OUR GLOBAL IMPACT 2019
DELIVERING POSITIVE IMPACT FOR OVER 50 YEARS
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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

- **Number Of Lives Touched**: 14,120,000
  - Directly: 7,389,000 (52.3%)
  - Indirectly: 6,731,000 (47.7%)

- **Organisations supported**: 11,829

- **Partnerships established**: 1,622

- **Projects**: 237
  - **Countries**: 90

- **Value of income increases (AUD)**: $216,460,000

- **Individuals reporting increased income**: 614,000

- **Increase in turnover for organisations (AUD)**: $111,612,000

- **Public and private sector investment catalysed (AUD)**: $702,387,000

- **Policies developed or strengthened**: 335
CATALYSE

OUR GLOBAL IMPACT | CATALYSE 2019

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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 another over the long term, and working proactively to keep them aligned.
ENDURING STRATEGY

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

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.

RAPID PILOT

<table>
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<tr>
<th>Location</th>
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<td>Client</td>
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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.

Thinking beyond immediate needs and building resilience against future events requires a deliberate approach.
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, whether working with donor governments, corporations, investors, or communities, catalysing partnerships is what makes it possible to grow and sustain our impact at scale.

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.

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.

Whether working with donor governments, corporations, investors, or communities, catalysing partnerships is what makes it possible to grow and sustain our impact at scale.
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 leading a financial system that can effectively channel capital for many years to come.
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.
SOLOMON TRADER EQUIPMENT CLEAN AND REPAIRATION

2019 2020
Location Solomon Islands
Client DFAT - Australian Aid Program
Purpose To assist the Solomon Islanders to maintain their trading equipment and ensure it meets health standards.
Sector Logistics

TUVALU PACIFIC ISLANDS FORUM SUPPORT

2019 2020
Location Tuvalu
Client DFAT - Australian Aid Program
Purpose To support Tuvalu in hosting the Pacific Islands Forum.
Sector Logistics

3i - INVESTING IN INFRASTRUCTURE

2018 2021
Location Indonesia
Client DFAT - Australian Aid Program
Purpose To support the investment in infrastructure in Indonesia, with a focus on improving access to water and electricity.
Sector Economic Growth

MULTISTAKEHOLDER FORESTRY PROGRAMME IN INDONESIA PHASE 4 (MFP4)

2018 2021
Location Indonesia
Client DFID - UK Department for International Development
Purpose To support the development of sustainable forestry practices in Indonesia.
Sector Environment

ECONOMIC POLICY INCUBATOR

2018 2022
Location Nepal
Client DFID - UK Department for International Development
Purpose To support policy reform in Nepal, focusing on economic growth.
Sector Economic Growth

NAURU SUPPORT SERVICES

2017 2022
Location Nauru
Client DFAT - Australian Aid Program
Purpose To provide support services to Nauru, focusing on development assistance.
Sector Governance

MARKET DEVELOPMENT FACILITY (MDF) PHASE 2

2017 2021
Location Fiji, Pakistan, Papua New Guinea, Sri Lanka, Timor-Leste
Client DFAT - Australian Aid Program
Purpose To support market development initiatives in selected countries.
Sector Economic Growth

AUSTRALIA PACIFIC CLIMATE PARTNERSHIP SUPPORT UNIT

2019 2022
Location Australia, Fiji
Client DFAT - Australian Aid Program
Purpose To support climate change adaptation and mitigation projects in the Pacific.
Sector Environment

TECHNICAL ASSISTANCE TO THE MODERNISATION OF AGRICULTURAL PROGRAMME

2016 2022
Location Sri Lanka
Client Econyl Nederland
Purpose To support the modernisation of agricultural programmes in Sri Lanka.
Sector Environment

EDUCATION PATHWAYS TO PEACE

2017 2023
Location Philippines, Indonesia
Client DFAT - Australian Aid Program
Purpose To support peacebuilding initiatives in the Philippines and Indonesia.
Sector Education and Workforce Development

SOUTH EAST ASIA-PACIFIC

HEALTH TECHNICAL ASSISTANCE PROJECT

2015 2020
Location Indonesia
Client United Nations Agency for International Development
Purpose To support Indonesia’s health initiatives.
Sector Health

INNOVATION FOR INDONESIA’S SCHOOL CHILDREN (INDOMASI)

2018 2020
Location Indonesia
Client DFAT - Australian Aid Program
Purpose To support innovation in education in Indonesia.
Sector Education and Workforce Development

BUSINESS PARTNERSHIPS PLATFORM

2016 2020
Location Australia
Client DFAT - Australian Aid Program
Purpose To support business partnerships in Australia.
Sector Economic Growth

ASSESSMENT OF NATIONAL SYSTEMS

2017 2020
Location Vanuatu
Client DFAT - Australian Aid Program
Purpose To assess the Vanuatu government’s capabilities.
Sector Economic Growth

TECHNICAL ASSISTANCE FOR EDUCATION SYSTEM STRENGTHENING (TASS) FACILITY

2017 2020
Location Indonesia
Client DFAT - Australian Aid Program
Purpose To strengthen the education system in Indonesia.
Sector Education and Workforce Development

MANAGED WAREHOUSE SERVICES

2018 2020
Location Papua New Guinea
Client DFAT - Australian Aid Program
Purpose To provide managed warehousing services in Papua New Guinea.
Sector Logistics

LOGISTICS AND FACILITIES MAINTENANCE SUPPORT

2019 2020
Location Nauru
Client BRAC International Holdings B.V
Purpose To support logistics and maintenance in Nauru.
Sector Logistics
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 to 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 to 2020**
  - **Location**: Pakistan
  - **Client**: United Nations Children’s Emergency Fund
  - **Purpose**: Monitoring UNSC Oaktree'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 to 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

**Better Health and Nutrition**

- **EmPOWERment, VOice and ACCOUNTability for**
- **2014**
  - **Client**: British Council
  - **Location**: Bangladesh
  - **Purpose**: Creating and strengthening an enabling environment to promote more equitable and socially inclusive health services at private health facilities in Rajshahi.
  - **Sector**: Economic Growth

**Women: A New Generation of Women Entrepreneurs**

- **2014 to 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

**Empowerment, Voice and Accountability for Better Health and Nutrition**

- **2014 to 2019**
  - **Location**: Same as previous entry
  - **Client**: Same as previous entry
  - **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

**Transparency Accountability and RTI Fund Programme**

- **2015 to 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

**Strategy Execution for Sakal Media Businesses**

- **2017 to 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

**Integrated Programme for Strengthening Security and Justice - Monitoring Evaluation and Learning**

- **2014 to 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

**Support to the Joggurk Kenehs**

- **2016 to 2020**
  - **Location**: Kyrgyzstan
  - **Client**: KPMG Advisory Services
  - **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

**THANE SPV**

- **2014 to 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**

- **2014 to 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**

- **2014 to 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**

- **2014 to 2023**
  - **Location**: India
  - **Client**: KPMG Advisory Services
  - **Purpose**: Increasing vocational training capacity by improving access and quality of skills training in India.
  - **Sector**: Education and Workforce Development

**Support to Democratic Institutions in Pakistan**

- **2014 to 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

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**Maharashtra Agri-Skilling Programme**

- **2014 to 2020**
  - **Location**: India
  - **Client**: Maharashtra State Skill Development Society
  - **Purpose**: A growing population, the agrarian crisis and rising youth unemployment all threaten investment in the agricultural sector.
  - **Sector**: Economic Growth
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.
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

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 Designed an investment mechanism to channel funding to enterprises in support of refugee and host communities in Jordan.
Sector Governance

JORDAN INVESTMENT MECHANISM
2018 – 2019
Location Jordan
Client Open Society Foundations
Purpose vaulted the rollout of the strategy, after developing and cascading across the organisation earlier the same year.
Sector Governance

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 FARMS
2018 – 2019
Location Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Assessed the initiatives of the Agricultural Commission and developed the high priority tenders to be implemented.
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 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 on Palm and Dates.
Sector Governance

ADAA BOT VARIATION
2018 – 2019
Location Saudi Arabia
Client ADAA
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 Khayr 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

2019
Location Jordan
Client Netherlands Enterprise Agency
Purpose Analyzed Jordan’s current value chain to assess business opportunities and strategic areas of intervention for the Netherlands Enterprise Agency and the Embassy in Amman.
Sector Economic Growth

2019
Location Kingdom of Saudi Arabia
Client Ministry of Environment, Water, & Agriculture
Purpose Strengthened capacity and enhanced the governmental control functions for the Kingdom of Saudi Arabia’s Vision 2030.
Sector Governance
LEBANESE 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

HUMAN RESOURCES FOR HEALTH 2030

2019 - 2020
Location Jordan, Senegal, Philippines, Indonesia, Madagascar
Client Ministry of Health, CDC
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

MOJ COURTS TRANSFORMATION

2018 - 2020
Location Saudi Arabia
Client OIC 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

CROP PATTERNS 2

2019 - 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)

2017 - 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

CDC PUBLIC HEALTH LAW

2018 - 2020
Location Saudi Arabia
Client Ministry of Health Center Disease Control
Purpose Developing an effective program of prevention and control of Red Palm Weevil.
Sector Environment

MOH COURTS TRANSFORMATION

2018 - 2020
Location Saudi Arabia
Client Ministry of Health Center Disease Control
Purpose Strenthening leadership, governance capacity, and investment sustainability to improve the healthcare workforce and to improve health outcomes and advance universal health coverage.
Sector Governance

UNIVERSITY OF LEEDS

2019 - 2020
Location United Arab Emirates
Client Ministry of Health Center Disease Control
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 - 2021
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
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

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

MEASURE EVALUATION TANZANIA ASSOCIATION AWARD

2012-2019
Location: Tanzania
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

2012-2019
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

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

PREPAREDNESS AND RESPONSE

2014-2019
Location: Cameroon, Ethiopia, Kenya, Uganda
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

TRANSFORMING THE ECONOMY THROUGH CLIMATE SMART AGRIBUSINESS (MID-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
MALL BRCC
2015 - 2019
Location Mal, Somalia
Client Johns Hopkins University
Purpose Increased the availability of high impact health products and services throughout Mal.
Sector Health

FACING OUR FEARS
2015 - 2019
Location Kenya
Client Confidential
Purpose Built support for the human rights of the LGBTIQ community among religious leaders and built capacity of the local LGBTIQ 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 Health

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 family planning.
Sector Health

SUPPORT TO THE NATIONAL AUTHORIZING OFFICE (NAO)
2015 - 2019
Location Kenya
Client PwC
Purpose Contributed to sustainable economic growth
Location Zambia
Sector Agriculture

PRIVATE ENTERPRISE PROGRAMME EQUATORIAL GUINEA (PEPE)
2017 - 2019
Location Ethiopia
Client World Bank
Purpose Supported economic opportunities 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 Environmental

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 agri processing value chains in Burkina Faso.
Sector Innovative Finance

USAID HEALTH SUPPLY CHAIN IMPROVEMENT PROJECT (HISP)
2017 - 2019
Location Uganda
Client Medical Access Uganda Ltd
Purpose To improve the health of all Ugandans by increasing the availability, accessibility, affordability, and appropriate use of essential medicines and health supplies.
Sector Health

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, improve clinical service delivery and patient management.
Sector Governance

ENVIRONMENTAL AND SOCIAL GAP ANALYSIS AND ENHANCEMENT OF PROCEDURES
2018 - 2019
Location Tanzania
Client Arab Tunisian Lease
Purpose Reviewed the existing E&S related capacities and processes and suggested enhancements to comply with SFI standards.
Sector Environment

ASSESING THE DEVELOPMENT EFFECTIVENESS OF AGRICULTURAL AND AGROBUSINESS INTERVENTIONS
2018 - 2019
Location Global
Client Société de Promotion et de Participation Sociale (SOPPERS) du Cameroun
Purpose Assessed the development effectiveness of agricultural and agrobusiness interventions of PROFORC 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 Uganda
Client World Bank
Purpose Assessed Northeast Nigeria’s agribusiness subsectors to identify and strengthen opportunities and competitiveness.
Sector Economic Growth

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT STRATEGY
2018 - 2019
Location Angola
Client Banco de Propaganda e Crédito
Purpose Developed an E&S policy and framework, and worked with the Bank’s team to create a strategy to manage its E&S risks.
Sector Environment

RE-ENERGIZING AGRICULTURE THROUGH SOLAR POWER
2018 - 2019
Location Rwanda
Client World Bank
Purpose Developed a 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 Designed and structured the solutions.
Sector Capital Advisory

STRENGTHENING ACCESS BANK’S W INITIATIVE
2018 - 2019
Location Nigeria, Ghana, Rwanda, Zambia
Client KfW Royal Tropical Institute
Purpose Supported Access Bank Nigeria, Ghana, Rwanda and Zambia to grow its Women in Business segment and to better serve WMSMEs.
Sector Economic Growth

DANGOTE PHASE 2
2019 - 2019
Location Nigeria
Client Dangote’s third-party supply chain manager.
Purpose Developed 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 to create 360 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 VIETNAM
2015 - 2020
Location Vietnam
Client Caritas Vietnam
Purpose To improve the health, nutrition, education and psychosocial wellbeing of vulnerable children and youth, as well as reduce child exploitation and neglect.
Sector Economic Growth

WEST AFRICA BIODIVERSITY AND CLIMATE CHANGE Aad
2015 - 2020
Location Senegal
Client Tetra Tech AAD
Purpose Combating wildlife trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
Sector Environment
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<td>Nigeria</td>
<td>2016</td>
<td>Economic Growth</td>
<td>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.</td>
<td>SOAS University of London</td>
</tr>
<tr>
<td>Zambia</td>
<td>2016</td>
<td>Economic Growth</td>
<td>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.</td>
<td>Technical Assistance to the Department of Devolution and Planning</td>
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<td>Africa</td>
<td>2016</td>
<td>Economic Growth</td>
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<td>Support to Public Finance Management Reform</td>
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<td>Tanzania</td>
<td>2016</td>
<td>Economic Growth</td>
<td>Contributing to the day-to-day management of the EIF fund which finances innovative early stage clean energy projects in East and Southern Africa.</td>
<td>Planned Energy and Environment Partnership (EEP) Trust Fund</td>
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<tr>
<td>South Africa</td>
<td>2016</td>
<td>Economic Growth</td>
<td>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.</td>
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<td>Supporting transformative reforms in service delivery processes in Nigeria by facilitating partnerships between citizen groups, legislators and government at local, state and federal levels.</td>
<td>Perl - Engaged Citizens (ECP)</td>
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<td>Malawi</td>
<td>2016</td>
<td>Measuring Impact</td>
<td>Raising debt and equity capital for this innovative permanent capital structure in West Africa.</td>
<td>Debt and Equity Capital Raising</td>
</tr>
<tr>
<td>Malawi</td>
<td>2016</td>
<td>Measuring Impact</td>
<td>Advising the Government of Lesotho on income diversification opportunities for farmers and agri-entreprises, and providing financial business cases and an investment promotion strategy.</td>
<td>Feasibility Study for Production of Herbs, Spices and Aromatic Plants</td>
</tr>
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<td>Kenya</td>
<td>2016</td>
<td>Measuring Impact</td>
<td>Contributing to the implementation of the devolution process as outlined in the new Constitution in Kenya, including the implementation of local economic development grants.</td>
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**Maternal, Newborn and Child Health (MNCH2)**

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<td>Health</td>
<td>Increasing the demand for and access to high quality health services.</td>
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**Human Development Innovation Fund**

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TFA2020 REGIONAL COORDINATOR FOR AFRICA 2016 to 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 PALM Programmes in supporting sustainable forest management.
Sector Environment

ETHIOPIA INVESTMENT ADVISORY FACILITY 2017 to 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

MARKET DEVELOPMENT COMPONENT FOR THE ZIMBABWE LIVELIHOODS AND FOOD SECURITY PROGRAMME (FLSP) PHASE II 2019 to 2021
Location Zimbabwe
Client BRAC International Holdings B.V
Purpose Servicing a debt transaction orchestrated in 2016.
Sector Capital Advisory

TECHNICAL ASSISTANCE IN SUPPORT OF THE EDUCATION SECTOR IN SIERRA LEONE 2017
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 to 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

IMPROVING MARKET SYSTEMS FOR AGRICULTURE 2018 to 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 IIMES SUPPORT PROGRAMME 2018 to 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 to 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 PROGRAMME 2018 to 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 to 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 mobilising $400 million in finance and investment in these sectors.
Sector Economic Growth

INVESTMENT MOBILISATION FOR PROSPERITY AND CATASTrophic TRANsformation 2019 to 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 2019 to 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 (ELITP).
Sector Measuring Impact

NIGERIA INTEGRATED HEALTH PROGRAMME 2019 to 2023
Location Nigeria
Client United States Agency for International Development
Purpose Consolidating stability in Northern Nigeria, eradicating poverty and under-nutrition, and strengthening the foundations for sustainable and inclusive socio-economic development.
Sector Economic Growth

INDEPENDENT EVALUATION OF PRIVATE ENTERPRISE PROGRAMME ETHIOPIA 2014 to 2025
Location Ethiopia
Client DFID - UK Department for International Development
Purpose Evaluating an evaluation framework and approach for the Private Enterprise Program Ethiopia (PEPE), and conducting an impact evaluation of the program.
Sector Measuring Impact

HEALTH POLICY PLUS 2015 to 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 optimize resources and foster equitable, sustainable, rights-based health services, supplies, and delivery systems - incorporating policy, financing, and governance.
Sector Health

OUR GLOBAL IMPACT | CATALYSE 2018 | 2019

CATALYSE | OUR GLOBAL IMPACT 2019 | 2020

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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.
### 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:** Tractel  
**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:** Economic Growth

### 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 2,796 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

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**EC MIDDLE EAST AND NORTH AFRICA (MENA) TEAM**

**2014** - **2019**  
**Location:** Global  
**Client:** World Bank  
**Purpose:** Supporting MENA countries to develop and implement policies that promote economic growth, job creation, and poverty reduction.  
**Sector:** Economic Growth

### CATALYSE | OUR GLOBAL IMPACT

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

**Guatemala**
- **2019-2023**
  - **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 escaping 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

**Global**
- **2019-2020**
  - **Location**: Global
  - **Client**: Global Fund
  - **Purpose**: Providing high-quality technical assistance and leadership in support of the Global Fund's impact, strengthening sustainability, and delivering increased resources.
  - **Sector**: Economic Growth

**Global**
- **2019-2020**
  - **Location**: Global
  - **Client**: MSI - Management Systems International
  - **Purpose**: Developed a comprehensive communication strategy in support of the Global Fund's impact, strengthening sustainability, and delivering increased resources.
  - **Sector**: Economic Growth

**Haiti**
- **2019-2020**
  - **Location**: Haiti
  - **Client**: E3 Bureau
  - **Purpose**: Supported the verification of service delivery quantity and quality outputs at 84 facilities in four departments in Haiti’s north corridor.
  - **Sector**: Economic Growth

**Bangladesh**
- **2019-2020**
  - **Location**: Bangladesh
  - **Client**: United States Agency for International Development (USAID)
  - **Purpose**: Improving governance, technical assistance, and strategic planning to improve health outcomes.
  - **Sector**: Economic Growth

**Panama**
- **2019-2020**
  - **Location**: Panama
  - **Client**: Banco Delta, S.A
  - **Purpose**: Providing technical services related to sustainability, transition, and efficiency with the aim of maximizing the Global Fund’s impact, strengthening sustainability, and supporting the transition from Global Fund financing, and mobilizing increased resources.
  - **Sector**: Economic Growth

**United States of America**
- **2019-2020**
  - **Location**: United States of America
  - **Client**: Confidential
  - **Purpose**: Developed a comprehensive communication plan to launch the client’s corporate strategy across the organisation.
  - **Sector**: Economic Growth

**United States of America**
- **2019-2020**
  - **Location**: United States of America
  - **Client**: Confidential
  - **Purpose**: Developed a comprehensive communication plan to launch the client’s corporate strategy across the organisation.
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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