OUR GLOBAL IMPACT 2018

DELIVERING POSITIVE IMPACT FOR OVER 50 YEARS
A MESSAGE FROM OUR CEO

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

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

We coined the term “Positive Impact” to mean “the intentional creation of enduring social and economic value”, and we aspire to realise it in everything we do. At its simplest, impact is about the effect we have, but to us, that effect has to endure.

Whether you’re a company future-proofing your supply chain or a bilateral donor creating economic opportunities in underserved communities, the sustainability of your solutions is the difference between true impact, and a missed opportunity.

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

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

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

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

CHRISTOPHER HIRST | PALLADIUM CEO
BY THE NUMBERS

Organisations supported 5,680
Individuals reporting increased incomes 984,000
Policies developed or strengthened 203
Partnerships established 559

Projects 221
Countries 82
Lives Touched 6,710,000

Increase in household income $733,500,000
Increase in turnover for organisations $27,800,000
Public and private sector investment catalysed $73,650,000
Effective program management and the delivery of systemic change comes through a combination of stakeholder engagement and the implementation of repeatable, scalable approaches.

From small-scale pilot projects to sophisticated, multi-year programs that shape societies, economies, and lives, enduring impact requires local expertise and adaptability. Particularly in the case of global development programs, implementation has shifted from cadres of ‘international experts’ to talented and capable national staff. Stakeholders are no longer passive recipients of program outcomes, but empowered groups designing solutions to the problems they’ve defined for themselves.

In this way, effective program management and the delivery of systemic change comes through a combination of stakeholder engagement and the implementation of repeatable, scalable approaches. We are deliberate in designing projects with sustainability and longevity as a key element, and plan our exit from the very earliest stages.

The dynamic nature of the systems these programs seek to change also requires frequent and easy adaptation. Programs that are not able to acclimate to new contexts quickly lose relevance and fail to deliver, let alone in a way that truly endures. From the delivery of humanitarian aid and agricultural support to communities displaced by Boko Haram, to our health policy-strengthening work in Kabul, Afghanistan, the ability to work across sectors and stakeholders, adapting to situational shifts along the way, is crucial. As experts in delivering complex programs in challenging environments, our methodologies account for the unique risks that projects of this nature unearth, and we take every opportunity to unlock the potential of local experts and set them up for enduring success beyond the life of an individual program.

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

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

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

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

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

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

For example, a corporate strategy focused on a company’s supply chain may intend to help smallholder farmers increase yields and provide a pathway out of poverty. This top-down approach creates an aspirational goal, quantifies the desired impact, and benefits the company’s bottom line while moving the needle on a social challenge.

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

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

DESTINATION OF CHOICE

Location | Kuwait
Client | Touristic Enterprises Company

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

Palladium helped Kuwait begin its transformation into a GCC destination of choice, contributing to Kuwait’s New Vision 2035 by creating economic and social value across the country’s tourism ecosystem. We used our Execution Premium Process (XPP™) to develop a 5-year strategy to meet TEC’s immediate and longer-term goals, incorporating new business and operating models. We fully aligned the organisation by cascading the strategy across corporate functions, individual levels, and even TEC subsidiaries. It’s a challenging journey, but setting up TEC to strengthen its core delivery, aligning it for improved governance and performance, and effectively communicating change across the tourism ecosystem is enabling the company to create further growth and opportunities for itself, Kuwait’s economy, and the country’s citizens.
Making the world a better place requires resources, and traditional funding models – including foreign aid, philanthropy, and CSR – each have their own limitations. Some are too short-term, while others are too narrowly focused. But the need for funding is real, and the capital exists. The oft-quoted number is USD $2.5 trillion per year – that’s the gap between funding from donor governments, charities, philanthropy, etc. and what the UN’s Sustainable Development Goals will cost to achieve. But while impact investing may be the key to closing this gap, one of the biggest challenges remains: how to measure social return on investment, credibly and consistently, in a way that endures.

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

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

As early pioneers, we see an urgent need – and opportunity – to reclaim and promote the fundamental principles underpinning impact investing. At its core, impact investing asks: Why are we doing this? What are we solving with this capital? The ultimate objective in building the impact investing industry is not simply to encourage more actors and to increase the quantum of capital invested that claims some degree of return beyond financial. Rather, the objective is to invest capital along the full distribution of impact returns and to be sure we are effectively addressing the social, environmental, or development challenges necessary to build more participatory, equitable, and robust local economies.

Our role is guided by the understanding that capital is in service of society, and that its impact must be enduring to be effective.
It’s essential to think beyond immediate needs to recovery and resilience from the earliest stages of a response, building local capacity to withstand future events. It can sometimes be difficult to reach those who need our help most. Post-disaster, post-conflict, and remote locations can be particularly challenging, and the urgent priority is often to get assistance to those in need as quickly as possible.

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

A well-recognised challenge in improving the resilience of vulnerable communities to future shocks is the lack of resources for emergency preparedness and mitigation. “Trigger events” can overwhelm local capacity, but reacting to a sudden onset emergency allows the release of funds for projects much more easily than preparing for the future. The key is to keep preparedness planning at the fore, strengthening response capacity by developing opportunities with local and regional suppliers and manufacturers to encourage the local markets and help to support the long-term outlook for fragile and vulnerable economies. During a response, this means procuring goods locally and working with local suppliers wherever possible.

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

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

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

Sector: Environment

EDUCATION CAPACITY DEVELOPMENT FACILITY 2016–2018

Location: PNG

Purpose: Improved the performance and management of the P4E education system and higher education institutions.

Sector: Education and Workforce Development

NAURU SUPPORT SERVICES

2017–2018

Location: Nauru

Purpose: Supported deployee services, including transportation of equipment and personnel, for the Australian government.

Sector: Logistics

VOLCANO RESPONSE - AMBAE VANUATU 2017–2018

Location: Vanuatu

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

Sector: Economic Growth

MARKET DEVELOPMENT FACILITY PHASE 2 2017–2022

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

Purpose: Creating employment and income opportunities for poor men and women by partnering with regional governments, using partnerships with regional industry, governments and selected UN agencies.

Sector: Economic Growth

CIVIL SOCIETY, WATER, SANITATION AND HYGIENE (CS WASH) FUND MANAGEMENT FACILITY 2013–2018

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

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

Sector: Education and Workforce Development

ACCESS TO QUALITY EDUCATION PROGRAM 2011–2018

Location: Fiji

Purpose: Providing on-demand technical assistance to quality assured technical education and training, which matches the needs of the private sector.

Sector: Education and Workforce Development

DEED OF STANDING OFFER FOR AAS EDUCATION PANEL 2014–2019

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

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

Sector: Economic Growth

PACIFIC MICROSTATES - NORTHERN AUSTRALIA WORKER PROGRAM PHASE II 2017–2018

Location: Australia

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

Sector: Education and Workforce Development

TECHNICAL ASSISTANCE FOR EDUCATION SYSTEM STRENGTHENING (TASS) FACILITY 2017–2020

Location: Indonesia

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

Sector: Education and Workforce Development

PURCHASE OF FURNITURE FOR NUKU‘ALOFA POST 2018–2018

Location: Tonga

Purpose: Providing procurement and logistics services to DFAT under Procurement Assistance Service Program (PASP) KC 07/205.

Sector: Logistics

AUSTRALIAN AID FRIENDSHIP GRANTS 2018–2019

Location: Australia

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

Sector: Education and Workforce Development

PURCHASE OF FURNITURE FOR WALLIS POST 2019–2019

Location: Wallis

Purpose: Providing procurement and logistics services to DFAT under Procurement Assistance Service Program (PASP) KC 07/205.

Sector: Logistics

PEACE FUND INDONESIA

DEPLOYEE SUPPORT SERVICES FOR THE GLOBAL PEACE FUND INDONESIA

2017–2018

Location: Indonesia

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

Sector: Education and Workforce Development

DEPLOYER SUPPORT SERVICES FOR THE GLOBAL PEACE FUND INDONESIA

2014–2018

Location: Indonesia

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

Sector: Education and Workforce Development

ENDURE | OUR GLOBAL IMPACT

2018

ENDURE | OUR GLOBAL IMPACT

2018

EDUCATION SECTOR SUPPORT PROGRAM

2017–2019

Location: Samoa

Client: DFAT - Australian Department of Foreign Affairs and Trade

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

Sector: Education and Workforce Development

WORKFORCE DEVELOPMENT PROGRAM 2018–2018

Location: Timor-Leste

Client: DFAT - Australian Department of Foreign Affairs and Trade

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

Sector: Education and Workforce Development

WAREHOUSE MANAGEMENT SERVICES 2012–2019

Location: Indonesia, Australia, Papua New Guinea

Client: DFAT - Australian Department of Foreign Affairs and Trade

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

Sector: Education and Workforce Development

GENDERED THINKING AND WORKING POLITICALLY

2016–2018

Location: Australia

Client: University of Birmingham

Purpose: Contributed to research on how and when a gender informed or gender blind approach to humanitarian action is the most effective.

Sector: Governance

URBAN POVERTY AND RURAL TO URBAN MIGRATION QUALITATIVE STUDY 2017–2018

Location: Indonesia

Client: World Bank

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

Sector: Measuring Impact
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 Oxfam - Australian Department of Foreign Affairs and Trade
Purpose Improving the integrated management of water, energy, and food in three major Himalayan river basins covering eastern Afghanistan, Pakistan, northern India, Bangladesh, Nepal, and Bhutan.
Sector Economic Growth

HELPING MOTHERS AND CHILDREN THRIVE

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

LIVELIHOODS AND INCLUSIVE FINANCE EXPANSION

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

JORDAN HEALTH FINANCE AND GOVERNANCE

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

EMPOWERMENT, VOICE AND ACCOUNTABILITY FOR BETTER HEALTH AND NUTRITION

2014-2018
Location Pakistan
Client DFID - UK Department for International Development
Purpose Pakistan’s government hospitals and state-provided medical facilities are often seen as unreliable and offer low quality services. EVA is empowering and organizing citizens and civil society to hold Pakistan’s provincial governments accountable for the delivery and quality of reproductive, maternal, newborn, child health, and nutrition services.
Sector Governance

INTEGRATED HEALTH SYSTEMS STRENGTHENING AND SERVICE DELIVERY ACTIVITY PAKISTAN (ISS-S60)

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

TRANSPARENCY ACCOUNTABILITY AND RIGHT TO INFORMATION FUND PROGRAM

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

SECURITY AND JUSTICE FOR THE POOR

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

ECONOMIC POLICY INCUBATOR

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

FOREST LAW ENFORCEMENT GOVERNANCE AND TRADE - MYANMAR

2016-2018
Location Myanmar
Client DFID - UK Department for International Development
Purpose Supported a well-prepared, inclusive and participatory National FLEGT Action Plan to guide Myanmar’s dialogue process at the regional level, and to work with a coalition of government agencies and other stakeholders to accelerate implementation.
Sector Environment

SUPPORT TO THE JOGJAKARTA KESOH

2016-2020
Location Indonesia
Client DFID - UK Department for International Development
Purpose Supporting three key policy agendas incorporating three key policy agendas that address both the supply and demand sides of the public sector employment market in Indonesia, thus improving governance, quality and accountability in the public sector.
Sector Governance

SUDOKKHO - SKILLS AND EMPLOYMENT PROGRAMME

2014-2019
Location Bangladesh
Client DFID - UK Department for International Development
Purpose Building a market for the construction sector in Bangladesh, by supporting small and medium-sized enterprises and training employers to improve the quality of construction services.
Sector Economic Growth

SUBSIDISED TEMPORARY EMPLOYMENT PROGRAMME (STEP) IN LEBAON

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

UTKRISHIT DEVELOPMENT IMPACT BOND - IMPLEMENTING

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

QUALITATIVE MONITORING SERVICES

2016-2020
Location Pakistan
Client UNICEF
Purpose Monitoring UNICEF Pakistan’s Improving Quality of Monitoring Services Programme, endline in 2020.
Sector Monitoring Impact

SUPPORT TO TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

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

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

2017-2020
Location Tajikistan
Client GFA Consulting Group
Purpose Supported the government of Tajikistan’s healthcare and social protection policies by building capacity for policy development, health financing reforms, and planning for the health and social protection sector.
Sector Health

SUBAI PAKISTAN

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

UTKRISHIT DEVELOPMENT IMPACT BOND DESIGN

2016-2018
Location India
Client Convergence India
Purpose Catalysed a coalition of public, private, and non-state actors to design, implement, and evaluate a world first innovative financing mechanism to save the lives of mothers and infants in Rajasthan.
Sector Impact Innovation

STRATEGY EXECUTION FOR SAKAL MEDIA BUSINESSES

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

CITY TRANSFORMATION OFFICE

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

2018
In perhaps the most politically volatile part of the world, extraordinary changes in social and economic dynamics continue apace. Here we have the opportunity to partner with the public, private and civil society sectors across the Levant and Gulf.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Year Start</th>
<th>Year End</th>
<th>Location</th>
<th>Client</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Sector Resiliency Project</td>
<td>2015</td>
<td>2020</td>
<td>Afghanistan</td>
<td>USAID - United States Agency for International Development</td>
<td>For Afghanistan’s health sector to be resilient and self-sufficient, its Ministry of Public Health must have strong and efficient systems, from finance to human resources. HSR is building the capacity of the MoPH so it can be ready to transition away from years of donor support into leading its own reforms to increase efficiencies, sustainability, and continue the gains in health for all its people.</td>
</tr>
<tr>
<td>Thane Special Purpose Vehicle</td>
<td>2018</td>
<td>2021</td>
<td>India</td>
<td>Thane Municipal Corporation</td>
<td>Managing initiatives and supporting stakeholder engagement and knowledge management to implement Smart City projects.</td>
</tr>
<tr>
<td>Smart Villages</td>
<td>2018</td>
<td>2018</td>
<td>India</td>
<td>AGROWIN Smart Villages</td>
<td>Engaged with fruit and vegetable value chain partners in developing innovative approaches to production and market linkages for small-scale farmers supplying urban markets in Mumbai and Pune.</td>
</tr>
<tr>
<td>Rural Housing Finance in Kyrgyzstan</td>
<td>2015</td>
<td>2018</td>
<td>Kyrgyzstan</td>
<td>AFC Consultants International</td>
<td>Assessed the potential for a new programme to expand access to finance for households in rural areas.</td>
</tr>
<tr>
<td>Value Chain Analysis for Jordan Garments</td>
<td>2018</td>
<td>2018</td>
<td>Jordan</td>
<td>Ministry of Economic Affairs (RVD - CBI)</td>
<td>Assessed Jordan’s garment export value chain and programme formulation and conducted workshops with sector stakeholders.</td>
</tr>
<tr>
<td>WomenX</td>
<td>2015</td>
<td>2018</td>
<td>Pakistan</td>
<td>World Bank</td>
<td>Created and strengthened an entrepreneurial ecosystem for women-owned small and medium-sized enterprises to grow their business.</td>
</tr>
</tbody>
</table>

**OUR WORK | MIDDLE EAST**

**OUR WORK | CENTRAL SOUTH ASIA**
SUSTAINABLE STRATEGY
2015 – 2018
Location Qatar
Client Ministry of Environment
Purpose Established a sustainable strategy execution framework at the Ministry of Municipality and Environment.
Sector Governance, Strategy

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

IMPLEMENTING COMPANY STRATEGY
2017 – 2018
Location Qatar
Client Qatar Chemical Company (Q-Chem)
Purpose Revamped the strategy and helped Qatar Chemical Company (Q-Chem)
Location Qatar
Client Qatar Fertilizer Company (QAFCO)
Purpose Developed and implemented a revamped strategy.

PERFORMANCE MANAGEMENT
2017 – 2018
Location Kuwait
Client General Secretariat of the Supreme Council for Planning and Development (G-SCPD)
Purpose Revamped the Whole of Government performance management framework across Kuwait.

PERFORMANCE MANAGEMENT CAMPAIGN
2017 – 2018
Location United Arab Emirates
Client Abu Dhabi Crown Prince Court
Purpose Supported the Crown Prince Court to implement strategy initiatives and established an Office of Strategy Management at the National Center of Palms and Dates.
Sector Strategy

PERFORMANCE MANAGEMENT CAMPAIGN
2017 – 2018
Location United Arab Emirates
Client Abu Dhabi Fertilizer Company (GAPFCO)
Purpose Developed and implemented a revamped strategy.

MIDDLE EAST MORAL EDUCATION MONITORING AND EVALUATION PHASE 2
2017 – 2018
Location United Arab Emirates
Client Abu Dhabi Crown Prince Court
Purpose Supported the Crown Prince Court to implement strategy initiatives and established an Office of Strategy Management at the National Center of Palms and Dates.

STRATEGY MANAGEMENT OUTSOURCING
2017 – 2018
Location Qatar
Client Ministry of Finance
Purpose Developed the Operating Model for the Ministry of Finance.
Sector Strategy

CROWN PRINCE COURT SUPPORT
2017 – 2018
Location United Arab Emirates
Client Abu Dhabi Crown Prince Court
Purpose Supported the Crown Prince Court to successfully manage and execute strategic projects.
Sector Strategy

EXECUTING STRATEGY
2017 – 2018
Location Saudi Arabia
Client Ministry of Economy and Planning
Purpose Established and operated the Office of Strategy Management at the National Center of Palms and Dates.
Sector Strategy

PROGRAMME FOR PREVENTION AND CONTROL OF RED PALM WEEVIL
2017 – 2018
Location Saudi Arabia
Client Ministry of Environment, Water and Agriculture
Purpose Developed the programme for prevention and control of Red Palm Weevil.
Sector Environment

REPRODUCTIVE HEALTH AND SOCIAL PROTECTION
2017 – 2018
Location Saudi Arabia
Client Ministry of Economy and Planning
Purpose Developed the programme for Reproductive Health policies.
Sector Health

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

MARKETING AND SALES SUPPORT FOR SMALLHOLDER FARMER
2018 – 2018
Location Saudi Arabia
Client Ministry of Agriculture
Purpose Developed the programme for marketing and sales support for smallholder farmers.
Sector Strategy

NATIONAL POPULATION COMMITTEE
2018 – 2018
Location Saudi Arabia
Client Ministry of Commerce and Industry
Purpose Set up the National Population Committee and created its strategic direction, operating model, performance management framework and developed a demographics database.
Sector Strategy

ORGANIC FARMING DEVELOPMENT
2018 – 2018
Location Saudi Arabia
Client Ministry of Agriculture
Purpose Developed and transformed local farms to organic farming.
Sector Strategy

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

FRAMEWORK AGREEMENT
2018 – 2018
Location Saudi Arabia
Client Ministry of Agriculture
Purpose Provided needed expertise and team support to help establish daily operations.
Sector Strategy
Africa is home to some of the world’s fastest growing economies and a young, increasingly tech-savvy population. We have offices in 29 countries, giving us a privileged insight into this future economic powerhouse.

**HUMAN DEVELOPMENT INNOVATION FUND**

- **Location**: United Republic of Tanzania
- **Client**: DFID - UK Department for International Development
- **Purpose**: Sustainable progress in tackling poverty in Tanzania relies on improved service delivery and quality in health, education, and water and sanitation. HDIF identifies and supports innovations that can create social impact in these areas. We help develop, test, and scale those innovations by investing in projects that aim to improve basic services for the poor and marginalised across the country.

**AUSTRALIA AWARDS–AFRICA (2016-2020)**

- **Location**: Australia, Kenya, South Africa, Botswana, Burkina Faso, Cameroon, Côte d’Ivoire, Ethiopia, Ghana, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Somalia, South Sudan, United Republic of Tanzania, Uganda, Zambia, Zimbabwe
- **Client**: DFAT - Australian Department of Foreign Affairs and Trade
- **Purpose**: Building the long-term capacity of African governments by providing master’s level and short course scholarships.

**FINANCING GHANAIAN AGRICULTURE PROJECT**

- **Location**: Ghana
- **Client**: USAID - United States Agency for International Development
- **Purpose**: Integrated an investment platform for agribusinesses working along the maize, rice, and soy value chains to reduce poverty and improve food security in Ghana.

**ALUR HIGHLANDS COFFEE ALLIANCE**

- **Location**: Uganda
- **Client**: USAID - United States Agency for International Development
- **Purpose**: Established a sustainable commercial relationship for 16,000 farmers to increase their yields and quality of coffee, doubling their incomes.

**ADVANCE FAMILY PLANNING 2**

- **Location**: Ghana, Burkina Faso, Côte d’Ivoire, Senegal, Nigeria
- **Client**: Johns Hopkins University (JHSPH)
- **Purpose**: Improved access to high-quality, voluntary family planning services through evidence-based advocacy.

**MEASURE EVALUATION TANZANIA ASSOCIATE AWARD**

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

**MEASURE EVALUATION PHASE IV**

- **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.

**SUPPORTING OPERATIONAL AIDS RESEARCH (SOAR)**

- **Location**: Global
- **Client**: Population Council
- **Purpose**: Supporting voluntary medical male circumcision (MMC) priority countries with their use of data to improve the planning, monitoring, and policy dialogue around national MMC programmes.

**Sector**

- Economic Growth
- Education and Workforce Development
- Health
- Measuring Impact
PREPAREDNESS & RESPONSE
2014 – 2019
Location Cameroon, Ethiopia, Kenya, Uganda, United Republic of Tanzania
Client DAI – ETUFL
Purpose Facilitating, cataloging, and supporting the formation and/or strengthening of One Health National Platforms in four countries.
Sector Health

MALL SBCC
2015 – 2019
Location Malawi
Client USAID – United States Agency for International Development
Purpose Strengthening leadership, governance capacity, and investment sustainability to improve the healthcare workforce and to improve health outcomes and advance universal health coverage.
Sector Health

SUSTAINABLE OUTCOMES OF CHILDREN AND YOUTH IN UGANDA
2015 – 2020
Location Uganda
Client Catholic Relief Services
Purpose Supporting vulnerable children and their families through community case workers to provide economic strengthening, parenting education, health and social services, and capacity building of the Division of Social Affairs (DDIU) and CSOs.
Sector Health

FACING OUR FEARS
2015 – 2019
Location Kenya
Client Save the Children
Purpose Increasing the sensitivity of religious leaders in Kenya to LGBT rights, and working with them to develop social sensitisation activities with their partners.
Sector Health

ELIMINATING CHILD VULNERABILITY
2015 – 2019
Location Côte d’Ivoire
Client USAID – United States Agency for International Development
Purpose Combating child trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
Sector Health

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

HUMAN RESOURCES FOR HEALTH 2030
2015 – 2020
Location Jordan, Senegal, Philippines, Indonesia, Madagascar
Client USAID – United States Agency for International Development
Purpose Combating child trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
Sector Health

ENDURING IMPACT
2015 – 2020
Location Kenya
Client USAID – United States Agency for International Development
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

INFORMATION AND DATA ANALYTICS
2016 – 2021
Location Kenya
Client USAID – United States Agency for International Development
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

HEALTH MANAGEMENT INFORMATION SYSTEMS II
2016 – 2021
Location Kenya
Client USAID – United States Agency for International Development
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

CENTERS OF EXCELLENCE IN HIV MANAGEMENT
2017 – 2018
Location Kenya
Client University of Nairobi
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

CENTRAL KENYA RESPONSE INTEGRATION STRENGTHENING AND SUSTAINABILITY PROJECT PLUS
2017 – 2018
Location Kenya
Client University of Nairobi
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

SMALLHOLDER OIL PALM SUPPORT
2016 – 2018
Location Tanzania
Client Technoserve Inc
Purpose Delivering services and monitoring and evaluation support to positively impact orphan and vulnerable children.
Sector Health

OUR GLOBAL IMPACT | ENDURE
ENDURE | OUR GLOBAL IMPACT
2018
2018

ENDURE | OUR GLOBAL IMPACT
2018

35
**LAND INVESTMENT FOR TRANSFORMATION**

2018-2020

Location: Ethiopia

**Purpose**

- Designing and implementing an independent impact evaluation of the programme with ongoing monitoring and evaluation support.

**Sector**

- Measuring Impact

**WEST AFRICA FOOD MARKETS PILOT PROGRAM**

2014-2019

Location: Ghana, Nigeria, Niger, Burkina Faso

**Purpose**

- Tackling the causes of market failures in West African staple food markets, providing incentives and resources to support businesses in launching pro-poor innovations, and catalyzing policy and regulatory reforms

**Sector**

- Economic Growth

**DELIVERING INCREASED FAMILY PLANNING ACROSS RURAL KENYA**

2013-2018

Location: Kenya

**Purpose**

- Partnering with the public and private sectors with interventions across the total market to reach 1.5 million new users of modern family planning.

**Sector**

- Health

**SPRING: A BUSINESS INCUBATOR**

2014-2019

Location: Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania, Ethiopia

**Purpose**

- Working with growth-oriented businesses on innovations that can transform the lives of poor and vulnerable girls aged 10-19 living across East Africa and South Asia.

**Sector**

- Economic Growth

**MOBILISING FOR DEVELOPMENT**

2013-2018

Location: Nigeria

**Purpose**

- Partnering with the public and private sectors with interventions across the total market to reach 1.5 million new users of modern family planning.

**Sector**

- Health

**CIVIL SOCIETY SUPPORT PROGRAM**

2013-2020

Location: Rwanda

**Purpose**

- Enabling Rwandan civil society to become more effective at influencing its government on key policy issues and in supporting social cohesion, reconciliation, good governance, and human rights.

**Sector**

- Governance

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

2015-2020

Location: Uganda

**Purpose**

- Improving the food security and nutrition of smallholder farmers and rural communities in Uganda by designing and implementing market development initiatives.

**Sector**

- Economic Growth

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**OUR WORK: ICTS**

2017-2019

Location: Uganda

**Purpose**

- Improving the health of all Ugandans by increasing the availability, accessibility, affordability, and appropriate use of essential medicines and health supplies.

**Sector**

- Measuring Impact
LEARNING AND DISSEMINATION
2017 | 2018
Location Uganda
Client DFID - UK Department for International Development
Purpose Assessed pilots and innovations from the Humanitarian Emergency Refugee Response in Uganda to share lessons learned.
Sector Measuring Impact
ANIMAL HEALTH IN ETHIOPIA
2017 | 2018
Location Ethiopia
Client FAO - Food and Agriculture Organization of the United Nations
Purpose Provided the Food and Agriculture Organization with technical assistance in the field of animal health to support project activities.
Sector Economic Growth
SUPPORT TO THE NATIONAL AUTHORISING OFFICE
2015 | 2016
Location Zambia
Client The minister
Purpose Contributed to sustainable economic growth and poverty reduction in Zambia through improved coordination and delivery.
Sector Governance
TECHNICAL ASSISTANCE TO THE DEPARTMENT OF DEVOLUTION AND PLANNING OF KENYA
2015 | 2019
Location Kenya
Client EC - European Commission
Purpose Contributed to the implementation of the devolution process outlined in the new Constitution in Kenya, specifically supporting the implementation of local economic development grants.
Sector Economic Growth
SUPPORT TO PUBLIC FINANCE MANAGEMENT REFORM IN LESOTHO
2015 | 2019
Location Lesotho
Client LMFPCO Ltd - LSPFM
Purpose Contributed to the implementation of Lesotho’s national development agenda as embodied in the Vision 2020.
Sector Economic Growth
TECHNICAL ASSISTANCE IN SUPPORT OF THE EDUCATION SECTOR IN SIERRA LEONE
2017 | 2019
Location Sierra Leone
Client PROMAN – EC Education
Purpose Providing Sierra Leone’s relevant institutions with technical assistance to strengthen its management capacity and deliver education services.
Sector Governance, Education and Workforce Development
EMPLOYMENT PROMOTION IN SOUTH AFRICA
2016 | 2020
Location South Africa
Client EC - European Commission
Purpose Supporting inclusive and sustainable economic and employment creation to help reduce the official unemployment rate from 25% to 14% by 2020.
Sector Economic Growth
STATE BUILDING AND BUDGET SUPPORT PROGRAMME
2016 | 2019
Location Sierra Leone
Client UNDP
Purpose Supporting the Peace-building and State-building Goal by focusing on revenue management, improving service delivery, and curtailing corruption incidents.
Sector Governance
FINANCIAL SECTOR ASSISTANCE
2016 | 2020
Location Burkina Faso
Client Danish Agency for Development Assistance
Purpose Implementing the European Union’s support to Ethiopia’s education sector.
Sector Education and Workforce Development
SERVICING AGENT FOR INTERNATIONAL LOAN FACILITY
2016 | 2018
Location Tanzania, Uganda
Client BRAC International Loan Facility (BILF)
Purpose Acted as the Servicing Agent for the BRAC International Loan Facility (BILF) and reported to lenders on the financial and portfolio performance of the investor institutions.
Sector Capital Advisory
FINANCIAL SECTOR ASSISTANCE
2016 | 2020
Location Burkina Faso
Client Danish Agency for Development Assistance
Purpose Consolidating stability in Northern Uganda, eradicating poverty and under-nutrition, and strengthening the foundations for sustainable and inclusive socio-economic development.
Sector Economic Growth, Governance
PRIVATE ENTERPRISE PROGRAMME ETHIOPIA
2013 | 2019
Location Ethiopia
Client DAI Europe Ltd
Purpose Developing an evaluation framework and methodology for conducting an indepdendent impact evaluation of the programme.
Sector Environment
DANGOTE RICE OUTGROWER
2016 | 2018
Location Nigeria
Client IDI - Sustainable Trade Initiative
Purpose Supported the Dangote rice-out-grower scheme in Nigeria.
Sector Environment
MICROFINANCE FOR WATER AND RENEWABLE ENERGY IN AFRICA
2015 | 2018
Location Benin, Burkina Faso, Cameroon, Kenya, Madagascar, Senegal, United Republic of Tanzania
Client EIB – European Investment Bank
Purpose Supported water and renewable energy projects in Africa through microfinance to help create affordable and reliable access to energy and water.
Sector Environment
ENDURE | OUR GLOBAL IMPACT
2018
Location Uganda
Client DFID - UK Department for International Development
Purpose Contributed a pilot program to increase and increase the supply of sun flower and soy beans to Mukwano by their 72,000 outgrower farmers using mobile payments.
Sector Impact Innovation
ENERGY EFFICIENT LED BULBS
2017 | 2018
Location Uganda
Client Electricity Regulatory Authority (ERA)
Purpose Evaluated the Umeme Uganda programme that purchases and distributes energy efficient LED bulbs to bridge the gap between the potential generation deficits and projected increase in demand for energy.
Sector Impact Innovation
OFF-GRADE SOLAR MARKET ASSESSMENT
2017 | 2018
Location Madagascar
Client DFID - UK Department for International Development
Purpose Assisted the financial sector to adapt sustainable capital investments based on demand from the private agricultural sector in Burkina Faso.
Sector Capital Advisory
BOTTOM OF THE PYRAMID DISTRIBUTION PROJECT
2016 | 2018
Location Burkina Faso
Client Technical Assistance Facility (TAF) / African Agriculture Fund (AAF)
Purpose Improved the efficiency of the company’s small-scale distribution network consisting mainly of micro-sized women distributors and sustainability increased the returns of the distributors’ businesses.
Sector Impact Innovation
SUPPORTING LOCAL BANKS IN SOUTH AFRICA
2017 | 2019
Location South Africa
Client SANED (South African National Energy Development Institute)
Purpose Managed the technical facility accompanying an EUR 120 million credit line provided by AfDB to local banks in South Africa to increase access to finance for small scale renewable energy and energy efficiency projects.
Sector Impact Innovation
CLIMATE TECHNOLOGY BUSINESS MODEL DIFFUSION
2017 | 2018
Location Kenya, South Africa
Client InfoDev (World Bank)
Purpose Identified climate technology solutions which have been proven in a market outside of Africa and found suitable enterprises in Kenya and South Africa to introduce the climate technology businesses in their home markets.
Sector Impact Innovation
MUKWANO SEED OIL VALUE CHAIN DIGITISATION
2017 | 2018
Location Uganda
Client MMM Uganda Mukwano
Purpose Contributed a pilot program to increase and increase the supply of sun flower and soy beans to Mukwano by their 72,000 outgrower farmers using mobile payments.
Sector Impact Innovation
SPRING: A BUSINESS INCUBATOR
2018 | 2019
Location Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania
Client DFID - UK Department for International Development
Purpose Engaging the TFA2020 Regional Coordinator for Africa and facilitating the shared objectives of TFA2020, Palladium, and the P4G Programme in supporting sustainable forest management.
Sector Environment
HUMAN RESOURCE REFORM
2017 | 2018
Location Malawi
Client DFID - UK Department for International Development
Purpose Identified incentives and opportunities for positive change within Malawi’s human resource management reform agenda.
Sector Governance
IMPROVING MARKET SYSTEMS FOR AGRICULTURE IN RWANDA
2018 | 2022
Location Rwanda
Client DFID - UK Department for International Development
Purpose Reducing poverty in Rwanda by supporting agricultural markets to work better for the poor.
Sector Economic Growth
GROWTH AND EMPLOYMENT PROJECT
2016 | 2018
Location Nigeria
Client World Bank
Purpose Assessed Northeast Nigeria’s agribusiness subsectors to identify and strengthen opportunities and competitiveness.
Sector Economic Growth
STRATEGY REVIEW SUPPORT
2017 | 2018
Location Kenya
Client British
Purpose Conducted a mid-term strategy review of General Insurance regional businesses in Uganda, Tanzania, Rwanda, South Sudan, Zimbabwe and Malawi.
Sector Strategy
MARKET ASSESSMENT - EGYPT
2018-2018
Location: Egypt
Client: World Bank
Purpose: Conducted a market research of the needs of micro, small, and medium-sized enterprises in Egypt including an analysis of the existing gap between demand and supply.
Sector: Impact Innovation

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

PROVISION OF RURAL FINANCE CAPACITY BUILDING SERVICES
2018-2019
Location: East & Southern Africa
Client: IFAD
Purpose: Reviewing the current status of C&ESG integration among selected financial service providers in the East and Southern Africa region.
Sector: Impact Innovation

OUR WORK | EUROPE

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

MATERNAL, NEWBORN AND CHILD HEALTH II
2014-2019
Location: Nigeria
Client: DFID - UK Department of 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

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

PORT VALUE ADDITION AND INCLUSIVE PRIVATE SECTOR DEVELOPMENT PROJECT
2018-2019
Location: East & Southern Africa
Client: IFAD
Purpose: Reviewing the current status of C&ESG integration among selected financial service providers in the East and Southern Africa region.
Sector: Impact Innovation

SOLAR POWER FOR AGRICULTURAL TECHNOLOGIES STUDY
2018-2019
Location: Rwanda
Client: World Bank
Purpose: Assessing the uses and potential for solar power in Rwanda’s agricultural sector and agribusiness.
Sector: Impact Innovation

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

BUSINESS OPPORTUNITY OF WOMEN MARKETS
2018-2019
Location: Tunisia, Egypt, Morocco
Client: International Finance Corporation
Purpose: Conducting a market research in Egypt, Tunisia, and Morocco to assess the business opportunities of women markets for financial institutions to highlight the business case for targeting with the sector.
Sector: Impact Innovation
<table>
<thead>
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<th>OUR GLOBAL IMPACT</th>
<th>ENDURE</th>
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</table>

### ASSESS POSITIVE IMPACT OPPORTUNITIES

#### 2018 - 2018

<table>
<thead>
<tr>
<th>Location</th>
<th>Client</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>Amadeus IT Group</td>
<td>Assessed opportunities for positive impact and inclusive growth in the tourism and travel industries.</td>
</tr>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Contributing to high-quality and inclusive education policies, systems, and practices in developing countries, in line with EU policies and guidelines.</td>
</tr>
</tbody>
</table>

#### 2018 - 2018

<table>
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<tr>
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<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Promoting the political, security, and economic interests of the European Union by strengthening its engagement in different multilateral fora in Asia.</td>
</tr>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Facilitating dynamic, inclusive, and well-informed Voluntary Partnership Agreement negotiations and implementation processes that built local ownership in Guyana.</td>
</tr>
</tbody>
</table>

## AGRICULTURE AND AGROBUSINESS INTERVENTIONS ASSESSMENT

#### 2018 - 2018

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<tr>
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<th>Client</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Delivered a portfolio of projects that demonstrated clear benefits to the Commonwealth and its members states, aligned with Prime Minister’s Summit members states, and align with the key summit themes.</td>
</tr>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Providing an in-depth analysis of the development outcomes of 28 PROPARCO funded agriculture projects in the value chain to assess the operational effectiveness of PROPARCO and its value add.</td>
</tr>
</tbody>
</table>

### FINANCIAL NEEDS OF WOMEN-LED BUSINESSES

#### 2018 - 2018

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>DFSF</td>
<td>Aligned like-minded investors and informing gender lens investment strategies of local finance providers in developing countries and emerging markets.</td>
</tr>
</tbody>
</table>

### CONSUMER PROTECTION FRAMEWORK

#### 2018 - 2018

<table>
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<tr>
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<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>BDSLA</td>
<td>Establishing a measurement framework with consumer protection indicators for the off-grid solar industry.</td>
</tr>
</tbody>
</table>

## OUR WORK | EUROPE

### BUSINESS ECOSYSTEM PROJECT

#### 2017 - 2021

<table>
<thead>
<tr>
<th>Location</th>
<th>Client</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macedonia</td>
<td>USAID - United States Agency for International Development</td>
<td>Transforming the competitiveness of micro, small, and medium-sized enterprises to increase their productivity, revenue, and number of jobs, becoming more competitive.</td>
</tr>
</tbody>
</table>

### UKRAINE HEALTH REFORM SUPPORT

#### 2018 - 2023

<table>
<thead>
<tr>
<th>Location</th>
<th>Client</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ukraine</td>
<td>USAID</td>
<td>Supported Ukraine to build a transparent, accountable, and effective health care system capable of meeting its citizens’ needs.</td>
</tr>
</tbody>
</table>

### PARTNERSHIPS FOR FORESTS

#### 2015 - 2020

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<tr>
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</thead>
<tbody>
<tr>
<td>Global</td>
<td>DFID - UK Department for International Development</td>
<td>Incentivising sustainable forestry using investment models the private sector, governments, and communities can use to improve returns on commodities.</td>
</tr>
</tbody>
</table>

### EDUCATION ADVISORY FACILITY

#### 2016 - 2019

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<tbody>
<tr>
<td>Global</td>
<td>PROMAN - EC Education</td>
<td>Created an e-learning platform to teach the “Designing Development Projects” module at the GSEM Executive.</td>
</tr>
</tbody>
</table>

### FOREST LAW ENFORCEMENT, GOVERNANCE AND TRADE - INTER  FACILITATION

#### 2016 - 2019

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</tr>
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<tbody>
<tr>
<td>Guyana</td>
<td>European Forest Institute</td>
<td>Advised and monitored the Prosperity Fund.</td>
</tr>
</tbody>
</table>

### PROSPERITY FUND PROGRAMMES

#### 2017 - 2018

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<tr>
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<tr>
<td>Mexico</td>
<td>USAID</td>
<td>Supported Ukraine to build a transparent, accountable, and effective health care system capable of meeting its citizens’ needs.</td>
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### ECO SYSTEM SERVICES FOR POVERTY ALLEVIATION

#### 2017 - 2018

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<tr>
<td>United Kingdom of Great Britain and Northern Ireland</td>
<td>DFID</td>
<td>Providing an in-depth analysis of the development outcomes of 28 PROPARCO funded agriculture projects in the value chain to assess the operational effectiveness of PROPARCO and its value add.</td>
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### COMMONWEALTH FUND BUSINESS CASE SUPPORT

#### 2016 - 2018

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### HUMANITARIAN AND STABILISATION OPERATIONS TEAM

#### 2017 - 2022

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### DESIGNING DEVELOPMENT PROJECTS - INTERNATIONAL ORGANISATIONS MBA COURSE SUPPORT

#### 2018 - 2018

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<td>Switzerland</td>
<td>University of Geneva</td>
<td>Providing an in-depth analysis of the development outcomes of 28 PROPARCO funded agriculture projects in the value chain to assess the operational effectiveness of PROPARCO and its value add.</td>
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### EC NUTRITION ADVISORY SERVICES

#### 2014 - 2019

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### ASSESSMENT}

## RESTORING EFFICIENCY TO AGRICULTURE PRODUCTION

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## OUR GLOBAL IMPACT

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### EVIDENCE TO DECISION-MAKERS FOR SUSTAINABLE ALLEVIATION (ESPA) PROGRAMME TO PROVIDE

#### 2018

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### AGRODIVERSITY AND AGRIBUSINESS INTERVENTIONS

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### IMPACT INNOVATION

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

**CoreMark Pres Meeting**
- **2016 - 2018**
- Location: United States of America
- Client: Core-Mark
- Purpose: Finalised the corporate strategy with the Core-Mark leadership.
- Sector: Strategy

**Edison 2018 Support**
- **2018 - 2018**
- Location: United States of America
- Client: US Consulting Client
- Purpose: Improved business performance with Strategy Execution design, training, and coaching.
- Sector: Strategy

**FoxTrot CPM Phase 1**
- **2017 - 2018**
- Location: United States of America
- Client: US Consulting Client
- Purpose: Increased awareness of gaps in current performance management practices and recommended a path forward.
- Sector: Strategy

**Civil Society for Accountable Governance**
- **2019 - 2018**
- Location: Guatemala
- Client: Counterpart International
- Purpose: Guatemalan civil society has always played an important role, especially in fighting corruption issues and keeping its government accountable. We helped increase the capacity of civil society organisations to be more effective in advocating for reform processes and working together, and we integrated a gender equality and social inclusion lens to the project.
- Sector: Governance

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

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

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

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

**Guatemala Creating Economic Opportunities**
- **2018 - 2023**
- Location: Guatemala
- Client: USAID - United States Agency for International Development
- Purpose: Stimulating investment and creating employment with private sector approaches in the areas of Guatemala where most migration originates.
- Sector: Economic Growth
LAW GROUP MEASUREMENT SUPPORT
2017 - 2019
Location United States of America
Client TIAA
Purpose TIAA was facing major pressure to optimise its operating structure but expected its casework to grow by 15% annually. The Law Group needed to maximise its resources and identify new ways to handle increased workload. We supported its transition by executing a change management strategy and creating new strategic metrics to measure the group’s success.

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

PERU CACAO ALLIANCE PHASE II
2016 - 2021
Location Peru
Client USAID - United States Agency for International Development
Purpose Advancing the pathway out of poverty by giving Peruvians direct access to cacao markets, services, and finances to increase 20,000 households’ incomes.

PRIVATE SECTOR PARTICIPATION IN HAITI
2017 - 2018
Location Haiti
Client OMEP
Purpose Developed a strategy to scale up domestic private sector participation in the provision of water and sanitation services in rural areas and small towns in Haiti.

SUSTAINABLE LAND USE INVESTMENT COLLABORATIVE
2015 - 2019
Location Global
Client Packard Foundation
Purpose Supporting the formation of a collaborative of private investors and funders that will support sustainable land use strategies globally through investment and grant support.

TECHNICAL ASSISTANCE FOR STRATEGIC PROGRAMMING IN CENTRAL AMERICA
2017 - 2020
Location Nicaragua
Client Eurecna SpA
Purpose Increasing the capacity of institutions of the Central American Integration System, civil society organisations, and partners to carry out regional policies and initiatives.

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

VARIABLE PAYMENT OBLIGATION PROGRAMME
2016 - 2019
Location Nicaragua
Client BAC Nicaragua
Purpose Supporting the Banco de América Central (BAC) to lend to small businesses owned or managed by women using a collateral-light, cash-flow-based underwriting methodology and repayment schedule.

ENHANCING CONTRIBUTION OF SMALL AND MEDIUM FOREST ENTERPRISES
2017 - 2019
Location Global
Client World Bank
Purpose Conducting a global mapping of SMEs in the forest sector, describing their market potentials, and analyzing current instruments to enhance competitiveness.

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