Palladium
MAKE IT POSSIBLE

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 ground-breaking impact starts."

OUR GLOBAL IMPACT

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 marvelled 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.

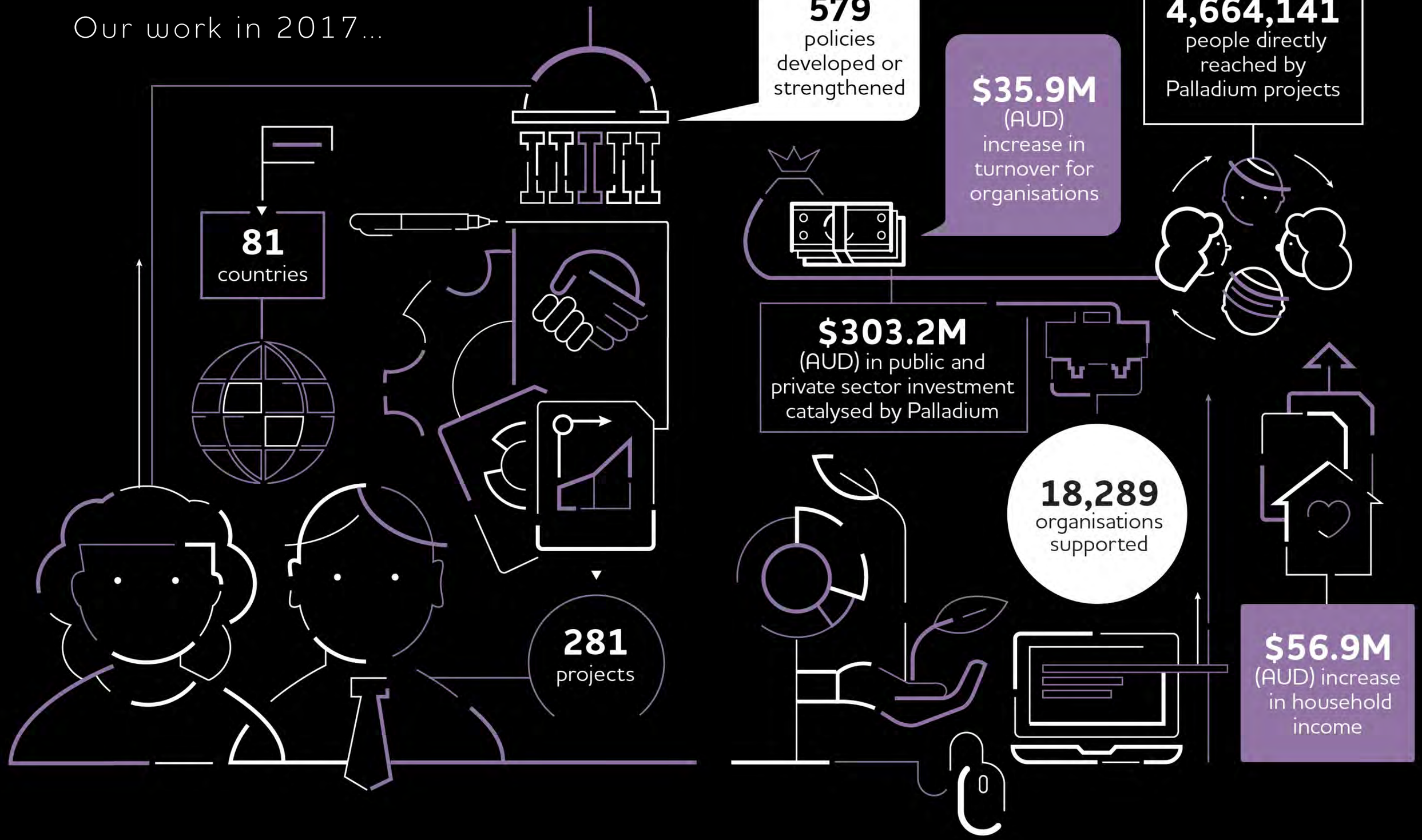
Palladium is a global impact firm, and this is the worldview we bring to our work and to our clients. The future demands new thinking, new approaches, and new solutions, a sampling of which we've outlined in this annual report. Part One explores some of the connections that are core to our Positive Impact 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...



CONNECT

CONNECTING SUPPLIER TO SOURCE

Our global economy is a complex, overlapping system of supply chains. Like veins, they channel the life-blood 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 consumerism 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. With over a billion people living in extreme poverty and outside the formal economy, bold, systemic action is needed to create pathways to better lives and livelihoods.

Even beyond human compulsion, unsustainable or opaque supply chains represent a clear and present danger

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FINGAP – FINANCING GHANAIAN AGRICULTURE PROJECT

2013 ●●●●●●○ 2018

Location	Ghana
Client	USAID - United States Agency for International Development
Sector	Economic Growth

$136M+ USD

IN NEW PRIVATE CAPITAL TRANSACTIONS

More than 10% of Ghana's 25 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.

We work with companies, donor agencies, and communities to build solutions to inefficient supply chains that hamper growth and progress. 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

$16M+ USD

IN ADDITIONAL INCOME GENERATED FOR 55,522 FARMING HOUSEHOLDS

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%.

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. Sustainable commercial growth is not zero sum, and it doesn't exist outside of social progress. Growth can be win-win for business and society, but it does require a commitment to a new, more ambitious way of thinking.

For industry, inefficient supply chains represent latent, underutilised value – not to mention a threat to brand value. For governments and donors, the involvement of the private sector offers a development pathway with profit-driven sustainability built-in. For society, an aligning of private and public motivations unlocks tremendous, unprecedented resources to tackle poverty and inequality.

CONNECTING PRODUCTS TO PEOPLE

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 ripe opportunities and confounding challenges. The terrain is notoriously difficult to navigate, and a perception of high costs, uncertain returns, and unacceptable 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. By aligning product development and marketing strategies with the business and development challenges an emerging market may face, companies have the opportunity to tie their product to the growth and inclusiveness of society itself.

Companies increasingly accept 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

SPRING ACCELERATOR

2014 ●●●●○○ 2019

Location	Kenya, Rwanda, Uganda, Pakistan, Bangladesh, United Republic of Tanzania, Ethiopia
Client	DFID – UK Department for International Development (in partnership with Nike Foundation, USAID and DFAT)
Sector	Impact Innovation

19,486 ADOLESCENT GIRLS REACHED WITH NEW PRODUCTS AND SERVICES

SPRING is an accelerator for businesses seeking to innovate and make a significant positive impact on the lives of adolescent girls across East Africa and South Asia. An estimated 250 million adolescent girls worldwide live in poverty, unable to pursue learning, build assets or safely raise the income needed for a more prosperous life. By providing world-class technical expertise, including Human-Centred Design Boot Camps, investment-readiness support and mentorship, SPRING creates sustainable markets for life enhancing products and services. In 2017 six SPRING-supported businesses secured external financing, bringing the additional investment secured for these social enterprises to $5.37 million USD.

We work with organisations at all stages of growth. Companies first have to understand their ecosystem and how the status quo needs to change. Deciphering this context is transformational – challenges in emerging markets become business opportunities.

DISCOVER HEALTH

2016 ●●○○○ 2020

Location	Zambia
Client	John Snow Inc / USAID - United States Agency for International Development
Sector	Health

$500M+
LITRES

OF WATER DISINFECTED USING NEW WATER PURIFICATION BRAND KLORI SAFE

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 a sustainable health model that maximizes the relative strengths of the public and private sectors to deliver health products and services that reach all beneficiaries and consumer markets. 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.

public sector systems that impact consumption. 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 failures 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. ☍

CONNECTING LIVELIHOODS TO LEARNING

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. The challenge the public and private sectors face is how to move from the current vicious circle to a more virtuous cycle in which all key actors take a proactive role in bridging the skills gap. Impoverished communities and for-profit businesses depend on it.

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-

SUDOKKHO

2014 ●●●●●●● 2019

Location	Bangladesh
Client	DFID – UK Department for International Development
Sector	Education and Workforce Development

£1.2M GBP

INVESTED BY INDUSTRY PARTNERS IN TRAINING PROGRAMMES

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.

We build partnerships to link appropriate learning to better livelihoods. The current status quo actually presents market opportunities for entrepreneurial service providers, innovative alliances and proactive companies. The commercial potential is huge.

SBEP – SMALL BUSINESS EXPANSION PROJECT

2012 ●●●●● 2016

Location	Republic of Macedonia
Client	United States Agency for International Development / Swiss Government
Sector	Economic Growth

42.5% GROWTH OF INCOME OF THE TARGETED POPULATION

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.

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.

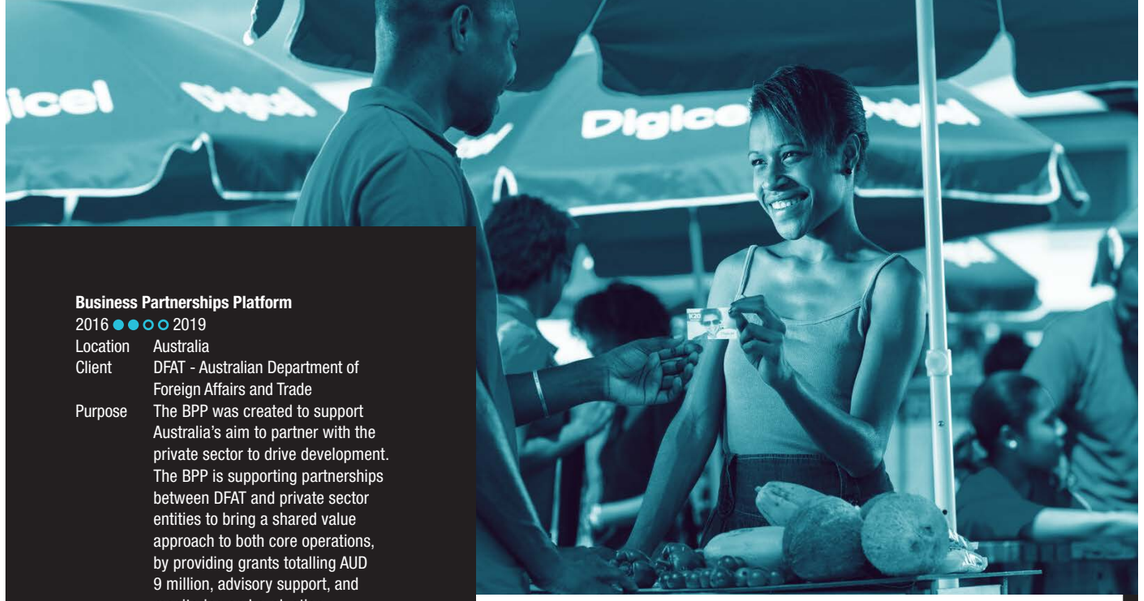
The current status quo actually presents market opportunities for entrepreneurial service providers, innovative alliances and proactive companies. To secure the future of an adequately trained, healthy workforce, companies need to invest in the foundations of education. Those who don't are risking the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

OUR WORK

OUR WORK
SOUTH EAST ASIA-PACIFIC

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



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 totalling AUD 9 million, advisory support, and monitoring and evaluation.
Sector Economic Growth

3i - Investing in Infrastructure
2015 ●●●○○○ 2020
Location Cambodia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Expanding access to water and electricity infrastructure in Cambodia by promoting and catalysing business growth and private investment in these sectors.
Sector Economic Growth

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
2010 ●●●●●●● 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 TVET institutions.
Sector Education and Workforce Development

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

Civil 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 viability.
Sector Logistics

Deployee Support Services for the Global Peace Fund Indonesia
2014 ●●●●○ 2018
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Facilitating the placement of identified experts and advisers in Indonesia to help support an Australian-Indonesian partnership and create a safe and prosperous Indonesia.
Sector Logistics

Vietnam Women's Economic Empowerment Partnership
2015 ●● 2016
Location Viet Nam
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided expertise in gender equality to inform and contribute to the Economic Empowerment Partnership design.
Sector Economic Growth

Disaster Risk Management - Operational Support Services
2017 ●○ 2018
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Improving decision-making for Indonesia, one of the most disaster-prone countries in the world due to its hazard profile and high population exposure.
Sector Logistics

Disaster Risk Management - Staff Management
2017 ●○ 2018
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Managing staff body responsible for helping to support Indonesia's disaster risk management initiative.
Sector Logistics

Disaster Management Innovation - Project Director Engagement
2016 ●●○ 2018
Location Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Increasing the use of science and technology in Indonesia to support decision-making in disaster risk management.
Sector Logistics

Regional Assistance Mission to Solomon Islands - Garrison Services
2014 ●●●● 2017
Location Solomon Islands
Client Australian Federal Police
Purpose RAMSI is a partnership between the Solomon Islands and 15 Pacific countries, including Australia, to help the country lay the foundations for long-term stability, security, and prosperity. RAMSI reviewed the electoral process, improved inter-governmental communication, increased coordination across agencies and their capacity to deliver services, and focused on whole-of-government effectiveness.
Sector Logistics

Forest Law Enforcement Governance and Trade - Myanmar
2016 ●●○○ 2019
Location Myanmar
Client DFID - UK Department for International Development
Purpose Supporting a well-prepared, inclusive process for Voluntary Partnership Agreement negotiations that build local ownership and international credibility.
Sector Environment

Gendered Thinking and Working Politically
2016 ●●○ 2018
Location Australia
Client University of Birmingham
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.
Sector Governance

Health and Education Procurement Facility
2014 ●●● 2016
Location Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported the implementation of health and education infrastructure construction projects, on behalf of the Government of Australia and Government of PNG.
Sector Education and Workforce Development

Cambodia Health Information Policy and Advocacy Program
2014 ●●●●○ 2018
Location Cambodia
Client USAID - United States Agency for International Development
Purpose Improving health systems by strengthening the quality and relevance of data for decision-making in Cambodia by supporting web based information systems.
Sector Measuring Impact

Health Technical Assistance Project
2015 ●●●○○○ 2020
Location Indonesia
Client USAID - United States Agency for International Development
Purpose Supporting USAID and the Center for Disease Control in implementing their Global Health Initiative strategies and priorities.
Sector Health

Humanitarian Emergency Response Equipment
2016 ●●○ 2018
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Helping make Australia and Indonesia stronger, safer, and more prosperous by helping people prepare for, respond to, and recover from humanitarian crises.
Sector Logistics

Humanitarian Logistics
2012 ●●●●●●○ 2018
Location Australia, Fiji, Indonesia, Samoa, Papua New Guinea, Global
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Strengthening disaster preparedness and delivering timely emergency assistance in the event of humanitarian crises in the region.
Sector Logistics

Humanitarian Supplies Challenge
2017 ● 2017
Location Australia,Global
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported DFAT in identifying new products, partnerships, and innovation solutions to address common challenges faced in the aftermath of a humanitarian crisis.
Sector Logistics

Systems and Services for Orphans and Vulnerable Children
2014 ●●● 2016
Location Cameroon
Client Catholic Relief Services
Purpose Improved the capacity of Cameroon's government, community networks, and families/caregivers to provide high quality care and support services to orphans and vulnerable children.
Sector Measuring Impact

Knowledge Collaboration Social Protection Programs
2017 ● 2017
Location Australia, Philippines
Client The Commonwealth Government of Australia
Purpose Provided all logistical support for a Philippines-based workshop South-South Knowledge Collaboration: Designing and implementing Social Protection Programs for Employment.
Sector Logistics

Local Government Domestic, Family and Sexual Violence Prevention Toolkit
2017 ●○○ 2019
Location Australia
Client Multiple Clients
Purpose Producing content for and promoting a local government domestic, family, and sexual violence prevention toolkit.
Sector Health

Pidie Jaya - Aceh Earthquake Response
2016 ●● 2017
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported those affected by the earthquake that struck Nangroe Aceh Darussalam Province, by deploying humanitarian relief items from the Jakarta warehouse.
Sector Logistics

Market Development Facility Phase 2
2017 ●○○○○○ 2022
Location Fiji, Pakistan, Papua New Guinea, Sri Lanka, Timor-Leste
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose MDF believes the private sector is the engine of economic growth, and is creating additional employment and income opportunities for poor women and men in rural and urban areas through sustainable, broad-based, pro-poor growth. MDF is supporting businesses with innovative ideas and investment and regulatory reform that enhances business performance.
Sector Economic Growth

Qualitative Research - Eating and Physical Activity Behaviours of Adolescents
2016 ● 2016
Location Indonesia
Client UNICEF
Purpose Understood the factors influencing the behaviours of adolescents and used insights to design appropriate policy and programme responses to improve the nutritional status of adolescents.
Sector Measuring Impact

Humanitarian, NGO and Partnership Division - Monitoring and Evaluation
2015 ●●● 2017
Location Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Improved monitoring and evaluation processes for humanitarian responses and built the capacity of DFAT staff to undertake, commission, and assess monitoring and evaluation products.
Sector Measuring Impact

Design of Market Development Facility Phase 2
2016 ● 2016
Location Indonesia, Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Designed a second phase of a multi-country market development programme to support sustainabile employment and income opportunities for poor men and women.
Sector Economic Growth

Reality Check Approach - Commercial Sex Workers Experience of Change
2016 ● 2016
Location Indonesia
Client Monash University
Purpose Conducted a study of commercial sex workers in Malang, East Java to understand the impact of their places of work on their lives, using the Reality Check Approach.
Sector Education and Workforce Development,

Northern Australia Workers Pilot Program
2016 ●● 2017
Location Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided a range of support to workers from Kiribati with visas to work in Northern Australia, along with deployment briefings, logistical arrangements, and financial management support.
Sector Education and Workforce Development

Pacific Microstates - Northern Australia Workers Program Phase II
2017 ● 2018
Location Australia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided Pastoral Care Support Services to workers with visas to work in Northern Australia, along with deployment briefings, logistical arrangements, and financial literacy support.
Sector Education and Workforce Development

Education Capacity Development Facility
2012 ●●●●●● 2018
Location Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Improving the performance and management of the PNG education system and higher education institutions.
Sector Education and Workforce Development

Cash Transfer Programming Capacity Development
2017 ● 2017
Location Australia, Fiji
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Provided 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 Managed the procurement of goods and services needed for a workshop for the South-South Knowledge Collaboration.
Sector Logistics

Local Government Public Financial Management
2012 ●●●●● 2016
Location Philippines
Client EC - European Commission
Purpose Supported 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

Trade-Related Assistance for Development
2013 ●●●●● 2017
Location Philippines
Client USAID - United States Agency for International Development
Purpose TRADE supported 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 strategy formulation for policy reforms to implement the ASEAN Economic Community Blueprint commitments and meet its World Trade Organisation obligations.
Sector Economic Growth

TVET Schools Grant Agreement
2016 ●● 2018
Location Papua New Guinea
Client PNG National Department of Education (NDoE)
Purpose Addressed the gaps within the education system of Papua New Guinea, primarily across vocational training capacity and information and technology infrastructure.
Sector Logistics

Policing and Justice Support Program
2012 ●●●●● 2016
Location Vanuatu
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported improved policing, justice, and community services in Vanuatu through greater coordination, collaboration and communication across the law, justice, community services and policing sector. Also facilitated organisational and capacity development for the sector.
Sector Governance

Procurement and Freight Support for Manila 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 Provided procurement services for DFAT's Tarawa post.
Sector Logistics

Women's Economic Empowerment in the Pacific
2016 ● 2016
Location Vanuatu
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose DFAT needed 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 activities are prioritised.
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

Air Pollution from Peatland and Forest Fires
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

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

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 competiveness.
Sector Education and Workforce Development

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

Swire Post-Graduate Scholarship Programme
2014 ●●●● 2017
Location Papua New Guinea
Client Swire Educational Trust
Purpose Provided the opportunity for two gifted scholars to undertake post-graduate study at a leading Australian university, supporting them in potential future positive contributions to PNG's development.
Sector Education and Workforce Development

Technical Assistance for Education System Strengthening Facility
2017 ●○○○ 2020
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Improving the effectiveness of policy and practice in the education sector through a systems strengthening programme that operates on a response-to-demand basis.
Sector Education and Workforce Development

Tertiary Irrigation Technical Assistance
2015 ●●●○ 2018
Location Indonesia
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Increasing access to water for poor farmers by encouraging investment in water management by user groups and the private sector.
Sector Economic Growth

Reality Check Approach - Phase 2
2015 ●●● 2017
Location Indonesia
Client RTI
Purpose Developed six core studies using the Reality Check Approach (RCA) and built RCA expertise in Indonesia.
Sector Economic Growth

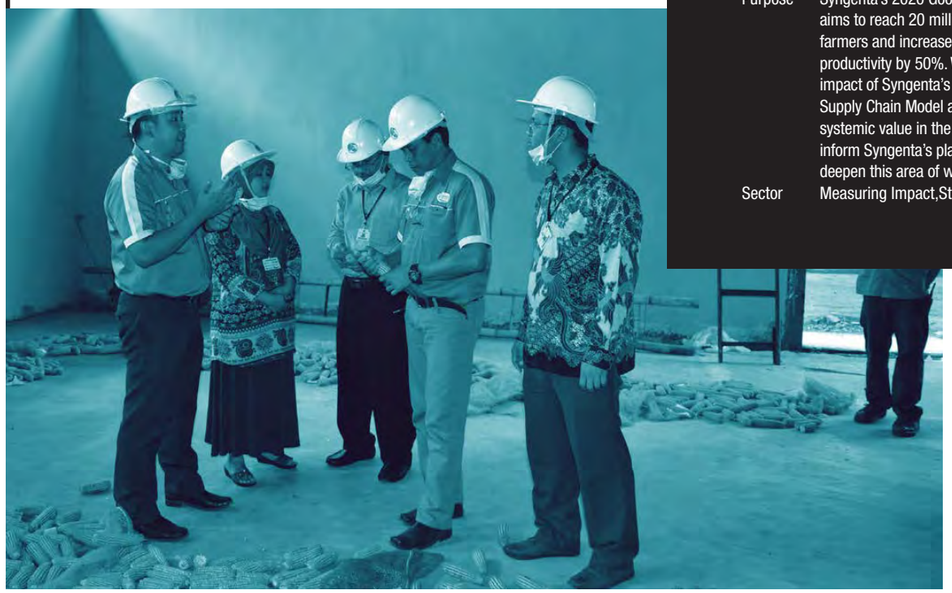
Tropical Cyclone Winston Logistics Support
2016 ● 2016
Location Fiji
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Supported Australia's response to Tropical Cyclone Winston through the mobilisation and delivery of humanitarian emergency relief Items, transportation, and other 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, Australia, Papua New Guinea
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Strengthening disaster preparedness and delivering timely emergency assistance to humanitarian crises.
Sector Logistics

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 ● 2017
Location Indonesia
Client Syngenta
Purpose Syngenta's 2020 Good Growth Plan aims to reach 20 million smallholder farmers and increase their average productivity by 50%. We assessed the impact of Syngenta's Integrated Corn Supply Chain Model and its additional systemic value in the corn sector, to inform Syngenta's plans to scale and deepen this area of work.
Sector Measuring Impact,Strategy



Nimmie-Caira - Market Sounding
2016 ● 2016
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 with non-commercial outcomes. After a two-year stall, we conducted a commercial market sounding to help move the government forward.
Sector Strategy

Strategy Execution Training
2016 ● 2016
Location Indonesia
Client Komisi Pemberantasan Korupsi (KPK)
Purpose Conducted an assessment on strategy execution practices and provided capacity building for strategy execution.
Sector Strategy

Strategic Visioning and Implementation Planning
2016 ●● 2017
Location Australia
Client Kumul Petroleum
Purpose Reviewed and refreshed a clear, long-term vision and strategy.
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

Nimmie-Caira - Market Engagement and Land and Water Management Plan
2017 ●○ 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

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

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

OUR WORK
CENTRAL-SOUTH ASIA

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.

Economic Policy Incubator
2016 ●●○○○ 2020
Location Nepal
Client DFID - UK Department for International Development
Purpose Nepal's rate of economic growth is lagging behind the rest of South Asia, meaning it can't generate enough jobs for its people, leading to poverty and migration. EPI works with Nepal's government to connect key actors and resources to promote policies that reduce constraints to economic growth and enable business.
Sector Economic Growth,Governance

Empowerment, Voice and Accountability for Better Health and Nutrition
2014 ●●●●○○ 2019
Location Pakistan
Client DFID - UK Department for International Development
Purpose Enhancing communities' understanding of their health rights, monitoring the planning and delivery of services, and developing solutions for supply and demand of nutrition services.
Sector Governance

Firm Expansion and Value Chain Strengthening Research
2017 ● 2017
Location Nepal
Client IMC
Purpose Conducted research to scope and appraise the different programme design options.
Sector Economic Growth

Health Sector Resiliency Project
2015 ●●●○○○ 2020
Location Afghanistan
Client USAID - United States Agency for International Development
Purpose Supporting a strengthened, reformed and increasingly self-reliant Afghan health system prepared for decreased external support and the expansion of quality services.
Sector Health

Health Technical Support Unit in Bihar and Odisha
2017 ● 2017
Location India
Client NACO and SACS
Purpose Provided technical assistance to the State AIDS Control Society to help it achieve the National AIDS Control Support Program goals and objectives.
Sector Health

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

HIV/AIDS Partnership for Impact through Prevention, Private Sector and Evidence-based Programming
2012 ●●●●●● 2017
Location India
Client Public Health Foundation of India
Purpose Strengthened the capacity of prevention programmes and private sector engagement with innovative approaches to accelerate the reversal of the HIV epidemic at the national and state levels.
Sector Health

Regional Agricultural Development Program
2014 ●●●● 2017
Location Afghanistan
Client Development Alternatives, Inc. (DAI)
Purpose Integrated gender equality and female economic empowerment into the programme by developing a project-level gender strategy and value-chain-specific gender strategies.
Sector Governance

Security and Justice for the Poor
2014 ●●●●○ 2018
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
2016 ●●○○ 2019
Location Pakistan
Client EC - European Commission
Purpose Strengthening Pakistan's provincial assemblies by supporting the development of effective legislation and policies, better budget oversight and enhanced representation.
Sector Governance

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 EC - European Commission
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

OUR WORK
MIDDLE EAST

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

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

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

Livestock Market Entry Study
2017 ● 2017
Location United Arab Emirates
Client Elite Agro (EAG)
Purpose Undertook an analysis of the current livestock market situation in the UAE in order to identify opportunities for investment into a livestock production enterprises.
Sector Strategy

Market Research Study for STEM Education
2017 ● 2017
Location United Arab Emirates
Client Shell International Explo
Purpose Science, Technology, Engineering, and Mathematics (STEM) education is critical for any future workforce – especially for Shell and the energy sector in the oil-rich GCC region. We researched STEM education in the GCC and identified where there were gaps, and what interventions Shell could take, to support its overall business case.
Sector Strategy

Middle East Moral 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

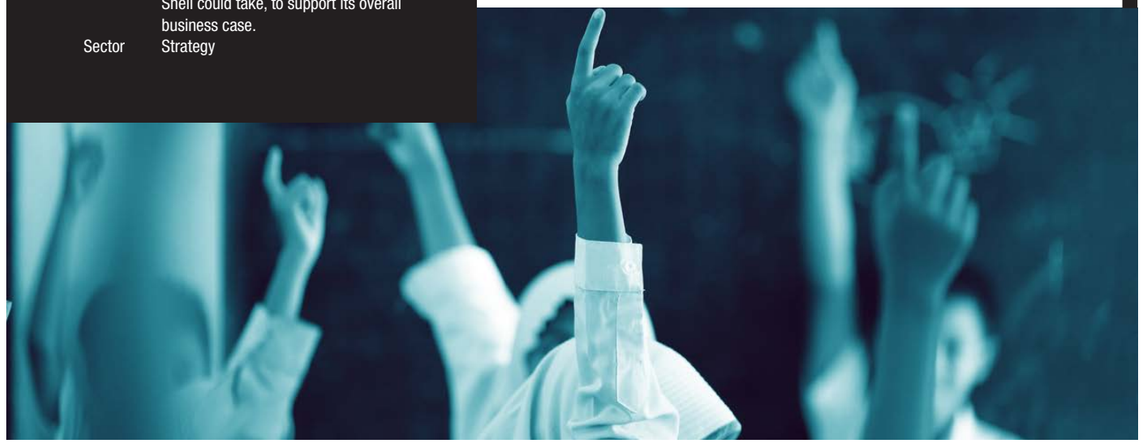
Namaa In-house Training
2016 ● 2016
Location Saudi Arabia
Client Namaa Al Munawara
Purpose Delivered a 6-day training on strategy execution to enhance Namaa's capacity by providing a deep understanding of proven methodologies, such as the Balanced Scorecard and the Execution Premium Process™.
Sector Strategy

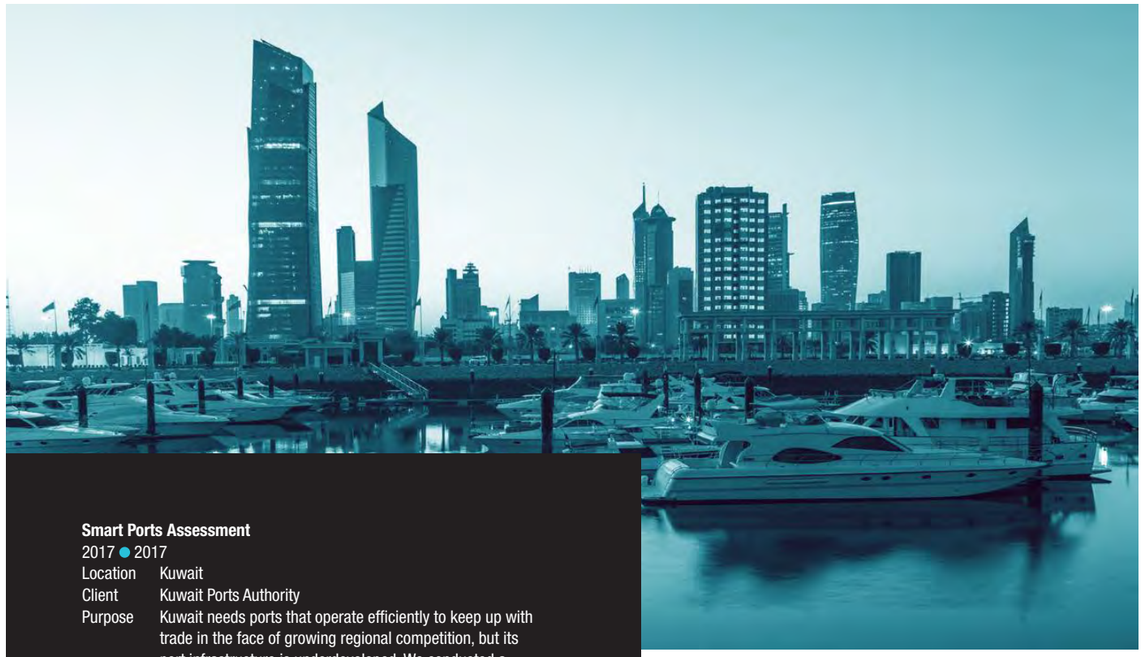
Office of Strategy Management Qatar
2016 ● ● 2017
Location Qatar
Client Supreme Council of Health of Qatar
Purpose Set-up and operated the Office of Strategy Management at the Ministry of Public Health in Qatar.
Sector Governance

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 Saudi Arabia
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

Organisational Efficiency
2017 ● ● 2017
Location United Arab Emirates
Client Emirates Foundation
Purpose Reviewed and refreshed the Emirates Foundation organisational structure to enhance performance.
Sector Strategy





Smart Ports Assessment
2017 ● 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.
Sector Strategy

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

Perfomance Measurement - Saudi Arabia
2017 ● ○ 2018
Location Saudi Arabia
Client KSA Government
Purpose Supporting the Kingdom of Saudi Arabia to build the Performance Measurement Department of the National Center for Performance Management (ADAA).
Sector Strategy

YAS Marina Circuit – Strategy Execution I
2016 ● 2016
Location United Arab Emirates
Client YAS Marina Circuit
Purpose Supported Abu Dhabi Motorsports Management with daily business management and strategy execution.
Sector Governance

YAS Marina Circuit – Strategy Execution II
2016 ● ● 2017
Location United Arab Emirates
Client YAS Marina Circuit
Purpose Supported 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.
Sector Strategy

Responsible Sourcing
2016 ● 2016
Location United Arab Emirates
Client
Purpose Implemented a conflict-free sourcing initiative scheme and validated the due diligence of Kaloti's supply chain.
Sector Strategy

Revamping the Perfomance Management Framework
2017 ● 2017
Location United Arab Emirates
Client General Secretariat of the Supreme Council for Planning and Development (GS-SCPD)
Purpose Revamped the Whole of Government performance management framework to enable government entities to measure their impact on the National Development Plan for the State of Kuwait along with the Kuwait Vision 2035.
Sector Strategy

Role of Private Sector
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.
Sector Strategy

Social Impact Bonds
2017 ● 2017
Location United Arab Emirates
Client Crown Prince Court
Purpose Explored the case for results-based financing in the UAE.
Sector Strategy

Strategic Organisation Design
2016 ● ● 2017
Location Qatar
Client Qatar Olympic Committee
Purpose Designed a new organisational structure that meets strategy needs and ensures delivery results.
Sector Strategy

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.
Sector Strategy

Strategy Cascade
2016 ● 2016
Location United Arab Emirates
Client Dubai Chamber of Commerce and Industry
Purpose Supported the cascade of the Dubai Chamber of Commerce and Industry's strategy to its four sectors and each sector's departments.
Sector Strategy

Strategy Execution Framework
2016 ● 2016
Location Saudi Arabia
Client Ministry of Municipal and Rural Affairs (Momra)
Purpose Designed and implemented a strategy execution framework that will enable the municipal sector to effectively execute its strategy.
Sector Strategy

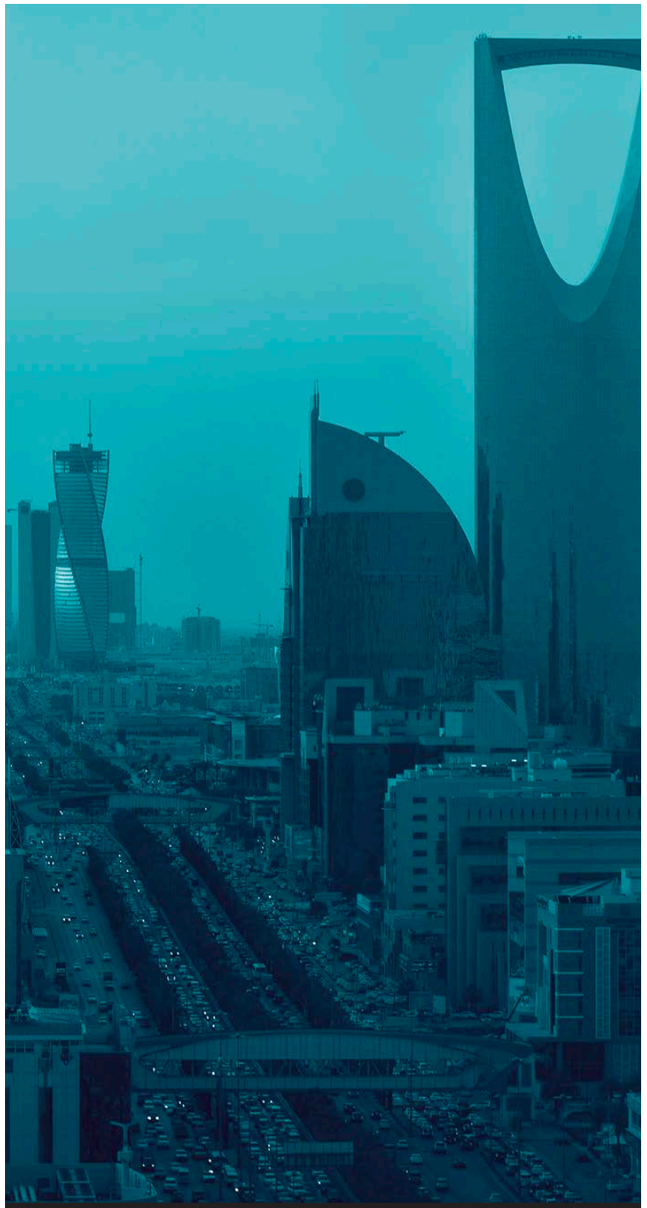
Strategy Management Officer
2017 ● ○ ○ 2019
Location Qatar
Client SEEF Limited
Purpose Providing a Strategy Management Officer to assist SEEF to develop, translate, cascade, monitor, and update its strategy, its Enterprise Risk Register, and audit its Integrated Management Systems.
Sector Strategy

Strategy Management Total Solution
2016 ● 2016
Location United Arab Emirates
Client YAS Marina Circuit
Purpose Built a strategy management framework for the entire company, including the development of the corporate strategy map and cascading the company direction with all business units and individual employees.
Sector Strategy

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

Winning Strategy Bespoke Execution
2015 ● ● 2016
Location United Arab Emirates
Client Advanced Military Maintenance Repair Overhaul Center (AMMROC)
Purpose Developed AMMROC's strategy for the next 15 years with a clear 5-year roadmap that includes a strategy map and corporate balanced scorecard.
Sector Strategy

Youth Creation Strategy
2016 ● ● 2017
Location Saudi Arabia
Client Job Creation and Employment Commission (Saudi Arabia)
Purpose Developed a youth employment strategy by creating demand for jobs and increasing the supply of skilled young Saudis capable of assuming roles in the private sector.
Sector Strategy



Vision 2030 - Kingdom Dashboard KPI
2016 ● 2016
Location Saudi Arabia
Client ADAA
Purpose Vision 2030 is Saudi Arabia's national agenda, and we implemented 18 leadership dashboards across government institutions to track performance against this agenda and developed the Key Progress Indicators. We consulted stakeholders and adapted the dashboards to fit Saudi Arabia's specific needs, established monitoring and reporting mechanisms, and developed internal capabilities.
Sector Strategy

OUR WORK
AFRICA

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

Adolescent Reproductive Health Programme - Results Initiative
2014 ●●●● 2017
Location Ghana
Client DFID - UK Department for International Development
Purpose Built the capacity to coordinate, implement, and measure the results of a multi-sectoral Adolescent Reproductive Health programme in Ghana.
Sector Health

Advance Family Planning 2
2012 ●●●●●●○ 2018
Location Ghana, Burkina Faso, Cote d'Ivoire, Senegal, Nigeria
Client Johns Hopkins University (JHSPH)
Purpose Improving access to high-quality, voluntary family planning services through evidence-based advocacy.
Sector Health

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

AIDS Relief Zambia Transition
2016 ●● 2017
Location Zambia
Client Catholic Relief Services
Purpose Provided Strategic Information Services and support for HIV/AIDS prevention, care, and treatment with technical assistance and capacity development for local organisations.
Sector Impact Innovation

Alur Highlands Coffee Alliance
2013 ●●●●●○ 2018
Location Uganda
Client USAID - United States Agency for International Development
Purpose Coffee is one of Uganda's most lucrative export crops, yet Uganda's West Nile Region remains among the country's lowest performing production areas and food insecurity is high. AHCA is establishing a sustainable commercial relationship for 16,000 farmers to increase their yields and quality of coffee, aiming to double their incomes.
Sector Economic Growth

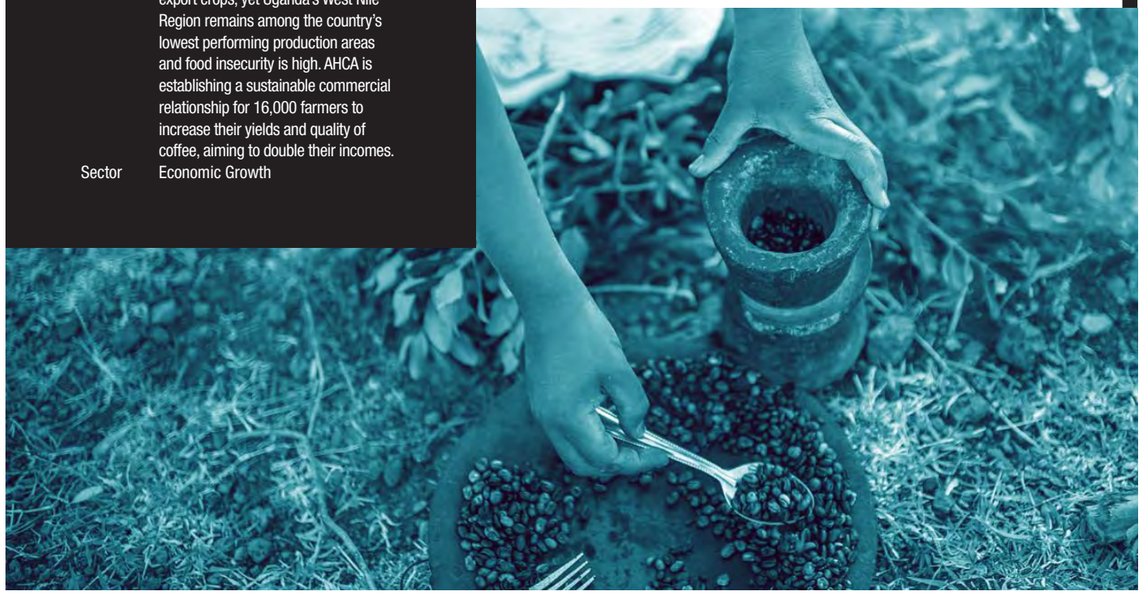
AIDS Response Programme
2012 ●●●●●● 2017
Location Kenya
Client Centers for Disease Control
Purpose Delivered technical support services for strategic information for HIV prevention, care, and treatment; and customised an Electronic Medical Records (EMR) system for specific clinical indicators.
Sector Impact Innovation

AIDS Response Programme II
2017 ●○ 2018
Location Kenya
Client Kenya Conference of Catholic Bishops
Purpose Implementing Electronic Medical Record (EMR) system in health facilities and creating Data Demand and Information Use (DDIU).
Sector Health

Animal health in Ethiopia
2016 ●● 2017
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

Anti-Corruption Evidence Programme
2016 ●●○○○○ 2021
Location Nigeria
Client SOAS University
Purpose Providing monitoring and evaluation and policy advice to the practical research being developed on 'what works' to tackle corruption in developing countries.
Sector Governance

Australia Awards in Africa
2016 ●●○○○ 2020
Location Australia, Kenya, South Africa
Client DFAT - Australian Department of Foreign Affairs and Trade
Purpose Building the long-term capacity of African governments by providing master's level and short course scholarships.
Sector Education and Workforce Development



Delivering Increased Family Planning Across Rural Kenya
2013 ●●●●●○ 2018
Location Kenya
Client DFID - UK Department for International Development
Purpose Eighteen percent of Kenyan women's family planning needs are unmet – up to 20% in rural areas. DIFPARK is aiming to reach 1.5 million new users of modern family planning by partnering with the public and private sectors with interventions across the whole market, on both the demand and supply sides.
Sector Health

Building Resilience and Adaptation to Climate Extremes and Disasters
2014 ●●●●○ 2018
Location Senegal, Mali, Burkina Faso, Niger, Chad, Sudan, South Sudan, Uganda, Kenya, Ethiopia, Myanmar, Nepal, Mauritania
Client KPMG - UKBRC
Purpose Helping people become more resilient to climate extremes in South and Southeast Asia, and the African Sahel and its neighbouring countries.
Sector Environment

Cascasding Framework
2016 ● 2016
Location Kenya
Client Britam
Purpose Defined a framework to cascade the strategy throughout the orgaisation to accelerate the achievement of strategic goals, and trained HR team on cascading and personal scorecard development.
Sector Strategy

Central Kenya Response Integration - Strengthening and Sustainability Project
2011 ●●●●●●● 2017
Location Kenya
Client Centers for Disease Control
Purpose 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.
Sector Impact Innovation

Central Kenya Response Integration - Strengthening and Sustainability Project Plus
2017 ●○ 2018
Location Kenya
Client University of Nairobi
Purpose Implementing Electronic Medical Record (EMR) systems in health facilities and creating Data Demand and Information Use (DDIU).
Sector Health

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

Christian Health Association of Kenya
2012 ●●●●●● 2017
Location Kenya
Client Centers for Disease Control
Purpose Provided technical support for strategic information for HIV prevention, care and treatment at the Christian Health Association facilities in Kenya.
Sector Impact Innovation

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

Comprehensive HIV/AIDS Service Delivery
2011 ●●●●●● 2016
Location United Republic of Tanzania
Client Catholic Relief Services
Purpose Ensured people living with HIV/AIDS and their families experienced improved health and wellbeing by focusing on improving access to HIV care, treatment and support services, and capacity building of local partners to provide quality, sustainable services.
Sector Measuring Impact

Costed Implementation Plan Technical Support Unit
2015 ●●●○ 2018
Location Nigeria
Client Bill and Melinda Gates Foundation
Purpose Strengthening the capacity of Nigeria's Federal Ministry of Health and Lagos, Kaduna, and Kano State Ministries of Health to implement the National Family Planning Blueprint and state Costed Implementation Plans (CIPs).
Sector Health

Discover-Health
2016 ●●○○○ 2020
Location Zambia
Client JSI
Purpose Improving the lives of Zambia's population by ensuring equitable access to and use of high-quality health services and products at the district and community levels.
Sector Health

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

End Review of the CCIAM and EPINAC Programmes
2016 ● 2016
Location United Republic of Tanzania
Client Royal Norwegian Embassy in Dar es Salaam
Purpose Developed a fair and critical assessment of the quality of delivery for two programmes: Enhancing Pro-poor Innovations in Natural Resources and Agricultural Value-chains (EPINAV) and Climate Change Impacts, Adaptation and Modelling (CCIAM).
Sector Environment

Engaging Indigenous Organizations
2016 ●● 2017
Location Nigeria
Client Catholic Caritas Foundation of Nigeria
Purpose Engaged indigenous organisations to sustain and enhance clinical services for the prevention, care, and treatment of HIV in Nigeria while implementing Electronic Medical Records (EMR) across supported facilities.
Sector Health

Enhancing Services and Linkages for Children Affected by HIV and AIDS
2016 ●●○○○○ 2021
Location Democratic Republic of Congo
Client Education Development Center (EDC) Inc
Purpose Supporting vulnerable children and their families through community case workers to provide economic strengthening, parenting education, health and social service referrals, and capacity building of the Division of Social Affairs (DIVAS) and CSOs.
Sector Measuring Impact

Evidence, Analysis and Coordination Programme
2016 ●● 2017
Location Democratic Republic of Congo, Congo
Client Atos IT Services UK Limited
Purpose Used Political Economy Analysis to determine whether, 16 months after its complete closure, the gains initially made through the programme were protected.
Sector Measuring Impact

Facing Our Fears
2015 ●●●○ 2018
Location Kenya
Client U.S. State Department
Purpose Increasing the sensitivity of religious leaders in Kenya to LGBT rights, and working with them to develop social sensitisation activities with their parishioners.
Sector Health

Family Health Plus
2014 ●●●● 2017
Location Nigeria
Client Marie Stopes International
Purpose Built database of evidence on contraceptive security plans and decision-making to inform better resource allocation.
Sector Health

Financing Ghanaian Agriculture Project
2013 ●●●●●○ 2018
Location Ghana
Client USAID - United States Agency for International Development
Purpose Integrating an investment platform for agribusinesses working along the maize, rice, and soy value chains to reduce poverty and improve food security in Ghana.
Sector Economic Growth

Forest Law Enforcement, Governance and Trade - Africa
2013 ●●●●● 2017
Location Congo, Liberia, Democratic Republic of Congo, Ghana, Cote d'Ivoire
Client Coffey International Development Limited - UKGSD
Purpose Provided services for five partner countries in Africa to facilitate dynamic and well-informed Voluntary Partnership Agreement negotiations with the EU.
Sector Environment

Feed the Future Malawi - Agricultural Diversification
2016 ●●○○○○ 2021
Location Malawi
Client USAID - United States Agency for International Development
Purpose Malawian farmers face low productivity, destructive pests, sparse rainfall, and high rates of malnutrition. AgDiv is increasing farmers' resilience and livelihood stability by forging stronger relationships between smallholders and commercial buyers. AgDiv is filing value chain gaps and establishing coalitions that then promote new production technologies and inclusive economic growth.
Sector Economic Growth

Investment Advisory Facility
2016 ●●○○○○ 2021
Location Ethiopia
Client DFID - UK Department for International Development
Purpose Ethiopia is in the midst of impressive development progress and wants to reach middle-income status by 2025. The Advisory Facility is 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

Government Capacity Building and Support
2013 ●●●●● 2017
Location South Africa
Client USAID - United States Agency for International Development
Purpose Assisted the South African government in supporting orphans and vulnerable children by addressing the social and structural barriers that increase vulnerability to HIV.
Sector Governance

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

Health Management Information Systems I
2010 ●●●●●●● 2016
Location Kenya
Client Centers for Disease Control
Purpose Delivered technical assistance to the Kenyan Ministry of Health and National AIDS and STI Control Program to strengthen health management information systems at all levels.
Sector Impact Innovation

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

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 ● 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

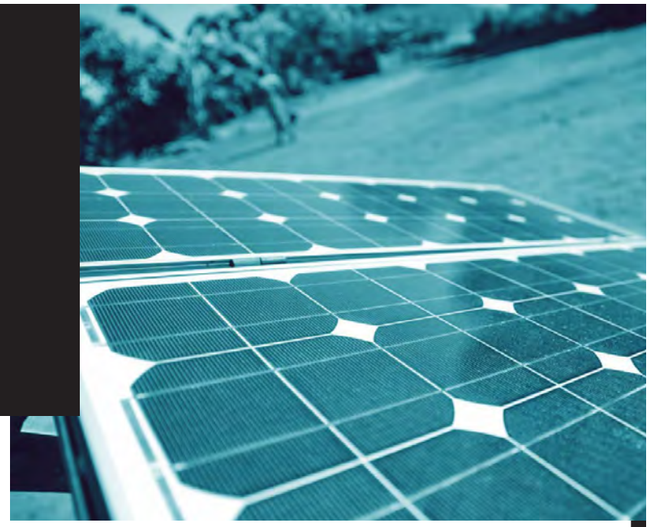
Investment Promotion and SME Productivity Programme
2017 ● 2017
Location Ghana
Client Dalberg
Purpose Conducted the scoping and design for an Investment Promotion and Small and Medium-sized Enterprise Productivity Programme.
Sector Economic Growth

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 DAI
Purpose Ensured that the design and implementation of programme interventions are sensitive to an ever changing political economy and context of conflict.
Sector Governance,

AFRICA

Local Impact Innovation Challenge
2016 ●●○ 2018
Location United Republic of Tanzania
Client MCC - Millennium Challenge Corporation
Purpose The Innovation Challenge supports three explicit Sustainable Development Goals – Health, Gender Equality, and Economic Growth – by awarding grants to Tanzanians with creative ideas about using or combining data to give access to life-changing information. Then, the Challenge works with the winners to develop their ideas into usable applications and tools.
Sector Impact Innovation



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 developent initiatives.
Sector Economic Growth

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

Market Development Programme
2017 ● 2017
Location Nigeria
Client DAI
Purpose Provided conflict and political economy analysis to a DFID-funded programme which aims to support livelihoods in the Niger Delta through value chain promotion.
Sector Governance

Maternal, Newborn and Child Health 2
2014 ●●●●○○ 2019
Location Nigeria
Client DFID - UK Department for International Development
Purpose Generating increased demand for, and access to, high quality health services to help save the lives of pregnant women, newborns, and children.
Sector Health

MEASURE Evaluation Kenya Associate Award
2012 ●●●●●● 2017
Location Kenya
Client University of North Carolina
Purpose Improved systems that monitor and evaluate health and social service programmes, while enhancing local capacity to sustain and use the systems created.
Sector Measuring Impact

MEASURE Evaluation South Africa Associate Award
2013 ●●●● 2016
Location South Africa
Client University of North Carolina
Purpose Supporting the South African Government, PEPFAR, and implementing partners to improve strategic information for evidence-based management of HIV and related health 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

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

Nigeria Expanded Trade and Transport Program
2012 ●●●●●● 2017
Location Nigeria
Client USAID - United States Agency for International Development
Purpose Improved trade policy, supported trade capacity building, and removed bottlenecks to the free flow of goods, especially agricultural goods.
Sector Economic Growth

Northern Uganga - 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 Coe)
2010 ●●●●●●● 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

AFRICA

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 PROSPER staff and partners.
Sector Governance

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

Private Enterprise Programme Ethiopia
2013 ●●●●○○○○○○○○○○ 2025
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 Program Ethiopia (PEPE), and conduct an impact evaluation of the programme.
Sector Measuring Impact

Productive Safety Net Programme 4
2016 ●●○ 2018
Location Ethiopia
Client World Bank
Purpose Facilitating semi-annual missions of PSNP-4 to review overall programme implementation performance and progress towards the achievement of development objectives.
Sector Governance

Risk Assessment in East and West Africa
2014 ●●● 2016
Location Nigeria, Cameroon, Kenya, 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 I&M 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 SDC - 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 Delivering services and monitoring and evaluation support to positively impact orphans and vulnerable children.
Sector Measuring Impact

Single Distribution Workshop
2016 ● 2016
Location Kenya
Client Britam
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 East 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

Propcom Mai-Karfi
2011 ●●●●●●● 2017
Location Nigeria
Client DFID - UK Department for International Development
Purpose Nigeria has the largest number of poor people in Sub-Saharan Africa, with the majority in Northern Nigeria. Propcom Mai-karfi is increasing employment, food security, and improving the productivity of Northern Nigerian rural poor by facilitating relationships across agricultural markets, creating jobs, and enabling greater access to inputs and finance.
Sector Economic Growth

State Building and Budget Support Programme
2016 ●●○○○ 2020
Location Sierra Leone
Client EC - European Commission
Purpose Sierra Leone is still transitioning from an era of conflict and recently battled an Ebola outbreak. Its government created a Peace-building and State-building Goal (PSG) to help repair its economic and social sectors, which we are supporting with a focus on revenue management, improving service delivery, and curtailing corruption incidents.
Sector Governance

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
2017 ● 2017
Location Nigeria
Client Marie Stopes International
Purpose Conducted advocacy and eHealth activities to improve family planning support and uptake.
Sector Health

Support to Mali Justice Actors
2015 ●●●○ 2018
Location Mali
Client EC - European Commission
Purpose Supporting Malian justice sector institutions by implementing a best practice framework that will strengthen the sector's credibility, performance, competency and service accessibility.
Sector Governance

Support to Public Finance Management Reform in Lesotho
2015 ●●●○ 2018
Location Lesotho
Client LINPICO Sarl - LSPFM
Purpose Contributing to the implementation of Lesotho's national development agenda as embodied in the Vision 2020.
Sector Economic Growth

Support to the National Authorising Office
2015 ●●●○ 2018
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 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

Technical Assistance to the Department of Devolution and Planning of Kenya
2015 ●●●○ 2018
Location Kenya
Client EC - European Commission
Purpose Contributing to the implementation of the devolution process as outline in the new Constitution in Kenya, specifically supporting the implemention of local economic development grants.
Sector Economic Growth

AFRICA

AFRICA

Tropical Forest Alliance 2020 Regional Coordinator for Africa
2016 ●●○ 2018
Location Ghana, Cote d'Ivoire, Liberia
Client Tropical Forest Alliance
Purpose Engaging the TFA2020 Regional Coordinator for Africa and facilitating the shared objectives of TFA2020, Palladium, and the P4F Programme in supporting sustainable forest management.
Sector Environment

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

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

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

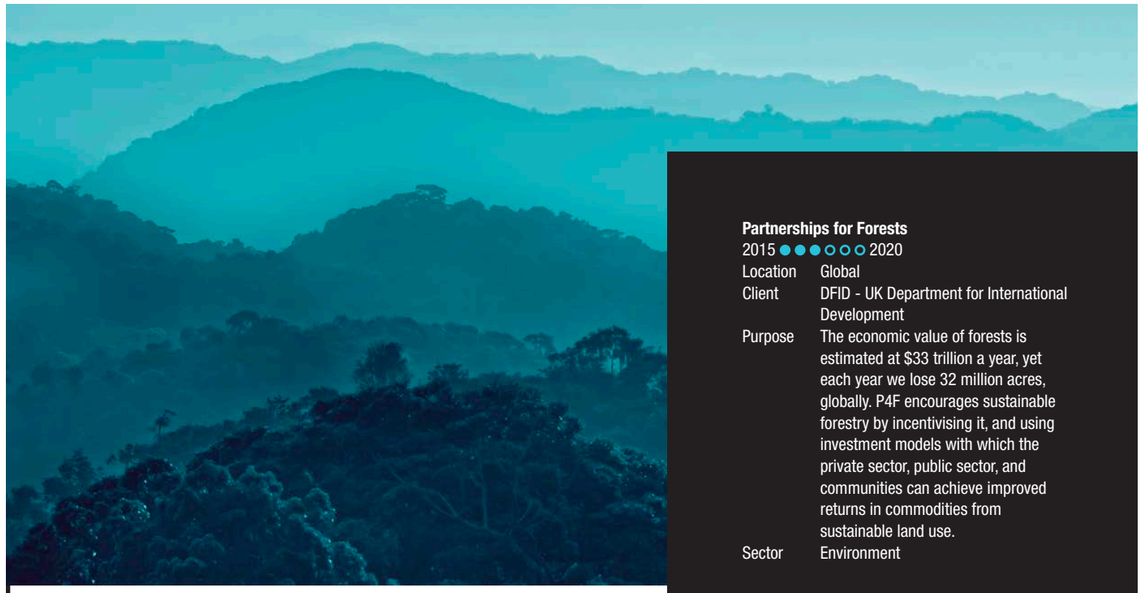
West Africa Biodiversity and Climate Change
2015 ●●●○○○ 2020
Location Ghana
Client Tetra Tech ARD
Purpose Combating wildlife trafficking, improving coastal resilience, and reducing deforestation, degradation, and biodiversity loss in key landscapes.
Sector Governance

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 catalysing 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 UVAMA 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 benefited 25,559 rural households.
Sector Economic Growth

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.



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, globally. P4F encourages sustainable forestry by incentivising it, and using investment models with which the private sector, public sector, and communities can achieve improved returns in commodities from sustainable land use.
Sector Environment

Advising EU´s Role in Multilateral Fora in Asia
2017 ●○○○ 2020
Location Global
Client TRANSTEC
Purpose Promoting the political, security, and economic interests of the European Union by strengthening its engagement in different multilateral fora in Asia.
Sector Governance

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

Execution Premium Process Model - Sweden
2015 ●● 2016
Location Sweden
Client Göteborgs Stads Idrott och föreningsförvaltning (City of Gothenburgs Sport and Associations Administration Management) Management)
Purpose Strengthened the organisation's capability to execute its strategic plan by applying key steps of our Execution Premium Process (XPP) model.
Sector Strategy

Health and Education Impact Investing Study
2017 ● 2017
Location Global
Client World Bank
Purpose Identified opportunities for the IFC to play a catalytic role in the impact investing field for health and education enterprises.
Sector Health, Impact Innovation

Improving BSC and Strategy Execution capabilities
2016 ● 2016
Location Russian Federation
Client Alfa-Bank
Purpose Conducted a training session for improving the Balanced Scorecard and the strategy execution capabilities of Alfa Bank.
Sector Strategy

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

Macedonia Small Business Expansion Project
2012 ●●●●● 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 Organisation
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 ●●●●○ 2018
Location Global
Client AECOM - ECNAS
Purpose Providing the European Commission with technical assistance and advisory services in the field of nutrition.
Sector Health

Perfomance 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

EUROPE

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 Sygenta) and assessed two interventions in Nicaragua and Indonesia to help give Sygenta executives the tools to improve and monitor the effectiveness of their Good Growth Plan.
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
2015 ●● 2016
Location Sweden
Client Wallenius Marine
Purpose Supported the establishment of new strategic management planning and execution process.
Sector Strategy

Strategy Plan Refresh
2016 ● 2016
Location Spain
Client Zanini 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

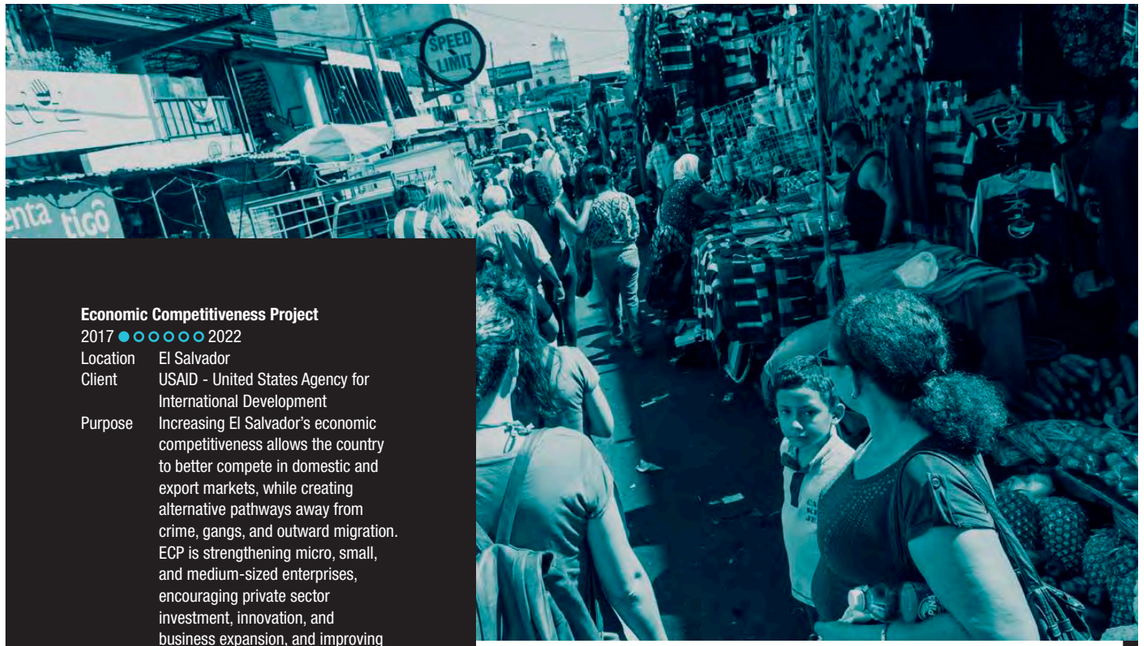
Strategy Update Process
2017 ● 2017
Location Sweden
Client Wallenius Marine
Purpose Set the strategic direction for Wallenius Marine in its new organisational context.
Sector Strategy

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

EUROPE

OUR WORK AMERICAS

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



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

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

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 sucessful 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
2014 ●●●●● 2017
Location United States of America
Client United States Department of State
Purpose Evaluated the State Department's Global Climate Change Initiative (GCCI) programmes using Data Quality Assessments, training and technical assistance to GCCI implementing partners.
Sector Measuring Impact

Department of State Legal Evaluation
2013 ●●●● 2016
Location United States of America
Client United States Department of State
Purpose Conducted an assessment of client satisfaction with the services provided by the U.S. State Department's (DoS) Office of Legal Services to their client bureaus throughout DoS.
Sector Measuring Impact

Divisional Strategy Management System
2016 ● 2016
Location United States of America
Client Rail Transportation Company
Purpose Built a strategy management system for the state-level division on national rail transportation company to develop and execute its shared strategy.
Sector Strategy

E3 Analytics and Evaluation Project
2013 ●●●●●○ 2018
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

Executing Training
2016 ● 2016
Location United States of America
Client Food Distribution Company
Purpose Designed and conducted a training on strategy execution tools.
Sector Strategy

Forest Law Enforcement, Governance and Trade - Guyana
2014 ●●●● 2017
Location Guyana
Client Coffey International Development Limited - UKGSD
Purpose Facilitated dynamic, inclusive, and well-informed Voluntary Partnership Agreement negotiations and implementation processes that built local ownership in Guyana.
Sector Environment

Health Policy Plus
2015 ●●●○○○ 2020
Location Pakistan, Jamaica, Kenya, Nigeria, Ethiopia, Mali, Mozambique, Ghana, Guatemala, United Republic of Tanzania, Madagascar, Malawi, Burkina Faso, Niger, Indonesia, Cambodia
Client USAID - United States Agency for International Development
Purpose HP+ works across four continents to strengthen countries' health services, which is the number one action needed to reach the UN Sustainable Development Goals' health targets. HP+ works with governments to optimise resources and foster equitable, sustainable, rights-based health services, supplies, and delivery systems - incorporating policy, financing, and governance.
Sector Health

FP2020 - Costed Implementation Plan Performance Management
2016 ●● 2017
Location Global
Client United Nations Foundation
Purpose Assisted the coalition to create a Performance Monitoring Dashboard for countries to monitor the implementation of their Costed Implementation Plans (CIPs).
Sector Health

Global Fund Technical Support
2012 ●●●●●● 2017
Location Global
Client MSH
Purpose Provided capacity building to recipients of Global Fund grants, supported country coordinating mechanisms, and trained consultants to deliver high quality assistance.
Sector Health

Human Resources for Health 2030
2015 ●●●○○○ 2020
Location Jordan, Senegal
Client Chemonics
Purpose Strenthening leadership, governance capacity, and investment sustainability to improve the healthcare workforce and to improve health outcomes and advance Universal Health Coverage.
Sector Health

Improving Business Environments for Agile Markets
2013 ●●●●● 2017
Location Global
Client USAID - United States Agency for International Development
Purpose Developed and implemented a single mechanism solution to consolidate assistance relating to trade, investment, regulatory reform, and the overall policy-enabling environment.
Sector Economic Growth

Land and Rural Development Program
2013 ●●●●● 2017
Location Colombia
Client Tetra Tech ARD
Purpose Provided technical assistance to support gender mainstreaming and social inclusion in programme activities.
Sector Economic Growth

Manager Training
2017 ● 2017
Location United States of America
Client Food Distribution Company
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
2014 ●●●●○○ 2019
Location Global
Client University of North Carolina
Purpose Enabling countries to strengthen health information systems by routinely using health data, improving country-level capacity and tools, and increasing the capacity for rigorous evaluation.
Sector Measuring Impact

Peru Cacao Alliance Phase II
2016 ●●○○○○ 2021
Location Peru
Client USAID - United States Agency for International Development
Purpose Illicit cacao production in Peru is often associated with violence, insecurity, environmental degradation, isolation, and poverty. PCA is advancing the pathway out of poverty by implementing an inclusive agroforesty system that gives Peruvians direct access to cacao markets, services, and finance to directly increase incomes of at least 20,000 households.
Sector Economic Growth

Medical Journal Executive Support and Prioritisation
2017 ● 2017
Location United States of America
Client Medical Journal
Purpose Supported the executive team in reviewing and prioritising its strategic projects.
Sector Strategy

Performance Monitoring and Evaluation Training
2014 ●●●●○○ 2019
Location United States of America
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

Peru Cacao Alliance
2012 ●●●●● 2016
Location Peru
Client USAID - United States Agency for International Development
Purpose Implemented a sustainable approach to improving the livelihoods of small farmers, emphasising agriculture as a business that can lift farmers out of poverty and provide viable opportunities for youth.
Sector Economic Growth

Presidents Meeting
2016 ●●○ 2018
Location United States of America
Client Food Distribution Company
Purpose Assisting the leadership of a food distribution company to finalise their corporate strategy, and facilitating a training for senior leaders.
Sector Strategy

Sales & Marketing
2016 ● 2016
Location United States of America
Client Pharmaceutical Company
Purpose Implemented a Strategy Management System to enhance sales and marketing using best practices in strategy management.
Sector Strategy

Strategic Communication Design and Execution
2016 ●● 2017
Location United States of America
Client Ceramics Manufacturing Company
Purpose Assisted in building a successful strategic communication infrastructure.
Sector Strategy

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

Strategic Information Systems
2013 ●●●●● 2017
Location Haiti
Client USAID - United States Agency for International Development
Purpose Built strengthened and sustainable Health Information Systems within Haiti to effectively manage and monitor programme resources and patient outcomes, as well as to ensure effectiveness.
Sector Impact Innovation

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

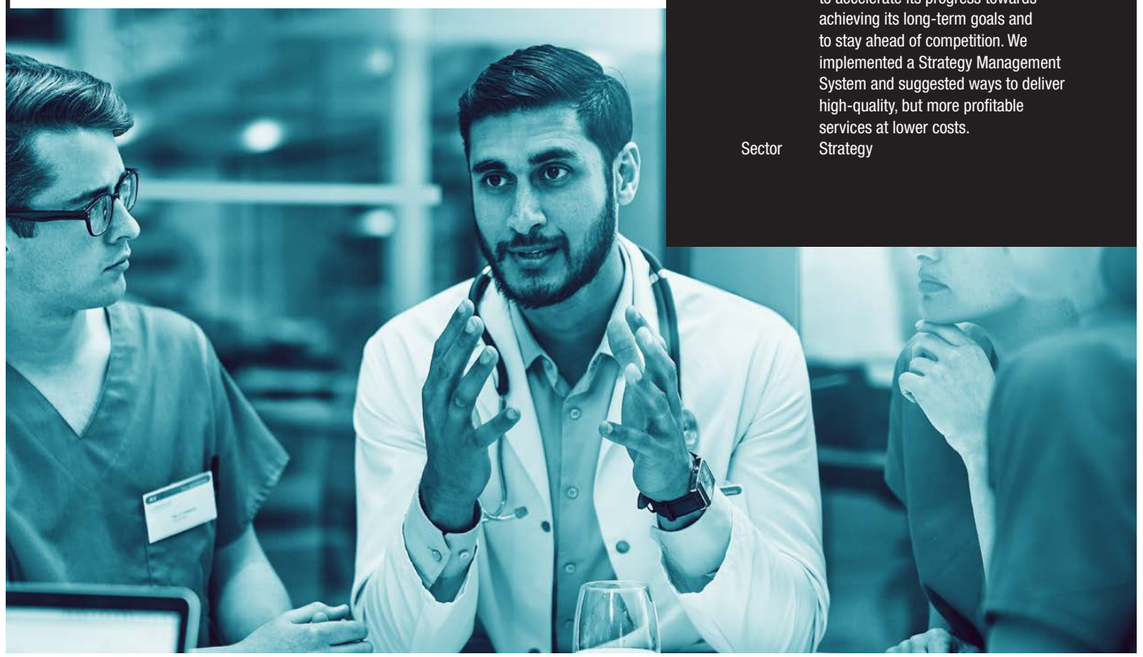
Strategy Execution Support 2017
2017 ● 2017
Location United States of America
Client Energy Cooperative Association
Purpose Built upon the cooperative's strategy execution capabilities through further education and coaching.
Sector Strategy

Strategy Management System
2016 ● 2016
Location United States of America
Client Ceramics Manufacturing Company
Purpose Designed a full Strategy Management System to support the strategy of a ceramics manufacturer towards customer-centricity, using a cross-regional and cross-functional team.
Sector Strategy

Strategy Management System Phase 2
2017 ● 2017
Location United States of America
Client Ceramics Manufacturing Company
Purpose Conducted a strategy review meeting to support and provide coaching and advice on the strategy management system processes and responsibilities to the new Office of Strategy Management Lead.
Sector Strategy

Strategy Management System Stage 1 Service Delivery and Affordability of Care
2016 ● 2016
Location United States of America
Client Health Insurance Company
Purpose Advisory support to provide better, more business-oriented services at a lower cost through a strategy management system, in order to accelerate its progress towards achieving long-term strategic goals and excelling in the competitive environment.
Sector Strategy

Strategy Management System Stage 1 – IT, Service Delivery and Affordability of Care
2016 ●● 2017
Location United States of America
Client Health Insurance Company
Purpose HCSC is the largest customer-owned health insurance company in the United States, and needed a strategy to accelerate its progress towards achieving its long-term goals and to stay ahead of competition. We implemented a Strategy Management System and suggested ways to deliver high-quality, but more profitable services at lower costs.
Sector Strategy



Technical Vocational Education and Training Strengthening for At-Risk Youth
2015 ●●● 2017
Location Nicaragua
Client Creative Associates
Purpose Along Nicaragua's Caribbean Coast, youth complete, on average, less than three years of schooling, which contributes to high unemployment, violence, and crime. To strengthen Central America's security and community resilience, TVET improved the quality of and access to technical and vocational education centres along the Caribbean Coast for at-risk youth.
Sector Economic Growth

Strategy Plan Refresh
2016 ● 2016
Location United States of America
Client Financial Industry Association
Purpose Created a strategy plan and provided coaching and guidance to a financial industry association.
Sector Strategy

Strategy Refresh
2016 ● 2016
Location United States of America
Client Rail Transportation Company
Purpose Developed, reviewed, refreshed, and supported the corporate strategy for Amtrak, a large railways corporation in the US.
Sector Strategy

Strategy Refresh and Priorities
2016 ●● 2017
Location United States of America
Client Construction Company
Purpose Assisted the organisation in maturing its process for managing its strategy and revisiting its strategic priorities.
Sector Strategy

Strategy Review
2017 ● 2017
Location United States of America
Client Rail Transportation Company
Purpose Assisted the Rail Transportation Company in adopting the Balance Scorecard framework to manage its strategy and conducted strategy review meetings.
Sector Strategy

Strategy Review Meeting - Improvement & Coaching
2016 ●● 2017
Location United States of America
Client Insurance Company
Purpose Supported the Strategy Management System for an insurance mutual group by delivering organisational insights, leveraging senior level guidance, and providing knowledge transfer throughout the strategy review meetings audit process.
Sector Strategy

Supporting Evaluation and Research to Combat HIV
2012 ●●●●● 2016
Location Global
Client USAID - United States Agency for International Development
Purpose Conducted operations research and evaluation to improve access to and effectiveness of HIV/AIDS treatment, care, and support, and enhance prevention of mother-to-child transmission programmes.
Sector Health

Supporting Operational AIDS Research
2014 ●●●●○○ 2019
Location Global
Client Population Council
Purpose Supporting voluntary medical male circumcision (VMMC) priority countries with their use of data to improve the planning, monitoring, and policy dialogue around national VMMC programmes.
Sector Health

Verifying Health Outcomes
2015 ●●●○ 2018
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

Palladium
MAKE IT POSSIBLE

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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