OUR GLOBAL IMPACT 2017
DELIVERING POSITIVE IMPACT FOR OVER 50 YEARS
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“Understanding how our world is connected is key to unlocking more value for companies and lasting change for societies. This is where groundbreaking impact starts.”

Our Global Impact is a year in the life of Palladium. This publication captures the essence of how we translate our worldview into our work, every single day.

What is our worldview? Simply put, we believe that a better world is possible for everyone, and that the starting point is an understanding of how everything is interconnected. It’s no longer enough to pursue commercial growth or social progress unilaterally. We work at the intersection of these two drivers because we see them as not just related, but inextricably linked.

This is why we measure our company’s success not only in revenues and profit and shareholder value, but in impact—because you can’t have one without the other, at least not sustainably. This is also why 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.

As CEO, I find this concept to be both challenging and invigorating. I’ve been with Palladium for 36 years, and marveled first-hand at the impact we’ve had across the globe. I believe we’re approaching a watershed moment in terms of the expectations placed on corporations and CEOs. Society is demanding more than financial performance. The new standard for success includes a positive contribution to the world, with value created at every level across a wider ecosystem. From supply chains to job creation, our challenge to others is to see opportunity in this broader context, beyond zero-sum economics and short-term thinking.

Palladium is a global impact firm, and this is the worldview we bring to our work and to our clients. The future demands new thinking, new approaches, and new solutions, a sampling of which we’ve outlined in this annual report. Part One explores some of the connections that are core to our Positive Impact work in 2017, while Part Two journeys through our nearly 300 projects spanning 80 countries and 6 continents.

The world is facing seemingly impossible challenges that impact businesses, societies, economies, and lives. I hope you’ll enjoy reading Our Global Impact 2017, and join us in taking on these challenges together.

Kim Bredhauer, CEO Palladium
BY THE NUMBERS
Our work in 2017...

579 policies developed or strengthened

4,664,141 people directly reached by Palladium projects

$35.9M (AUD) increase in turnover for organisations

$303.2M (AUD) in public and private sector investment catalysed by Palladium

18,289 organisations supported

$56.9M (AUD) increase in household income

81 countries

281 projects
Our global economy is a complex, overlapping system of supply chains. Like veins, they channel the lifeblood of the economy around the world. Chocolate, sugar, shea butter, beer—every single commodity is produced and distributed through a series of processes, technologies, and human interactions.

But how much do businesses really know about the supply chains that feed their commercial growth? Very often, surprisingly little. Supply chains remain opaque and frequently inefficient. The rise in ethical consumption is having a real impact on the companies and brands that provide the household staples on which we have all come to rely. Ambiguity is no longer acceptable. The motivations of the fair trade movement, whose roots stretch back to the 1960s, are now mainstream. Brands are expected to be able to articulate and demonstrate their ethical credentials. The positive social and environmental impact of a company is not just becoming a licence to sell, it is becoming a licence to operate.

In the food and agriculture industry in particular, the moral compass of the consumer is not the only push factor for making supply chains transparent and sustainable. The existential threats of climate change and a growing population make the need for change an absolute necessity. By 2050, the world will need twice the amount of food currently being produced. Meanwhile, millions of farmers are excluded from supply chains because they lack the means to access and finance new technology required to boost productivity.

More than 10% of Ghana’s 26 million people are food insecure or likely to be food insecure. FinGAP addresses one of the key constraints currently restricting the development of commercial agriculture in Ghana; namely access to the finance necessary to enable investment in agricultural value chains. Using a combination of technical assistance and financial incentives, FinGAP is unlocking finance for commercial agriculture development in the maize, rice and soy value chains in the north of Ghana. Over the life of the project, for every USD$1 dollar spent, more than USD$28 in new finance and investment has been leveraged from private sources for the target, staple food value chains.
to any industry that relies on the supply of raw materials. Long-term profits depend on the long-term existence of the source. Where some see a logistical nightmare, we see huge potential. Never has there been such a significant convergence of social expectation and commercial imperative to drive a fresh and ambitious approach to making supply chains sustainable. The potential for value creation is huge.

To effectively connect supplier to source you have to understand the complex ecosystems and networks of actors that impact all industries. Every company cuts deals with traders, wholesalers or regional buyers. Every wholesaler relies on regular supply from the producers of raw materials. Every farmer grapples with irregular commodity prices and climate threats. The key to transparency and traceability lies in fixing every link in the chain. This isn’t easy, and it isn’t something companies can achieve in isolation. We work with companies, donor agencies, and communities to build solutions to these inefficiencies, to fix every link in the chain. Connecting supplier to source means that everyone benefits – both commercially and socially.

PRISMA – PROMOTING RURAL INCOMES THROUGH SUPPORT FOR MARKETS IN AGRICULTURE
2013 – 2018
Location: Indonesia
Client: DFAT – Australian Department of Foreign Affairs and Trade
Sector: Economic Growth

PRISMA delivers innovative solutions for businesses and farmers in eastern Indonesia. Through a team of market development advisors, PRISMA identifies opportunities for value creation in supply chains and wider market systems across a range of commodities. Working with partners to pilot innovative business models, test new markets and address market constraints, PRISMA helps farmers to increase their incomes and supports businesses in expanding their supply and market reach. In 2017, PRISMA helped farmers respond to the demand for high quality pork by implementing good rearing practices and using good stock. Businesses benefited by expanding their market reach and distribution networks and 19,329 farmers saw income increases of around 300%.

$16M+ USD IN ADDITIONAL INCOME GENERATED FOR 55,522 FARMING HOUSEHOLDS
PRODUCTS OVER VIEW

PRODUCTS – well designed and impactful products – enrich our lives. They are examples of human ingenuity and creativity in tangible form. Impactful products are what make good companies great, and have the potential to transform society.

The benefit of connecting products and services to people is twofold: we have the opportunity to provide whole populations with products and services that can enrich – and even save – lives, and the chance to drive commercial growth for progressive companies who want to trade with the world.

For such companies, focusing on marginalised populations in developed markets and expanding into emerging markets are both rich opportunities and confounding challenges. The terrain is notoriously difficult to navigate, and a perception of high costs, uncertain returns, and unacceptably risk often prevails.

However, for many businesses facing saturation in certain segments of developed markets, it is also increasingly essential for long-term growth. Companies are also realising that focusing on their own financial returns alone does not advance their business strategy in emerging markets. Impactful products are what make good companies great, and have the potential to transform society.

In the healthcare industry for example, the potential role of impactful products is far greater than a simple measurement of units sold. Put simply, a successful product has the potential to save lives – particularly when part of a delivery system that is linked to defined value-based outcomes and sustainable financing.

Commercial success is directly related to a product marketing strategy that takes full account of social norms, traditional practices, policy barriers and existing challenges an emerging market may face, companies have the opportunity to tie their product to the growth and inclusiveness of society itself.

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Connecting products to people through social marketing requires a far broader and deeper understanding of how the economic and social ecosystem works. Commercial success is intrinsically linked to social need and behaviour. We work with organisations at all stages of product development – from prototyping to large scale expansion. The primary goal in each and every case is the reduction of risk and maximisation of value to the community. As companies continue to enter entirely new markets, expand their reach within existing markets, and transform business models to meet different needs, their success becomes increasingly tied to a larger ecosystem of players. Risk reduction comes from being able to interpret the complexities of this context.

So, companies first have to understand the current ecosystem and how the status quo needs to change to overcome institutional failings and inefficiencies. Deciphering this context is transformational; challenges in emerging markets become opportunities for businesses to achieve commercial growth and social impact. The rough terrain becomes more navigable.

The potential for business growth in emerging markets is huge. But to truly realise this potential, product development has to mirror the social and economic trajectory of the country. Products must connect to people.

Zambia has a largely rural population of 13.1 million, of whom 45% are below the age of 15. Although the population is relatively small, it is geographically scattered, making delivery of equitable and accessible health services and products challenging. Discover Health uses market-based research to define market segments so that messages, services, and products can be appropriately targeted. The project has introduced Discover Health Agents, independent entrepreneurs that distribute health products at the community level and disseminate key health messages for a profit.

DISCOVER HEALTH
2016 - 2020
Location: Zambia
Client: John Snow Inc / USAID - United States Agency for International Development
Sector: Health

Zambia has a largely rural population of 13.1 million, of whom 45% are below the age of 15. Although the population is relatively small, it is geographically scattered, making delivery of equitable and accessible health services and products challenging. Discover Health uses market-based research to define market segments so that messages, services, and products can be appropriately targeted. The project has introduced Discover Health Agents, independent entrepreneurs that distribute health products at the community level and disseminate key health messages for a profit.

$500M+
LITRES

OF WATER
DISINFECTED
USING NEW
WATER
PURIFICATION
BRAND KLOR SAFE
A successful economy is a reflection of a society whose workforce has the capacity to drive commercial growth.

But this doesn’t happen by accident. The notion that the public sector – the government – is solely responsible for preparing whole populations for productive employment is flawed. In both the developed and developing world, such a burden is impossible to bear.

The private sector has two very clear reasons to play a central part in connecting learning to livelihoods: an appropriately skilled workforce underwrites successful businesses, industries and economies; and an employed workforce constitutes a customer base with the ability to maintain long-term business growth.

Of course to build such a workforce, you need to interrogate and understand the relationship between the labour market and the workforce development system. We believe that the gap between the supply of, and demand for, labour and skills is the result of systemic market failures. Education and training services are not effectively matched with labour market needs. Neither do these services address the issue of unskilled and untrained job-seekers. Economic growth and social development depend on this being addressed.

Strong education institutions – whether public, private or non-profit – with vibrant links to the private sector can create systems of learning that align educational and training programs with growing sectors and business needs.

But the burning question is how the private sector can become a leading light in bridging the skills gap.

There are many ways businesses can make a start. For example, partner-

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**Sudokkho**

2014 - 2019

**Location** Bangladesh

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

**Sector** Education and Workforce Development

Sudokkho works with employers and private training providers to create strong, inclusive training systems in the readymade garment and construction sectors in Bangladesh. Working with industry partners, Sudokkho supports supply-side and demand-side activities to create training systems that provide work-ready employees with the appropriate skills to meet the industry’s evolving needs. In the past year, Sudokkho has worked with seven partners in the readymade garment sector – UK-based companies Debenhams, Mothercare, New Look and Primark, along with Bangladesh-based companies Urmi Group, DBL and Renaissance Group. A total of 44 factories are now implementing the training model, with more to come, accelerating the pace and number of staff moving from unskilled to skilled jobs.

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£1.2M
GBP

INVESTED BY INDUSTRY PARTNERS IN TRAINING PROGRAMMES
ships between education service providers and companies can focus on developing curricula, experiential learning and qualified teaching that ensures that participants emerge with minimum requirements to be employable in a specific industry. Investing in the development of these partnerships generates a sustainable supply of qualified people, not just for an individual company, but for the overall business ecosystem.

The current status quo actually presents market opportunities for entrepreneurial service providers, innovative alliances and proactive companies. To secure the future of an adequately trained, healthy workforce, companies need to invest in the foundations of education. Those who don’t are risking the growth of their business, and possibly the wider industry.

It is only by developing and tapping into the full human capital of all in society – including those disproportionately left behind, such as women, lower-income individuals, vulnerable youth, and people with disabilities – that nations can boost productivity, innovation, and competitiveness. Market-appropriate learning is critical to securing robust livelihoods for communities, and without a prosperous population, economic growth is on borrowed time.

**SBEP – SMALL BUSINESS EXPANSION PROJECT**

**2012 – 2016**

**Location** Republic of Macedonia

**Client** United States Agency for International Development / Swiss Government

**Sector** Economic Growth

SBEP created catalytic change across a number of economic sectors by supporting the expansion of micro, small and medium enterprises. To cost-effectively support as many enterprises as possible, and provide the greatest economic stimulus for less developed regions, SBEP structured activities around two mutually reinforcing strategic thrusts: integrating and strengthening supply chains to benefit MSMEs and link them to markets, financing, technology, and support services; and facilitating public-private dialogue leading to the pursuit of strategic priorities and partnerships. 

The Grow More Corn initiative introduced, for the first time in Macedonia, drip irrigation for growing fodder corn and sunflowers. Over 400 farms adopted drip irrigation technology on more than 800 hectares, doubling their yields and revenues.

**GROWTH OF INCOME OF THE TARGETED POPULATION**

42.5%
OUR WORK SOUTHEAST ASIA-PACIFIC

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

3i - Investing in Infrastructure
2016 - 2020
Location Cambodia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Expanding access to water and electricity infrastructure in Cambodia by promoting and catalysing business growth and private investment in these sectors.
Sector Economic Growth

Emerging Markets Impact Investing Fund
2016 - 2016
Location Australia, Cambodia, Philippines, Viet Nam
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided technical advice to inform DFAT’s design of the Emerging Markets Impact Investment Fund.
Sector Economic Growth

Access to Quality Education Program
2011 - 2018
Location Fiji
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Reducing barriers to quality education for children from very poor communities in Fiji.
Sector Education and Workforce Development

Australia Awards
2019 - 2016
Location Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Developed capacity and leadership skills while building people-to-people connections to help enable Papua New Guineans to contribute to their country’s development.
Sector Education and Workforce Development

Australia Pacific Technical College
2011 - 2018
Location Fiji, Vanuatu, Solomon Islands, Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Using internationally-recognised Australian qualifications from Certificate III to Diploma level to support a more competitive regional workforce, using partnerships with regional industry, governments and selected TAFE institutions.
Sector Education and Workforce Development

Business Partnerships Platform
2016 - 2019
Location Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose The BPP was created to support Australia’s aim to partner with the private sector to drive development. The BPP is supporting partnerships between DFAT and private sector entities to bring a shared value approach to both core operations, by providing grants totaling AUD 9 million, advisory support, and monitoring and evaluation.
Sector Economic Growth

Civic Society Water, Sanitation and Hygiene Fund Management Facility
2013 - 2018
Location Fiji, Papua New Guinea, Solomon Islands, Vanuatu, Australia, Cambodia, Indonesia, Timor-Leste, Philippines, Pakistan, Zimbabwe, Bangladesh, Lesotho, Myanmar, Sri Lanka, Malawi, Mozambique, Nepal, Laos, Viet Nam
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Enhancing the health and quality of life of poor and vulnerable populations by improving sustainable access to safe water, sanitation, and hygiene.
Sector Health

Aid Advisory Services - Education
2014 - 2019
Location Fiji, Nepal, Papua New Guinea, Bangladesh, Solomon Islands
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Providing technical assistance and programme implementation to DFAT and other Australian Government Organisations in the education sector.
Sector Education and Workforce Development

Deployee Support Services for Geoscience Australia
2014 - 2017
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported DFAT in disaster risk management and logistics for Geoscience Australia deployees.
Sector Logistics

Deployee Support Services for Nauru
2014 - 2017
Location Nauru
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported Australian deployees by providing development assistance to Nauru to further strengthen bilateral relations and enhance Nauru’s long-term stability.
Sector Logistics

Australia’s Education Partnership with Indonesia - Performance Oversight and Monitoring
2011 - 2016
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided independent performance oversight and monitoring for Australia’s Education Partnership with the Government of Indonesia.
Sector Education and Workforce Development
### Southeast Asia-Pacific

#### Forest Law Enforcement Governance and Trade - Myanmar
- **Purpose:** Supporting the implementation of and education infrastructure construction projects, on behalf of the Government of Australia and Government of PNG.
- **Location:** Myanmar
- **Client:** DFAT - Australian Department of Foreign Affairs and Trade

#### Gendered Thinking and Working Politically
- **Purpose:** Contributing to research on how and when a gender informed or gender blind approach matters with an analysis of a wider sample of cases to test the research's validity.
- **Location:** Australia
- **Client:** University of Birmingham

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

#### Qualitative Research - Eating and Physical Activity Behaviours of Adolescents
- **Purpose:** To conduct a study of commercial sex workers in Malang, Indonesia in 2016.
- **Location:** Indonesia
- **Client:** Monash University

#### Design of Market Development Facility Phase 2
- **Purpose:** Designed a second phase of a multi-country market development programme to support sustainable employment and income opportunities for poor men and women.
- **Location:** Indonesia, Australia
- **Client:** DFAT - Australian Department of Foreign Affairs and Trade

#### Humanitarian, NGO and Partnership Division - Monitoring and Evaluation
- **Purpose:** To improve the capacity of Camerons government, community networks, and families/caregivers to provide high quality care and support services to orphans and vulnerable children.
- **Location:** Cameroon
- **Client:** Catholic Relief Services

#### Regional Assistance Mission to Solomon Islands - Garrison Services
- **Purpose:** To improve decision-making in disaster risk management.
- **Location:** Solomon Islands
- **Client:** DFAT - Australian Department of Foreign Affairs and Trade
Trade-Related Assistance for Development

2013 - 2017

Location: Philippines

Client: USAID - United States Agency for International Development

Purpose: To support the Government of the Philippines in its efforts to implement trade and investment-related reforms to attain higher levels of trade and foreign direct investment. We provided assistance and strategic formulation for policy reforms to implement the ASEAN Economic Community Blueprint commitments and meet its World Trade Organisation obligations.

Sector: Economic Growth

Procurement Assistance Services Program

2013 - 2018

Location: Australia

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Streamlining the procurement of goods and services for DFAT and Australian Government Organisations.

Sector: Logistics

Promoting Rural Income Through Support for Markets in Agriculture

2013 - 2018

Location: Indonesia

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Supporting poverty reduction and equitable growth of competitive rural agricultural markets by improving the agriculture sector’s productivity, access to markets, and the business enabling environment.

Sector: Economic Growth

Providing Innovation for Indonesia’s School Children

2016 - 2019

Location: Indonesia

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Partnering with the Government of Indonesia to understand how to improve student learning outcomes in literacy and numeracy in diverse schools and districts across Indonesia.

Sector: Education and Workforce Development

Restructuring for a More Competitive Vietnam

2017 - 2017

Location: Viet Nam

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Conducted the mid-term review of progress and identified areas for improvement. The project is focused on improving the investment climate in Vietnam.

Sector: Economic Growth

Education Sector Support Program

2017 - 2020

Location: Samoa

Client: DFAT - Australian Department of Foreign Affairs and Trade

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

Sector: Education and Workforce Development

Sea Lift Transport Services

2013 - 2018

Location: Australia

Client: Australia Department of Defence

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

Sector: Logistics

Air Pollution from Peatland and Forest Fires

2016 - 2017

Location: Viet Nam

Client: UNDP

Purpose: Conducted the mid-term review of progress and identified areas for improvement. The project is focused on improving the investment climate in Vietnam.

Sector: Education and Workforce Development

Qualitative Research - Child Poverty and Social Protection

2016 - 2017

Location: Indonesia

Client: UNICEF

Purpose: Developed insight into community risk awareness, coping strategies, concepts of accountability, and actual capacity to affect change in relation to wildfires.

Sector: Measuring Impact

Qualitative Research - Child Poverty and Social Protection

2016 - 2017

Location: Indonesia

Client: UNICEF

Purpose: Provided qualitative evidence on child poverty, how children and families cope with poverty, and how children and families experience the Program Keluarga Harapan (PKH) cash transfer programme.

Sector: Measuring Impact

Women’s Economic Empowerment in the Pacific

2016 - 2016

Location: Vanuatu

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Needing support addressing Women’s Economic Empowerment with programmes and resources. We developed a thematic roadmap that identified gaps, how to replicate and scale women’s economic empowerment programmes, and recommended strategies for DFAT to advance this sector and comply with gender equality frameworks to ensure future initiatives are gender-sensitive.

Sector: Economic Growth

Reframing for a More Competitive Vietnam

2017 - 2017

Location: Viet Nam

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Conducted the mid-term review of progress and identified areas for improvement. The project is focused on improving the investment climate in Vietnam.

Sector: Economic Growth

Education Sector Support Program

2017 - 2020

Location: Samoa

Client: DFAT - Australian Department of Foreign Affairs and Trade

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

Sector: Education and Workforce Development

Sea Lift Transport Services

2013 - 2018

Location: Australia

Client: Australia Department of Defence

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

Sector: Logistics

Sir Theophilus Foundation Scholarship

2015 - 2016

Location: Papua New Guinea

Client: Sir Theophilus Foundation

Purpose: Managed a scholarship programme for PNG scholars on behalf of the Sir Theophilus Foundation.

Sector: Education and Workforce Development

Skills for Economic Growth - Solomon Islands

2015 - 2019

Location: Solomon Islands

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: To strengthen the capacity of post-secondary education and training systems that can produce quality graduates with in-demand skills and the knowledge needed to contribute to national productivity and competitiveness.

Sector: Education and Workforce Development

Northern Australia Workers Program

2016 - 2017

Location: Australia

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: To support workers from Kiribati with visas to work in Northern Australia, along with deployment briefings, logistical arrangements, and financial management support.

Sector: Education and Workforce Development

TVET Schools Grant Agreement

2016 - 2018

Location: Papua New Guinea

Client: PNG National Department of Education (NDoE)

Purpose: To provide Pastoral Care Support Services to workers with visas to work in Northern Australia, along with deployment briefings, logistical arrangements, and financial management support.

Sector: Education and Workforce Development

Procurement and Freight Support for Manila Emergency

2017 - 2018

Location: Philippines

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing procurement support for the Manila Emergency Response Team Equipment Support in the Philippines.

Sector: Logistics

Procurement Assistance Services Program - South-South Knowledge Collaboration

2017 - 2017

Location: Australia, Fiji

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing logistical support for cash transfer programming in Australia and the Pacific region among DFAT and key humanitarian partner organisations and partner governments.

Sector: Logistics

Procurement and Freight Support for Manisa Emergency

Response Team

2017 - 2018

Location: Philippines

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing procurement support for the Manila Emergency Response Team Equipment Support in the Philippines.

Sector: Logistics

Procurement and Freight - Tarawa

2017 - 2017

Location: Kiribati

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing procurement services for DFAT’s Tarawa post.

Sector: Logistics

Education Capacity Development Facility

2012 - 2018

Location: Papua New Guinea

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Addressed the gaps within the education system of Papua New Guinea, primarily across vocational training capacity and information and technology infrastructure.

Sector: Education and Workforce Development

Cash Transfer Programming Capacity Development

2017 - 2017

Location: Australia

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing logistical support for cash transfer programming in Australia and the Pacific region among DFAT and key humanitarian partner organisations and partner governments.

Sector: Logistics

Procurement Assistance Services Program - South-South Knowledge Collaboration

2017 - 2017

Location: Philippines

Client: DFAT - Australian Department of Foreign Affairs and Trade

Purpose: Providing logistical support for cash transfer programming in Australia and the Pacific region among DFAT and key humanitarian partner organisations and partner governments.

Sector: Logistics

Local Government Public Financial Management

2012 - 2016

Location: Philippines

Client: ECF - European Commission

Purpose: Supporting the Government to enhance the capacity of local governments to generate revenue and to allocate and spend public funds more effectively and efficiently.

Sector: Governance

Southern Cross University Foundation

2017 - 2020

Location: Australia

Client: SCU

Purpose: Managing a scholarship programme for PNG scholars on behalf of Southern Cross University.

Sector: Education and Workforce Development

Source: DFAT - Australian Department of Foreign Affairs and Trade
Skills for Economic Growth - Vanuatu
2016 • 2017
Location Vanuatu
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Developed a coordinated and quality assured Technical and Vocational Education system that provides nationally and regionally recognised training for maximum employment and social development opportunities.
Sector Education and Workforce Development

Tropical Cyclone Winston Logistics Support
2016 • 2016
Location Fiji
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported Australia’s response to Tropical Cyclone Winston through the mobilisation and delivery of humanitarian emergency relief items, transportation, and other logistical support.
Sector Logistics

Vanuatu Australia Policing and Justice
2017 • 2020
Location Vanuatu
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supporting the Vanuatu Police Force, justice and community services agencies and targeted non-state actors in providing fair, equitable and quality services that meet the needs of the community.
Sector Economic Growth

Warehouse Management Services
2012 • 2018
Location Indonesia, Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Strengthening disaster preparedness and delivering timely emergency assistance to humanitarian crises.
Sector Logistics

Workforce Development
2014 • 2018
Location Timor-Leste
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose To promote prosperity, poverty reduction and enhanced stability through improved access to quality assured technical education and training, which matches the needs of the private sector.
Sector Education and Workforce Development

Indonesia Corn
2017 • 2020
Location Indonesia
Client Syngenta
Purpose Syngenta’s 2020 Good Growth Plan aims to reach 30 million smallholder farmers and increase their average productivity by 50%. We assessed the impact of Syngenta’s Integrated Crop Supply Chain Model and its additional systemic value in the corn sector, to inform Syngenta’s options to scale and deepen this area of work.
Sector Measuring Impact/Strategy

Nimmie-Caira - Market Sounding
2016 • 2019
Location Australia
Client New South Wales Department of Industry
Purpose This large wetland is host to endangered species, some of the world’s oldest artefacts, and holds significant Aboriginal cultural value. The Australian Government agreed to transition it back into the private sector but within non-commercial outcomes. After a two-year stall, we conducted a commercial market sounding to help move the government forward.
Sector Strategy

Strategic Planning and Implementation Planning
2016 • 2017
Location Australia
Client Kumui Petroleum
Purpose Reviewed and refreshed a clear, long-term vision and strategy, and new leadership goals.
Sector Strategy

Benchmarking Assessment and Strategic Planning
2016 • 2016
Location Indonesia
Client PT Mitsubishi Chemical Indonesia
Purpose Conducted a benchmarking assessment to identify the company’s progress in creating a mature and robust Strategy Management System.
Sector Strategy

Hotel Chain Asia Division Phase 1
2016 • 2016
Location Hong Kong
Client Hospitality Company
Purpose Clarified the growth strategy for a hotel chain’s Asia Division after a significant acquisition, including integration of teams, and new leadership goals.
Sector Strategy

Strategic Visioning and Implementation Planning
2016 • 2017
Location Australia
Client Kumui Petroleum
Purpose Conducted an assessment on strategy execution practices and provided capacity building for strategy execution.
Sector Strategy

Hotel Chain Asia Division Strategy BMSC
2016 • 2016
Location Hong Kong
Client Hospitality Company
Purpose Cascaded new Asia Division strategy of a hospitality company to its largest business unit: Marketing, Sales & Consumer Insights.
Sector Strategy

Nimmie-Caira - Market Sounding
2016 • 2018
Location Australia
Client New South Wales Department of Industry
Purpose Achieving water recovery by conducting a market assessment to determine the commercial considerations and depth of market around the Nimmie-Caira opportunity.
Sector Strategy
India’s economic growth remains strong but is checked by fundamental development challenges. We have entered into an ambitious joint venture with the Mumbai-based Delivering Change Foundation to help companies incorporate social impact into commercial strategies.
Security and Justice for the Poor
2014 – 2016
Location: Nepal
Client: DFID - UK Department for International Development
Purpose: Delivering a monitoring, evaluation, and learning system for DFID that supports continuous learning and program improvements, and ensures accountability in programme delivery.
Sector: Measuring Impact

Subai Pakistan
2014 – 2019
Location: Pakistan
Client: EC - European Commission
Purpose: Strengthening Pakistan’s provincial assemblies by supporting the development of effective legislation and policies, better budget oversight and enhanced representation.
Sector: Governance

Suddokho – Skills and Employment Programme
2014 – 2019
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 the construction and readymade garments sectors.
Sector: Economic Growth

Support to Technical and Vocational Education and Training
2015 – 2018
Location: Mongolia
Client: EC - European Commission
Purpose: Supported the Mongolian TVET Department and relevant stakeholders at the regional and provincial levels to replicate and scale up best practices.
Sector: Governance, Education and Workforce Development

Technical Assistance to the Ministry of Health and Social Protection of Tajikistan
2015 – 2018
Location: Tajikistan
Client: DFID - UK Department for International Development
Purpose: Improving access to and quality of Tajikistan’s healthcare and social protection systems by building capacity for policy development, health financing reforms, and planning for the health and social protection sectors.
Sector: Governance, Health

Transparency Accountability and Right To Information Fund Programme
2015 – 2018
Location: Bangladesh
Client: British Council – UKGOV-MMPECA
Purpose: Providing grant funding to civil society and private sector coalitions working on projects that promote accountability and transparency and reduce corruption.
Sector: Governance

Utkrisht Development Impact Bond
2016 – 2017
Location: India
Client: Convergence
Purpose: Conceived, designed, and now managing the world’s first maternal and newborn health impact bond, and largest development impact bond. Partners include USAID, UBS Optimus Foundation, Palladium, PSI, HLFPPT and MSD for Mothers.
Sector: Impact Innovation

Support to the Jogorku Kenesh
2016 – 2020
Location: Kyrgyzstan
Client: DFID - UK Department for International Development
Purpose: Kyrgyzstan’s Parliament has prioritised establishing regular and productive dialogue with the country’s business community. S2JK integrates three key policy agendas: governance for economic development, Parliamentary reform, and citizens’ voice – a difficult but critical combination to create more effective accountability mechanisms in parliament to help facilitate inclusive growth.
Sector: Governance

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.
Adoption of the Strategy Management Execution Framework
2016 - 2016
Location Saudi Arabia
Client Riyadh Municipality
Purpose Assisted the Municipality of Riyadh to adopt the Strategy Management and Execution Framework.
Sector Strategy

Apex of Gulf - Strategy Jumpstart
2016 - 2016
Location United Arab Emirates
Client Apex of Gulf
Purpose Clarified and translated Apex of Gulf’s strategy, mapped its key processes, and revisited the organisational structure to provide guidance on next steps.
Sector Strategy

Audience Research - UK in the GCC
2017 - 2017
Location United Arab Emirates, Saudi Arabia, Oman, Qatar, Bahrain, Kuwait
Client Foreign and Commonwealth Office (FCO)
Purpose Understood perceptions of the UK in six Gulf Cooperation Council (GCC) countries to help the FCO identify future decision-makers and segments of society to target with strategic communications.
Sector Measuring Impact

Balanced Scorecard Refresh
2016 - 2016
Location Qatar
Client Qatar Development Bank (QDB)
Purpose Updated the Balanced Scorecard framework for the Qatar Development Bank and its subsidiaries.
Sector Strategy

Arab Foundations Forum - Venture Philanthropy
2016 - 2016
Location Jordan
Client Arab Foundations Forum
Purpose The Arab Foundation formed in response to the rapid emergence of the region’s philanthropic sector, which needed alignment and governance. The forum brought together youth-focused organisations to drive a paradigm shift towards adopting the Venture Philanthropy model and built the Youth Coalition, which addresses youth unemployment and job creation issues.
Sector Strategy

Building Transformational Capabilities - Delivery Unit
2017 - 2017
Location Saudi Arabia
Client IPA
Purpose Delivered training on basic methodologies of Strategy Management and Change Management.
Sector Governance

Business Management and Strategy Execution
2017 - 2017
Location United Arab Emirates
Client Higher Colleges of Technology
Purpose Supported higher colleges of technology with daily business management and strategy execution.
Sector Strategy

Business Plan Formulation and Roadmap Development
2016 - 2017
Location United Arab Emirates
Client Public Utilities Management
Purpose Developed a transformation business plan to cascade and execute PUMC’s strategy at the company and subsidiary levels.
Sector Strategy

Corporate Strategy Refresh
2017 - 2017
Location Saudi Arabia
Client Riyadh Chamber of Commerce
Purpose Refreshed Riyadh’s corporate strategy.
Sector Strategy

High Potential Employees
2016 - 2016
Location United Arab Emirates
Client Doug Lamberti Executive Coaching
Purpose Trained 12 high-potential employees from Agthia on core strategy and innovation concepts.
Sector Strategy

Impact Focused Organization Framework
2017 - 2017
Location Israel
Client Bank Hapoalim B - M
Purpose Developed an assessment and a roadmap on how to improve the recently created Shared Value Program at the bank.
Sector Strategy

Improve Performance Measurement Process
2016 - 2017
Location Saudi Arabia
Client Ministry of Municipal and Rural Affairs (Monara)
Purpose Designed and implemented a strategy execution framework that will enable the municipal sector to effectively execute its strategy.
Sector Strategy

Jordan Health Finance and Governance
2018 - 2021
Location Jordan
Client USAID - United States Agency for International Development
Purpose Improving Jordan’s health sector sustainability and resilience, including Universal Health Coverage (UHC), by increasing spending efficiency and improving governance at all levels.
Sector Health

Livelihoods and Inclusive Finance Expansion
2018 - 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

Livestock Market Entry Study
2017 - 2017
Location United Arab Emirates
Client Elite Agro (EAG)
Purpose Undertook an analysis of the current livestock market in the GCC and identified where there were gaps, and what interventions Shell could take, to support its overall business case.
Sector Strategy

Market Research Study for STEM Education
2017 - 2017
Location United Arab Emirates
Client Shell International Explo
Purpose Performed a market research study to identify the key drivers of the STEM sector in the GCC region and identified areas where there were gaps, and what interventions Shell could take, to support its overall business case.
Sector Strategy

Middle East Morality Education Monitoring and Evaluation
2017 - 2017
Location United Arab Emirates
Client Abu Dhabi Crown Prince Court
Purpose Designed a framework that will effectively measure the impact of the moral education program in the UAE on students and the wider community.
Sector Measuring Impact

Namsa In-House Training
2016 - 2016
Location Saudi Arabia
Client Namsa Al-Ranier
Purpose Delivered a 4-day training on strategy execution to enhance Namsa’s capacity by providing a deep understanding of proven methodologies, such as the Balanced Scorecard and the Execution Premium Process.
Sector Strategy

Office of Strategy Management Qatar
2017 - 2017
Location Qatar
Client Supreme Council of Health of Qatar
Purpose Set up and operated the Office of Strategy Management at the Ministry of Public Health in Qatar.
Sector Governance

Office of Strategy Management Set-up
2017 - 2017
Location Saudi Arabia
Client KSA Ministry of Education
Purpose Led a strategy translation exercise to include the Technical and Vocational Training Corporation and structured the Office of Strategy Management to oversee strategy execution.
Sector Strategy

ADAA - New Labs
2016 - 2017
Location United Arab Emirates
Client KSA Government
Purpose Developed dashboards for additional government entities in the Kingdom of Saudi Arabia and provided quality control to ongoing Key Performance Indicator reporting.
Sector Strategy

ADAA - New Labs
2016 - 2017
Location United Arab Emirates
Client Emirates Foundation
Purpose Reviewed and refreshed the Emirates Foundation organisational structure to enhance performance.
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Kuwait Ports Authority

- Developed the roadmap to successfully build SMART ports, port infrastructure is underdeveloped. We conducted a trade in the face of growing regional competition, but its

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**Smart Ports Assessment**

**2017**

**Location:** Kuwait

**Client:** Kuwait Ports Authority

**Purpose:** Kuwait needs ports that operate efficiently to keep up with trade in the face of growing regional competition, but its port infrastructure is underdeveloped. We conducted a comprehensive assessment of Kuwait’s current ports and developed the roadmap to successfully build SMART ports, which use new technology to update trade infrastructure.

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<tr>
<td>Performance Management Unit</td>
<td>2017-2018 Location: Saudi Arabia Client: Kingdom of Saudi Arabia Purpose: Establishing and operating the Performance Management Unit of the municipal sector.</td>
</tr>
<tr>
<td>Performance Measurement - Saudi Arabia</td>
<td>2017-2018 Location: Saudi Arabia Client: Ministry of Municipal Affairs Purpose: Supporting the Kingdom of Saudi Arabia to build the Performance Measurement Department of the National Center for Performance Management (ACFPA).</td>
</tr>
<tr>
<td>VAS Marina Circuit – Strategy Execution II</td>
<td>2016-2017 Location: United Arab Emirates Client: VAS Marina Circuit Purpose: Supporting ADMM to manage daily business and execute strategy, providing day-to-day support through a Business Unit Programme Manager and Strategy and Performance Management Specialist.</td>
</tr>
<tr>
<td>Responsible Sourcing</td>
<td>2016-2016 Location: United Arab Emirates Client: Ministry of Economy Purpose: Implemented a conflict-free sourcing initiative scheme and validated the due diligence of Kaloti’s supply chain.</td>
</tr>
<tr>
<td>Revamping the Performance Management Framework</td>
<td>2017-2017 Location: United Arab Emirates Client: Ministry of Economy Purpose: Revamped the Saudi Arabia’s strategy to its four sectors and each sector’s departments.</td>
</tr>
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<td>Role of Private Sector</td>
<td>2016-2017 Location: Saudi Arabia Client: Riyadh Chamber of Commerce Purpose: Identified the role of the private sector and its readiness to effectively contribute to the achievement of Saudi Arabia’s 2030 Vision.</td>
</tr>
<tr>
<td>Strategic Organisation Design</td>
<td>2016-2017 Location: Qatar Client: Qatar Olympic Committee Purpose: Designed a new organisational structure that meets strategy demands and delivers results.</td>
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**Strategy and Office of Strategy Management Design**

**2017-2017**

**Location:** Saudi Arabia

**Client:** National Housing Company

**Purpose:** Developed strategies, business plans, and performance frameworks for three departments of the Ministry of Housing.

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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.
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<td>Helping farmers face low productivity, destructive pests, sparse rainfall, and high rates of malnutrition. AgDiv is increasing farmers' resilience and inclusive economic growth.</td>
<td>Economic Growth</td>
<td>USAID - United States Agency for International Development</td>
<td>Financing Ghanaian Agriculture Project</td>
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<td>Malawi</td>
<td>Integrating an investment platform for agribusinesses working along the maize, rice, and soy value chains to reduce poverty and improve food security in Ghana.</td>
<td>Sector</td>
<td>USAID - United States Agency for International Development</td>
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<td>Catholic Caritas Foundation of Nigeria</td>
<td>Biblical Solutions for African Challenges (BOSAC)</td>
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<td>Enhancing services and linkages for children affected by HIV and AIDS</td>
<td>Health</td>
<td>Christian Health Association of Kenya</td>
<td>Comprehensive Care (CC) and HIV/AIDS Service Delivery</td>
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<td>Malawi</td>
<td>Provided technical support for strategic information for HIV prevention, care and treatment at the Christian Health Association facilities in Kenya.</td>
<td>Impact Innovation</td>
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<td>Measuring Increased Family Planning Across Rural Kenya</td>
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<td>Malawi</td>
<td>Provided services for five partner countries in Africa to reduce poverty and improve food security in Ghana.</td>
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<td>Helped health facilities and communities achieve and maintain universal access to HIV prevention, care, and treatment services that met and surpassed national and international standards.</td>
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### Investment Advisory Facility

**2016**

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

**Purpose** Supporting Ethiopia’s continued development and industrial growth through effective public investment management and improving performance in sectors that are aligned with the government’s transformation agenda, like energy and logistics.

**Sector** Economic Growth

### Human Development Innovation Fund

**2013****2020**

**Location** United Republic of Tanzania

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

**Purpose** Identifying and supporting innovations that have the potential to create social impact in education and health and water, sanitation, and hygiene (WASH) across Tanzania.

**Sector** Economic Growth

### Impact of Health Technology

**2016**

**Location** Kenya

**Client** GE Kenya

**Purpose** Conducted a research study on the impact of current and potential health technology interventions by GE’s Sustainable Healthcare Solutions business.

**Sector** Strategy

### Institutions for Inclusive Development

**2016****2021**

**Location** United Republic of Tanzania

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

**Purpose** Strengthening democratic institutions and governance in Tanzania so that they are more inclusive and accountable, and economic growth provides more benefits for poor people.

**Sector** Governance

### Investment Promotion and SME Productivity Programme

**2017**

**Location** Ghana

**Client** DMI

**Purpose** Conducted the scoping and design for an Investment Promotion and Small and Medium-sized Enterprise Productivity Programme.

**Sector** Economic Growth

### Land Investment for Transformation

**2015****2025**

**Location** Ethiopia

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

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

**Sector** Measuring Impact

### Land Investment for Transformation - Political Economy Analysis

**2014****2016**

**Location** Ethiopia

**Client** CIAT

**Purpose** Ensured that the design and implementation of programme interventions are sensitive to an even changing political economy and context of conflict.

**Sector** Governance

### Livelihoods and Food Security Programme

**2014****2018**

**Location** Zimbabwe

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

**Purpose** Improving the food security and nutrition of smallholder farmers and rural communities in Zimbabwe by designing and implementing market development initiatives.

**Sector** Economic Growth

### MEASURE Evaluation Tanzania Associate Award

**2014****2019**

**Location** United Republic of Tanzania

**Client** University of North Carolina

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

**Sector** Measuring Impact

### MEASURE Evaluation Tanzania Associate Award

**2014****2019**

**Location** United Republic of Tanzania

**Client** University of North Carolina

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

**Sector** Measuring Impact

### Mobility for Development

**2012****2018**

**Location** Nigeria

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

**Purpose** Supported local governance and service delivery in select local government areas in three states in Northern Nigeria: Kano, Kaduna, and Jigawa.

**Sector** Governance

### Northern Uganda - Transforming the Economy through Climate Smart Agribusiness

**2015****2020**

**Location** Uganda

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

**Purpose** Increasing the incomes and climate resilience of small farmers by attracting agribusiness investment and stimulating market linkages.

**Sector** Economic Growth

### Partnership for Advanced HIV Care and Treatment Center (Pact CoC)

**2014****2016**

**Location** Kenya

**Client** Centers for Disease Control

**Purpose** Provided capacity to the Kenyan National Hospital HIV treatment center to provide highly specialised care to patients and enable it to support other treatment programmes in the region.

**Sector** Impact Innovation
Partnership to Engage, Reform and Learn - Engaged Citizens
2016 – 2021
Location Nigeria
Client DFID - UK Department for International Development
Purpose Supporting transformative reforms in service delivery in Nigeria by facilitating partnerships between citizen groups, legislators, and government at local, state, and federal levels. Sector Governance
People, Rules and Organizations
2012 – 2016
Location Liberia
Client Tetra Tech ARD
Purpose Defined, implemented, and monitored a comprehensive and actionable gender mainstreaming strategy, and delivered training for PRISPER staff and partners. Sector Governance
Preparedness and Response
2014 – 2019
Location Ethiopia
Client DFID - UK Department for International Development
Purpose Acting as an independent evaluation team to develop an evaluation framework and approach for the Private Enterprise Programme Ethiopia (PEPE), and conduct an impact evaluation of the programme. Sector Measuring Impact
Productive Safety Net Programme 4
2018 – 2019
Location Ethiopia
Client World Bank
Purpose Facilitating semi-annual missions of PISP-4 to review overall programme implementation performance and progress towards the achievement of development objectives. Sector Governance
Risk Assessment in East and West Africa
2011 – 2016
Location Uganda
Client USAID - United States Agency for International Development
Purpose Conducted an assessment of the risk of violent extremism in Chad, Niger, Cameroon, Nigeria, Uganda, Kenya, and Somalia to better understand the regional perspectives in East and West Africa. Sector Measuring Impact
Road to Success
2017 – 2017
Location Africa
Client IAG Bank
Purpose Translated the bank’s current strategy and developed a robust and coherent strategy execution framework that fully aligns the whole organisation. Sector Economic Growth, Strategy
Seeds and Markets Programme
2015 – 2017
Location South Africa, Zimbabwe, Lesotho, Swaziland
Client SDCC - Swiss Agency for Development and Cooperation
Purpose Improved food and nutrition security for smallholder farmers in Lesotho, Swaziland, and Zimbabwe. Sector Economic Growth
Service Delivery and Support for Orphans and Vulnerable Children
2016 – 2021
Location Mozambique
Client FHI 360
Purpose Facilitating, catalysing, and supporting the formation and/or strengthening of One Health National Platforms in focus countries. Sector Health
Single Distribution Workshop
2016 – 2016
Location Kenya
Client Britz
Purpose Facilitated a multi-stakeholder 3-day workshop to discuss and agree on the next steps to effectively and seamlessly implement the Single Distribution strategy. Sector Strategy
Spring – A Business Incubator
2014 – 2019
Location Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania, Ethiopia
Client DFID - UK Department for International Development
Purpose Working with growth-oriented businesses on innovations that can transform the lives of poor and vulnerable girls aged 10-19 living across Africa and South Asia. Sector Economic Growth
Stop Mother and Child HIV Transmission
2014 – 2017
Location Zambia
Client Centers for Disease Control
Purpose Supported the prevention of HIV transmission to infants from HIV-positive pregnant women. Sector Impact Innovation
Strategic Workshop
2016 – 2016
Location Egypt
Client Ministry of Petroleum Egypt
Purpose Conducted International benchmarking for the Ministry of Petroleum’s Office of Strategy Management. Sector Strategy
Support for International Family Planning Organizations 2 - Sustainable Networks
2016 – 2017
Location Nigeria
Client Marie Stopes International
Purpose Contributing to the implementation of local economic development grants. Sector Governance
Support to the National Authorising Office
2015 – 2016
Location Zambia
Client EC - European Commission
Purpose Contributing to sustainable economic growth and poverty reduction in Zambia through improved aid coordination and delivery. Sector Governance
Sustainable Outcomes of Children and Youth in Uganda
2015 – 2020
Location Uganda
Client Catholic Relief Services
Purpose Improving the health, nutrition, education, and psychosocial wellbeing of vulnerable children in Uganda, and reducing abuse, exploitation, and neglect of these children. Sector Measuring Impact
Tanzania Orphans and Vulnerable Children with Africare
2010 – 2016
Location United Republic of Tanzania
Client Africare Tanzania
Purpose Conducted operations research and monitoring and evaluation of the programme in the central zone of Tanzania, including the Dodoma, Singida, and Iringa regions. Sector Measuring Impact
Technical Assistance in Support of the Education Sector in Sierra Leone
2017 – 2019
Location Sierra Leone
Client PROWMS 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
Technical Assistance to the Department of Devolution and Planning of Kenya
2016 – 2018
Location Kenya
Client EC - European Commission
Purpose Contributing to the implementation of the devolution process as outlined in the new Constitution in Kenya, specifically supporting the implementation of local economic development grants. Sector Economic Growth
Tropical Forest Alliance 2020 Regional Coordinator for Africa
2016 - 2018
Location: Ghana, Cote d’Ivoire, Liberia
Client: Tropical Forest Alliance
Purpose: Engaging the TRA2020 Regional Coordinator for Africa and facilitating the shared objectives of TRA2020, Palladium, and the P4F Programme in supporting sustainable forest management.
Sector: Environment

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

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

Uganda Health Supply Chain Improvement Project
2017 - 2019
Location: Uganda
Client: Medical Access Uganda Limited
Purpose: Improving the health of all Ugandans by increasing the availability, accessibility, affordability, and appropriate use of essential medicines and health supplies.
Sector: Measuring Impact

Voices for Change
2012 - 2017
Location: Nigeria
Client: DFID - UK Department for International Development
Purpose: Strengthened the enabling environment for the empowerment of adolescent girls and women in Nigeria.
Sector: Governance

Voluntary Rights-Based Family Planning
2015 - 2017
Location: Nigeria
Client: Bill and Melinda Gates Foundation
Purpose: Generated evidence on how implementing a package of rights-based interventions at the facility and community levels impacts health and rights outcomes across Kaduna state, Nigeria.
Sector: Health

West Africa Biodiversity and Climate Change
2015 - 2020
Location: Ghana
Client: Tetra Tech ARD
Purpose: Combating wildlife trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
Sector: Governance

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

Uganda Value-Added Maize Alliance
2013 - 2017
Location: Uganda
Client: USAID - United States Agency for International Development
Purpose: UMAA integrated small-scale maize farmers into emerging value-added corn syrup and maize germ markets, resulting in higher incomes and more stable livelihoods. The project also leveraged private capital from actors across the value chain, helped farmers increase their yields, used produce to develop 10 nutritional products, and directly benefitted 25,959 rural households.
Sector: Economic Growth

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.
Partnerships for Forests
2015 – 2020
Location Global
Client DFID – UK Department for International Development
Purpose The economic value of forests is estimated at $33 trillion a year, yet each year we lose 32 million acres of forest globally. IFC encourages sustainable forest management by incentivizing it, and using investment models with which to mobilize private sector, public sector, and communities can achieve improved returns in commodities from sustainable land use.
Sector Environment

Initiatives Plan
2016 – 2016
Location Spain
Client Zarini Auto Group, S.A
Purpose Supported Zarini Auto Group in setting targets and developing strategic initiatives.
Sector Strategy

Macedonia Small Business Expansion Project
2015 – 2016
Location The former Yugoslav Republic of Macedonia
Client USAID – United States Agency for International Development
Purpose Catalysed job creation and economic growth at the regional and local levels through supply chain development and public-private partnerships.
Sector Economic Growth

Market Systems Development for Decent Work - the Lab
2017 – 2017
Location Switzerland
Client International Labour Organization
Purpose Used a results-based approach to address key questions on the project’s strategic fit, effectiveness, and impact, and identified good practices and lessons learned for ILO’s portfolio of projects.
Sector Measuring Impact

Nutrition Advisory Services
2014 – 2016
Location Global
Client Allianz – ECOMAS
Purpose Providing the European Commission with technical assistance and advisory services in the field of nutrition.
Sector Health

Performance Management Training
2016 – 2016
Location Germany
Client European Central Bank
Purpose Provided training to selected members of the Budget and Finance team on strategy execution and performance management in the context of a public sector institution.
Sector Strategy

Restoring Efficiency to Agriculture Production
2013 – 2018
Location Georgia
Client Cultivating New Frontiers in Agriculture (CNFA)
Purpose Increasing incomes and employment in rural areas by delivering investment and technical assistance to agribusiness enterprises that provide inputs, services, training and cash markets to smallholder farmers.
Sector Economic Growth

Strategic Management Planning and Execution
2016 – 2016
Location Spain
Client Zarini Auto Group, S.A
Purpose Designed and implemented a new vision and strategic plan to capture relevant market opportunity derived from the fast transition to autonomous cars.
Sector Strategy

Systemic Value Creation
2017 – 2017
Location Switzerland
Client Syngenta
Purpose We applied a systems approach to assess social and economic value created for each actor (farm households, distributors, buyers, consumers, governments, and Syngenta) and assessed two interventions in Nicaragua and Indonesia to help give Syngenta executive the tools to improve and monitor the effectiveness of their Good Growth Plan.
Sector Strategy

Strategy Update Process
2017 – 2017
Location Sweden
Client Wallenius Marine
Purpose Set the strategic direction for Wallenius Marine in its new organisational context.
Sector Strategy

Strategy Management
2017 – 2017
Location Spain
Client Amadeus IT Group
Purpose Engaged Amadeus’ key stakeholders in five workshops to revise its strategic framework and set financial and social impact priorities.
Sector Strategy
## Americas

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

### Access to Justice Activity

**2013 → 2017**  
**Location:** Colombia  
**Client:** Checchi Consulting  
**Purpose:** Strengthened access to justice by improving the ability to respond to gender-based violence and providing support to women involved in the criminal justice process.  
**Sector:** Governance

### Balanced Scorecard Best Practice

**2017 → 2017**  
**Location:** United States of America  
**Client:** Consumer Products and Financial Services Company  
**Purpose:** Updated and expanded the understanding of best practices in Balanced Scorecard execution for a Caribbean-based consumer products and financial services group.  
**Sector:** Strategy

### Board Facilitation 2017

**2017 → 2017**  
**Location:** United States of America  
**Client:** Energy Cooperative Association  
**Purpose:** Enabled members of an energy cooperative association to improve their business performance through the use of the Strategy Execution System (SES) and facilitated a board strategy session.  
**Sector:** Strategy

### Capital for Good Family Planning 2020

**2016 → 2017**  
**Location:** Global  
**Client:** Bill and Melinda Gates Foundation  
**Purpose:** Refined and tested new Family Planning Country Implementation Plan (CIP) methodology for sharing and use across multiple countries.  
**Sector:** Health

### Economic Competitiveness Project

**2017 → 2022**  
**Location:** El Salvador  
**Client:** USAID - United States Agency for International Development  
**Purpose:** Increasing El Salvador’s economic competitiveness allows the country to better compete in domestic and export markets, while creating alternative pathways away from crime, gangs, and outward migration. ECP is strengthening micro, small, and medium-sized enterprises, encouraging private sector investment, innovation, and business expansion, and improving the country’s overall business enabling environment.  
**Sector:** Economic Growth

### Cascade and Strategy Review

**2016 → 2017**  
**Location:** United States of America  
**Client:** Rail Transportation Company  
**Purpose:** Prepared and conducted strategy review meetings and provided support in the strategic planning process for the year 2017.  
**Sector:** Strategy

### Change Management Support

**2017 → 2017**  
**Location:** United States of America  
**Client:** Financial Services Company  
**Purpose:** Helped a financial services company achieve a successful legal transformation through change management.  
**Sector:** Strategy

### Civil Society for Accountable Governance in Guatemala

**2016 → 2020**  
**Location:** Guatemala  
**Client:** Counterpart International  
**Purpose:** Strengthening and developing the capacity of civil society organisations to play a more effective role in addressing citizen security, accountable governance, and corruption issues.  
**Sector:** Governance

### Corporate Strategy

**2016 → 2016**  
**Location:** United States of America  
**Client:** Food Distribution Company  
**Purpose:** Created a renewed vision for the organisation and developed a strategy with clear measures of success and initiatives to be implemented.  
**Sector:** Strategy

### Decision Governance

**2016 → 2017**  
**Location:** United States of America  
**Client:** Financial Industry Association  
**Purpose:** Provided environmental scanning training and led a variety of meetings of board and employees to assist in a transition.  
**Sector:** Strategy
Department of State Global Climate Change
- **Purpose**: Provided technical assistance to support gender mainstreaming and social inclusion in programme activities.
- **Sector**: Economic Growth

Manager Training
- **Purpose**: Designed and led strategy execution training for managers of a food distribution company to enhance their capabilities to understand and execute the company’s strategy.
- **Sector**: Strategy

MEASURE Evaluation Phase IV
- **Purpose**: Enabling countries to strengthen health information systems by routinely using health data, improving country-level capacity and tools, and increasing the capacity for rigorous evaluation.
- **Sector**: Measuring Impact

Pharmacy Alliance Phase II
- **Purpose**:Implemented a sustainable approach to improving the livelihoods of small farmers, emphasizing agriculture as a business that can lift farmers out of poverty and provide viable opportunities for youth.
- **Sector**: Economic Growth

Presidents Meeting
- **Purpose**: Implemented a sustainable approach to improving the livelihoods of small farmers, emphasizing agriculture as a business that can lift farmers out of poverty and provide viable opportunities for youth.
- **Sector**: Economic Growth

Sales & Marketing
- **Purpose**: Implemented a sustainable approach to improving the livelihoods of small farmers, emphasizing agriculture as a business that can lift farmers out of poverty and provide viable opportunities for youth.
- **Sector**: Strategy
**Strategic Communication Design and Execution**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Ceramics Manufacturing Company
**Purpose** Assisted in building a successful strategic communication infrastructure.

**Strategic Communications**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Energy Distribution Company
**Purpose** Provided feedback and coaching in the design and implementation of a strategic communications plan.

**Strategic Information Systems**
2013-2017
**Sector** Strategy
**Location** Haiti
**Client** USAID - United States Agency for International Development
**Purpose** Strengthened and sustainable Health Information Systems within Haiti to effectively manage and monitor programme resources and patient outcomes.

**Strategy Execution Support 2016**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Energy Cooperative Association
**Purpose** Provided all members of an energy cooperative association with access to a customised process and supporting tools.

**Strategy Execution Support 2017**
2017-2018
**Sector** Strategy
**Location** United States of America
**Client** Energy Cooperative Association
**Purpose** Built upon the cooperative’s strategy execution capabilities through further education and coaching.

**Strategy Management System**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Financial Industry Association
**Purpose** Created a strategy plan and provided coaching and guidance.

**Strategy Plan Refresh**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Health Insurance Company
**Purpose** Developed a strategy plan and provided coaching and guidance.

**Strategy Refresh**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Rail Transportation Company
**Purpose** Developed, reviewed, and supported the corporate strategy for Amtrak.

**Strategy Refresh and Priorities**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Rail Transportation Company
**Purpose** Assisted in the planning and prioritization of key areas.

**Strategy Review**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Rail Transportation Company
**Purpose** Conducted a strategy review meeting to support and provide coaching.

**Strategy Review Meeting - Improvement & Coaching**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Insurance Company
**Purpose** Supported the Strategy Management System for an insurance company.

**Supporting Operations**
2014-2017
**Sector** Strategy
**Location** Global
**Client** Population Council
**Purpose** Supported the Strategy Management System.

**Supporting Operational AIDS Research**
2014-2017
**Sector** Strategy
**Location** Global
**Client** Population Council
**Purpose** Supporting voluntary medical male circumcision (VMMC) programmes.

**Verifying Health Outcomes**
2016-2017
**Sector** Strategy
**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.

**Technical Vocational Education and Training Strengthening for At-Risk Youth**
2016-2017
**Sector** Economic Growth
**Location** Nicaragua
**Client** Creative Associates
**Purpose** Strengthened Nicaragua’s Caribbean Coast TVET programme.

**Strategy Management System Stage 1 Service Delivery and Affordability of Care**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Health Insurance Company
**Purpose** Designed a full Strategy Management System to support strategic communications and patient outcomes.

**Strategy Management System Stage 2**
2017-2017
**Sector** Strategy
**Location** United States of America
**Client** Health Insurance Company
**Purpose** Conducted a strategy review meeting to support and provide coaching.

**Strategy Management System Stage 1 Service Delivery and Affordability of Care**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Financial Industry Association
**Purpose** Provided support to a financial industry association.

**Strategy Plan Refresh**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Health Insurance Company
**Purpose** Designed and implemented a Strategy Management System.

**Strategy Refresh**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Rail Transportation Company
**Purpose** Provided coaching and advice on the strategy management system.

**Strategy Refresh Meeting - Improvement & Coaching**
2016-2017
**Sector** Strategy
**Location** United States of America
**Client** Insurance Company
**Purpose** Provided coaching and guidance.

**Supporting Evaluation and Research to Combat HIV**
2012-2016
**Sector** Strategy
**Location** Global
**Client** USAID - United States Agency for International Development
**Purpose** Conducted operations research and evaluation to improve access to care.

**Supporting Operational AIDS Research**
2014-2018
**Sector** Strategy
**Location** Global
**Client** Population Council
**Purpose** Supporting the Strategy Management System.

**Verifying Health Outcomes**
2016-2017
**Sector** Strategy
**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.
Palladium is a global impact firm, working at the intersection of social progress and commercial growth. For the past 50 years, we’ve been helping our clients to see the world as interconnected – by formulating strategies, building partnerships, and implementing programs that have a lasting social and financial impact. We simply call this “Positive Impact”.

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

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