



OUR
GLOBAL
IMPACT
2019

DELIVERING POSITIVE IMPACT
FOR OVER 50 YEARS



THEPALLADIUMGROUP.COM

CONTENTS

6 **A MESSAGE FROM OUR CEO**

8 **BY THE NUMBERS**

10 **CATALYSE**

12 CATALYSTS FOR ALIGNMENT

14 CATALYSTS FOR RESILIENCE

16 CATALYSTS FOR SCALE

18 CATALYSTS FOR CAPITAL

20 **OUR WORK**

22 SOUTH EAST ASIA-PACIFIC

27 CENTRAL-SOUTH ASIA

30 MIDDLE EAST

36 AFRICA

44 EUROPE

47 AMERICAS



Never has there been such a significant convergence of social expectation and commercial imperative to drive a fresh and ambitious approach to tackling the world's greatest challenges.

A MESSAGE FROM OUR CEO

Our Global Impact is a year in the life of Palladium. This publication reflects who we are, measured by the impact we have on the world.

Who are we? Simply put, we are catalysts – a term that's been driven nearly to overuse, but which has always formed a core part of our DNA. We catalyse positive impact through our work as advisors, implementers, investors, and conveners across the globe.

Five decades of experience tells us that organisations of all types are faced with many of the same, global challenges, and none of us can ignore the role we play in a large and complex economic, social, and technological ecosystem. From supply chains to workforce development, businesses need bold thinking, partnerships, access to finance, and governance models to drive sustainable growth.

Meanwhile, achievement of the UN's Sustainable Development Goals is dependent on private capital, while investors are looking increasingly for opportunities that deliver both social and financial returns.

Never has there been such a significant convergence of social expectation and commercial imperative to drive a fresh and ambitious approach to tackling the world's greatest challenges. Our tagline is "make it possible" because that's what a catalyst does, and this year's annual report explores how. Part One delves into our approach to catalysing impact across our core capabilities, while Part Two journeys through the over 200 projects in our 2019 portfolio, spanning 90 countries and 6 continents.

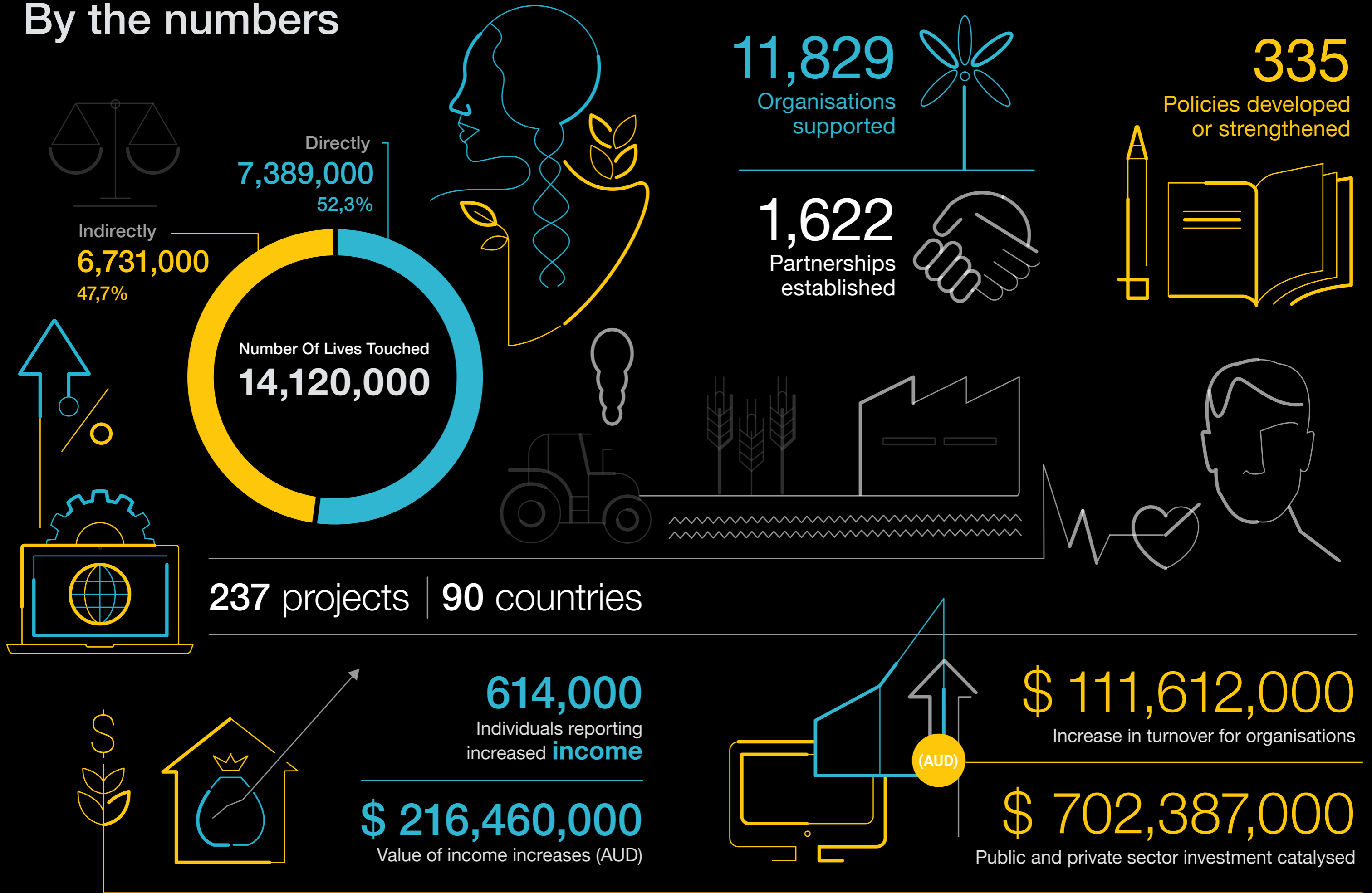
Join us.

CHRISTOPHER HIRST

CHIEF EXECUTIVE OFFICER | PALLADIUM



By the numbers





CATALYSE

CATALYSTS FOR ALIGNMENT



PARTNERSHIPS FOR FORESTS (P4F)

Location East, West and Central Africa, South East Asia, and Latin America

Client DFID – UK Department for International Development

47

FOREST
FOCUSED
PARTNERSHIPS

About a quarter of global greenhouse gas emissions are the result of deforestation, agriculture, and other land uses. Rising populations, incomes, and demand for food, fuel and fibre will continue to put forests under pressure. Meanwhile, markets are failing to attach a value to the social and environmental benefits that forests provide, and in too many cases, the short-term economic gains from degrading or converting forests are greater than those from leaving them standing.

Palladium is implementing the 8-year Partnerships for Forests (P4F) on behalf of DFID to develop market-ready “Forest Partnerships” – partnerships between private sector companies, governments, and people (the communities that depend on forests for their livelihoods) that catalyse investment in forests and sustainable land use. Examples include a large-scale deal between government, smallholders, and private sector companies that reforests degraded land to mixed forest and generates benefits for all partners; or the transformation of an entire commodity sector through the widespread implementation of commercially viable but sustainable practices. P4F is an incubator, aligning partners from idea development to negotiation and piloting to commercial scale-up.

A catalyst is needed to identify value-creating opportunities and help align everyone around shared objectives and strategies for achieving them.

While companies are still making commitments to ethical practices and sustainability, research shows that only 2% of these programs succeed. When asked to account for this underperformance, Chief Sustainability Officers interviewed by Palladium have pointed to their difficulty engaging with key stakeholders.

Eduardo Tugendhat, Director of Thought Leadership at Palladium, believes that the answer lies in “inclusive growth strategies”. This approach looks holistically at the entire “ecosystem” in which a company

operates, and seeks to transform it in a way that benefits every stakeholder – from shareholders and customers, to employees, suppliers, and the environment.

“The challenge is how to align stakeholders around shared objectives in ways that unlock economic, social, and environmental value by building trust and collaborative, long-term relationships in new business models,” says Tugendhat. This is a tall order, and he recommends a catalyst to help – someone who can identify opportunities, align stakeholders,

and structure an organisational model that facilitates the financing required to succeed.

The reality is that in many systems, different perspectives and short-term transactional relationships are often characterised by a lack of trust. A catalyst can identify value-creating opportunities and help align everyone around shared objectives and strategies for achieving them.

“Some may say that this role already exists within a company, like a Sustainability Officer,” Tugendhat explains. “But if these tasks were easy to do, they would have

already occurred.” It’s beyond just one position to implement scalable, profitable strategies that bring value to every stakeholder involved.

Opportunities for growth and collaboration are uncovered by understanding how stakeholders interact with one other over the long term, and working proactively to keep them aligned.

CATALYSTS FOR RESILIENCE

The laundry list of threats against which communities, economies, organisations and governments must stay resilient seems to grow every day. Climate change is a clear and present danger, manifesting itself in the form of droughts, natural disasters, and more. Infectious disease threats challenge health systems. Economic shocks risk lives and livelihoods. Even the nature of conflict has changed according to the United Nations, requiring a complex combination of humanitarian, security, and development support for countries to recover.

Responding to these crises – from cyclones to outbreaks – means reaching those in need with essential services, pharmaceutical products, emergency housing, and life-saving equipment. Thinking beyond immediate needs and building resilience against future events is a recognised challenge that requires a deliberate approach.

“There are fewer conflicts across the globe today than in the past, but they are increasingly complex and rooted more deeply,” explains Palladium Managing Partner Sinéad Magill. “Stabilisation work is responsive, adaptive, and results-focused, but it’s also about prevention

and resilience. We focus on identifying the triggers for conflict, anticipating instability, and promoting investment in upstream prevention to build strong, legitimate, resilient institutions.”

Meanwhile, environmental issues like climate change, ecosystem degradation and resource depletion disproportionately affect the world’s poorest in both rural and urban areas. “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.”

Skills development builds resilience against economic downturns for individuals and entrepreneurs, while implementing sustainability practices – often characterised as environmental, social, and governance (ESG) – does the same for companies according to our thought leaders’ research.

The common thread in each of these cases is the need to catalyse the planning and activities that leave people, organisations, and systems equipped to face whatever comes their way.

Thinking beyond immediate needs and building resilience against future events requires a deliberate approach.

RAPID PILOT

Location | Vanuatu **Client** | DFAT – Australian Department of Foreign Affairs and Trade

In the Pacific, natural disasters are the most common threat, including cyclones, earthquakes, and volcanoes. In between disasters, our team is scanning, anticipating, and planning for the next possible emergency.

In 2019, Palladium implemented a DFAT pilot project to deploy two prefabricated classrooms in Santo, Mwast and Balon, Vanuatu. The objective of the project (called RAPID) was to pilot high-quality, rapidly deployable, prefabricated social infrastructure, procured, shipped, and constructed by Palladium’s Humanitarian Logistics team.

Following the devastating category five Tropical Cyclone Harold, we received word that Santo was one of the islands hardest hit, but both classrooms were undamaged. In fact, they were used by the community as safe shelters during the storm.

CATALYSTS FOR SCALE

TRANSFORMING THE ECONOMY THROUGH CLIMATE SMART AGRIBUSINESS (NU-TEC)

Location Uganda

Client DFID – UK Department for International Development

52,365

HOUSEHOLDS
REPORTING
INCREASED INCOME

Northern Uganda experiences high levels of poverty and the region is dependent on rain-fed, lower productivity smallholder agriculture, which keeps people poor and highly vulnerable to climate change.

We're helping to increase the incomes and climate resilience of Northern Ugandans by working with agricultural businesses to supply farmers with cheaper, better, and more varied agricultural inputs and services, and creating stronger markets for farmer produce.

The key to scale has been in a fail-quick mechanism that included nine interventions over five years, but is now focused on the two or three with the most proven potential to reach the largest number of beneficiaries. By asking industry players questions such as "what return on investment can we expect?" and "what tools and training will our company need?", we've been able to present business cases to large companies and shift the business strategies of entire industries to a tested model that will bring both growth and increased resilience for farmers.

In 2017, Palladium's thought leaders laid out a set of principles for success in the seminal Harvard Business Review article *Inclusive Growth: Profitable Strategies for Tackling Poverty and Inequality*. What we found is that implementing these strategies at scale is exactly as challenging as it sounds. It's no simple task to integrate a company's core business with social outcomes or to engage with key stakeholders in local communities (both of which are absolutely necessary). Scalability is one of the biggest challenges in the development space, and large companies are stakeholders in global development, not least because their supply chain operations are located in geographies where there is extreme poverty. We all have a role and a stake in tackling the world's greatest challenges at scale.

More challenging still is the issue of financing – CSR and philanthropic funding may be useful to support in seeding pilots,

but those pilots will always struggle to scale. Real financing is required along with direct market linkages.

These challenges formed the basis of our annual *Positive Impact Summit: Impact at Scale* in New York City in June 2019, taking our inclusive growth principles and getting practical about implementation. We explored the barriers organisations, donors, and investors are facing and how to overcome them, moving projects from strategy to pilot to execution at a large enough scale to create real impact.

While we learned a lot from the testimonies of our Summit participants, one thing we confirmed that we already knew: a catalyst is key to success.

"The reality is that some projects simply won't work at scale," says Palladium Managing Partner Rhys Morris. "Equally, other interventions require scale to deliver meaningful results – such as programs to

combat global epidemics or environmental threats. You have to be deliberate about considering scalability in your inception and design."

This means driving our clients to think differently; to think bigger. It means adapting our approach through systematic trial and error, measurement and evaluation, and continuous learning from successes and failures at every stage. And it means identifying self-sustaining funding mechanisms that move beyond traditional sources.

Ultimately, whether working with donor governments, corporations, investors, or communities, catalysing partnerships is what makes it possible to grow and sustain our impact at scale.

Whether working with donor governments, corporations, investors, or communities, catalysing partnerships is what makes it possible to grow and sustain our impact at scale.

CATALYSTS FOR CAPITAL

Alignment; resilience; scale; impact – all are reliant on funding, and there are trillions of dollars in capital just waiting to be deployed.

On the spectrum from traditional, finance-first investments with a focus on high returns, to philanthropists for whom social impact is the only consideration, the future is in the growing space in between – those investment opportunities where social and financial returns go hand-in-hand.

“It wasn’t that long ago that when we talked about impact investing, we were looking at a much smaller, more targeted bucket of money,” says Christina Shim, head of Palladium’s Commercial Innovation Practice. “Now we’re seeing more traditional players getting involved, creating new funds around responsible, sustainable investing, and leaving that ‘impact-first’ vs ‘finance-first’ conversation behind.”

Even corporations, a source of capital whose social impact funding models have traditionally focused on corporate social responsibility (CSR), are learning that donating to a non-profit with no connection to their business or operations can limit their potential, both for impact and for business growth.

“The key is to help executives see that social impact is an investment – not a donation or a cost to the business,” explains Shim. “By thinking that way and working with a catalyst to identify investable opportunities, they can do so much more for both their business and their impact.”

Our focus is on creating those investable opportunities and matching the supply of capital with the most impactful demand. After over five decades in the development space, Palladium’s pipeline of opportunities

and experience creating (and measuring) impact uniquely positions us to play this role. In fact, it’s that ability to demonstrate the impact of the investment dollar that can attract capital in new and innovative ways, and from non-traditional sources.

Global development is no longer solely the domain of donor governments. Instead, it’s going mainstream. We can now see development outcomes in the actions of partner governments, businesses, private companies, banks, finance institutions, investors, and philanthropists.

A catalyst mobilises capital from these diverse sources and structures opportunities to ensure that risks and rewards are shared across stakeholders, all working in alignment to achieve measurable, enduring impact.

The key is to help executives see that social impact is an investment – not a donation or a cost to the business.

KENYA INVESTMENT MECHANISM

Location	Kenya
Client	USAID – United States Agency for International Development

In sub-Saharan Africa, Kenya has one of the most developed power sectors. It also has abundant renewable energy resources, specifically geothermal, wind, and solar; in fact, Kenya is the 8th largest world producer of geothermal energy. One of the government’s goals is to eliminate fossil fuels, but Kenya’s energy infrastructure is aging, its procurement processes are opaque, and it lacks access to financing.

Similarly, agriculture is the country’s largest single economic sector, accounting for 25% of the country’s GDP and 50% of its exports. Over 75% of Kenyans make some part of their living in agriculture. Yet, Kenya’s agricultural productivity has been stagnating in recent years, and most of its farmers do not have adequate financial services to use the inputs and technologies needed to increase their production. More challenges have come with recent droughts, and only 20% of Kenyan land is even suitable for farming.

The Kenya Investment Mechanism (KIM) is an investment platform to mobilise hundreds of millions of dollars in financing to these key sectors of Kenya’s economy, better matching the demand and supply of capital. By partnering with players across Kenya’s financial ecosystem, KIM is leaving behind a financial system that can effectively channel capital for many years to come.



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.

WAREHOUSE MANAGEMENT SERVICES

2012 ●●●●●●●●●● 2019
 Location Indonesia, Australia, Papua New Guinea
 Client DFAT - Australian Aid Program
 Purpose Strengthened disaster preparedness and delivered timely emergency assistance in humanitarian crises.
 Sector Logistics

AA PANEL - GENDER

2013 ●●●●●●●●●● 2019
 Location Global
 Client DFAT - Australian Aid Program
 Purpose Provided DFAT and other Australian government agencies with streamlined means to procure gender advisory services.
 Sector Governance

SKILLS FOR ECONOMIC GROWTH

2015 ●●●●●●●●●● 2019
 Location Solomon Islands
 Client DFAT - Australian Aid Program
 Purpose Strengthened 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

HILUX PROCUREMENT AND FREIGHT

2016 ●●●●●●●●●● 2019
 Location Nauru
 Client 3PL Logistic Multi-Vendor
 Purpose Procured and delivered Hilux to Nauru.
 Sector Logistics

LOCAL GOVERNMENT DOMESTIC, FAMILY AND SEXUAL VIOLENCE PREVENTION TOOLKIT

2017 ●●●●●●●●●● 2019
 Location Australia
 Client Multiple Clients
 Purpose Promoted and produced content for a local government domestic, family, and sexual violence prevention toolkit.
 Sector Health

ANNUAL NAURU SUPPORT SERVICES

2017 ●●●●●●●●●● 2019
 Location Nauru
 Client DFAT - Australian Aid Program
 Purpose Supported Australian deployees by providing development assistance to Nauru to further strengthen bilateral relations and enhance Nauru's long-term viability.
 Sector Logistics

EXPERT PANEL POVERTY, SOCIAL PROTECTION AND COMMUNITY DRIVEN DEVELOPMENT

2017 ●●●●●●●●●● 2019
 Location Australia, Indonesia
 Client European Union
 Purpose Managed a Social Helpdesk for DFAT staff comprised of experts who provide technical advice on a range of policy and programming matters.
 Sector Logistics

EMERGENCY RESPONSE - FLOODS IN LAOS

2018 ●●●●●●●●●● 2019
 Location Laos
 Client DFAT - Australian Aid Program
 Purpose Provided logistical support for the delivery and distribution of aid supplies as part of the Australian Government's disaster relief efforts following the flooding and the collapse of Lao dam.
 Sector Logistics

EMERGENCY RESPONSE - EARTHQUAKE AND TSUNAMI IN INDONESIA

2018 ●●●●●●●●●● 2019
 Location Indonesia
 Client DFAT - Australian Aid Program
 Purpose Provided logistical support for the delivery and distribution of aid supplies as part of the Australian Government's disaster relief efforts following the Sulawesi earthquake and Tsunami.
 Sector Logistics

EXPORT CERTIFICATION SERVICES TO THE AUSTRALIAN MEAT PROCESSING INDUSTRY

2018 ●●●●●●●●●● 2019
 Location Australia
 Client Australia Meat Processor Corporation
 Purpose Put forward recommendations to both industry and government to improve Australia's meat export inspection system, including workforce development, governance, inspection process improvements, use of technology, and export market maintenance.
 Sector Governance

QUALITATIVE IMPACT EVALUATION OF CHILD GRANTS PILOT

2018 ●●●●●●●●●● 2019
 Location Australia
 Client United Nations Children's Emergency Fund
 Purpose Designed and implemented a qualitative cohort study to evaluate the impact of child grants in selected districts in Aceh and Papua over a period of three years.
 Sector Measuring Impact

ENHANCING THE CONTRIBUTION OF SMALL AND MEDIUM FOREST ENTERPRISES TO GROWTH AND POVERTY REDUCTION

2018 ●●●●●●●●●● 2019
 Location Vietnam
 Client UNIQUE Forestry and Land Use GmbH
 Purpose Conducted a diagnostic study of SMEs in Vietnam's forestry sector, with a focus on the enabling environment including markets, access to finance, and access to business support services.
 Sector Environment

HIVOS RENEWABLE ENERGY INVESTMENT FACILITY

2018 ●●●●●●●●●● 2019
 Location Indonesia
 Client Hivos South East Asia
 Purpose Conducted a feasibility study for an investment vehicle for small scale Renewable Energy projects in Indonesia.
 Sector Environment

DEVELOPING COCOA PEATLAND IN INDONESIA

2018 ●●●●●●●●●● 2019
 Location Indonesia
 Client Confidential
 Purpose Designed a sustainable and inclusive cocoa supply chain, combining multiple breakthrough innovations.
 Sector Inclusive Growth

ENVIRONMENTAL AND SOCIAL PERFORMANCE MANAGEMENT

2018 ●●●●●●●●●● 2019
 Location South East Asia and East Africa
 Client BIO
 Purpose Supporting BIO's portfolio clients to improve their E&S management, including mitigating risks and capitalising on opportunities to enhance their E&S performance.
 Sector Economic Growth

MICROFINANCE OPERATION

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

INITIATIVE TO STIMULATE LENDING TO MIDDLE SOCIAL ENTERPRISES

2019 ●●●●●●●●●● 2019
 Location Indonesia, Cambodia
 Client Good Return formerly World Education Australia
 Purpose As part of DFAT's Frontier Brokers program, involved in the establishment of an initiative to stimulate lending to missing middle social enterprises.
 Sector Capital Advisory

ACCESS TO QUALITY EDUCATION PROGRAM

2011 ●●●●●●●●●● 2020
 Location Fiji
 Client DFAT - Australian Aid Program
 Purpose Reducing barriers to quality education for children from very poor communities in Fiji.
 Sector Education and Workforce Development

PAPUA NEW GUINEA EDUCATION CAPACITY DEVELOPMENT FACILITY

2012 ●●●●●●●●●● 2020
 Location Papua New Guinea
 Client DFAT - Australian Aid Program
 Purpose Improving the performance and management of the PNG education system and higher education institutions.
 Sector Education and Workforce Development

WORKFORCE DEVELOPMENT PROGRAM

2014 ●●●●●●●●●● 2020
 Location Timor-Leste
 Client DFAT - Australian Aid Program
 Purpose Promoting 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



HEALTH TECHNICAL ASSISTANCE PROJECT

2015 ●●●●●○ 2020
 Location Indonesia
 Client 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 Education and Workforce Development, Health

INNOVATION FOR INDONESIA'S SCHOOL CHILDREN (INOVASI)

2016 ●●●●●○ 2020
 Location Indonesia
 Client DFAT - Australian Aid Program
 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

BUSINESS PARTNERSHIPS PLATFORM

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

ASSESSMENT OF NATIONAL SYSTEMS

2017 ●●●●○ 2020
 Location Vanuatu
 Client DFAT - Australian Aid Program
 Purpose Assessing Vanuatu's government systems to improve public financial management and procurement.
 Sector Economic Growth

VANUATU SOCIAL INFRASTRUCTURE (RAPID)

2018 ●●●○ 2019
 Location Vanuatu
 Client DFAT - Australian Aid Program
 Purpose To aid in post-disaster and early recovery efforts in Vanuatu, we piloted a program of pre-fabricated social infrastructure that allows the rapid rebuilding of communities. We provided support to schools hosting displaced children following the Ambae volcano eruption, including the design, procurement, transport, and construction of two double classrooms.
 Sector Logistics

TECHNICAL ASSISTANCE FOR EDUCATION SYSTEM STRENGTHENING (TASS) FACILITY

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

VANUATU AUSTRALIA POLICING AND JUSTICE PROGRAM

2017 ●●●●○ 2020
 Location Vanuatu
 Client DFAT - Australian Aid Program
 Purpose Improving policing, justice and community services in Vanuatu.
 Sector Governance

EDUCATION SECTOR SUPPORT PROGRAM

2017 ●●●●○ 2020
 Location Samoa
 Client DFAT - Australian Aid Program
 Purpose Providing technical assistance for accountability and quality assurance during implementation of the Education Sector Plan.
 Sector Education and Workforce Development

AUSTRALIAN AID FRIENDSHIP GRANTS

2018 ●●●○ 2020
 Location Australia
 Client DFAT - Australian Aid Program
 Purpose Supporting the second round of DFAT's Friendship Grants Initiative, which provides grants to Australian Community Organisations to expand and enhance their overseas development programs.
 Sector Economic Growth

MANAGED WAREHOUSE SERVICES

2018 ●●●○ 2020
 Location Papua New Guinea
 Client DFAT - Australian Aid Program
 Purpose Providing managed warehouse services in Port Moresby for prepositioned Australian government humanitarian relief items.
 Sector Logistics

LOGISTICS AND FACILITIES MAINTENANCE SUPPORT

2019 ●●○ 2020
 Location Nauru
 Client BRAC International Holdings B.V
 Purpose Providing Logistics and Facilities Maintenance services and support to the Australian Federal Police (AFP).
 Sector Logistics

SOLOMON TRADER EQUIPMENT CLEAN AND REPATRIATION

2019 ●○ 2020
 Location Solomon Islands
 Client DFAT - Australian Aid Program
 Purpose Hazard reduction and bio security, including the repatriation, cleaning and repair of equipment used to contain and mitigate oil spills.
 Sector Logistics

TUVALU PACIFIC ISLANDS FORUM SUPPORT

2019 ●○ 2020
 Location Tuvalu
 Client DFAT - Australian Aid Program
 Purpose Technical and logistical support advisor to the Government of Tuvalu in preparation for hosting the Pacific Islands Forum.
 Sector Logistics

3I - INVESTING IN INFRASTRUCTURE

2015 ●●●●●○ 2021
 Location Cambodia
 Client DFAT - Australian Aid Program
 Purpose Expanding access to water and electricity infrastructure in Cambodia by promoting and catalysing business growth and private investment.
 Sector Economic Growth

MULTISTAKEHOLDER FORESTRY PROGRAMME IN INDONESIA PHASE 4 (MFP4)

2018 ●●●○ 2021
 Location Indonesia
 Client DFID - UK Department for International Development
 Purpose Supporting Indonesia's objectives to strengthen forest governance and market reforms that reduce illegal use of forest resources and benefit poor people.
 Sector Environment

ECONOMIC POLICY INCUBATOR

2016 ●●●●●○ 2022
 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

NAURU SUPPORT SERVICES

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

MARKET DEVELOPMENT FACILITY (MDF) PHASE 2

2017 ●●●●○ 2022
 Location Fiji, Pakistan, Papua New Guinea, Sri Lanka, Timor-Leste
 Client DFAT - Australian Aid Program
 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

AUSTRALIA PACIFIC CLIMATE PARTNERSHIP SUPPORT UNIT

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

TECHNICAL ASSISTANCE TO THE MODERNISATION OF AGRICULTURAL PROGRAMME

2018 ●●●○ 2022
 Location Sri Lanka
 Client Ecorys Nederland
 Purpose Developing a modernisation policy that contributes to a more productive, sustainable, diversified, climate-resilient, market-oriented and inclusive agriculture sector.
 Sector Governance

EDUCATION PATHWAYS TO PEACE

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





AUSTRALIA-INDONESIA PARTNERSHIP FOR PROMOTING RURAL INCOMES THROUGH SUPPORT FOR MARKETS IN AGRICULTURE (AIP-PRISMA2)

2018 ●●●●● 2023
 Location Indonesia
 Client DFAT - Australian Aid Program
 Purpose Achieving a sustainable 30% increase in the net incomes of 1,000,000 smallholder farming households in Indonesia by the end of 2023.
 Sector Economic Growth

HUMANITARIAN CORE LOGISTICS

2018 ●●●●● 2023
 Location Global
 Client DFAT - Australian Aid Program
 Purpose Managing the logistical support to Australian Aid program, to save lives, alleviate suffering and enhance human dignity during and in the aftermath of conflict, disasters and other humanitarian crises through the provision of appropriate and high-quality humanitarian logistical support services.
 Sector Logistics

HUMANITARIAN LOGISTICS CAPABILITY WAREHOUSE

2019 ●●●●● 2023
 Location Australia
 Client DFAT - Australian Aid Program
 Purpose Managing a dedicated 10,000m2 facility providing managed warehouse services in Brisbane and Sydney for pre-positioned Australian Government, INGO and UN Agency stockpiles of humanitarian relief items.
 Sector Logistics

PACIFIC LABOUR FACILITY (PLF)

2018 ●●●●● 2023
 Location Pacific
 Client DFAT - Australian Aid Program
 Purpose Labour mobility is a win-win, and the Seasonal Workers Programme and Pacific Labour Scheme help fill Australia's labour gaps while providing opportunities to workers across the region. Palladium manages the scheme, connecting Pacific workers to Australian employers.
 Sector Education and Workforce Development

PRIVATE SECTOR DEVELOPMENT PROGRAMME

2019 ●●●●● 2023
 Location Samoa
 Client Ministry of Foreign Affairs and Trade, New Zealand
 Purpose Facilitating improved performance of Samoa's private sector in order to generate improvements in profitability and employment.
 Sector Environment

HEALTH EQUITY & FINANCIAL PROTECTION PLATFORM (PROTECTHEALTH)

2019 ●●●●● 2024
 Location Philippines
 Client United States Agency for International Development
 Purpose Strengthening the Philippines' health financing system to improve financial protection and equitable access to essential health services to maximise tuberculosis and family planning outcomes.
 Sector Health

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 Aid Program
 Purpose Improving the integrated management of water, energy, and food in three major Himalayan river basins.
 Sector Economic Growth

QUALITATIVE MONITORING SERVICES

2018 ●●●○ 2020
 Location Pakistan
 Client United Nations Children's Emergency Fund
 Purpose Monitoring UNICEF Pakistan's program on improving the lives of adolescents living in South Asia using the Reality Check Approach.
 Sector Measuring Impact

SKILLS AND EMPLOYMENT PROGRAMME BANGLADESH

2014 ●●●●●●●●○ 2021
 Location Bangladesh
 Client DFID - UK Department for International Development
 Purpose Promoting a stronger and more inclusive private sector skills training market that creates better job opportunities for the poor, women and disadvantaged groups in both the construction and ready-made garment sectors.
 Sector Economic Growth

UTKRISHI DEVELOPMENT IMPACT BOND

2018 ●●●○ 2021
 Location India
 Client UBS Optimus Foundation
 Purpose Development impact bond focused on improving the quality of maternal health services at private health facilities in Rajasthan.
 Sector Innovative Finance

THANE SPV

2018 ●●●○ 2021
 Location India
 Client Thane Smart City Ltd
 Purpose Project management, stakeholder engagement, and knowledge management for the implementation of Smart City Projects in Thane.
 Sector Governance

SMALL AND MEDIUM-SIZED ENTERPRISES LINE OF CREDIT PROJECT

2019 ●●●○ 2021
 Location Sri Lanka
 Client Asian Development Bank
 Purpose Strengthening gender-inclusive policy and regulatory frameworks, business practices, and networks, and the evidence base on women entrepreneurship to inform future policymaking.
 Sector Economic Growth

IMPLEMENTATION OF A LINE OF CREDIT FOR ENERGY EFFICIENCY MEASURES

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

SKILLS FOR JOBS PROGRAMME

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

WOMENX: A NEW GENERATION OF WOMEN ENTREPRENEURS

2015 ●●●●●●●● 2019
 Location Pakistan
 Client The World Bank Group
 Purpose Created and strengthened an entrepreneurial ecosystem for women-owned small and medium-sized enterprises to grow their business.
 Sector Economic Growth

MAHARASHTRA AGRI-SKILLING PROGRAMME

2018 ●●●○ 2020
 Location India
 Client Maharashtra State Skill Development Society
 Purpose A growing population, the agrarian crisis and rising youth unemployment all threaten Maharashtra's stability and potential for inclusive growth. With 52% of the population cultivating their own land or working as agricultural labourers, we're working to increase skills, jobs, and investment in the agricultural sector.
 Sector Economic Growth

EMPOWERMENT, VOICE AND ACCOUNTABILITY FOR BETTER HEALTH AND NUTRITION

2014 ●●●●●●●● 2019
 Location Pakistan
 Client DFID - UK Department for International Development
 Purpose Enhanced communities' understanding of their health rights, monitored the planning and delivery of services, and developed solutions for supply and demand of nutrition services.
 Sector Governance

STRATEGY EXECUTION FOR SAKAL MEDIA BUSINESSES

2017 ●●●● 2019
 Location India
 Client Sakal Papers Private Ltd
 Purpose Defined and executed a long term strategic and operational plan and established a Strategy Management Office.
 Sector Governance

SUPPORT TO THE JOGORKU KENESH

2016 ●●●●●○ 2020
 Location Kyrgyzstan
 Client DFID - UK Department for International Development
 Purpose Incorporating three key policy agendas to create more effective accountability mechanisms in parliament and address citizens' stated priorities for inclusive growth.
 Sector Governance

TRANSPARENCY ACCOUNTABILITY AND RTI FUND PROGRAMME

2015 ●●●●●●●● 2019
 Location Bangladesh
 Client British Council
 Purpose Worked with government, the private sector and civil society to promote more active and constructive engagement of both citizens and government to ensure government is accountable for its performance and support.
 Sector Governance

INTEGRATED PROGRAMME FOR STRENGTHENING SECURITY AND JUSTICE - MONITORING EVALUATION AND LEARNING

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

CITY TRANSFORMATION OFFICE

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

SUPPORT TO DEMOCRATIC INSTITUTIONS IN PAKISTAN

2016 ●●●●●● 2019
 Location Pakistan
 Client European Union
 Purpose The potential for democratic reform in Pakistan is steadily increasing following the 2013 election. We're helping to advance the function of Pakistan's parliamentary institution (and in particular Provincial Assemblies) through effective legislation, policy and budget oversight, and enhanced representation.
 Sector Governance



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 public, private, and civil society sectors to support positive social, economic, and environmental change.

HELPING MOTHERS AND CHILDREN THRIVE

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

RIYADH MUNICIPAL STRATEGY

2016 ●●●●● 2019
 Location Saudi Arabia
 Client Municipality of Riyadh
 Purpose Assisted the Municipality of Riyadh in the adoption of a Strategy Management and Execution Framework.
 Sector Governance

STRATEGY ASSESSMENT

2016 ●●●●● 2019
 Location Saudi Arabia
 Client Cooperative Societies Council
 Purpose Conducted a benchmarking study to identify the best international cooperative practices, assess economic challenges, and evaluate performance of the sector.
 Sector Governance

SEEF - OUTSOURCING

2017 ●●●●● 2019
 Location Qatar
 Client SEEF Limited
 Purpose Provided a Strategy Management Officer to assist SEEF to develop, translate, cascade, monitor and update their strategy, and assist in planning of an internal and external Audit of ISO Integrated Management Systems.
 Sector Governance

PERFORMANCE MANAGEMENT CAMPAIGN

2017 ●●●●● 2019
 Location United Arab Emirates
 Client Department of Education and Knowledge
 Purpose Enhanced corporate and individual performance management with a new performance management process.
 Sector Education and Workforce Development

KUWAIT'S TOURISTIC ENTERPRISES COMPANY ENGAGEMENT

2017 ●●●●● 2019
 Location Kuwait
 Client Touristic Enterprises Company
 Purpose Ensured the successful implementation of TEC's 5-year strategy as part of an ambitious transformational journey to become the leading provider of tourism, entertainment and leisure experiences in Kuwait and beyond.
 Sector Governance

CONSULTANCY SERVICES FOR ASSESMENT AND UPDATING COMPANY STRATEGY

2017 ●●●●● 2019
 Location Qatar
 Client Qatar Fertiliser Company
 Purpose Developed and implemented a revamped corporate strategy.
 Sector Governance

ESTABLISH PROJECT MANAGEMENT UNIT

2017 ●●●●● 2019
 Location Saudi Arabia
 Client Ministry of Municipal and Rural Affairs
 Purpose Established and operated the Performance Management Unit (PMU) of the municipal sector.
 Sector Governance

NATIONAL EXPORT STRATEGY GOVERNANCE

2019 ● 2019
 Location Saudi Arabia
 Client Saudi Export Development Authority
 Purpose We worked with Saudi Exports to design a fit-for-purpose governance model for the entire Saudi trade development ecosystem. The engagement also included design of a detailed operating model for an intelligence unit tasked to provide policy advice to the centre of government.
 Sector Governance

BUILD OPERATE TRANSFER OF ADAA PERFORMANCE MEASUREMENT DEPARTMENT

2017 ●●●●● 2019
 Location Saudi Arabia
 Client AECOM
 Purpose Supported the Kingdom of Saudi Arabia to build the Performance Measurement Department of the National Center for Performance Management (ADAA).
 Sector Governance

OFFICE OF STRATEGY MANAGEMENT SETUP

2017 ●●●●● 2019
 Location Saudi Arabia
 Client Ministry of Education
 Purpose Conducted a strategy translation exercise and structured an Office of Strategy Management to support the Ministry of Education's mandate to broaden and update its governance model.
 Sector Governance

SUPPORTING THE EXECUTION OF RCC'S STRATEGY

2017 ●●●●● 2019
 Location Saudi Arabia
 Client Riyadh Chamber of Commerce
 Purpose Supported the Riyadh Chamber of Commerce in implementing its strategy initiatives, including establishing an Office of Strategy Management and cascading its strategy across all sectors.
 Sector Governance



LIVELIHOODS AND INCLUSIVE FINANCE EXPANSION (LIFE)

2016 ●●●●●○ 2021

Location Lebanon
Client United States Agency for International Development
Purpose Despite being a financial hub for the Middle East, less than 40% of people in Lebanon have access to a bank account, impacting their ability to pursue opportunities and benefit from financial services and security. We're working to link vulnerable entrepreneurs with business training and financial services, reducing poverty while transforming the ecosystem for financial inclusion.
Sector Economic Growth

ADAA - TRAINING DEVELOPMENT

2017 ●●●●● 2019
Location Saudi Arabia
Client ADAA
Purpose Assisted the Kingdom of Saudi Arabia's national centre for performance management of public entities (ADAA) in developing training materials for their capability building function.
Sector Governance

REPRODUCTIVE HEALTH & SOCIAL PROTECTION

2017 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Economy and Planning
Purpose Created alignment between the Kingdom of Saudi Arabia's Vision 2030 and the Kingdom's population dynamics through the development of effective, fit for purpose Reproductive Health policies.
Sector Health

MARKET ASSESSMENT OF THE NEEDS OF MSMEs IN EGYPT

2018 ●●●●● 2019
Location Egypt
Client The World Bank Group
Purpose Supported financial institutions in Egypt by developing a market research of the needs of MSMEs, including an analysis of the existing gap between demand and supply.
Sector Economic Growth

JORDAN GARMENT VALUE CHAIN ANALYSIS

2018 ●●●●● 2019
Location Jordan
Client Netherlands Enterprise Agency
Purpose Analysed Jordan's garment value chain to assess business opportunities and strategic areas of intervention for the Netherlands Enterprise Agency and the Embassy in Amman.
Sector Economic Growth

PREVENTION AND HEALTHY LIFESTYLE

2018 ●●●●● 2019
Location United Arab Emirates
Client Dubai Health Authority
Purpose Promoted healthy lifestyle and disease prevention interventions at community and individual levels.
Sector Health

STRATEGIC PLAN

2018 ●●●●● 2019
Location United Arab Emirates
Client Emirates Diplomatic Academy
Purpose Updated the corporate strategy of the Emirates Diplomatic Academy, cascading it to the departmental level and developing operational plans for execution.
Sector Governance

JORDAN INVESTMENT MECHANISM

2018 ●●●●● 2019
Location Jordan
Client Open Society Foundations
Purpose Designed an investment mechanism to channel funding to enterprises in support of refugee and host communities in Jordan.
Sector Capital Advisory

RESEARCH ON ROLE OF SYSTEMS THINKING

2018 ●●●●● 2019
Location Jordan
Client Open Society Foundations
Purpose Performed research and authored a report on the importance of systems thinking in impact investing.
Sector Capital Advisory

BANKRUPTCY COMMISSION OPERATING MODEL

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Commerce
Purpose Developed the operating model for the Ministry of Commerce's Bankruptcy Commission.
Sector Governance

ESTABLISHING MARKETING AND SALES SUPPORT FOR SMALL FARMERS

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Assessed the initiatives of the Agricultural Marketing Portfolio and provided recommendations on how they can be most effectively managed and implemented.
Sector Governance

ADAA BOT VARIATION

2018 ●●●●● 2019
Location Saudi Arabia
Client ADAA
Purpose Enabled the Kingdom of Saudi Arabia Vision 2030 reporting by developing dashboards for ~80 governmental entities.
Sector Governance

NATIONAL POPULATION COMMITTEE

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Economy and Planning
Purpose Set up the National Population Committee and created its strategic direction, operating model, and performance management framework, and developed a demographics database.
Sector Governance

ORGANIC FARMING DEVELOPMENT

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Developed and transitioned local farms to organic farming.
Sector Economic Growth

ADAA FRAMEWORK AGREEMENT

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Provided expertise and team support to help establish daily operations.
Sector Governance

OFFICE OF STRATEGY MANAGEMENT - NATIONAL CENTER FOR PALM AND DATES

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Established and operated the Office of Strategy Management at the National Center of Palms and Dates.
Sector Governance

FISHERY FEASIBILITY STUDY

2018 ●●●●● 2019
Location Saudi Arabia
Client Saudi Agriculture & Livestock Investment Co.
Purpose Prepared a detailed feasibility study to examine the business case for investment into a 100,000 ton commercial aquaculture production unit in the Red Sea area of Saudi Arabia.
Sector Environment

ORGANIC FARMING INSPECTOR TRAINING

2018 ●●●●● 2019
Location Saudi Arabia
Client Saudi Agriculture & Livestock Investment Co.
Purpose Strengthened capacity and enhanced the governmental control functions for the emergent organic sector in KSA.
Sector Economic Growth

PERFORMANCE MEASUREMENT ENABLEMENT

2018 ●●●●● 2019
Location Saudi Arabia
Client Acwa Holdings Company
Purpose Developed a performance framework, departmental mandates, key processes and organisational governance.
Sector Governance

STRATEGY MANAGEMENT ADVISORY SUPPORT

2018 ●●●●● 2019
Location Saudi Arabia
Client Riyadh Chamber of Commerce
Purpose Supervised the rollout of the strategy, after developing and cascading across the organisation earlier the same year.
Sector Governance

STRATEGIC PLANNING, ALIGNMENT, AND EXECUTION

2018 ●●●●● 2019
Location Saudi Arabia
Client Ministry of Municipal and Rural Affairs
Purpose Managed all activities of the strategy function at MoMRA, from planning and alignment within the ministry and its affiliated 267 municipalities, to executing on the Kingdom of Saudi Arabia's Vision 2030.
Sector Governance

ESTABLISHMENT OF A MARKET SERVICES CENTER

2018 ●●●●● 2019
Location Saudi Arabia
Client Al Rajhi Saudi Group
Purpose Developed a feasibility study for establishment of an Agricultural Service Center on a commercial basis in the Al Kharj region of the Kingdom of Saudi Arabia.
Sector Economic Growth

KPTC BRIDGE

2018 ●●●●● 2019
Location Kuwait
Client National Advisory Services Company
Purpose Secured the financial funding required for the transformation and operations of KPTC and developed the high priority tenders to be implemented.
Sector Governance



ADVISORY SERVICES FOR THE NATIONAL EDUCATIONAL SERVICES AND TRAININGS (NEST)

2018 ●●●●● 2019
 Location Kuwait
 Client National Technology Enterprises Company
 Purpose Set the foundation for NEST as a governing entity by providing seamless integration of school, university and executive education for business leaders, executives, managers, entrepreneurs, and other stakeholders.
 Sector Education and Workforce development

STUDY ON ACCESS TO FINANCE FOR FARMERS IN JORDAN

2019 ●●●●● 2019
 Location Jordan
 Client Netherlands Enterprise Agency
 Purpose Advised the Netherlands Embassy in Amman on suitable financial services for smallholder farmers to improve their livelihoods and break the cycle of indebtedness.
 Sector Economic Growth

MOPA FOREIGN AID

2019 ●●●●● 2019
 Location United Arab Emirates
 Client Ministry of Presidential Affairs
 Purpose Developed a coordination and regulatory framework for the UAE's foreign aid agencies.
 Sector Economic Growth

VISION REALISATION OFFICE SUPPORT

2019 ●●●●● 2019
 Location Saudi Arabia
 Client Ministry of Economy and Planning
 Purpose Developed a sound performance management framework along with a detailed guide for various departments, and improved the ministry's current performance reporting process by developing reporting templates and reviewing all current data reported to enhance the analysis.
 Sector Governance

CDC TECHNICAL ADVISORY

2019 ●●●●● 2019
 Location Saudi Arabia
 Client Ministry of Health Center Disease Control
 Purpose Set up Public Health and CDC strategy and operations.
 Sector Governance

AFGHANISTAN HEALTH SECTOR RESILIENCY (HSR) PROJECT

2015 ●●●●●●●●● 2020
 Location Afghanistan
 Client United States Agency for International Development
 Purpose Strengthening and reforming an increasingly self-reliant Afghan health system prepared for decreased external support and for expansion of quality services.
 Sector Health

LEBANON ENTERPRISE AND EMPLOYMENT PROGRAMME (LEEP)

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

MOJ COURTS TRANSFORMATION

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

CDC PUBLIC HEALTH LAW

2018 ●●●●● 2020
 Location Saudi Arabia
 Client Ministry of Health Center Disease Control
 Purpose Formulating a Public Health Law that will enhance the protection and safety of the individual and society, raise awareness of and support relevant studies and research, and link other laws, regulations and policies to cover all aspects of public health.
 Sector Governance

DUBAI CULTURE & ARTS AUTHORITY (DCAA) STRATEGY REVIEW

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

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 Governance

CROP PATTERNS 2

2019 ●●●●● 2020
 Location Saudi Arabia
 Client Ministry of Environment, Water, & Agriculture
 Purpose Planning and executing strategies in the agriculture sector across the 13 regions of the Kingdom of Saudi Arabia that enable farmers to achieve improved crop production in a way that's environmentally sustainable.
 Sector Economic Growth

HEALTH FINANCE AND GOVERNANCE

2016 ●●●●●●●●● 2021
 Location Jordan
 Client United States Agency for International Development
 Purpose Technical services to improve health sector sustainability and resilience in Jordan, including Universal Health Coverage (UHC), by increasing spending efficiency and improving governance at all levels.
 Sector Health

PROGRAM FOR PREVENTION AND CONTROL OF RED PALM WEEVIL

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

IMPLEMENTING ORGANIC FARMING DEVELOPMENT ACTIVITIES

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

PROGRAMME FOR SUPPORTING RENEWABLE ENERGY AND PROMOTING GENDER EQUALITY IN EGYPT

2019 ●●●●● 2022
 Location Egypt
 Client European Bank for Reconstruction and Development
 Purpose Undertaking a market study and providing technical assistance to promote women's economic opportunities in the renewable energy sector in Egypt.
 Sector Inclusive Growth

TOURISTIC ENTERPRISES COMPANY PHASE 2

2019 ●●●●● 2021
 Location Kuwait
 Client Touristic Enterprises Company
 Purpose Kuwait has the biggest internal domestic demand for tourism in the GCC, but their people spend the most on trips outside the country. Using our Execution Premium Process (XPP), we're helping Kuwait transform into a GCC destination of choice, creating economic and social value across the country's tourism ecosystem.
 Sector Governance



OUR WORK AFRICA

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



UGANDA GOVERNANCE, ACCOUNTABILITY, PARTICIPATION

2012 ●●●●●●●●●● 2019

Location Uganda
 Client RTI - Research Triangle Institute
 Purpose Improved 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

MEASURE EVALUATION TANZANIA ASSOCIATION AWARD

2014 ●●●●●●●●●● 2019

Location Tanzania
 Client University of North Carolina
 Purpose Assisted the Government of Tanzania to strengthen and harmonise monitoring and evaluation systems for health and social service programs, with a focus on most vulnerable children, HIV and AIDS, and malaria.
 Sector Measuring Impact

SUPPORTING OPERATIONAL AIDS RESEARCH (SOAR)

2014 ●●●●●●●●●● 2019

Location Global
 Client Population Council
 Purpose Supported voluntary medical male circumcision priority countries with their use of data to improve the planning, monitoring, and policy dialogue around national programs.
 Sector Health

TRANSFORMING THE ECONOMY THROUGH CLIMATE SMART AGRIBUSINESS (NU-TEC)

2015 ●●●●●●●●●● 2022

Location Uganda
 Client DFID - UK Department for International Development
 Purpose Northern Uganda experiences high levels of poverty and the region is dependent on rain-fed, lower productivity smallholder agriculture, which keeps people poor and highly vulnerable to climate change. We are helping to increase the incomes and climate resilience of Northern Ugandans by working with agricultural businesses to supply farmers with cheaper, better, and more varied agricultural inputs and services, and creating stronger markets for farmer produce.
 Sector Economic Growth

PREPAREDNESS AND RESPONSE

2014 ●●●●●●●●●● 2019

Location Cameroon, Ethiopia, Kenya, Uganda, Tanzania
 Client DAI - ETLIF
 Purpose Facilitated, catalysed, and supported the formation and strengthening of One Health National Platforms in focus countries.
 Sector Health

WEST AFRICA FOOD MARKETS PILOT

2014 ●●●●●●●●●● 2019

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

SPRING: A BUSINESS INCUBATOR TO IMPROVE THE LIVES OF GIRLS IN POVERTY

2014 ●●●●●●●●●● 2019

Location Kenya, Rwanda, Uganda, Pakistan, Bangladesh, Tanzania, Ethiopia
 Client DFID - UK Department for International Development
 Purpose Worked with growth-oriented businesses on innovations that transform the lives of poor and vulnerable girls aged 10-19.
 Sector Economic Growth

BUILDING RESILIENCE AND ADAPTATION TO CLIMATE EXTREMES AND DISASTERS

2014 ●●●●●●●●●● 2019

Location Global
 Client KPMG East Africa Ltd
 Purpose Helped people become more resilient to climate extremes in South and South East Asia and in the African Sahel and its neighbouring countries.
 Sector Environment

MALI SBCC

2015 ●●●●● 2019
 Location Mali, Somalia
 Client Johns Hopkins University
 Purpose Increased the availability of high impact health products and services throughout Mali.
 Sector Health

FACING OUR FEARS

2015 ●●●●● 2019
 Location Kenya
 Client Confidential
 Purpose Built support for the human rights of the LGBTQ community among religious leaders and built capacity of the local LGBTQ community-based partner.
 Sector Health

RESOURCES TOWARD ELIMINATING CHILD VULNERABILITY

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

DELIVERING INCREASED FAMILY PLANNING ACROSS RURAL KENYA

2015 ●●●●● 2019
 Location Kenya
 Client DFID - UK Department for International Development
 Purpose Partnered 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

SUPPORT TO THE NATIONAL AUTHORISING OFFICE (NAO)

2015 ●●●●● 2019
 Location Zambia
 Client Proman Group
 Purpose Contributed to sustainable economic growth and poverty reduction in Zambia through improved aid coordination and delivery.
 Sector Governance

AFYA PWANI

2016 ●●●●● 2019
 Location Kenya
 Client Pathfinder International
 Purpose Improved 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 Logistics

KENYA HEALTH MANAGEMENT INFORMATION SYSTEMS II

2016 ●●●●● 2020
 Location Kenya
 Client Centers for Disease Control and Prevention
 Purpose Kenya is working toward the 90-90-90 targets set by UNAIDS - that is, to have 90% of persons living with HIV aware of their status; 90% of these on antiretroviral therapy; and 90% of these virally suppressed by 2020. While there is much to be done to make this possible, we've been working with the CDC and the Kenyan government to increase access to quality data, improving clinical service delivery and patient management.
 Sector Governance

PRODUCTIVE SAFETY NET PROGRAMME - JOINT REVIEW AND IMPLEMENTATION SUPPORT

2016 ●●●●● 2019
 Location Ethiopia
 Client World Bank
 Purpose Facilitated joint Government-DP processes in the Productive Safety Net Programme, and delivered strategic analysis and recommendations to improve programme implementation and strengthen Government-DP relations.
 Sector Governance

AGRICULTURAL SECTOR PROGRAM FOR ECONOMIC GROWTH

2016 ●●●●● 2019
 Location Burkina Faso
 Client Danish International Development Agency
 Purpose Technical Assistance to two banks (Ecobank Burkina Faso and Coris Bank International) to improve their capability to provide sustainable funding to the agro and agro processing value chains in Burkina Faso.
 Sector Innovative Finance

UGANDA HEALTH SUPPLY CHAIN IMPROVEMENT PROJECT (HSIP)

2017 ●●●●● 2019
 Location Uganda
 Client Medical Access Uganda Ltd
 Purpose Improved the health of all Ugandans by increasing the availability, accessibility, affordability, and appropriate use of essential medicines and health supplies.
 Sector Health

PRIVATE ENTERPRISE PROGRAMME ETHIOPIA (PEPE)

2017 ●●●●● 2019
 Location Ethiopia
 Client DAI Europe
 Purpose Supported economic opportunity for women and "greening" growth.
 Sector Economic Growth

CLIMATE TECHNOLOGY BUSINESS MODEL DIFFUSION IN KENYA AND SOUTH AFRICA

2017 ●●●●● 2019
 Location Kenya, South Africa
 Client World Bank
 Purpose The project identified climate technology solutions that have been proven in markets outside of Africa, and introduced them to suitable enterprises in Kenya and South Africa.
 Sector Environment

GROWTH AND EMPLOYMENT PROJECT - AGRIBUSINESS

2018 ●●●●● 2019
 Location Nigeria
 Client World Bank
 Purpose Assessed Northeast Nigeria's agribusiness subsectors to identify and strengthen opportunities and competitiveness.
 Sector Economic Growth

ENVIRONMENTAL AND SOCIAL GAP ANALYSIS AND ENHANCEMENT OF PROCEDURES

2018 ●●●●● 2019
 Location Tunisia
 Client Arab Tunisian Lease
 Purpose Reviewed the existing E&S related capacities and processes and suggested enhancements to comply with GGF standards.
 Sector Environment

ASSESSING THE DEVELOPMENT EFFECTIVENESS OF AGRICULTURAL AND AGRIBUSINESS INTERVENTIONS

2018 ●●●●● 2019
 Location Global
 Client Société de Promotion et de Participation
 Purpose Assessed the development effectiveness of agricultural and agribusiness interventions of PROPARGO in Africa, with a focus on the direct interventions in the sector.
 Sector Economic Growth

PROVISION OF RURAL FINANCE CAPACITY BUILDING SERVICES

2018 ●●●●● 2019
 Location Ethiopia, Kenya, Uganda, Burundi, Malawi, Zambia, and Madagascar
 Client International Fund for Agricultural Development
 Purpose Supported IFAD's aim to address the barriers and needs of the Financial Service Providers it works with across East and Southern Africa for mainstreaming Climate, Environmental and Social Governance into their operations.
 Sector Economic Growth

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT STRATEGY

2018 ●●●●● 2019
 Location Angola
 Client Banco de Poupança e Crédito
 Purpose Supported BPC in defining their Environmental and Social Performance Framework, and worked with the Bank's sustainability team to develop a roadmap for implementation of the Environmental and Social Risk Management Strategy.
 Sector Environment

MAPPING EXISTING INCUBATORS AND ACCELERATORS ACROSS AFRICA

2018 ●●●●● 2019
 Location Africa
 Client The African Development Bank
 Purpose Mapped existing incubators/accelerators and relevant entrepreneurial networks across Africa for Jobs for Youth in Africa Innovation Lab.
 Sector Economic Growth

RE-ENERGIZING AGRICULTURE THROUGH SOLAR POWER

2018 ●●●●● 2019
 Location Rwanda
 Client World Bank
 Purpose Developed an advisory report for the World Bank and the Government of Rwanda with a roadmap towards introducing solar solutions for productive use in agriculture processing in Rwanda.
 Sector Economic Growth

SELL-SIDE ADVISOR IN SALE OF BRAC UGANDA

2018 ●●●●● 2019
 Location Uganda
 Client BRAC
 Purpose Advised on the sale of 51% of BRAC Uganda, to facilitate the conversion to a regulated bank.
 Sector Capital Advisory

ENERGY ENTREPRENEURS GROWTH

2018 ●●●●● 2019
 Location Sub Saharan African (SSA) countries
 Client Shell Foundation
 Purpose Supported the design and structuring of EEGF, which will invest in early stage access to energy businesses in sub-Saharan Africa.
 Sector Capital Advisory

STRENGTHENING ACCESS BANK'S W INITIATIVE

2019 ●●●●● 2019
 Location Nigeria, Ghana, Rwanda, Zambia
 Client KIT Royal Tropical Institute
 Purpose Supported Access Bank Nigeria, Ghana, Rwanda and Zambia to grow its Women in Business segment and to better serve WMSMEs by offering financial and non-financial services.
 Sector Economic Growth

DANGOTE PHASE 2

2019 ●●●●● 2019
 Location Nigeria
 Client IDH Sustainable Trade Initiative
 Purpose Co-designed and piloted an inclusive, large-scale rice sourcing strategy for Dangote with third-party supply chain managers.
 Sector Health

ETH SAKAL TRUST BLIND SCHOOL - DESIGN PHASE

2019 ●●●●● 2019
 Location Ethiopia
 Client Eagle Hills Enterprise
 Purpose Conducted an extensive study for the design of the school and residential facility for 300 blind/visually impaired students over a 10,000 square meter built-up area.
 Sector Education and Workforce Development

SUSTAINABLE OUTCOMES OF CHILDREN AND YOUTH IN UGANDA

2015 ●●●●● 2020
 Location Uganda
 Client Catholic Relief Services
 Purpose To improve the health, nutrition, education and psychosocial wellbeing of vulnerable children, as well as reduce abuse, exploitation and neglect.
 Sector Economic Growth

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 Environment

RWANDA MULTI DONOR CIVIL SOCIETY SUPPORT PROGRAMME

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

TECHNICAL ASSISTANCE TO THE DEPARTMENT OF DEVOLUTION AND PLANNING

2015 ●●●●●○ 2020

Location Kenya
Client Eureka

Purpose Contributing to the implementation of the devolution process as outlined in the new Constitution in Kenya, including the implementation of local economic development grants.

Sector Economic Growth

SUPPORT TO PUBLIC FINANCE MANAGEMENT REFORM

2015 ●●●●●○ 2020

Location Lesotho
Client Linpico
Purpose Contributing to the implementation of Lesotho's national development agenda as embodied in the Vision 2020.

Sector Economic Growth

AUSTRALIA AWARDS AFRICA

2016 ●●●●●○ 2020

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

Sector Education and Workforce Development

DISCOVER-HEALTH

2016 ●●●●●○ 2020

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

Sector Economic Growth

ANTI CORRUPTION EVIDENCE (ACE) PROGRAMME

2016 ●●●●●○ 2020

Location Nigeria
Client SOAS University of London
Purpose Providing policy advice and communications support to the SOAS-managed Anti Corruption Evidence programme, which delivers practical research on 'what works' to tackle corruption in developing countries.

Sector Economic Growth

EC STATE BUILDING CONTRACT BUDGET SUPPORT PROGRAM

2016 ●●●●●○ 2020

Location Sierra Leone
Client Linpico
Purpose Supporting the Government of Sierra Leone to improve resilience to face external shocks and reach the New Deal Peace-building and State-building Goal (PSG).

Sector Governance

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

2018 ●●●○ 2020

Location Malawi
Client Malawi Investment and Trade Centre
Purpose Malawi FAPA is a value-chain development program, linking 17 agro-processing SMEs, 25 farmer groups and 1000+ smallholders with training, markets and finance.

Sector Economic Growth

PLANNED ENERGY AND ENVIRONMENT PARTNERSHIP (EEP) TRUST FUND

2018 ●●●○ 2020

Location South Africa
Client KPMG
Purpose Contributing to the day-to-day management of the EEP fund which finances innovative early stage clean energy projects in East and Southern Africa.

Sector Environment

DEBT AND EQUITY CAPITAL RAISING

2018 ●●●○ 2020

Location Sierra Leone, Liberia, Côte d'Ivoire
Client Solon Capital Partners
Purpose Raising debt and equity capital for this innovative permanent capital structure in West Africa.

Sector Capital Advisory

FEASIBILITY STUDY FOR PRODUCTION OF HERBS, SPICES AND AROMATIC PLANTS

2019 ●●○ 2020

Location Lesotho
Client Lesotho Ministry of Trade & Industry
Purpose Advising the Government of Lesotho on income diversification opportunities for farmers and agri-entreprises, and providing financial business cases and an investment promotion strategy.

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

HUMAN DEVELOPMENT INNOVATION FUND

2013 ●●●●●○ 2021

Location Tanzania
Client DFID - UK Department for International Development
Purpose Identifying and supporting innovations that have the potential to create social impact in education, health, and water, sanitation, and hygiene (WASH) across Tanzania.

Sector Economic Growth

TUPIME KAUNTI PROJECT

2016 ●●●●●○ 2021

Location Kenya
Client United States Agency for International Development
Purpose Evidence-based, high-quality planning, implementation and evaluation of health services that are responsive to Measurement, Learning, and Accountability (MLA) objectives at the county level.

Sector Health

HEALTH INFORMATICS GOVERNANCE AND DATA ANALYTICS

2016 ●●●●●○ 2021

Location Kenya
Client 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 Measuring Impact

FEED THE FUTURE MALAWI AG DIVERSIFICATION ACTIVITY

2016 ●●●●●○ 2021

Location Malawi
Client 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

PERL - ENGAGED CITIZENS (ECP)

2016 ●●●●●○ 2021

Location Nigeria
Client DFID - UK Department for International Development
Purpose Supporting transformative reforms in service delivery processes 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 Tanzania
Client DFID - UK Department for International Development
Purpose Strengthening democratic institutions and governance in Tanzania so that they are more inclusive and accountable.

Sector Governance

MATERNAL, NEWBORN AND CHILD HEALTH (MNCH2)

2014 ●●●●●○ 2020

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

TFA2020 REGIONAL COORDINATOR FOR AFRICA

2016 ●●●●○ 2021

Location Ghana, Liberia
 Client World Economic Forum
 Purpose Engaging the TFA2020 Regional Coordinator for Africa and facilitating the shared objectives of TFA2020 and the P4F Programme in supporting sustainable forest management.
 Sector Environment

ETHIOPIA INVESTMENT ADVISORY FACILITY

2017 ●●●●○ 2021

Location Ethiopia
 Client McKinsey
 Purpose Supporting Ethiopia's continued development through effective public investment management and improving performance in sectors like energy and logistics.
 Sector Economic Growth

DEBT TRANSACTION SERVICES

2017 ●●●●○ 2021

Location Tanzania, Uganda, Myanmar
 Client BRAC International Holdings B.V
 Purpose Servicing for a debt transaction orchestrated in 2016.
 Sector Capital Advisory

MARKET DEVELOPMENT COMPONENT FOR THE ZIMBABWE LIVELIHOODS AND FOOD SECURITY PROGRAMME (LFSP) PHASE 2

2019 ●●●○ 2021

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

TECHNICAL ASSISTANCE IN SUPPORT OF THE EDUCATION SECTOR IN SIERRA LEONE

2017 ●●●●○ 2022

Location Sierra Leone
 Client Proman Group
 Purpose Providing Sierra Leone's relevant institutions with technical assistance to strengthen its management capacity and deliver education services.
 Sector Education and Workforce Development

TECHNICAL ASSISTANCE FACILITY

2017 ●●●●○ 2022

Location South Africa
 Client South African National Energy Development
 Purpose Supporting local banks and companies in South Africa towards the development of Energy Efficiency and Renewable Energy with a social impact.
 Sector Environment

HEALTH POLICY PLUS

2015 ●●●●○ 2022

Location Global
 Client United States Agency for International Development
 Purpose HP+ works across four continents to strengthen countries' health services, which is the number one action needed to reach the UN Sustainable Development Goals' health targets. HP+ works with governments to optimise resources and foster equitable, sustainable, rights-based health services, supplies, and delivery systems - incorporating policy, financing, and governance.
 Sector Health

IMPROVING MARKET SYSTEMS FOR AGRICULTURE

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

TECHNICAL ASSISTANCE FOR THE EMPLOYMENT PROMOTION THROUGH SMMES SUPPORT PROGRAMME

2018 ●●●●○ 2022

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

INVESTMENT SUPPORT FACILITY FOR SMALLHOLDER INCLUSIVE TRANSACTIONS (ISF)

2019 ●●●●○ 2022

Location Malawi
 Client Confidential
 Purpose Generating and closing at least \$75 million in transactions that integrate at least 25,000 smallholders into their business models.
 Sector Economic Growth

COUNTY MEASUREMENTS, LEARNING AND ACCOUNTABILITY PROGRAM II

2018 ●●●●○ 2023

Location Kenya
 Client United States Agency for International Development
 Purpose Strengthening measurement, learning and accountability systems that provide quality data for use in policy formulation, planning and at county level management.
 Sector Governance

KENYA INVESTMENT MECHANISM

2018 ●●●●○ 2023

Location Kenya
 Client United States Agency for International Development
 Purpose Closing financial gaps that prevent capitalisation of clean energy and agriculture sectors in Kenya by encouraging strategic partnerships, facilitating transactions, and mobilizing \$400 million in finance and investment in these sectors.
 Sector Economic Growth

INVESTMENT MOBILISATION FOR PROSPERITY AND CATALYTIC TRANSFORMATION

2019 ●●●●○ 2023

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

INDEPENDENT EVALUATION OF LAND INVESTMENT TRANSFORMATION PROGRAMME

2015 ●●●●○ 2024

Location Ethiopia
 Client DFID - UK Department for International Development
 Purpose Designing and implementing an independent impact evaluation of the Ethiopia Land Investment Transformation Programme (LIFT).
 Sector Measuring Impact

NIGERIA INTEGRATED HEALTH PROGRAM

2017 ●●●●○ 2024

Location Nigeria
 Client 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 Governance

TECHNICAL ASSISTANCE TEAM FOR THE DINU PROGRAMME

2017 ●●●●○ 2024

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

INDEPENDENT EVALUATION OF PRIVATE ENTERPRISE PROGRAM ETHIOPIA

2014 ●●●●○ 2025

Location Ethiopia
 Client DFID - UK Department for International Development
 Purpose Developing an evaluation framework and approach for the Private Enterprise Program Ethiopia (PEPE), and conducting an impact evaluation of the program.
 Sector Measuring Impact

OUR WORK EUROPE

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



RESEARCH ON POSITIVE IMPACT IN THE TRAVEL AND TOURISM INDUSTRY

2018 ●● 2019

Location Spain

Client Amadeus IT Group

Purpose The travel industry accounts for 10.4% of the global GDP, but the challenges are significant, with tourism overwhelming local resources and infrastructure, raising costs of homes, threatening the environment, and even causing social unrest. Palladium helped travel technology company Amadeus to identify ways that the sector can continue to grow sustainably, while actually benefiting stakeholders.

Sector Inclusive Growth

ESTABLISHMENT OF AN INVESTMENT VEHICLE

2018 ●● 2019

Location Global

Client Confidential

Purpose Advised on the establishment of an investment vehicle, including strategy and policies.

Sector Capital Advisory

SUSTAINABLE LAND INVESTMENT COLLABORATION

2018 ●● 2019

Location Global

Client Confidential

Purpose Supported the design of an investment strategy in sustainable land use in tropical forests or emerging markets.

Sector Capital Advisory

GROWTH AND FUNDING PLAN FOR INTERNATIONAL NGO

2018 ●● 2019

Location Global

Client Confidential

Purpose Developed and implemented a growth and funding plan.

Sector Capital Advisory

NUTRITION ADVISORY SERVICES

2014 ●●●●●● 2020

Location Global

Client AECOM

Purpose Delivering nutrition technical assistance and advisory services.

Sector Governance

INTERIM FLEGT FACILITATION

2018 ●● 2019

Location Guyana, Congo, Liberia, Ghana, Ireland, United Kingdom

Client European Forest Institute

Purpose Facilitated Forest Law Enforcement, Governance and Trade (FLEGT) Voluntary Partnership Agreements.

Sector Environment

STRATEGY REFRESH

2018 ●● 2019

Location Spain

Client JCM Technologies Ltd.

Purpose Translated JCM Technologies' new strategic vision into a new Strategy Map and Balanced Scorecard.

Sector Governance

DEVELOPING A CONSUMER PROTECTION FRAMEWORK FOR THE OFF GRID SOLAR INDUSTRY

2018 ●● 2019

Location Netherlands

Client GOGLA

Purpose Designed a Consumer Protection Framework for GOGLA, the global network association of Off Grid Energy companies.

Sector Economic Growth

M&E EXPERTISE AND RESULTS CHAIN DEVELOPMENT

2019 ● 2019

Location The Netherlands

Client Netherlands Enterprise Agency

Purpose Supported CBI Program Managers with the development of results chains for new programs.

Sector Economic Growth

STUDY ON INVESTABLE AGRI-SERVICE MODELS

2018 ●● 2019

Location Ghana, Côte d'Ivoire, India, Indonesia

Client Solidaridad Network

Purpose Advised Solidaridad on good case practices in 'investability' to be used for making their portfolio agribusiness service providers more attractive to impact investors.

Sector Economic Growth

GENDER PORTFOLIO ANALYSIS

2018 ●● 2019

Location The Netherlands

Client The Dutch Good Growth Fund

Purpose Assessed the gender considerations in the DGGF Portfolio of funds, in partnership with Enabling Outcomes.

Sector Capital Advisory



HUMANITARIAN AND STABILISATION OPERATIONS TEAM

2017 ●●●●○ 2022
 Location Global
 Client DFID - UK Department for International Development
 Purpose When disaster strikes, the first hours and days can mean the difference between life and death. Palladium works with DFID to lead the UK Government's response to humanitarian disasters and conflict around the world. We enable the UK to respond rapidly and at scale when needed, including by deploying specialists and coordinating with governments, organisations, and communities.
 Sector Logistics

EC EDUCATION ADVISORY FACILITY

2014 ●●●●●○ 2020
 Location Global
 Client Proman Group
 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

ADVANCING THE EU'S ROLE IN MULTILATERAL FORA IN ASIA

2017 ●●●●○ 2020
 Location Global
 Client Transtec
 Purpose Promoting the political, security and economic interests of the EU by strengthening its engagement in different multilateral fora in Asia.
 Sector Governance

REVIEW OF SUSTAINABILITY CERTIFICATION SCHEMES OF WOODY BIOMASS

2017 ●●●●○ 2020
 Location The Netherlands
 Client Netherlands Enterprise Agency
 Purpose Reviewing sustainability schemes for woody biomass and benchmarking against the Dutch sustainability criteria for the Advisory Committee Sustainability Biomass for Energy Applications.
 Sector Environment

GROWTH POTENTIAL FOR LOANS TO SMALL- AND MEDIUM-SIZED ENTERPRISE CLIENTS

2017 ●●●●○ 2020
 Location Global
 Client German Investment Corporation
 Purpose Conducting a Needs Assessment to give the financial institution and DEG an in-depth understanding of the state of its SME business line by mapping out the financial institution's strategic and operational strengths and areas to improve to successfully serve this segment.
 Sector Economic Growth

GENDER SMART OPPORTUNITY ASSESSMENT (GSOA)

2018 ●●●○ 2020
 Location Zambia, Mexico, Indonesia, Peru
 Client German Investment Corporation
 Purpose Assessing financial institutions' ability to serve women clients, identifying gaps where there is existing market demand financial institutions can serve and increase their client base, and recommending next steps that fit their existing growth strategy.
 Sector Measuring Impact

BUSINESS ECOSYSTEM PROJECT

2017 ●●●●○ 2021
 Location Macedonia
 Client 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

PARTNERSHIPS FOR FORESTS

2016 ●●●●●○ 2023
 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

UKRAINE HEALTH REFORM SUPPORT

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

INCREASING MARKET EMPLOYABILITY

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

GENDER ACTION PLAN

2018 ●●●●○ 2023
 Location Global
 Client European Investment Bank
 Purpose Advising and training investment teams on the incorporation of gender considerations in credit processes.
 Sector Capital Advisory

OUR WORK AMERICAS

The challenges and opportunities in the Americas span inclusive growth, commercial innovation, and sustainable development. We work with USAID and a variety of public and private sector organisations in commerce, health, and beyond.



CREATING ECONOMIC OPPORTUNITIES

2018 ●●●●●●●● 2023
 Location Guatemala
 Client United States Agency for International Development
 Purpose From January to June 2019 alone, over 54,000 Guatemalans were returned to the country after migrating to Mexico or the United States. We're working closely with Guatemala's private sector to boost investment and create jobs that provide economic opportunities in Guatemala and lessen the tide of outward migration.
 Sector Economic Growth

E3 ANALYTICS AND EVALUATION PROJECT

2013 ●●●●●●●● 2019
 Location Global
 Client MSI - Management Systems International
 Purpose Provided analytics services to USAID's Economic Growth, Education, and Environment (E3) Bureau to support its project design and rigorous evaluations.
 Sector Measuring Impact

GLOBAL FUND IQC 2

2018 ●● 2019
 Location Global
 Client Global Fund
 Purpose Providing high-quality technical assistance to Country Coordinating Mechanisms to strengthen their oversight, and improve performance and national linkages that will lead to more coherent and sustainable country response to epidemics.
 Sector Health

VERIFICATION DES RESULTAT DE SANTE NORTH

2015 ●●●●●●●● 2019
 Location Haiti
 Client Societe d'Etude et de Formation en Information Strategique (SEFIS)
 Purpose Supported the verification of service delivery quantity and quality outputs at 84 facilities in four departments in Haiti's north corridor.
 Sector Health

CAPITAL RAISE FOR SOUTHERN BANCORP INC.

2015 ●●●●●●●● 2019
 Location United States of America
 Client Southern Bancorp Inc.
 Purpose Closed a successful capital raise after working with Southern Bancorp on strategy articulation and financing strategy in previous years.
 Sector Capital Advisory

YOUTH ENTREPRENEURSHIP PROGRAMME (YEP) KNOWLEDGE CONSULTANCY

2016 ●●●●●●●● 2019
 Location Central & South America
 Client Youth Business International
 Purpose Tested new models and partnership mechanisms to promote youth entrepreneurship in 10 countries across the Caribbean and Latin America.
 Sector Economic Growth

PHASE 1 STRATEGY MANAGEMENT

2018 ●●●● 2019
 Location Canada
 Client Confidential
 Purpose Articulated and developed a corporate level strategy for a leader in the medicinal cannabis field, including establishing a Corporate Management Discipline.
 Sector Economic Growth

MAYA COCOA SOURCING STRATEGY

2018 ●●●● 2019
 Location United States of America
 Client Confidential
 Purpose Extended a previous engagement by leading a study across three additional countries to understand the current cacao system and opportunities for systemic change.
 Sector Economic Growth

GLOBAL FUND IQC 1

2018 ●●●● 2019
 Location Panama
 Client Global Fund
 Purpose Provided technical services relating to sustainability, transition and efficiency with the aim of maximizing the Global Fund's impact, strengthening sustainability, supporting successful transitions from Global Fund financing, and mobilising increased resources.
 Sector Health

PHASE 2 STRATEGY MANAGEMENT

2019 ●● 2019
 Location Canada
 Client Confidential
 Purpose Developed a comprehensive communication plan for strategy implementation, while maturing the governance and capacity of the organisation to execute its corporate strategy.
 Sector Governance

EDISON 2019 SUPPORT

2019 ●● 2019
 Location United States of America
 Client Confidential
 Purpose Improved business performance with strategy execution design, training, and coaching.
 Sector Governance

FOXTROT PHASE 3 IN HOUSE TRAINING

2019 ●● 2019
 Location United States of America
 Client Confidential
 Purpose Lead a workshop with client managers on effective leadership practices.
 Sector Measuring Impact

STRATEGY COMMUNICATIONS

2019 ●● 2019
 Location Canada
 Client Confidential
 Purpose Executed a global, comprehensive communications plan to launch the client's corporate strategy across the organisation.
 Sector Governance

SPRINGFIELD CATATUMBO AGRICULTURAL DIVERSIFICATION

2019 ●● 2019
 Location United States of America
 Client Confidential
 Purpose Assessed the current state of the Catatumbo region for agricultural diversification opportunities.
 Sector Governance

CONDOR IMPACT INVESTING FUND CREATION

2019 ●● 2019
 Location United States of America
 Client Confidential
 Purpose Built and formed the client's impact investing fund.
 Sector Capital Advisory

AGUILA APPLE ASSESSMENT

2019 ●● 2019
 Location Mexico
 Client Confidential
 Purpose Reviewed the apple ecosystem in Mexico to see if there is an opportunity to invest in the local apple supply chain rather than import apples from Chile for processing.
 Sector Inclusive Growth

TECHNICAL ASSISTANCE ON SME BANKING

2019 ●● 2019
 Location Panama
 Client Banco Delta, S.A
 Purpose Improved or introduced internationally recognised good practices in SME banking, allowing the bank to grow sustainably.
 Sector Innovative Finance

MEASURE EVALUATION PHASE IV

2014 ●●●●●●●● 2020
 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

PERFORMANCE MONITORING AND EVALUATION TRAINING

2014 ●●●●●●●● 2020
 Location Global
 Client 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 inform USAID programs.
 Sector Measuring Impact

TECHNICAL ASSISTANCE FOR STRATEGIC PROGRAMMING IN CENTRAL AMERICA

2017 ●●●●●● 2021
 Location Nicaragua
 Client Eucena
 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 Education and Workforce Development

PERU CACAO ALLIANCE PHASE II

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

AMERICAS

USAID ECONOMIC COMPETITIVENESS PROJECT

2017 ●●●●○ 2022

Location El Salvador
Client 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

ECOMICRO

2019 ●●●○ 2022

Location Jamaica
Client COK Sodality Co-operative Credit Union Ltd.
Purpose Providing technical assistance to COK in 3 related fields: (i) design and implementation of a green finance product; (ii) assessment of the portfolio vulnerability to climate change; (iii) development of environmental guidelines and policies.
Sector Innovative Finance

MASTERCARD CENTER FOR INCLUSIVE GROWTH

2019 ●○ 2020

Location Global
Client Mastercard
Purpose As we attempt to close the global income gap, one group is integral to building sustainable economies. "Strivers" are a subset of micro and small entrepreneurs with the potential and propensity to grow, and we're working with the Mastercard Center for Inclusive Growth to deepen, expand, and strengthen strivers' participation in the economies where they live and work.
Sector Economic Growth

DATA FOR IMPACT

2018 ●●●●○ 2023

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

LEARNING EVALUATION ANALYSIS PROJECT (LEAP III)

2018 ●●●●○ 2023

Location Global
Client Integra Government Services
Purpose A mechanism for USAID field missions to easily and cost-effectively access rigorous, independent, and high-quality analytical services to support economic and policy analyses, strategy and project design, monitoring and evaluation, and more.
Sector Economic Growth

TRANSLATING DATA FOR IMPLEMENTATION

2019 ●●●●○ 2024

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

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

2019 ●●●●○ 2024

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

MEETING TARGETS AND MAINTAINING EPIDEMIC CONTROL (EPIC)


2019 ●●●●○ 2024

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

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.

www.thepalladiumgroup.com

The background is a dark, almost black, space filled with intricate, glowing yellow and gold light trails. These trails form a complex, web-like structure that resembles a network or a celestial map. A prominent feature is a bright starburst or point of light in the upper left quadrant, from which several thin, radiating lines extend outwards. The overall effect is one of dynamic energy and interconnectedness.

THEPALLADIUMGROUP.COM