

**Sector** Economic Growth

### ALUR HIGHLANDS COFFEE ALLIANCE

2013 ●●●●● 2018

**Location** Uganda

**Client** USAID - United States Agency for International Development

**Purpose** Established a sustainable commercial relationship for 16,000 farmers to increase their yields and quality of coffee, doubling their incomes.

**Sector** Economic Growth

### HUMAN DEVELOPMENT INNOVATION FUND

2013 ●●●●●●●○ 2020

**Location** United Republic of Tanzania

**Client** DFID - UK Department for International Development

**Purpose** Sustainable progress in tackling poverty in Tanzania relies on improved service delivery and quality in health, education, and water and sanitation. HDIF identifies and supports innovations that can create social impact in these areas. We help develop, test, and scale these innovations by investing in projects that aim to improve basic services for the poor and marginalised across the country.

**Sector** Economic Growth

### ADVANCE FAMILY PLANNING 2

2012 ●●●●●●● 2018

**Location** Ghana, Burkina Faso, Cote d'Ivoire, Senegal, Nigeria

**Client** Johns Hopkins University (JHSPH)

**Purpose** Improved access to high-quality, voluntary family planning services through evidence-based advocacy.

**Sector** Health

### MEASURE EVALUATION TANZANIA ASSOCIATE AWARD

2014 ●●●●●○ 2019

**Location** United Republic of Tanzania

**Client** University of North Carolina

**Purpose** Conducting two large-scale field studies to evaluate the status of home-based care clients and the impact of community savings groups on beneficiaries to improve the use of data for policy, advocacy, and monitoring of health and social service programmes.

**Sector** Measuring Impact

### MEASURE EVALUATION PHASE IV

2014 ●●●●●○ 2019

**Location** Global

**Client** University of North Carolina

**Purpose** Enabling 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

### SUPPORTING OPERATIONAL AIDS RESEARCH (SOAR)

2014 ●●●●●○ 2019

**Location** Global

**Client** Population Council

**Purpose** Supporting voluntary medical male circumcision (VMMC) priority countries with their use of data to improve the planning, monitoring, and policy dialogue around national VMMC programmes.

**Sector** Health



**PREPAREDNESS & RESPONSE**

2014 ●●●●● 2019  
 Location Cameroon, Ethiopia, Kenya, Uganda, United Republic of Tanzania  
 Client DAI - ETLIF  
 Purpose Facilitating, catalysing, and supporting the formation and/or strengthening of One Health National Platforms in focus countries.  
 Sector Health

**MALI SBCC**

2015 ●●●●● 2019  
 Location Mali  
 Client JSI  
 Purpose Increasing the availability of high impact health products and services throughout Mali.  
 Sector Health

**SUSTAINABLE OUTCOMES OF CHILDREN AND YOUTH IN UGANDA**

2015 ●●●●● 2020  
 Location Uganda  
 Client Catholic Relief Services  
 Purpose Improving the health, nutrition, education, and psychosocial wellbeing of vulnerable children in Uganda, and reducing abuse, exploitation, and neglect of these children.  
 Sector Measuring Impact

**FACING OUR FEARS**

2015 ●●●●● 2019  
 Location Kenya  
 Purpose Increasing the sensitivity of religious leaders in Kenya to LGBT rights, and working with them to develop social sensitisation activities with their parishioners.  
 Sector Health

**ELIMINATING CHILD VULNERABILITY**

2015 ●●●●● 2019  
 Location Cote d'Ivoire  
 Client Save The Children  
 Purpose Strengthening the capacity of families and community networks to ensure the well-being of persons living with HIV and AIDS, orphans and vulnerable children, and adolescent girls.  
 Sector Measuring Impact

**HEALTH POLICY PLUS**

2015 ●●●●● 2020  
 Location Pakistan, Jamaica, Kenya, Nigeria, Ethiopia, Mali, Mozambique, Ghana, Guatemala, Madagascar, Malawi, Indonesia, Cambodia, Philippines, United Republic of Tanzania, Kyrgyzstan  
 Client USAID - United States Agency for International Development  
 Purpose Working with governments across four continents to optimise resources and foster equitable health services, supplies, and delivery systems.  
 Sector Health

**SMALLHOLDER OIL PALM SUPPORT**

2016 ●●●●● 2018  
 Location Sierra Leone  
 Client Technoserve Inc  
 Purpose In Sierra Leone, palm oil is an important household good and huge export crop for the country, but it still relies on small-scale traditional farming. TNS increased the incomes of smallholder oil palm farmers by facilitating access to financing, strengthening grower organisations and services, and implementing a comprehensive monitoring, evaluation, and learning program.  
 Sector Environment

**HUMAN RESOURCES FOR HEALTH 2030**

2015 ●●●●● 2020  
 Location Jordan, Senegal, Philippines, Indonesia, Madagascar  
 Client Chemonics  
 Purpose Strengthening leadership, governance capacity, and investment sustainability to improve the healthcare workforce and to improve health outcomes and advance universal health coverage.  
 Sector Health

**WEST AFRICA BIODIVERSITY AND CLIMATE CHANGE**

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

**UGANDA GOVERNANCE, ACCOUNTABILITY, PARTICIPATION**

2012 ●●●●● 2019  
 Location Uganda  
 Client RTI  
 Purpose Improving the legal, policy, regulatory, and institutional environment to meet demands for more democratic governance by supporting fiscal management, service delivery accountability, and community participation.  
 Sector Economic Growth

**DISCOVER-HEALTH**

2016 ●●●●● 2020  
 Location Zambia  
 Client JSI  
 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 Health

**DATA FOR LOCAL IMPACT INNOVATION CHALLENGE**

2016 ●●●●● 2018  
 Location United Republic of Tanzania  
 Client MCC - Millennium Challenge Corporation  
 Purpose Awarded grants to Tanzanians with creative ideas about using data to give access to life-changing information, then helped them create usable applications and tools.  
 Sector Measuring Impact

**ENHANCING SERVICES AND LINKAGES FOR CHILDREN AFFECTED BY HIV AND AIDS**

2016 ●●●●● 2018  
 Location Democratic Republic of Congo  
 Client Education Development Center (EDC) Inc  
 Purpose Supported vulnerable children and their families through community case workers to provide economic strengthening, parenting education, health and social service referrals, and capacity building of the Division of Social Affairs (DIVAS) and CSOs.  
 Sector Measuring Impact

**AFYA PWANI**

2016 ●●●●● 2019  
 Location Kenya  
 Client Pathfinder International  
 Purpose Improving access to and quality of health services through county-level accountability, institutional capacity, leadership, and management of health service delivery in five coastal counties.  
 Sector Health

**TUPIME KAUNTI - COUNTY MEASUREMENT, LEARNING, AND ACCOUNTABILITY**

2016 ●●●●● 2021  
 Location Kenya  
 Client USAID - United States Agency for International Development  
 Purpose Providing evidence-based, high-quality planning, implementation, and evaluation of health services that are responsive to measurement, learning, and accountability objectives at the county level.  
 Sector Impact Innovation

**HEALTH INFORMATICS GOVERNANCE AND DATA ANALYTICS**

2016 ●●●●● 2021  
 Location Kenya  
 Client USAID - United States Agency for International Development  
 Purpose Strengthening national and county-level health sector organisational and management capacity in health informatics, monitoring, evaluation, and learning.  
 Sector Impact Innovation

**FEED THE FUTURE MALAWI AG DIVERSIFICATION ACTIVITY**

2016 ●●●●● 2021  
 Location Malawi  
 Client USAID - United States Agency for International Development  
 Purpose Increasing farmers' resilience and livelihood stability by forging stronger relationships with commercial buyers and promoting new technologies.  
 Sector Economic Growth

**HEALTH MANAGEMENT INFORMATION SYSTEMS II**

2016 ●●●●● 2021  
 Location Kenya  
 Client Centers for Disease Control  
 Purpose Increasing the access to quality data to improve clinical service delivery for better patient management and public health programmes in line with Kenya's 90-90-90 treatment targets.  
 Sector Impact Innovation

**SERVICE DELIVERY AND SUPPORT FOR ORPHANS AND VULNERABLE CHILDREN**

2016 ●●●●● 2021  
 Location Mozambique  
 Client FHI 360  
 Purpose Delivering services and monitoring and evaluation support to positively impact orphans and vulnerable children.  
 Sector Measuring Impact

**CENTERS OF EXCELLENCE IN HIV MANAGEMENT**

2017 ●●●●● 2018  
 Location Kenya  
 Client University of Nairobi  
 Purpose Implemented Electronic Medical Record (EMR) systems in health facilities and created Data Demand and Information Use (DDIU).  
 Sector Health

**REACHING, ENGAGING AND ACTING FOR HEALTH**

2016 ●●●●● 2018  
 Location United Republic of Tanzania  
 Client Centers for Disease Control  
 Purpose Building the capacity of local government and NGOs to report, analyze, and use data to support decision-making around HIV service delivery for epidemic control in Tanzania.  
 Sector Measuring Impact

**KENYA AIDS RESPONSE PROGRAMME II**

2017 ●●●●● 2018  
 Location Kenya  
 Client Kenya Conference of Catholic Bishops  
 Purpose Implemented Electronic Medical Record (EMR) system in health facilities and created Data Demand and Information Use (DDIU).  
 Sector Health

**CHAP UZIMA**

2017 ●●●●● 2018  
 Location Kenya  
 Client Christian Health Association Kenya  
 Purpose Supported HIV/TB care and treatment interventions in 80 faith-based health facilities across 19 counties, and supported orphans and vulnerable children in 4 counties.  
 Sector Health

**CENTRAL KENYA RESPONSE INTEGRATION - STRENGTHENING AND SUSTAINABILITY PROJECT PLUS**

2017 ●●●●● 2018  
 Location Kenya  
 Client University of Nairobi  
 Purpose Implemented Electronic Medical Record (EMR) systems in health facilities and created Data Demand and Information Use (DDIU).  
 Sector Health





**UGANDA HEALTH SUPPLY CHAIN IMPROVEMENT PROJECT (HSIP)**

2017 ●●○ 2019  
 Location Uganda  
 Client Medical Access Uganda Limited  
 Purpose Improving the health of all Ugandans by increasing the availability, accessibility, affordability, and appropriate use of essential medicines and health supplies.  
 Sector Measuring Impact

**4GATES NIGERIA**

2017 ●● 2018  
 Location Nigeria  
 Client Catholic Caritas Foundation of Nigeria  
 Purpose Implemented electronic medical records (EMR) and trained local partner facilities on EMRs and other health informatics.  
 Sector Health

**NIGERIA INTEGRATED HEALTH PROGRAM**

2018 ●●○○○ 2022  
 Location Nigeria  
 Client USAID - United States Agency for International Development  
 Purpose Identifying and supporting rapid scale-up of proven health interventions to improve and strengthen Nigeria's health service delivery systems.  
 Sector Health

**COSTED IMPLEMENTATION PLAN TECHNICAL SUPPORT UNIT**

2017 ●● 2018  
 Location Nigeria  
 Client Bill and Melinda Gates Foundation  
 Purpose Strengthened the capacity of Nigeria's Federal Ministry of Health and Lagos, Kaduna, and Kano State Ministries of Health to implement the National Family Planning Blueprint and state Costed Implementation Plans (CIPs).  
 Sector Health

**USMA UGANDA MARKET SEGMENTATION CONSULTANCY**

2018 ● 2018  
 Location Uganda  
 Client Uganda Health Marketing Group  
 Purpose Developed a condom market segmentation strategy to improve the overall sustainability of the condom market in Uganda.  
 Sector Health

**INVESTMENT ADVISORY FACILITY**

2016 ●●○○○ 2021  
 Location Ethiopia  
 Client DFID - UK Department for International Development  
 Purpose Supporting Ethiopia's continued development through effective public investment management and improving performance in sectors like energy and logistics.  
 Sector Economic Growth

**LAND INVESTMENT FOR TRANSFORMATION**

2015 ●●●●○○○○○ 2025  
 Location Ethiopia  
 Client DFID - UK Department for International Development  
 Purpose Designing and implementing an independent impact evaluation of the programme with ongoing monitoring and evaluation support.  
 Sector Measuring Impact

**WEST AFRICA FOOD MARKETS PILOT PROGRAM**

2014 ●●●●○ 2019  
 Location Ghana, Nigeria, Niger, Burkina Faso  
 Client DFID - UK Department for International Development  
 Purpose Tackling the causes of market failures in West African staple food markets, providing incentives and resources to support businesses in launching pro-poor innovations, and catalysing policy and regulatory reforms.  
 Sector Economic Growth

**DELIVERING INCREASED FAMILY PLANNING ACROSS RURAL KENYA**

2013 ●●●●● 2018  
 Location Kenya  
 Client DFID - UK Department for International Development  
 Purpose Partnering with the public and private sectors with interventions across the total market to reach 1.5 million new users of modern family planning.  
 Sector Health

**SPRING: A BUSINESS INCUBATOR**

2014 ●●●●○ 2019  
 Location Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania, Ethiopia  
 Client DFID - UK Department for International Development  
 Purpose Working with growth-oriented businesses on innovations that can transform the lives of poor and vulnerable girls aged 10-19 living across East Africa and South Asia.  
 Sector Economic Growth

**MOBILISING FOR DEVELOPMENT**

2012 ●●●●● 2018  
 Location Nigeria  
 Client DFID - UK Department for International Development  
 Purpose Supported local governance and service delivery in select local government areas in three states in Northern Nigeria: Kano, Kaduna and Jigawa.  
 Sector Governance

**MATERNAL, NEWBORN AND CHILD HEALTH II**

2014 ●●●●○ 2019  
 Location Nigeria  
 Client DFID - UK Department for International Development  
 Purpose Generating increased demand for, and access to, high quality health services to help save the lives of pregnant women, newborns, and children.  
 Sector Health

**LIVELIHOODS AND FOOD SECURITY PROGRAMME**

2014 ●●●●● 2018  
 Location Zimbabwe  
 Client DFID - UK Department for International Development  
 Purpose Zimbabwe's food security situation is fragile and the country is prone to severe droughts that can cause large-scale crop failure throughout the country. LFSP improved the food security, nutrition, and productivity of smallholder farmers and rural communities by co-creating and testing a range of inclusive business models with farmers, agribusinesses, and other market actors.  
 Sector Economic Growth

**PROPCOM MAI-KARFI**

2011 ●●●●○○○ 2021  
 Location Nigeria  
 Client DFID - UK Department for International Development  
 Purpose Increasing employment, food security, and improving productivity of the rural poor by facilitating relationships across agricultural markets, creating jobs, and enabling greater access to inputs and finance.  
 Sector Economic Growth

**CIVIL SOCIETY SUPPORT PROGRAM**

2015 ●●●●○ 2020  
 Location Rwanda  
 Client DFID - UK Department for International Development  
 Purpose Enabling Rwandan civil society to become more effective at influencing its government on key policy issues and in supporting social cohesion, reconciliation, good governance, and human rights.  
 Sector Governance

**NORTHERN UGANDA - TRANSFORMING THE ECONOMY THROUGH CLIMATE SMART AGRIBUSINESS**

2015 ●●●●○ 2020  
 Location Uganda  
 Client DFID - UK Department for International Development  
 Purpose Increasing the incomes and climate resilience of small farmers by attracting agribusiness investment and stimulating market linkages.  
 Sector Economic Growth

**BUILDING RESILIENCE AND ADAPTATION TO CLIMATE EXTREMES AND DISASTERS**

2014 ●●●●○ 2019  
 Location Senegal, Mali, Burkina Faso, Niger, Chad, Sudan, South Sudan, Uganda, Kenya, Ethiopia, Myanmar, Nepal, Mauritania  
 Client KPMG - UKBRC  
 Purpose Helping people become more resilient to climate extremes in South and Southeast Asia, and the African Sahel and its neighbouring countries.  
 Sector Environment

**PRIVATE ENTERPRISE PROGRAMME ETHIOPIA**

2013 ●●●●○○○ 2025  
 Location Ethiopia  
 Client DFID - UK Department for International Development  
 Purpose Developing an evaluation framework and approach to conduct an independent impact evaluation of the programme.  
 Sector Measuring Impact

**LIVELIHOODS AND FOOD SECURITY PROGRAMME**

2014 ●●●●● 2018  
 Location Zimbabwe  
 Client DFID - UK Department for International Development  
 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

**PARTNERSHIP TO ENGAGE, REFORM AND LEARN - ENGAGED CITIZENS**

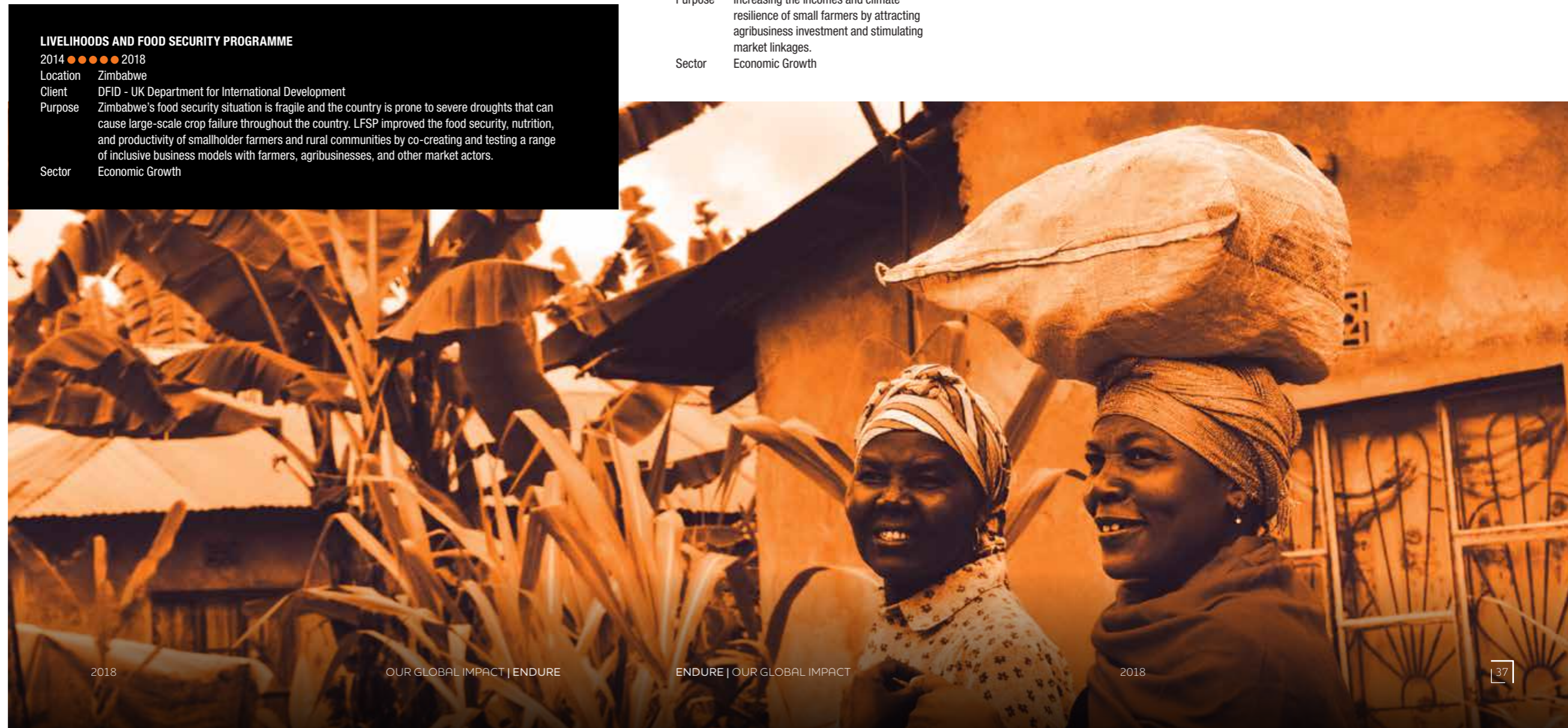
2016 ●●●○○ 2021  
 Location Nigeria  
 Client DFID - UK Department for International Development  
 Purpose Supporting transformative reforms in service delivery in Nigeria by facilitating partnerships between citizen groups, legislators, and government at local, state, and federal levels.  
 Sector Governance

**INSTITUTIONS FOR INCLUSIVE DEVELOPMENT**

2016 ●●●○○ 2021  
 Location United Republic of Tanzania  
 Client DFID - UK Department for International Development  
 Purpose Strengthening democratic institutions and governance in Tanzania so that they are more inclusive and accountable, and economic growth provides more benefits for poor people.  
 Sector Governance

**ANTI-CORRUPTION EVIDENCE PROGRAMME**

2016 ●●●○ 2019  
 Location Nigeria  
 Client SOAS University  
 Purpose Providing monitoring and evaluation and policy advice to the practical research being developed on 'what works' to tackle corruption in developing countries.  
 Sector Governance





**PRODUCTIVE SAFETY NET PROGRAMME**

2016 ●●●● 2018  
 Location Ethiopia  
 Client World Bank  
 Purpose Facilitated joint processes and delivering strategic analysis and recommendations to improve programme implementation and strengthen Government-DP relations.  
 Sector Governance

**TROPICAL FOREST ALLIANCE 2020 REGIONAL COORDINATOR FOR AFRICA**

2016 ●●●●○ 2021  
 Location Ghana, Cote d'Ivoire, Liberia  
 Client Tropical Forest Alliance  
 Purpose Engaging the TFA2020 Regional Coordinator for Africa and facilitating the shared objectives of TFA2020, Palladium, and the P4F Programme in supporting sustainable forest management.  
 Sector Environment

**HUMAN RESOURCE REFORM**

2017 ●●● 2018  
 Location Malawi  
 Client DFID - UK Department for International Development  
 Purpose Identified incentives and opportunities for positive change within Malawi's human resource management reform agenda.  
 Sector Governance

**IMPROVING MARKET SYSTEMS FOR AGRICULTURE IN RWANDA**

2018 ●●●○ 2022  
 Location Rwanda  
 Client DFID - UK Department for International Development  
 Purpose Reducing poverty in Rwanda by supporting agricultural markets to work better for the poor.  
 Sector Economic Growth

**GROWTH AND EMPLOYMENT PROJECT**

2018 ● 2018  
 Location Nigeria  
 Client Britam  
 Purpose Assessed Northeast Nigeria's agribusiness subsectors to identify and strengthen opportunities and competitiveness.  
 Sector Economic Growth

**STRATEGY REVIEW SUPPORT**

2018 ● 2018  
 Location Kenya  
 Client Britam  
 Purpose Conducted a mid-term strategy review of General Insurance regional businesses in Uganda, Tanzania, Rwanda, South Sudan, Mozambique and Malawi.  
 Sector Strategy



**SPRING: A BUSINESS INCUBATOR**

2014 ●●●●○ 2019  
 Location Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania, Ethiopia  
 Client DFID - UK Department for International Development  
 Purpose Improving the lives of adolescent girls is one of the best ways to reduce poverty across East Africa and South Asia. SPRING is an accelerator that supports businesses to develop products and services that can transform the lives of adolescent girls, helping them keep safe, learn, earn, and save. SPRING has leveraged £9.86 million in investments for 15 of its supported businesses.  
 Sector Economic Growth

**LEARNING AND DISSEMINATION**

2018 ● 2018  
 Location Uganda  
 Client DFID - UK Department for International Development  
 Purpose Assessed pilots and innovations from the Humanitarian Emergency Refugee Response in Uganda to share lessons learned.  
 Sector Measuring Impact

**ANIMAL HEALTH IN ETHIOPIA**

2017 ●● 2018  
 Location Ethiopia  
 Client FAO - Food and Agriculture Organization of the United Nations  
 Purpose Provided the Food and Agriculture Organization with technical assistance in the field of animal health to support project activities.  
 Sector Economic Growth

**SUPPORT TO THE NATIONAL AUTHORISING OFFICE**

2015 ●●●● 2018  
 Location Zambia  
 Client EC - European Commission  
 Purpose Contributed to sustainable economic growth and poverty reduction in Zambia through improved aid coordination and delivery.  
 Sector Governance

**TECHNICAL ASSISTANCE TO THE DEPARTMENT OF DEVOLUTION AND PLANNING OF KENYA**

2015 ●●●●○ 2019  
 Location Kenya  
 Client EC - European Commission  
 Purpose Contributed to the implementation of the devolution process as outlined in the new Constitution in Kenya, specifically supporting the implementation of local economic development grants.  
 Sector Economic Growth

**SUPPORT TO PUBLIC FINANCE MANAGEMENT REFORM IN LESOTHO**

2015 ●●●●○ 2019  
 Location Lesotho  
 Client LINPICO Sarl - LSPFM  
 Purpose Contributed to the implementation of Lesotho's national development agenda as embodied in the Vision 2020.  
 Sector Economic Growth

**SUPPORT TO MALI JUSTICE ACTORS**

2015 ●●●● 2018  
 Location Mali  
 Client ICE ORG EU  
 Purpose Supported Malian justice sector institutions by implementing a best practice framework that will strengthen the sector's credibility, performance, competency and service accessibility.  
 Sector Governance

**TECHNICAL ASSISTANCE FOR THE DEVELOPMENT INITIATIVE FOR NORTHERN UGANDA PROGRAMME**

2017 ●●●○ 2023  
 Location Uganda  
 Client Proman SA  
 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, Governance

**PRIVATE ENTERPRISE PROGRAMME ETHIOPIA**

2013 ●●●●●○ 2019  
 Location Ethiopia  
 Client DAI Europe Ltd  
 Purpose Developing an evaluation framework and approach to conduct an independent impact evaluation of the programme.  
 Sector Environment

**DANGOTE RICE OUTGROWER**

2018 ● 2018  
 Location Nigeria  
 Client IDH - Sustainable Trade Initiative  
 Purpose Supported the Dangote rice out-grower scheme in Nigeria.  
 Sector Strategy

**MICROFINANCE FOR WATER AND RENEWABLE ENERGY IN AFRICA**

2015 ●●●● 2018  
 Location Benin, Burkina Faso, Cameroon, Kenya, Madagascar, Senegal, United Republic of Tanzania  
 Client EIB - European Investment Bank  
 Purpose Supported water and renewable energy projects in Africa through microfinance to help create affordable and reliable access to energy and water.  
 Sector Environment

**EDUCATION SECTOR DEVELOPMENT PROGRAMME**

2018 ● 2018  
 Location Ethiopia  
 Client EC - European Commission  
 Purpose Implementing the European Union's support to Ethiopia's education sector.  
 Sector Education and Workforce Development

**SERVICING AGENT FOR INTERNATIONAL LOAN FACILITY**

2018 ● 2018  
 Location Tanzania, Uganda  
 Client BRAC International Loan Facility (BILF)  
 Purpose Acted as the Servicing Agent for the BRAC International Loan Facility (BILF) and reported to lenders on the financial and portfolio performance of the investee institutions.  
 Sector Capital Advisory

**FINANCIAL SECTOR ASSISTANCE**

2016 ●●●○ 2020  
 Location Burkina Faso  
 Client Danish Agency for Development Assistance (DANIDA)  
 Purpose Assisting the financial sector to adapt sustainable capital investments based on demand from the private agricultural sector in Burkina Faso.  
 Sector Capital Advisory

**BOTTOM OF THE PYRAMID DISTRIBUTION PROJECT**

2016 ●●● 2018  
 Location Burkina Faso  
 Client Technical Assistance Facility (TAF) / African Agriculture Fund (AAF)  
 Purpose Improved the efficiency of the company's small scale distribution network consisting mainly of micro-sized women distributors and sustainably increased the returns of the distributors' businesses.  
 Sector Impact Innovation

**SUPPORTING LOCAL BANKS IN SOUTH AFRICA**

2017 ●●○ 2019  
 Location South Africa  
 Client SANEDI (South African National Energy Development Institute)  
 Purpose Managing the technical facility accompanying an EUR 120 million credit line provided by AFD to local banks in South Africa to increase access to finance for small scale renewable energy and energy efficiency projects.  
 Sector Impact Innovation

**CLIMATE TECHNOLOGY BUSINESS MODEL DIFFUSION**

2017 ●● 2018  
 Location Kenya, South Africa  
 Client infoDev (World Bank)  
 Purpose Identified climate technology solutions which have been proven in a markets outside of Africa and found suitable enterprises in Kenya and South Africa to introduce the climate technology businesses in their home markets.  
 Sector Impact Innovation

**MUKWANO SEED OIL VALUE CHAIN DIGITISATION**

2017 ●● 2018  
 Location Uganda  
 Client MM4P Uganda Mukwano  
 Purpose Coordinated a pilot program to secure and increase the supply of sun flower and soy beans to Mukwano by their 72,000 outgrower farmers using mobile payments.  
 Sector Impact Innovation

**ENERGY EFFICIENT LED BULBS**

2017 ●● 2018  
 Location Uganda  
 Client Electricity Regulatory Authority (ERA)  
 Purpose Evaluated the Umeme Uganda programme that purchases and distributes energy efficient LED bulbs to bridge the gap between the potential generation deficits and projected increase in demand for energy.  
 Sector Impact Innovation

**OFF-GRID SOLAR MARKET ASSESSMENT**

2017 ●● 2018  
 Location Madagascar  
 Client World Bank  
 Purpose Surveyed 3,000 households on the demand for off-grid solar, including the capacity and willingness to pay, and analysed the regulatory landscape and the supply side of the market.  
 Sector Impact Innovation



**BUSINESS OPPORTUNITY OF WOMEN MARKETS**

2018 ● ○ 2019  
 Location Tunisia, Egypt, Morocco  
 Client International Finance Corporation  
 Purpose Conducting a market research in Egypt, Tunisia, and Morocco to assess the business opportunities of women markets for financial institutions to highlight the business case for targeting with the sector.  
 Sector Impact Innovation

**TECHNICAL ASSISTANCE FOR EMPLOYMENT PROMOTION**

2018 ● ○ ○ ○ ○ 2022  
 Location South Africa  
 Client Delegation of the European Union to South Africa  
 Purpose Improving the competitiveness of micro, small, and medium-sized enterprises, their access to finance, and the regulatory and administrative environment.  
 Sector Impact Innovation

**PORT VALUE ADDITION AND INCLUSIVE PRIVATE SECTOR DEVELOPMENT PROJECT**

2018 ● ○ ○ 2020  
 Location Malawi  
 Client Malawi Investment and Trade Centre (MITC)  
 Purpose Managing and implementing the technical aspects of the Malawi Nacala Rail and Port Value Addition and Inclusive Private Sector Development Project.  
 Sector Impact Innovation

**MARKET ASSESSMENT - EGYPT**

2018 ● 2018  
 Location Egypt  
 Client World Bank  
 Purpose Developed a market research of the needs of micro, small, and medium-sized enterprises in Egypt including an analysis of the existing gap between demand and supply.  
 Sector Impact Innovation

**FUND MANAGEMENT FOR MULTI-DONOR TRUST**

2018 ● ○ ○ ○ ○ 2022  
 Location Botswana, Burundi, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Seychelles, South Africa, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.  
 Client Nordic Development Fund (NDF)  
 Purpose Supporting the Energy and Environment Partnership to provide early stage grant and catalytic financing to innovative clean energy projects, technologies, and business models.  
 Sector Capital Advisory

**MATERNAL, NEWBORN AND CHILD HEALTH II**

2014 ● ● ● ● ● ○ 2019  
 Location Nigeria  
 Client DFID - UK Department for International Development  
 Purpose Nigeria's 40,000 annual maternal deaths account for about 14% of the global total and the country has the highest number of maternal and child deaths in sub-Saharan Africa. MNCH2 is reducing maternal and child mortality in six northern states by increasing the demand for and access to high quality health services.  
 Sector Health

**PROVISION OF RURAL FINANCE CAPACITY BUILDING SERVICES**

2018 ● ○ 2019  
 Location East & Southern Africa  
 Client IFAD  
 Purpose Reviewing the current status of C&ESG integration among selected financial service providers in the East and Southern Africa region.  
 Sector Impact Innovation

**SOLAR POWER FOR AGRICULTURAL TECHNOLOGIES STUDY**

2018 ● ○ 2019  
 Location Rwanda  
 Client World Bank  
 Purpose Assessing the uses and potential for solar power in Rwanda's agricultural sector and agribusiness.  
 Sector Impact Innovation

OUR WORK  
**EUROPE**

Europe is home to one of our major global hubs in London. The continent remains a leading voice in progressive business and sustainable development, despite the impact of the economic crisis and subsequent political fallout.







**BUSINESS ECOSYSTEM PROJECT**

2017 ●●●●○ 2021  
 Location Macedonia  
 Client USAID - United States Agency for International Development  
 Purpose Macedonian banks have imposed rigid conditions on small businesses that make it extremely difficult to access loans. Businesses can't invest in their supply chains, production, workforce, or exports. BEP is creating a sustainable business ecosystem by helping enterprises navigate the rules and increase their productivity, revenue, and number of jobs, becoming more competitive.  
 Sector Economic Growth

**BUSINESS ECOSYSTEM PROJECT**

2017 ●●●●●○ 2021  
 Location Macedonia  
 Client USAID - United States Agency for International Development  
 Purpose Transforming the competitiveness of micro, small, and medium-sized enterprises to increase their productivity, revenues, and number of jobs.  
 Sector Economic Growth

**UKRAINE HEALTH REFORM SUPPORT**

2018 ●●●●●○ 2023  
 Location Ukraine  
 Client Deloitte  
 Purpose Supported Ukraine to build a transparent, accountable, and effective health care system capable of meeting its citizens' needs.  
 Sector Health

**PARTNERSHIPS FOR FORESTS**

2015 ●●●●●○ 2020  
 Location Global  
 Client DFID - UK Department for International Development  
 Purpose Incentivising sustainable forestry using investment models the private sector, governments, and communities can use to improve returns on commodities.  
 Sector Environment

**PROSPERITY FUND PROGRAMMES**

2017 ●●●●●○ 2018  
 Location Mexico, China, United Kingdom of Great Britain and Northern Ireland, Brazil  
 Client UK Foreign and Commonwealth Office (FCO)  
 Purpose Advised and mentored the Prosperity Fund.  
 Sector Economic Growth

**ECOSYSTEM SERVICES FOR POVERTY ALLEVIATION**

2017 ●●●●●○ 2018  
 Location United Kingdom of Great Britain and Northern Ireland  
 Client DAI Europe Ltd  
 Purpose Conducted an independent end review of the Ecosystem Services for Poverty Alleviation (ESPA) Programme to provide evidence to decision-makers for sustainable ecosystem management and poverty reduction.  
 Sector Environment

**DESIGNING DEVELOPMENT PROJECTS - INTERNATIONAL ORGANISATIONS MBA COURSE**

2018 ●●●●●○ 2018  
 Location Switzerland  
 Client University of Geneva  
 Purpose Assigned a best-fit instructor to teach the "Designing Development Projects" module at the GSEM Executive.  
 Sector Education and Workforce Development

**FOREST LAW ENFORCEMENT, GOVERNANCE AND TRADE - INTERIM FACILITATION**

2018 ●●○ 2019  
 Location Guyana, Congo, Liberia, Ghana, United Kingdom of Great Britain and Northern Ireland  
 Client European Forest Institute  
 Purpose Facilitating dynamic, inclusive, and well-informed Voluntary Partnership Agreement negotiations and implementation processes that built local ownership in Guyana.  
 Sector Environment

**COMMONWEALTH FUND BUSINESS CASE SUPPORT**

2018 ● 2018  
 Location United Kingdom of Great Britain and Northern Ireland  
 Client UK Foreign and Commonwealth Office (FCO)  
 Purpose Delivered a portfolio of projects that demonstrate clear benefits to the Commonwealth and its members states, aligned with Prime Minister's Summit members states, and align with the key summit themes  
 Sector Economic Growth

**HUMANITARIAN AND STABILISATION OPERATIONS TEAM**

2017 ●●●●○ 2022  
 Location Global  
 Client DFID - UK Department for International Development  
 Purpose Delivering humanitarian emergency response and stabilisation operations support around the world.  
 Sector Environment, Logistics

**EC NUTRITION ADVISORY SERVICES**

2014 ●●●●○ 2019  
 Location Global  
 Client AECOM - ECNAS  
 Purpose Delivering nutrition technical assistance and advisory services.  
 Sector Health

**EDUCATION ADVISORY FACILITY**

2015 ●●●●○ 2019  
 Location Global  
 Client PROMAN - EC Education  
 Purpose Contributing to high quality and inclusive education policies, systems, and practices in developing countries, in line with EU policies and guidelines.  
 Sector Education and Workforce Development

**ADVISING EU'S ROLE IN MULTILATERAL FORA IN ASIA**

2017 ●●○ 2019  
 Location Global  
 Client TRANSTEC  
 Purpose Promoting the political, security, and economic interests of the European Union by strengthening its engagement in different multilateral fora in Asia.  
 Sector Governance

**ASSESS POSITIVE IMPACT OPPORTUNITIES**

2018 ● 2018  
 Location Spain  
 Client Amadeus IT Group  
 Purpose Assessed opportunities for positive impact and inclusive growth in the tourism and travel industries.  
 Sector Strategy

**CAPACITY DEVELOPMENT PROGRAMME**

2014 ●●●●○ 2018  
 Location Global  
 Client FMO  
 Purpose Assessed small and medium-sized enterprise finance needs to benchmark financial institutions' internal practices against international and local best practices.  
 Sector Impact Innovation

**METRICS OF INVESTMENT CRITERIA**

2017 ●● 2018  
 Location Global  
 Client Solidaridad  
 Purpose Helped strengthen Solidaridad's partner agribusiness service providers to by developing an investment case as a means to engage with impact investors.  
 Sector Impact Innovation

**AGRICULTURE AND AGRIBUSINESS INTERVENTIONS ASSESSMENT**

2018 ● 2018  
 Location Global  
 Client PROPARCO  
 Purpose Provided an in-depth analysis of the development outcomes of 28 PROPARCO funded agribusiness projects on the value chain to assess the operational effectiveness of PROPARCO and its value add.  
 Sector Impact Innovation

**FINANCIAL NEEDS OF WOMEN-LED BUSINESSES**

2018 ●○ 2019  
 Location Global  
 Client DGGF  
 Purpose Aligning like-minded investors and informing gender lens investment strategies of local finance providers in developing countries and emerging markets.  
 Sector Capital Advisory

**CONSUMER PROTECTION FRAMEWORK**

2018 ●○ 2019  
 Location Global  
 Client GOGLA  
 Purpose Establishing a measurement framework with consumer protection indicators for the off-grid solar industry.  
 Sector Impact Innovation

**RESTORING EFFICIENCY TO AGRICULTURE PRODUCTION**

2013 ●●●●●○ 2018  
 Location Georgia  
 Client Cultivating New Frontiers in Agriculture (CNFA)  
 Purpose Agriculture accounts for 52% of Georgia's labour force, but the annual salary of farmers is only 64% of the national average. The government has focused on revitalising the agriculture sector. REAP increased incomes and employment in rural areas by delivering firm-level investment and technical assistance to agribusinesses that provide inputs, training, and cash markets to smallholder farmers.  
 Sector Economic Growth

Source:  
 Cultivating New Frontiers in Agriculture (CNFA)





# OUR WORK AMERICAS

Our work in the Americas is as varied as the challenges and opportunities the region faces. Increasingly we partner with major multinationals and the world's largest donor, USAID, to unlock both economic and social value.

### COREMARK PRES MEETING

2016 ●●● 2018  
 Location United States of America  
 Client Core-Mark  
 Purpose Finalised the corporate strategy with the Core-Mark leadership.  
 Sector Strategy

### EDISON 2018 SUPPORT

2018 ● 2018  
 Location United States of America  
 Client US Consulting Client  
 Purpose Improved business performance with Strategy Execution design, training, and coaching.  
 Sector Strategy

### FOXTROT CPM PHASE 1

2017 ●● 2018  
 Location United States of America  
 Client US Consulting Client  
 Purpose Increased awareness of gaps in current performance management practices and recommended a path forward.  
 Sector Strategy

### CIVIL SOCIETY FOR ACCOUNTABLE GOVERNANCE

2016 ●●● 2018  
 Location Guatemala  
 Client Counterpart International  
 Purpose Guatemala's civil society has always played an important role, especially in fighting corruption issues and keeping its government accountable. We helped increase the capacity of civil society organisations to be more effective in advocating for reform processes and working together, and we integrated a gender equality and social inclusion lens to the project.  
 Sector Governance

### FOXTROT CPM PHASE 2 IMPLEMENTATION

2018 ● 2018  
 Location United States of America  
 Client US Consulting Client  
 Purpose Developed a customised leadership training course on strategy alignment, communication, outcomes-orientation, decision making, goal setting, and coaching.  
 Sector Strategy

### ESCARGOT QUALITY ASSURANCE STRATEGY MANAGEMENT TRAININGS

2018 ● 2018  
 Location United States of America  
 Client US Consulting Client  
 Purpose Created and implemented a strategy for a large pharmaceutical company.  
 Sector Strategy

### VERIFYING HEALTH OUTCOMES

2014 ●●●●● 2019  
 Location Haiti  
 Client Societe d'Etude et de Formation en Information Strategique (SEFIS)  
 Purpose Supporting the verification of service delivery quantity and quality outputs at 84 facilities in four departments in Haiti's North corridor.  
 Sector Measuring Impact

### E3 ANALYTICS AND EVALUATION PROJECT

2013 ●●●●● 2020  
 Location Global  
 Client MSI - Management Systems International  
 Purpose Providing analytics services to USAID's Economic Growth, Education, and Environment (E3) Bureau to support its project design and rigorous evaluations.  
 Sector Measuring Impact

### PERFORMANCE MONITORING AND EVALUATION TRAINING

2014 ●●●●● 2019  
 Location Global  
 Client USAID - United States Agency for International Development  
 Purpose Developing and delivering performance monitoring and evaluation training courses for USAID staff and other partners to plan, manage, and use performance monitoring and evaluations to inform USAID programmes.  
 Sector Measuring Impact

### ECONOMIC COMPETITIVENESS PROJECT

2017 ●●●●● 2022  
 Location El Salvador  
 Client USAID - United States Agency for International Development  
 Purpose Strengthening micro, small, and medium-sized enterprises, encouraging private sector investment, and improving El Salvador's business environment.  
 Sector Economic Growth

### GUATEMALA CREATING ECONOMIC OPPORTUNITIES

2018 ●●●●● 2023  
 Location Guatemala  
 Client USAID - United States Agency for International Development  
 Purpose Stimulating investment and creating employment with private sector approaches in the areas of Guatemala where most migration originates.  
 Sector Economic Growth





**LAW GROUP MEASUREMENT SUPPORT**

2017 ●● 2018  
 Location United States of America  
 Client TIAA  
 Purpose TIAA was facing major pressure to optimise its operating structure but expected its casework to grow by 15% annually. The Law Group needed to maximise its resources and identify new ways to handle increased workload. We supported its transition by executing a change management strategy and creating new strategic metrics to measure the group's success.  
 Sector Strategy

**PERU CACAO ALLIANCE PHASE II**

2016 ●●●●○ 2021  
 Location Peru  
 Client USAID - United States Agency for International Development  
 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

**TECHNICAL ASSISTANCE FOR STRATEGIC PROGRAMMING IN CENTRAL AMERICA**

2017 ●●●○ 2020  
 Location Nicaragua  
 Client Eurecna SpA  
 Purpose Increasing the capacity of institutions of the Central American Integration System, civil society organisations, and partners to carry out regional policies and initiatives.  
 Sector Governance

**VARIABLE PAYMENT OBLIGATION PROGRAMME**

2015 ●●●●○ 2019  
 Location Nicaragua  
 Client BAC Nicaragua  
 Purpose Supporting the Banco de América Central (BAC) to lend to small businesses owned or managed by women using a collateral-light, cash-flow-based underwriting methodology and repayment schedule.  
 Sector Impact Innovation

**YOUTH ENTREPRENEURSHIP PROGRAMME**

2016 ●●●○ 2019  
 Location Brazil, Argentina, Chile, Bolivia, Peru, Paraguay, Colombia, Mexico, Jamaica, Barbados and Trinidad and Tobago  
 Client YBI (Youth Business International)  
 Purpose Designing and implementing the mid-term and final evaluation studies and developing knowledge management and exchange.  
 Sector Impact Innovation

**PRIVATE SECTOR PARTICIPATION IN HAITI**

2017 ●● 2018  
 Location Haiti  
 Client DINEPA  
 Purpose Developed a strategy to scale up domestic private sector participation in the provision of water and sanitation services in rural areas and small towns in Haiti.  
 Sector Impact Innovation

**ENHANCING CONTRIBUTION OF SMALL AND MEDIUM FOREST ENTERPRISES**

2017 ●●○ 2019  
 Location Global  
 Client World Bank  
 Purpose Conducting a global mapping of SMEs in the forest sector, describing their market potentials, and analysing current instruments to enhance competitiveness.  
 Sector Impact Innovation

**SUSTAINABLE LAND USE INVESTMENT COLLABORATIVE**

2018 ●○ 2019  
 Location Global  
 Client Packard Foundation  
 Purpose Supporting the formation of a collaborative of private investors and funders that will support sustainable land use strategies globally through investment and grant support.  
 Sector Impact Innovation

**FOREST LAW ENFORCEMENT, GOVERNANCE AND TRADE GUYANA**

2014 ●●●●○ 2018  
 Location Guyana  
 Client Coffey International Development Limited – UKGSD  
 Purpose The European Union implements legally binding trade agreements – Voluntary Partnership Agreements (VPAs) – with countries to ensure their timber products come from legal sources. FLEGT helped Guyana facilitate dynamic, inclusive, and well-informed VPA negotiations, and helped the country implement processes that built local ownership in meeting the VPA requirements.  
 Sector Environment

Palladium is a global impact firm, working at the intersection of social progress and commercial growth. For the past 50 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".

We work with corporations, governments, investors, communities, foundations, and civil society. With a global network operating in over 90 countries, Palladium is in the business of making the world a better place.

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