DAI
Shaping a more livable world.

United Nations Global Compact
**COMMUNICATION
ON PROGRESS** 2020

DAI

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COMMUNICATION ON PROGRESS

I am pleased to present DAI's 2020 Communication on Progress and to reaffirm DAI's commitment to the United Nations Global Compact and its 10 principles.

As an independent, employee-owned global development company, our mission is to make a lasting difference in the world by helping people improve their lives. We envision a world in which communities and societies become more prosperous, fairer and better governed, safer, healthier, and environmentally more sustainable. Integral to that mission is a commitment to uphold human rights and labor standards, promote environmental responsibility, and combat corruption in all its forms.

This year—DAI's 50th anniversary—turned out to be perhaps the most extraordinary year in our half century of operation, thanks largely to the COVID-19 pandemic but also to an energized movement for racial and social justice that has particular salience for any organization committed to human welfare and global citizenship. In the wake of the George Floyd killing, we announced a companywide commitment to weave anti-racism into the fabric of our corporate culture, and pledged to devote at least $1 million to this effort.

With regard to COVID-19, our first priority was ensuring the safety of our employees and supporting public health measures. Like many organizations, we curtailed travel and in-person interaction, enhanced our digital capabilities, and found creative ways to work remotely— even on projects in the field.

Having improvised these new ways of working, we moved to help our clients respond to the pandemic. Elsewhere in this document, we share some examples of how DAI projects across the portfolio—in sectors from global health and sustainable business to economic growth, water and sanitation, and governance—are mobilizing to address the coronavirus and its social and economic impacts.

To take just one example, DAI was proud to be awarded the U.K. Foreign, Commonwealth & Development Office (FCDO) **Social Protection Approaches to COVID-19: Expert Advice (SPACE)** contract, under which we assist developing country governments, the FCDO,

and German Development Cooperation projects in their pandemic responses. In its first phase, SPACE supported 33 countries to innovate social protection strategies in response to COVID-19.

Other programs focus on supporting economic resilience and recovery, which will be crucial as we move into 2021. According to the World Bank, the global economy is poised to suffer its worst recession since World War II as a result of the pandemic, and emerging market and developing economies will suffer their first contraction in 60 years. In October, the Bank predicted that extreme poverty—people living on less than US$1.90 a day—will rise in 2020 for the first time in 20 years.

In disrupting the global economy and interrupting our progress against poverty, the pandemic has had a particularly harsh impact on those at the bottom of the socio-economic pyramid. Consider the impact on women. McKinsey estimates that, globally, women lose their jobs due to COVID-19 at almost twice the rate of men, in part because women are more likely to work in sectors hard hit by the crisis, such as accommodation and food services. Women are also concentrated in the informal economy, which accounts for more than two-thirds of female employment in developing nations and is particularly vulnerable to the pandemic lockdown.

Important as it is to focus on near-term recovery, we must at the same time keep our eyes on the long-term prize of inclusive, sustainable development. That increasingly means engaging the private sector. As our European Union (EU) **Trade and Private Sector Development (TPSD)** programme points out, the world currently suffers a $2.5 trillion per year shortfall in the public and private investments needed to achieve the Sustainable Development Goals by 2030. Official development assistance alone cannot make up that gap; only the private sector, already responsible for 84 percent of GDP and 90 percent of jobs in developing countries, has a reasonable shot at doing so.

DAI implements programs such as TPSD and the U.S. Agency for International Development (USAID) **INVEST** program, which use donor funds to facilitate private investment. This year, DAI was also awarded USAID's **Feed the Future Market Systems and Partnerships (MSP)** project, a flagship initiative to help the Agency integrate private sector engagement across its activities.

Complementing such work with the world's leading development donors, DAI in November 2020 announced a groundbreaking partnership with Magister Advisors, a specialist investment bank, to create DAI Magister. This majority investment expands the array of tools at our disposal to support development in emerging and frontier markets, enabling us to directly connect growing, equity-hungry businesses with investors. We firmly believe this commercial venture will drive enterprise growth in the places that need it most, accelerate development, and ultimately advance DAI's mission to shape a more livable world.

One final point. The livable world at the heart of DAI's mission is, of course, inconceivable in the absence of a habitable planet. Even as we come together to fight the most lethal pandemic in a century, responsible companies must increasingly turn their attention to a pervasive threat that will remain the world's biggest challenge long after COVID-19 has become a manageable disease: that threat is climate change.

In September 2020, DAI was selected by the EU to **Support the Secretariat of the Global Covenant of Mayors (GCoM) for Climate and Energy**. More than 10,000 cities from 138 countries across 6 continents—representing 21 percent of the global urban population—are signatories of the GCoM, which commits cities and local governments to implement measures to reduce or limit greenhouse gas emissions, prepare for the impacts of climate change, and increase access to sustainable energy. We look forward to collaborating in this and other vital work in the climate change arena.

James Boomgard
President and CEO

AN ANTI-RACIST COMPANY

In June 2020, in the wake of the murder of George Floyd and other incidents, DAI announced a significant commitment to combat racism and social injustice. In a communication to staff, DAI President and CEO Jim Boomgard spelled out the vision and principles—developed by the Racial and Social Justice Initiative team—that guide the company's anti-racism initiative.

"DAI has been committed to advancing social justice—the belief in equality of opportunity within societies—since our inception 50 years ago," he wrote. "Though our work has improved the lives of many and we have learned and grown as a result, we are not yet the anti-racist organization we aspire to be. We have failed to prioritize anti-racism internally; we have missed opportunities to agitate for racial justice in all that we do. We can—and must—be better."

"By infusing anti-racism throughout DAI, we will become a more transparent, impactful, and activist organization and increase our value for stakeholders, including clients, employees, and employee owners. We will attract and retain the best employees from all races and backgrounds and grow as a result of expanded perspectives. Through these efforts, DAI will become a better development partner, evolving into a strong community advocate and building dynamic partnerships to facilitate positive change."

Our Vision

In order to truly shape a more livable world, DAI must directly confront racism and racial discrimination and hold ourselves accountable for positive change within the company and in the communities, cultures, and countries where we live and work. The Racial and Social Justice Initiative will permanently weave racial equity into the fabric of DAI, ensuring anti-racism is a core principle in all our operations, strategy, practices, policies, and decisions.

DAI: A GLOBAL DEVELOPMENT COMPANY

DAI is an employee-owned international development company, one of the world's larger enterprises dedicated solely to international development. Global in reach and outlook—fielding roughly 750 corporate and 5,000 project staff—we are delivering development results on almost 200 projects in some 70 countries, from stable societies and high-growth economies to challenging environments racked by political or military conflict, such as Afghanistan, Iraq, Libya, and Somalia.

Our tagline ("shaping a more livable world") speaks to a mission that is unchanged since our founding in 1970: helping people improve their lives. We work for international development agencies, private corporations, and philanthropies to tackle fundamental social and economic development problems.

DAI is perennially one of the leading partners for the world's leading bilateral and multilateral aid donors. Current clients include the U.S. Agency for International Development, the U.K. Foreign, Commonwealth & Development Office, and the European Commission. We are also working for the European Bank for Reconstruction and Development, the U.K. Department of Health and Social Care, the Millennium Challenge Corporation, the Swiss Agency for Development and Cooperation, the French Development Agency, the World Bank, and the Bill and Melinda Gates Foundation, in addition to various private corporations.

DAI has been named U.S. Government Contractor of the Year on two occasions and recognized as one of the world's top development innovators.

DAI WORKS ACROSS DEVELOPMENT DISCIPLINES

ECONOMIC GROWTH

Driving trade, investment, technology, agriculture, business, and financial services to create jobs, reduce poverty, and enhance food security.

ENVIRONMENT

Improving the management of natural resources and ecosystem services in a way that supports economic growth and strengthens resilience to climate change.

FRAGILE STATES

Supporting political transition, ensuring short-term stability operations, preventing and countering violent extremism, and laying the foundation for development in fragile environments.

GLOBAL HEALTH

Delivering holistic, tech-enabled solutions to save lives and improve wellbeing worldwide.

GOVERNANCE

Strengthening accountability and improving government performance by providing technical advice, strategic guidance, and support to public institutions, elected bodies, and citizens.

SUSTAINABLE BUSINESS

Helping companies to be smarter corporate citizens in their local business operations and assisting public authorities to grow sustainable industries.

DIGITAL ACCELERATION

Designing and deploying innovative, user-centered digital tools that drive change across emerging markets.

DAI CAPITAL

Mobilizing private capital in frontier and emerging markets.

KEEPING THE SDGS IN SIGHT DURING A YEAR OF CRISIS

In 2020, the world's progress toward achieving the Sustainable Development Goals (SDGs) was confronted with an unprecedented challenge in the form of the coronavirus pandemic. Decades of global advancement in development are at risk. The United Nations Development Programme estimates that due to COVID-19, worldwide education, health, and living standards could fall for the first time since 1990.

At DAI, we are proud of the way our projects and staff have responded to the multidimensional COVID-19 challenge. Our company has a long history of managing projects to deliver services, build government capacities, and promote economic recovery in crisis and conflict settings. This experience was put to the test in 2020, as we supported our clients in their efforts to help countries develop COVID-19 response policies and systems, address immediate health concerns, and maintain and rebuild economies— all while keeping other vital activities on track.
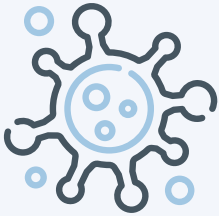
DEVELOPING STRATEGIC COVID-19 RESPONSES

- DAI supported donors, partners, and national, regional, and local governments to develop comprehensive strategies and policies to respond to and recover from the socioeconomic impacts of the COVID-19 pandemic. We implemented both the first and second phase of the worldwide **Social Protection Approaches to COVID-19: Expert Advice Helpline (SPACE)** contract, a partnership between the FCDO and the German Development Corporation (GIZ). In its first phase, the program supported 33 countries in their COVID-19 responses. Now in its second phase, SPACE is providing multidisciplinary, on-demand advice to innovate social protection strategies to address the pressures of COVID-19.

Among its COVID-19 engagements at the country level, DAI is:

- Supporting a major FCDO social protection program in **Bangladesh**, providing expertise to the Ministry of Finance that will enable poor people and vulnerable families to respond in the short term to the socioeconomic impacts of COVID-19.

- Advising the EU on practical donor response to the pandemic in Somalia, via the **Somalia Technical Assistance Facility**.

- Partnering through the **USAID Tayar Nepal** project with 12 municipalities to mobilize resources to address the socioeconomic impacts of the crisis, establish mobile help desks, offer cash-for-work programs, and launch a micro, small, and medium-sized enterprise support facility.

- Working with the FCDO to assist the Regional Council of Tanger-Tétouan-Al Hoceima—a historically underserved region in northern **Morocco**—to contain COVID-19 and ensure that the region's economic and social fragility is not further exposed.

- Improving municipal emergency management services on behalf of the **USAID Libya Taqarib** project, emphasizing local governments' contributions to the fight against COVID-19 and encouraging access to public health services for vulnerable communities.

- Supporting an EU program in Khyber Paktunkhwa, **Pakistan**, to enhance the province's administration in ways that restore citizen trust, stimulate employment, and ensure the delivery of basic services during the pandemic.

- Assisting local governments and civil society groups to respond to the pandemic and drive economic reactivation, as part of the **USAID Honduras Local Governance Activity**.

Stopping the Spread

Many of DAI's health-focused projects were well positioned to address the spread of COVID-19 early in the pandemic. The **USAID Haiti Strategic Health Information Systems** project, for instance, developed a COVID-19 tracker application to enroll and monitor future COVID-19 patients throughout the country. The **FCDO Tackling Deadly Diseases in Africa** programme adapted its emergency response mechanisms to respond to COVID-19 and provided operational and financial help to community organizations delivering urgent support at scale. **USAID Jalin** and **FCDO Women for Health** are supporting health workers and facilities as they adapt to the situation in **Indonesia** and **Nigeria**, respectively.

Water, sanitation, and hygiene (WASH) services are essential for slowing the spread of COVID-19, but the economic, social, and health impacts of the pandemic threatened to erode this sector. Several of DAI's USAID projects addressed this need:

- In **Kenya**, DAI is supporting county governments to mitigate the health and economic impacts of COVID-19, preventing development backsliding in the sector and shoring up the resilience of water service providers.

- In **Guatemala**, we assisted 22 municipal governments in providing safe water as a first line of defense against COVID-19.

- In **Indonesia**, our team distributed and promoted handwashing with soap stations to help communities fight the pandemic.

- Throughout **Africa**, DAI is leveraging partnerships to help build local capacity to respond to COVID-19 by assessing the accessibility of public water and sanitation points and disseminating crucial water information to governments to support their pandemic response.

DAI projects also found ways to support the production and distribution of personal protective equipment (PPE), particularly when these critical items were in short supply in the first half of 2020. Firms and entrepreneurs supported by our projects in **southern Africa**, **El Salvador**, and **Ukraine**, for example, found innovative ways to produce supplies such as masks and ventilators. A buy-in to the **USAID INVEST** project funded the development of financing and technical solutions to support **Italy's** healthcare industry to manufacture therapeutics, vaccines, medical equipment, and supplies.

PHOTO CREDIT: EUROPEAID

Rebuilding Markets and Economies

COVID-19 is more than a health crisis. The UN estimates that the pandemic could push up to half a billion people back into poverty, reversing decades of progress. Rebuilding businesses, markets, and economies is a crucial part of COVID-19 recovery.

For much of the year, DAI's USAID projects in **Afghanistan**, for example, have taken part in negotiations to re-open vital trade routes, including the border with Pakistan, and aided businesses and agriculture producers seeking to enhance their COVID-19 safety and prevention measures. In **Ukraine**, our **USAID Economic Resilience Activity** launched COVID-19 response efforts to strengthen urban market access, support distance education at universities, and help companies adapt to a changing business environment. In **Georgia**, where our work for USAID had previously focused on tourism and creative industries, we began a five-year initiative to accelerate growth in additional areas of the economy, such as PPE manufacturing and waste management. And in **Mozambique**, the **FCDO Financial Sector Deepening** program is delivering rapid and medium-term responses to tackle challenges facing the country's financial sector and economy—including building financial tech capacity to design shock response payment systems.

DAI's Sustainable Business Group (SBG) is uniquely positioned to assist companies and markets in their recoveries. In **Ghana**, for example, through the **Kosmos Innovation Center**, we are working with agricultural entrepreneurs to help sustain and pivot their startups in response to the pandemic. In the **Caribbean**, SBG is providing technical support for a COVID-19 rapid response effort on behalf of the Inter-American Development Bank (IDB) by assisting with credit risk and socioeconomic impact assessment for 11 financial institutions in **Belize**, **Dominica**, **Grenada**, and **Jamaica**. The IDB also selected DAI to support the post-COVID reopening of ecotourism in **Guyana**.

Staying the Course

No sector or industry has been untouched by COVID-19. But the programs and services our projects provided could not stop in the wake of a pandemic. Across the world, our teams found ways to creatively pivot their work to ensure activities to support the SDGs could stay on track as much as possible.

In **Honduras**, for example, we helped keep the justice system running by introducing technology to host the country's first-ever virtual trial. In **Ethiopia**, we adapted and continued our work to secure the land rights of smallholder farmers, which are especially at risk during this vulnerable period. And in **Zimbabwe**, we showed farmers how to care for livestock while observing COVID-19 guidelines.

As the full impact of COVID-19 begins to emerge, continuing progress toward the SDGs is imperative. DAI's projects will continue to adapt as this unprecedented situation unfolds.

Learn more about DAI's COVID-19 response at www.dai.com/covid-19

1 NO POVERTY

SUPPORTING THOSE WHO NEED IT MOST

Though poverty is on the decline in Uganda, it remains one of the poorest countries in the world. Climate change exacerbates the problem, especially in rural areas where 84 percent of people live. For example, the Ugandan government's 2015 Economic Analysis predicted that climate change will halve coffee production—the nation's most valuable industry—by 2050, costing the economy $1.2 billion.

In 2009, starting with a pilot covering a small number of districts, Uganda launched a program of unconditional monthly cash transfers to vulnerable elderly people. In 2019, DAI was contracted to implement the Expanding Social Protection Programme Phase II (ESP II), a safety net programme funded by the FCDO, IrishAid, and the Government of Uganda. That year, the programme was delivering senior citizen grants in 61 districts; by June 2020, following a nationwide rollout, everybody over the age of 80, in all 135 districts of Uganda, was covered.

All told, 379,801 people—218,205 women and 161,596 men—received an entitlement of 25,000 Ugandan shillings a month. Many use the money to fund small agricultural projects—starting with chickens, moving to goats, and even cows. Others grow crops and are becoming food self-sufficient. Others support their grandchildren to stay in school, increasing the younger generation's likelihood of escaping poverty.

With the successful nationwide expansion under its belt, ESP II is now moving to introduce new elements of social protection in Uganda, including a national health insurance scheme, expansion of the formal sector social security scheme, a social safety net for workers in the informal sector, and a grant for persons with disabilities. ESP II operates through 2022, with the objective of creating a sustainable social protection system able to be administered by the Government of Uganda itself.

RESULTS

379,801

men and women–everyone over the age of 80 in all 135 districts–received an unconditional cash transfer of 25,000 Ugandan shillings a month.

PHOTO CREDITS: UKAID

2 ZERO HUNGER

MOVING FARMERS FROM SUBSISTENCE TO SUCCESS

Small subsistence farms have traditionally dominated agriculture in northern Mozambique. But these operations are relatively unproductive and offer limited commercial potential, which in turn limits farmers' ability to invest in their operations. They lack improved seeds and fertilizers. Absent effective knowledge sharing, poor farming practices remain too common. Markets for high-quality inputs and produce are often too distant.

The Swiss Agency for Development and Cooperation's Innovation for Agribusiness (InovAgro) project has worked since 2011 to increase farmers' productivity and incomes in this region. InovAgro promotes the development of inclusive and sustainable market systems for smallholders by partnering with more than 25 local and international seed companies and with local agro-dealers to develop seed distribution networks and other mutually beneficial services. So far, 34 commodity aggregator traders have established a network of 433 active buying points in 11 districts, bringing markets closer to the farmers and energizing the agricultural economy.

The project also works with rural communities to boost their access to credit and increase their land tenure security, which is linked to increased agricultural productivity. InovAgro's "Fundo Agricola" expands farmers' capacity to save for seeds and other inputs by leveraging Mozambique's village savings and loan associations.

In parallel, InovAgro has partnered with the Government of Mozambique to address the country's regulatory environment for the seed sector as a whole, helping to pass legislation that created private sector seed inspectors and facilitating the creation of the first Seed Platform for Dialogue, through which government, the private sector, donors, and civil society collectively address issues hindering the seed sector.

RESULTS

AGRO-COMERCIAL ERNESTO
PANNAR
Sementes de Qualidade

5,000
NEW FARMERS

served by partner market actors in 2020

20%
INCREASE IN SALES OF CERTIFIED SEED

for 25 seed companies and agro-dealers in 2020

$257,800
SAVED BY FUNDA AGRICOLA MEMBERS

to buy agricultural inputs

34
LOCAL TRADERS

further improved the efficiency of transactions, through operating 433 new buying points leading to purchases of 15,946 metric tons worth $5.9 million in 2020

44%
INCREASE

in Fundo Agricola members in 2019 to 17,445 members (55.3 percent women)

3 GOOD HEALTH AND WELL-BEING

PARTNERING TO SAVE MOTHERS AND NEWBORNS

While Indonesia has made significant progress on key development indicators—including reducing child mortality—maternal and newborn deaths still occur at higher rates than in neighboring countries, particularly among poor and vulnerable populations.

The USAID Jalin project partners with the Indonesian Ministry of Health in a "whole-of-market" approach to 1) improve maternal and newborn health quality of care in public and private, primary, and secondary facilities, and 2) enhance the efficiency and effectiveness of the emergency referral system at community and facility levels. Among its achievements, the project has:

- Helped develop the Maternal and Perinatal Death Notification application to improve real-time reporting, notification, and verification of maternal and newborn deaths.

- Developed a web-based Minimum Service Standards budgeting tool to support annual budget forecasting for maternal and newborn health services.

- Collaborated with private sector partners to secure co-financing, facilitate implementation and replication of activities, and promote sustainability and local ownership.

- Implemented more than 20 local solutions focused on clinical competency, antenatal care, policy and funding advocacy, referral systems, and transportation.

SUPPORTING PANDEMIC RESPONSE ACROSS THE CONTINENT

COVID-19 has turned global health security from an abstract concept to an immediate and pressing part of our daily reality. The FCDO's Tackling Deadly Diseases in Africa programme (TDDA) strengthens health security in six countries where health system strengthening is identified as a priority by national governments.

As the FCDO's implementing partner for TDDA, DAI is working in close partnership with country governments to enhance each country's capacity to comply with international health regulations, with a particular focus on pandemic response.

- In Cameroon, we support the scale-up of COVID-19 diagnostic activities by recruiting and training laboratory personnel. TDDA has improved access to testing services outside of Yaoundé in six of the country's high-risk regions. This effort has improved case detection significantly, identifying 23.7 percent of Cameroon's 21,000 confirmed infections as of September 30, 2020. The testing is free—rare in the region—and provides significant help in controlling the spread of the disease.

- In Côte d'Ivoire, TDDA trained 639 specialists across 39 community health centers in Abidjan, where the COVID-19 pandemic has hit the hardest. The training reached doctors, nurses, midwives, pharmacists, clerical staff, cleaning and security personnel, and health center managers. Topics include hygiene, prevention, and infection control.

- In Uganda, TDDA is reducing the spread of disease across borders by improving the skills of officials at points of entry. We are helping the Ministry of Health to conduct supervision, on-the-job training, and mentoring of 60 health workers at more than 40 official points of entry.

23.7%
OF CAMEROON'S CONFIRMED COVID-19 INFECTIONS

identified by TDDA-recruited and -trained laboratory personnel

639
SPECIALISTS TRAINED

across 39 community health centers in Côte d'Ivoire in hygiene, prevention, and infection control

60
UGANDAN HEALTH WORKERS AT 40 POINTS OF ENTRY

trained and mentored by TDDA-supported Ministry of Health to reduce the spread of disease across borders

PHOTO CREDIT: UK AID

4 QUALITY EDUCATION

APPLYING—AND RAISING—EDUCATIONAL STANDARDS

"This project is groundbreaking; it challenges the system of education in Serbia to improve quality and equity for every child. Its outcomes will empower all the young people in their academic and career development, towards successful and fulfilling employment and life."

–Sem Fabrizi, EU Ambassador to the Republic of Serbia

In Serbia, the final examinations used to measure students' performance at the end of their secondary education are not standardized and the assessment processes in schools are too subjective. Higher education institutions report that incoming students display a low level of knowledge and literacy. In a world increasingly dominated by the knowledge economy, the long-term consequences for Serbian competitiveness are profound.

With EU funding, DAI is working alongside the Serbian government to introduce a reformed final examination system—the State Matura—to evaluate students at the end of secondary education. This comprehensive modernization measure brings together educational goals, education standards, and various forms of evaluation in a standardized, state-administered national exam that will enhance students' prospects while enabling a more objective assessment of the education system.

RESULTS

5,000

STUDENTS IN 100 SCHOOLS

took part in a pilot of the reformed final exam system in October 2020

A FURTHER
65,000

STUDENTS IN 550 SECONDARY SCHOOLS

will take part in a second pilot in May 2021 of 50 types exams in 9 languages

ANALYZED AND TRAINED

higher education institutions to help integrate the state exams into admission procedures

DEVELOPED INSTRUCTIONS

for administering the test for candidates with special educational needs

5 GENDER EQUALITY

WOMEN TAKE CONTROL OF THEIR OWN DESTINIES

The FCDO's Arab Women's Enterprise Fund (AWEF) changes the way markets work for women by tackling underlying constraints that limit whether and how women participate in them as workers, consumers, and entrepreneurs. AWEF both improves women's access to opportunities and assists them to seize these opportunities by supporting their agency—their voice, choice, and decision making in economic spaces. Since 2015, the project has reached more than half a million women.

In Egypt, for example, AWEF pioneered support in digital financial services (DFS). AWEF worked with Tasaheel microfinance company to introduce the first online Arabised training on financial literacy for women-owned microbusinesses. Tasaheel developed a sister company, Raseedy, to provide e-payment services to microfinance institution clients, reaching 100,000 women.

In Jordan, AWEF worked with Dinarak, a leading payment service provider, to facilitate access to DFS among underprivileged women through a network of female agents. The initiative expanded Dinarak's female client base and their use of e-wallets to facilitate payments, and prompted the adoption of new gender-focused distribution models. AWEF subsequently rolled out a similar model with Zaincash. Overall, this intervention reached 85,000 women.

AWEF Egypt's Heya Fawry digital intervention facilitated the first female e-payment network in Egypt, working in partnership with Fawry, Unilever, Axa Insurance, and four Egyptian nongovernmental groups. The approach onboarded microenterprises to act as agents to market and sell Fawry's e-wallets to female clients. The wider partnership with Unilever and Axa also enabled these microenterprises to act as agents for multiple products, thereby generating additional income streams for women. Through this partnership, AWEF reached 84,666 women.

RESULTS

30,725 WOMEN

saw incomes boosted

£4.6M

generated in aggregate additional income for poor women across Egypt and Jordan

1,140 MARKET ACTORS

adopted AWEF-supported practices

2,231 MARKET LINKAGES

directly or indirectly facilitated across Jordan, Egypt, and Palestine, generating increased income opportunities for women

54 MARKET ACTORS

showed commitment to reform rules or policies that empower women

6 CLEAN WATER AND SANITATION

BUILDING THE CAPACITY OF WATER AND SANITATION PROVIDERS

The USAID Water and Sanitation Project in Haiti is working with the Haitian government to provide sustainable water and sanitation services across the country. Initially focused in five key cities, the project has helped the Haitian government develop a model for the provision of piped water and lagoon-based sanitation on a full cost-recovery basis for all of Haiti's urban centers.

In 2009, Haiti decentralized the management of urban water systems, creating local water utilities known as CTEs. These CTEs were tasked with selling the water from the water systems and using this revenue to pay their staff salaries and operating expenses. But with only a few exceptions, the CTEs were given little or no training.

Ten years later, the USAID Water and Sanitation Project has focused on helping the local utilities to improve their service delivery, improve the efficiency of their management systems, and focus on providing better service to more customers. The project has introduced computerized customer management and accounting tools and supported the Haitian government's rollout of a cloud-based reporting system.

The project's biggest impact on sanitation will come from helping Haiti's national water and sanitation agency effectively manage its fecal sludge management sites.

The project is now working with nine of the largest water utilities. All nine have seen significant increases in revenues and four are already operating on a full cost-recovery basis and providing improved water service to more than 100,000 people.

RESULTS

9
UTILITIES

provided with training and
tools to better manage their
water systems

19
**SMALL
SANITATION
CONTRACTORS**

trained to sell
improved toilets

105,220
PEOPLE

receiving improved
water service

4
WATER UTILITIES

are already at full cost
recovery

ALL
27
WATER UTILITIES

are trained in the use
of the cloud-based
reporting system

**TRAINING AND
TECHNICAL
ASSISTANCE**

provided to the staff at
both of the sanitation
treatment systems

7 AFFORDABLE AND CLEAN ENERGY

BRIDGING THE FUNDING GAP FOR CLEAN ENERGY

Throughout Sub-Saharan Africa, the growing energy sector has created opportunities for private investment. In Kenya, for example, off-grid energy companies have the potential to grow rapidly and reduce the energy gap in underserved areas. But these enterprises often struggle to achieve scale because they lack the support necessary to confront the complicated financial and operational realities that come with growth.

To tackle this challenge, the USAID INVEST initiative—working with CrossBoundary Group and Open Capital Advisors, and in partnership with Power Africa—identified four high-potential off-grid energy businesses and provided them with targeted transaction support for raising capital to finance growth. The consortium also provided opportunity validation and fund structuring support to a development finance institution for a multicurrency, energy-focused local debt facility.

The program exceeded its targets for both capital raised and projected electricity connections. The supported businesses closed more than $105 million in debt and equity, with more than $59 million allocated to the Kenyan market. As a direct result of this investment, four off-grid energy companies (three solar home system and one mini-grid) are on the path to faster growth, and approximately 1.2 million new and upgraded electricity connections are now projected in Kenya.

RESULTS

$105.3M

in debt and equity closed

4

**off-grid energy
companies supported**

**PROVIDED
ELECTRICITY
ACCESS**

**in underserved
regions to support
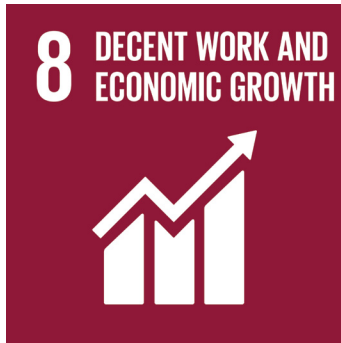Kenya's National
Electrification
Strategy**

1.2M

**projected new and
upgraded connections in
Kenya**

**IMPROVED QUALITY
OF LIFE**

**through opportunities
for higher household
income, increased
educational attainment,
and improved
healthcare**

8 DECENT WORK AND ECONOMIC GROWTH

MARKET SYSTEMS APPROACH DELIVERS RESULTS IN NIGERIA

"The power of the market systems development approach was demonstrated by the fact that in the second phase, in only two years, we doubled the results with half the budget in half the time."

— Tunde Oderinde, Team Leader, MADE Project

The FCDO's Market Development in the Niger Delta (MADE) project, which came to a close in 2020, promoted inclusive, pro-poor growth for farmers and entrepreneurs. The first phase of the project (2013 to 2018) increased the incomes of more than 150,000 poor people by £18 million; its second phase (2018 to 2020) reached an additional 157,000 poor people, boosting their incomes by a minimum of 15 percent and generating an additional £28 million in income for farmers and small businesses.

MADE applied a market systems approach in conflict-affected areas with a special focus on the frontline conflict states of Akwa Ibom, Bayelsa, Delta, Rivers, and Edo—improving their capacity to provide economic opportunities and increase incomes for returnees, potential victims of human trafficking, and vulnerable households.

RESULTS

551,521
SMALLHOLDER FARMERS

reached through commercially driven initiatives

389,441
SMALLHOLDER FARMERS

showing increased productivity, of whom 307,722 (47% women) saw at least a 15% increase in income

GENERATED
£46M

net attributable income (£18M from MADE I)

ENGAGED WITH
50
PRIVATE TRAINING COMPANIES

to change their approach from targeting donors and government to targeting smallholders as prime clients. They are now selling a widening basket of services to 100,000 smallholder farmers.

36
LEAD FIRMS

assisted across five sectors to enhance their engagement with smallholder farmers, working through 1,982 extension service providers in cassava, agricultural inputs, fisheries, poultry, and palm oil

PHOTO CREDITS: UKAID

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

ENSURING INCLUSIVE ECONOMIC GROWTH IN GUYANA'S NEW ENERGY INDUSTRY

Guyana is a country in transition. The 2015 discovery of offshore oil and gas reserves is transforming the small nation's economy. Multinational corporate investments in Guyana's resources bring with them the promise of new jobs and increased incomes. But without experience in these new industries, and with limited exposure to international business practices, Guyanese firms and workers risked being left out of these economic and professional benefits.

The Centre for Local Business Development in Georgetown, Guyana, supports inclusive and sustainable growth in the country's oil and gas industry. Launched in 2017 by ExxonMobil and managed by DAI, the Centre assists Guyanese firms to access opportunities in the oil and gas supply chain. The Centre offers programs that develop and register local suppliers, help businesses comply with international standards, and mentor firms to succeed in a new economy.

To date, more than Guyanese 600 businesses have a contract or purchase order from ExxonMobil and its prime contractors. The Centre has grown to meet the evolving needs of local businesses, introducing a supplier registration portal, business courses, computer-based training, networking and mentoring opportunities, and a health, safety, security, and environmental (HSSE) management program.

The Centre continues to innovate to support local businesses in Guyana's energy infrastructure. Future programs may include working with banks on access to financing and launching an accelerator program for historically disadvantaged populations. These efforts aim to position Guyanese firms to promote new technologies and facilitate inclusive international trade.

RESULTS

3,051
SEMINARS CONDUCTED

on the oil and gas industry

4,037
COMPANIES REGISTERED

including 2,552 local companies

99
"SMART PARTNERSHIPS"

established with companies at least 50% Guyanese owned

311
PARTICIPANTS

representing 221 businesses enrolled in business courses

334
PARTICIPANTS

representing 226 businesses enrolled in HSSE management courses

10 REDUCED INEQUALITIES

BRIDGING THE GENDER DIGITAL DIVIDE

Internet use is expanding around the world, but major gender inequalities persist in access to technology. In some countries, the gender gap in mobile internet exceeds 51 percent and prevents women from fully participating in the global economy, health and education opportunities, and everyday life.

Part of the White House-led Women's Global Development and Prosperity Initiative (W-GDP), the WomenConnect Challenge (WCC) seeks solutions to change the way women access and use technology. DAI's Digital Frontiers project—a mechanism that works with USAID to identify and scale successful digital approaches—is implementing the Challenge through grant competitions and partnerships.

The first two rounds of the WCC have awarded $2.9 million in grants to 12 grantees. The first round of nine projects focus on addressing the social and cultural norms that keep women offline and under-empowered.

One such project was an 18-month effort in Northern Nigeria that used family listening groups and a radio broadcast to substantially shift perceptions about internet use. While 80 percent of male participants initially reported that they didn't think the internet was beneficial for women and girls, 95 percent of men had decided it was beneficial by the program's end.

For the second round of the challenge, three awards support organizations that are creating specific solutions to advance women's digital connectivity and facilitate their participation in the global economy. Digital Frontiers recently launched a third round of the WCC to focus on replicability and scaling effective practices to close the gender digital divide.

Digital Frontiers is also facilitating new private sector partnerships through the W-GDP, including a commitment between USAID and Microsoft Airband to create a more equal technology user base by centering activities around women's information needs, aspirations, and barriers to meaningful connectivity. Partnerships with Mastercard will help women entrepreneurs grow and scale their businesses in Colombia and support women owned-and-operated retail shops across India.

RESULTS

IN NORTHERN NIGERIA

$2.9M

AWARDED

to 12 grantees working to bridge the gender digital divide

IN NORTHERN NIGERIA

95%

OF MALE PARTICIPANTS

came to believe internet is beneficial to women and girls, up from 20% prior to campaign

41

KNOWLEDGE PRODUCTS

developed and disseminated by Digital Frontiers

IN NORTHERN NIGERIA

2X

the number of female participants who felt supported to use digital technology more than doubled

DIGITAL FRONTIERS WORKS IN

30

countries with 14 USAID Missions and Bureaus

11,611

STAKEHOLDERS

engaged through Digital Frontiers training and events

11 SUSTAINABLE CITIES AND COMMUNITIES

RE-ENGINEERING PUBLIC SERVICES

A growing majority of the world's population lives in cities, and most of that growth is taking place in developing countries. Governments face increased strain to provide infrastructure and services for urban residents.

In Iraq, where 70 percent of the population lives in urban areas, addressing such challenges requires improving—and building public trust in—government services and institutions. The USAID Iraq Governance and Performance Accountability (IGPA) project, also known as Takamul ("Integration"), is helping local and federal governments better respond to the needs of their citizens. Along with activities to support public financial management and government transparency, the project is working with communities to "re-engineer" solid waste management and water services.

IGPA used business process re-engineering to reduce the time and cost of service delivery. From using GPS devices in garbage collection, to operating a water plant through a digital app, to creatively incentivizing street cleaning, this re-engineering work radically changed the way decentralized governments implemented services in urban areas. These highly visible efforts also improved citizen participation in sustaining services and deepened their trust in local institutions.

RESULTS

MORE THAN
US$200,000
ANNUAL SAVINGS REALIZED

from reduced operating and vehicle maintenance
expenses using GPS devices in its garbage collection
fleet in Al-Jsir Municipality

MORE THAN
100,000
RESIDENTS OF AL-JISR IN BAGHDAD

no longer buy drinking
water from water trucks,
thanks to re-engineered
water plant operations that
resulted in increased water
production and potability

SMS

25,000
CITIZENS

benefit from
improvements made by
a water plant in Babil,
including controling
its operations and
maintenance through a
phone application

**WENT FROM
24 DAYS TO
9 DAYS**

to clean the entire
community, improving
waste collection and
cleaning service for
almost half a million
residents of Baghdad
Basrah's Zubair
Municipality Directorate

BAGHDAD'S MUNICIPALITY DIRECTORATE

launched a competition for the cleanest street in al-
Jisr, with prizes for residents of the winning street.
The initiative builds on the conversion of swamps
and waste areas into gardens in the al-Nasir Wa
Salam neighborhood.

PHOTO CREDIT: USAID

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

TOWARD A SUSTAINABLE BEEF INDUSTRY

Agriculture—including the meat industry—makes up most of Uganda's economy and presents a range of opportunities to lift people out of poverty. But as livestock production grows along with the country's population, so do the risks it poses to the environment and human health and wellbeing. Indeed, the United Nations recognizes global meat production as a major source of greenhouse gas emissions, desertification, and other threats.

An EU-funded effort—Developing a Market-Oriented and Environmentally Sustainable Beef Meat Industry in Uganda Project (MOBIP)—is working with Uganda's beef industry to alleviate poverty and improve food security, but doing so in a way that keeps responsible productivity in mind. Only through increased productivity will the sector be able to address a growing demand for meat while addressing the environmental hazards that come with it. MOBIP's holistic value chain approach supports the public and private sectors, focusing on small beef producers. It works toward an environmentally sustainable, climate-resilient, low-emission meat industry that is gender-responsive and respects animal welfare practices.

Step one: better regulation. MOBIP is reviewing and updating policy, legal, regulatory, and institutional frameworks along the beef value chain, with a focus on including women and mitigating environmental impact.

The project helps create producer groups—including women groups—that raise standards of beef production: promoting animal disease control and prevention, offering training on climate-smart pasture and manure management, promoting integrated water management, and encouraging supplementary feeding and efficient breeding methods (practices that can reduce greenhouse gas production).

Last, MOBIP improves marketing and transportation to stimulate demand for safer meat processing and animal welfare practices. The project is assessing options for improving local slaughter facilities and partnering with urban women's groups to generate income from cooked beef products.

RESULTS

6

REGULATORY IMPACT ASSESSMENTS

delivered with suggested actions and amendments for regulations on animal feed, veterinary practice, meat sector development, livestock identification and traceability, animal breeding, and disease control

REVIEWED THE AGRICULTURAL SECTOR SUPPORT PLAN

and helped develop an investment plan for the beef industry

EVALUATED BIDDERS

for the new Sanga slaughterhouse, a facility that is compatible with national and international standards

13 CLIMATE ACTION

SUPPORTING SUSTAINABLE CLIMATE AND ENERGY POLICIES

"Seeing the children taking part in this tree planting day fills me with hope. Many people pay no mind to what will happen in 50 years, but involving children… is the best way to ensure a better future for the planet and the next generations."

–resident of Hammam Sousse, Tunisia

The South Mediterranean basin is one of the world's regions most vulnerable to climate change. Water scarcity, rising temperatures, and desertification are growing concerns, endangering both socioeconomic development and the geopolitical environment.

A multisectoral project called Acting for Climate in South Mediterranean (Clima-Med) aims to address these climate threats. Launched in 2018 by the EU, Clima-Med supports sustainable climate and energy strategies at national and local levels in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia.

Across these countries, the project has partnered with 100 municipalities to design their own concrete climate change action plans and investments. Clima-Med also hosts helpdesk services from its two offices in Maghreb and Mashreq—which offer coaching for cities as they prepare their plans—as well as workshops, training, and other technical assistance. To align potential donor financing support with cities' priority projects, Clima-Med created eight National Coordination Groups (NCGs). NCGs are assemblies of key national ministries that lead climate action nationwide and coordinate with international initiatives and finance institutions across the Middle East and North Africa.

14 LIFE BELOW WATER

PROTECTING MARINE BIODIVERSITY AND LOCAL LIVELIHOODS

Environmental threats to the world's oceans endanger not only biodiversity, but also the human livelihoods they sustain. As a country of more than 7,000 islands, the Philippines presents a marvelous array of diverse marine and coastal life— biodiversity assets that are threatened by illegal and destructive activities and other human pressures.

Launched in 2016, the USAID Philippines Protect Wildlife project has worked to conserve the country's biodiversity and sustain ecosystem services in ways that improve local livelihoods and wellbeing. Along with supporting forest management and curbing illegal wildlife trafficking, the project assists a wide range of partners to protect marine species and ecosystems, train local organizations, conduct research, and offer ecologically sustainable income-generating opportunities.

Protect Wildlife assists partners to finalize and improve long-term conservation management plans. In its fourth year, the project worked with 1,000 community members from six local governments to help the Sarangani Bay Protected Seascape to complete and kick-start its 10-year management plan. The project led training courses on handling turtle nesting sites and rescuing stranded marine mammals such as dolphins and whales.

On a national level, foreign fishing vessels and destructive night fishing can decimate the Philippines' fisheries and endangered wildlife. Protect Wildlife helped the Department of Agriculture Bureau of Fisheries and Aquatic Resources update its 20-year-old anti-poaching protocol to better address poaching operations. The new protocol will be standardized across various law enforcement bodies for improved coordination.

Protect Wildlife has funded Filipino university research studies on topics such as using micro-propagation technologies to strengthen the seaweed industry in Tawi-Tawi and the growth and survival of sea cucumbers produced in hatcheries. In 2020, the project supported 109 female members of three local organizations to increase earning potential from their seaweed enterprises.

RESULTS

ON TRACK TO INCREASE THE CAPACITY OF

100,000

INDIVIDUALS

to economically benefit from sustainable natural resource management and biodiversity conservation

750,000

HECTARES

of biologically significant areas placed under improved management

4,861

PEOPLE TRAINED

in sustainable resource management and conservation

REDUCED GREENHOUSE GAS EMISSIONS BY

1,250,333

METRIC TONS

through improved management of protected areas and forests

CONTRIBUTED TO

66

LAWS, POLICIES, AND REGULATIONS

that address biodiversity conservation or other environmental themes

PHOTO CREDIT: USAID

15 LIFE ON LAND

ADDRESSING INVASIVE SPECIES

Turkey's geography straddles multiple continents and climates. The country's unique location gives rise to rare ecosystems and wildlife; it is home to three of the world's 36 "biodiversity hotspots." But Turkey's role as a nexus for global trade and transportation have exposed the country to a major threat to its biodiversity: invasive alien species.

Fourteen of the world's 100 most invasive flora and fauna are present in Turkey and threaten endemic species through competition for habitats and as potential carriers of disease, parasites, and genetic defects. The Addressing Invasive Alien Species Threats in Terrestrial Areas and Inland Waters in Turkey project, co-funded by the EU and the Turkish government, targets six of these species.

The project aims to identify threats from invasive species, prevent their introduction into the country, and mitigate or eliminate their impacts on native species' habitats. This work includes creating a national policy framework and establishing capacity building and information sharing systems. As the first EU-funded project to address invasive species, it also includes a component to raise public awareness about this urgent issue.
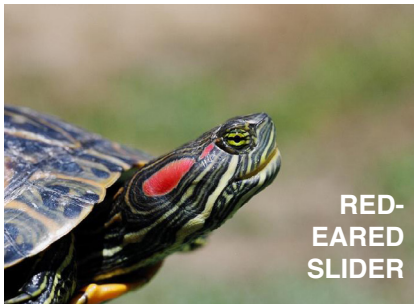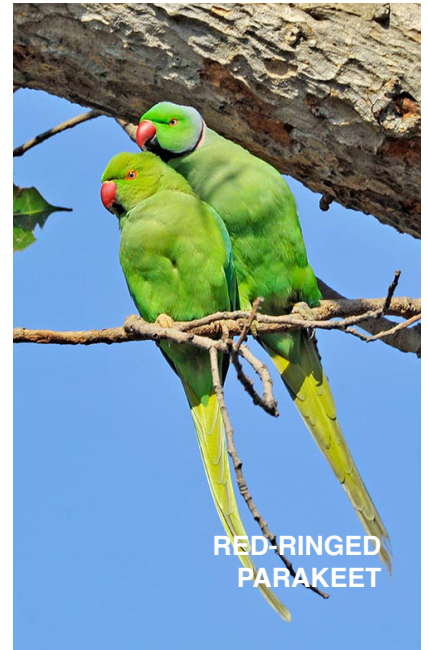
SPECIES TARGETED BY THE PROJECT

RED-RINGED PARAKEET

PRUSSIAN CARP

BUR CUCUMBER

RED-EARED SLIDER

MOSQUITO FISH (GAMBUSIA)

NUTRIA

PHOTO CREDITS: EUROPEAID

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

STRENGTHENING INSTITUTIONS AND COMMUNITIES IN THE FIGHT AGAINST VIOLENT EXTREMISM

NIWETU partners agree that CVE stakeholders in Kenya are more focused, coordinated, and prepared than ever before. The project has directly contributed to an unprecedented level of CVE cooperation between civil society organizations, community members, influencers, and government officials.

For the past decade, Kenya has faced a growing threat from al-Shabaab and other terror groups. On top of carrying out major attacks on public spaces in Kenya, violent extremist groups have also attempted to sow division in rural communities and recruit disaffected young people to their cause.

Fear of al-Shabaab and a lack of awareness about the drivers of violent extremism made it difficult for these communities to take countering violent extremism (CVE) action. But the problem was also an institutional one: national CVE activities were not well coordinated by the government and local leaders lacked skills and resources to implement grassroots strategies.

From 2016 to 2020, USAID's Kenya NiWajibu Wetu (NIWETU) project supported major progress in both areas. Named for a Kiswahili phrase that translates to "Kenya is our responsibility," NIWETU had two objectives: mobilizing communities to address violent extremism while also improving government responsiveness to the issue.

NIWETU devised a systems-based approach to CVE, focusing on strengthening capabilities, establishing linkages between CVE actors, and encouraging communities and government actors to devise their own CVE initiatives. Informed by rigorous research, this whole-of-society approach proved more effective and sustainable than more narrow CVE approaches.

Among the project's many activities, it facilitated training sessions and conversations in hotspot communities and created a CVE Facilitation Guide that will help local partners continue these efforts beyond the end of the project. NIWETU also worked with media and civil society partners on communications activities, identifying "CVE Influencers" to speak out against violent groups on radio talk shows.

RESULTS

TRAINED GOVERNMENT AND SECURITY OFFICIALS IN

5

counties, recognizing the necessity of strong institutions and government capacities to promote CVE

18,000 PEOPLE

participated in NIWETU-supported events to build popular support for CVE

12,000 WOMEN AND YOUNG PEOPLE

benefited from the project's interventions

36 CIVIL SOCIETY ORGANIZATIONS

partnered with Kenya's government on CVE activities

SUPPORTED THE CREATION OF

41

County Action Plans to implement CVE at the county level

59

community-based organizations supported

90% OF COMMUNITY MEMBERS

reported after training that they are likely to implement what they learned about CVE

97%
OF GOVERNMENT OFFICIALS WHO RECEIVED TRAINING

indicated they will likely use what they learned

PHOTO CREDITS: USAID

17 PARTNERSHIPS FOR THE GOALS

FOSTERING PARTNERSHIPS FOR POLICY TRANSFORMATION

Achieving the SDGs requires strong, inclusive partnerships at global, national, and local levels. As the world economy recovers from the impact of COVID-19, this cooperation is more important than ever.

USAID Policy LINK—part of the Agency's Feed the Future initiative—launched in 2019 to foster such partnerships. By helping people and organizations work better together in a variety of sectors, the global project strengthens the leadership capacities of public, private, and civil society actors and their ability to act collectively to transform policy systems for resilience and food security. Building on a decade of successes from USAID's Africa Lead projects, Policy LINK offers services such as facilitative leadership development, network strengthening to institutionalize change, joint work planning at the local and community levels for collective action, and participatory knowledge sharing for inclusive policy learning.

Policy LINK also helps partner organizations work together more efficiently and effectively. In South Sudan, the project provides backbone support to Partnership for Recovery and Resilience (PfRR)—a multidonor initiative to create a model of co-location, coordination, and collaboration among development partners, strengthening crucial community-level institutions in the fragile state.

When COVID-19 hit South Sudan in early 2020, these relationships became more crucial than ever. Policy LINK partnered with another USAID project, SUCCESS, which had established community-based Civic Engagement Centers to provide internet, meeting space, training rooms, and computer access to remote areas. Policy LINK re-situated the centers as entry points for local coordination for the PfRR at the community level. Through the centers and their local leaders, LINK facilitated dialogues, trainings, pause-and-reflect sessions, and other community engagement efforts to address the pandemic.

EXAMPLES OF POLICY LINK PARTNERSHIPS

GOVERNMENT

African Union (AU) Department of Rural Economy and Agriculture: Collaborated on the AU's biennial review process, its principal mutual accountability mechanism for implementing the Comprehensive Africa Agriculture Development Programme.

IMPLEMENTING PARTNER

Democracy International: Worked with the organization's Civic Engagement Centers—part of the PfRR in the Partnership Areas of South Sudan—in the early stages of the COVID-19 crisis.

PRIVATE SECTOR

African Management Institute & the Alliance for a Green Revolution in Africa: Entered into a major partnership with both organizations, which will include a leadership development program.

PHOTO CREDITS: USAID

UN GLOBAL COMPACT

How DAI Embraces the 10 Principles

HUMAN RIGHTS

PRINCIPLE 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

PRINCIPLE 2:

Make sure that they are not complicit in human rights abuses.

DAI treats all human beings with dignity, fairness, and respect, and upholds these fundamental human rights both in the workplace and through its work in the international development sector. Our commitments to ethical integrity in all phases of our business are laid out in the DAI Code of Business Conduct and Ethics, available on dai.com.

DAI is committed to providing an inclusive workplace that embraces and promotes diversity and equal opportunity. For instance, we have in place a Governing Policy on Child Safeguarding Standards that honors the inherent dignity of children and enforces the core principles set forth in USAID's Child Safeguarding Standards and the International Standards for Child Protection.

In addition, DAI is conscious about the choice of our partners globally and engages only with vendors, suppliers, consultants, subcontractors, grantees, and clients who operate in compliance with human rights laws and in accord with DAI's Code.

DAI fully supports the prevention and prohibition of human trafficking and forced labor, and complies with U.S. and U.K. government laws and regulations as well as cooperating country laws and regulations around the world to prevent modern slavery, human trafficking, and forced or child labor. This compliance and commitment is also a prerequisite of any subcontract or partnership into which DAI may enter. Furthermore, our employees and consultants are duty-bound to report any instances of child labor and human trafficking we may encounter in our work across the globe.

DAI is proud to have been contracted by the FCDO to improve the capability of its technical advisors in preventing and responding to sexual exploitation and abuse and sexual harassment on projects in all development sectors, including humanitarian emergencies and initiatives in the infrastructure, health, and education sectors.

Among various project-level activities to advance human rights around the world, DAI is working with USAID's Office of Transition Initiatives to support Malaysians' aspirations for a more democratic society, focused on empowering voices to engage on issues important to the Malaysian people. This year, the **Malaysian Reform Initiative (MARI)** has:

- Supported the Malaysian Human Rights Unit (the Law Department under the Prime Minister's Office) to determine advocacy strategies to secure Malaysia's ratification of the International Convention on Civil and Political Rights and the International Convention on Economic, Social and Cultural Rights.

- Collaborated with SUARAM to build support for the creation of a protection mechanism for human rights defenders and draft recommendations for a reform bill that prevents intimidation and reinforces fundamental liberties.

PHOTO CREDITS: USAID

- Convened civil society organizations (CSOs) to participate in a review of progress on human rights issues to date, produce a CSO report, and engage with the government to ensure that Malaysia is on track to address various concerns, as part of the United Nations Universal Periodic Review.

- Strengthened Pusat KOMAS, a human rights communications center that promotes equality and opposes racial discrimination.

- Facilitated an online stakeholder consultation with the Malaysian Centre for Constitutionalism and Human Rights to produce recovery recommendations for the Malaysian government's proposed Temporary Measures Bill on COVID-19.

For the EU, DAI is implementing **EU Support to the Ombudsperson Institution in Kosovo**, a three-year effort to build the Ombudsperson's capacity to protect and promote the human rights and fundamental freedoms of Kosovan citizens. In 2020, for example, the project organized three days of training on the practices of the European Court of Human Rights, a high-profile capacity building event that drew significant participation.

Also for the EU, DAI is implementing the **Chilungamo (Justice and Accountability) Programme in Malawi**, which is working to ensure that the most vulnerable Malawians have access to remedies and compensation in cases where their rights have been violated. Specifically, Chilungamo supports seven institutions in the justice sector, improving access to legal aid, decent district magistrate courts, gender-sensitive Police Victim Support Units, and more effective investigation and prosecution of gender-based crimes of violence.

In **Myanmar**, DAI is working with USAID to strengthen local CSO engagement with Large Scale Infrastructure Projects (LSIPs), which have historically encroached on the human rights of local communities, fueling disruption or loss of local livelihoods, displacement and loss of land, and environmental pollution and degradation. To address this, DAI is supporting CSOs to use Myanmar's existing policies, laws, rules, regulations, and procedures to ensure that adverse impacts from LSIPs are mitigated and local people are able to engage with the projects to ensure they share in the benefits. Through this support, CSOs in Myanmar will have increased knowledge, resources, and skills to defend the rights of their communities and advocate for their needs.

DAI is also working with USAID to address the need for accurate information regarding the civil documentation and citizenship processes in Rakhine State, where Rohingya and other Muslim communities are subjected to institutionalized discriminative polices stemming from their lack of legal status in Myanmar. These policies limit their freedom of movement, access to higher education, better healthcare, and career opportunities, among others. To address this, DAI is equipping local community influencers with accurate and neutral information regarding civil documents and processes, enabling them to assist other community members to understand their rights and the legal basis for citizenship, and to help them to find ways and steps to access citizenship.

EMMA KERR

DAI's global development experts provide leadership not only within the company, but also within their own fields. Along with lending her expertise to DAI's governance practice in the United Kingdom, Senior Project Manager Emma Kerr serves as Vice-Chair on the Executive Committee for the U.K. office of the Commonwealth Human Rights Initiative (CHRI).

CHRI is an international, independent, nongovernmental organization working for the practical realization of human rights across the Commonwealth through research, advocacy, and mobilization. Founded in 1987 and headquartered in New Delhi, India, CHRI focuses on the intersection of human rights, transparency, and good governance. Its programs work to further access to justice and information, eradicate slavery and human trafficking, protect media freedoms, and build the capacity of small states to access UN human rights mechanisms.

CHRI's U.K. office leads research and advocacy work on SDG Target 8.7 and founded a member-driven network of local, grassroots NGOs focused on slavery and human trafficking. In her role as Vice-Chair, Kerr draws on her background in network governance, knowledge of the Commonwealth, and civil society engagement.

"Good governance is all about creating governments and institutions that are accountable to the citizens that they represent," says Kerr. "My work has always centered on civic engagement and facilitating dialogue between civil society and government, so there is a lot of synergy in the technical side of my roles at DAI and CHRI."

"The roles are also complementary in that being a trustee allows me to see some of the challenges that small organizations like CHRI face—something that can be easy to forget when you are sitting on the other side. It's a really great exercise in understanding how organizational governance should function effectively."

Kerr acts as Project Manager for the FCDO Kosovo Strengthening Public Procurement project and also supports DAI's FCDO portfolio in Mexico. Prior to joining DAI, she managed a network of 1,300 CSOs working on mitigating natural disasters, facilitating policy dialogue with governments, building capacity, and encouraging collaboration. Kerr also has experience running a network of CSOs for the Commonwealth Secretariat and working for Transparency International.

LABOR

DAI is wholly owned by its global corporate employees. In 2016, the Global Equity Organization presented DAI with its award for Best Use of a Share Plan in a Private Company, praising DAI for having "raised the bar in achieving its corporate objectives and inclusively engaging its workforce as owners."

DAI is an equal opportunity/affirmative action employer with a commitment to diversity. All qualified applicants receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. DAI seeks to recruit a diverse workforce and we are committed to maintaining a work environment where all employees feel respected, valued, and free of harassment. The safety and security of our employees and affiliates are our top priorities.

MEASURING OUTCOMES

Every year DAI builds an affirmative action plan that includes the following processes:

Outreach: DAI representatives attend career fairs and establish relationships with universities and community-based organizations to attract qualified female, minority, veteran, and disabled candidates.

Workforce Analysis: DAI compares its workforce composition by race and gender to census data to determine if women and/or minorities are under-represented and develops programs to improve representation of qualified women and minorities.

Personnel Action Analysis: DAI analyzes its hires, promotions, and terminations to determine whether one or more groups are adversely affected by existing processes. Where potential adverse actions are identified, the Human Resources department investigates and recommends corrective action.

Compensation Analysis: DAI conducts a statistical analysis of employee compensation by race and gender, and the Human Resources department recommends corrective action where necessary.

In the United States, DAI's affirmative action plan is currently undergoing an audit by the Department of Labor Office of Federal Contract Compliance Programs. The most recently completed DoL audit was performed in 2014, with no violations found.

Protecting Workers' Rights in Asia

In **Indonesia**, the **USAID Jalin** project partners with the Indonesian Ministry of Health to reduce maternal and newborn deaths. As part of this effort, Jalin engages directly in factory workplaces and addresses employment discrimination by supporting women of reproductive age to access better pre- and post-natal care as they breastfeed and nurse their infants—thereby enabling them to continue working while experiencing healthier pregnancies and pregnancy outcomes.

In total, Jalin has trained 21 clinical staff and counselled 2,365 women through these workplace programs. Semarang City, located in Central Java Province, Indonesia, is one such example where USAID Jalin engaged with factories that produce garments for national and international markets. The city won an Indonesia Healthcare Innovation 2020 award for the initiative. The award was presented at the Indonesia Healthcare Forum, which brings together healthcare practitioners, academics, government, business partners, and other stakeholders to improve access to high-quality healthcare in Indonesia.

Also in **Southeast Asia**, the **USAID ASEAN PROSPECT** project this year held a multisectoral consultation workshop to disseminate findings and recommendations regarding Forced Labor in the Fishing Industry in ASEAN. The 75 participants included representatives from the U.S. Government, all ASEAN Member States, relevant ASEAN bodies, and the International Labor Organization.

ENVIRONMENT

DAI is committed to ensuring environmental sustainability and integrating the principles of sustainable development in all its projects. DAI works to support equitable management of biodiversity and ecosystems, improve access to safe water and sanitation, and build climate change resilience and mitigation. DAI is committed to complying with all applicable environmental laws, rules, and regulations.

In 2020, DAI was awarded projects by a wide range of clients committed to sustainable development and environmental protection:

- Under its largest ever contract for the EU, DAI will lead a four-year initiative to **Support the Secretariat of the Global Covenant of Mayors (GCoM) for Climate and Energy**. More than 10,000 cities from 138 countries across 6 continents—representing 21 percent of the global urban population—are signatories of the GCoM, which commits cities and local governments to implement measures to reduce or limit greenhouse gas emissions, prepare for the impacts of climate change, and increase access to sustainable energy.

- Also for the EU, DAI will support the **Boosting Effective and Sustainable Transformation for Energy** programme in **Turkey**, which will help the Ministry of Industry and Technology develop innovative, green, and competitive industries in Izmir; and we will provide the **Determination of Industrial Emissions Strategy of Turkey in Accordance with Integrated Pollution Prevention and Control** (IPPC)—promoting implementation of the IPPC approach in line with the EU Industrial Emissions Directive.

- For USAID, DAI was entrusted with the Agency's flagship **Integrated Natural Resource Management** program, a five-year effort to drive the uptake and operationalization of USAID's new Environment and Natural Resource Management Framework.

- Also for USAID, DAI began implementing the five-year **Vietnam Sustainable Forest Management Activity** (SFMA) to help the Government of Vietnam reduce carbon emissions associated with deforestation, degradation of natural forests, and poor plantation management. SFMA will implement a "Green Prosperity" approach that strengthens local communities' ability to protect their natural resources and reduce emissions while building a foundation for sustainable livelihoods.

- The Agence Française de Développement contracted DAI to develop a feasibility study and final designs for a climate change adaptation programme for the Yaque del Sur River Basin in the **Dominican Republic**. Intended to promote both environmental and social resilience, the programme will be based on an integrated water resource management system and an adaptive social protection mechanism.

MEASURING OUTCOMES

Since 2016, in its U.S. Government project work, DAI has supported the improvement of more than 800,000 hectares of land through better natural resource management and through biodiversity and wildlife conservation. Our work has reduced, sequestered or avoided greenhouse gas emissions equivalent to more than 1.25 million metric tons of CO_2 over the same period, in addition to mobilizing $8.4 million in private investment in sustainable landscapes, natural resource management, and biodiversity conservation.

PHOTO CREDITS: USAID

Launching the FCDO Nepal Renewable Energy Programme

Nepal's clean energy sector faces complex challenges. These include sector-specific issues such as a lack of sustainable financing mechanisms and an over-reliance on subsidies, in addition to wider contextual challenges such as the decentralization of authority to new provincial and local government units. These challenges must be overcome if the sector is to achieve its potential in terms of improving access to clean energy and boosting productivity in the rural economy.

Launched by DAI in 2019, the **FCDO's Nepal Renewable Energy Programme** assists the Government of Nepal and the private sector to plan and invest in low-carbon development—encompassing industries, businesses, schools, health facilities, communities, and homes—that will grow the economy, reduce poverty, and support climate-smart development.

The programme hopes to achieve transformational change in distributed renewable energy development through increased private sector investment resulting in low-carbon economic growth and sustainable energy access for all. Among its goals:

- Increasing installed renewable energy capacity by 16 megawatts.

- Providing renewable energy to 95,000 households, 500 small businesses, and 200 schools and health facilities.

- Leveraging £37.2 million of private and public sector investment in distributed renewable energy.

- Strengthening institutional capacity, policy, energy planning, and compliance mechanisms to enhance the understanding and adoption of distributed renewable energy.

- Avoiding greenhouse gas emissions by displacing high-carbon energy imported from other countries.

Promoting Forests, Mitigating Greenhouse Gas Emissions

In 2020, as part of a broader commitment to mitigate its environmental impact, DAI launched a corporate partnership with Trees for Life, a British conservation charity focused on restoring the Caledonian forest and rewilding the Scottish Highlands by planting native trees, nurturing seedlings, encouraging forest regeneration, and reintroducing missing species.

As a Gold Partner, DAI set up its own grove with Trees for Life, funding the planting of 1,000 trees in 2020.

"We're delighted to get this partnership in place and we look forward to planting more trees in the years to come," said Keith Smith, Senior Vice President for DAI's HMG Business Unit, which focuses on delivering UKaid and implementing bilateral development investments for Her Majesty's Government.

Smith cited the United Kingdom's role hosting the 2021 COP 26 as an impetus both for the partnership and for a broader review of the company's environmental policy. "In light of the escalating climate emergency, we need to take greater responsibility for our environmental impact. After a turbulent year that changed the way we deliver our international work, especially our reliance on air travel, we see this as a unique opportunity to take stock and take action."

The firm's forthcoming Emission Reduction Strategy 2021 will look at how we measure our carbon footprint, Smith said, and introduce practices to prevent unnecessary emissions and reduce or offset our remaining emissions—including through mechanisms such as the Trees for Life partnership.

"Trees for Life is aptly named because native forests are so much more than trees," said Felicity Buckle, a Senior Consultant in DAI's land practice, who is leading the work with the charity. "Restoring these unique habitats through tree planting helps to address biodiversity loss, reduce localised flooding, and reduce the impacts of climate change."

ANTI-CORRUPTION

DAI has an uncompromising commitment to ethical behavior. DAI's policies, procedures, and professional management of staff are designed to minimize vulnerability to fraud in financial transactions, reporting results, grant awards, and the procurement of goods and services. DAI holds itself accountable to stringent standards enshrined in the U.K. Bribery Act (UKBA) across all projects and activities.

All DAI staff must complete mandatory annual training on ethics and provide a written certification that they have reviewed, understood, and agree to comply with DAI's Code. DAI has an ethics hotline where staff can anonymously report suspected violations and a strict non-retaliation policy against anyone who makes a good-faith report of ethics or compliance concerns. Additionally, DAI publishes a regular newsletter on ethics quoting encountered and adapted case studies from our collective experiences to enhance our learning across the globe.

DAI's Ethics and Compliance Officers monitor ethical issues and their timely resolution. An analysis of this information is provided to the Global Ethics and Compliance Committee, which responds to changing vulnerabilities and trends through updates to training, communications, policies, and practices. The Chief Ethics and Compliance Officer reports regularly to DAI's Board.

Among our various field activities to combat corruption in 2020, DAI worked through **USAID's Guatemala Fiscal and Procurement Reform Project (FPRP)** to design and implement a transparent, automated registration and pre-qualification system for government suppliers and contractors, which provides controls to curb corruption in public procurement. FPRP, which closed in 2020, also designed and implemented a tax perception survey to better understand public confidence in the tax system and perceptions of corruption: the survey found that 8 out of 10 Guatemalans would be more motivated to pay taxes if there were less corruption in public spending, and the project helped develop an action plan to increase awareness about the Government of Guatemala's efforts to tackle corruption and increase transparency while promoting voluntary tax compliance.

In neighboring **El Salvador**, the **Domestic Resource Mobilization Project** is supporting the Supreme Audit Authority-Corte de Cuentas to improve its capacity to detect corruption and the mismanagement of public resources. As a result, the Corte was able to detect more than $60 million in mismanagement and corruption. This USAID project also developed an electronic public procurement system that is enabling the Ministry of Finance to economize on public resources and better address corruption.

Similar outcomes are expected from the **FCDO's Kosovo Strengthening Public Procurement project**, awarded to DAI in 2020. Designed to reduce malfeasance and corruption, this three-year capacity building and digitalisation initiative will improve the practices of contracting authorities and work with the Procurement Review Body—a decision making panel—to ensure professional and fair adjudication of procurement disputes while preventing irregularities and corruption in public contracting.

MEASURING OUTCOMES

DAI's Global Ethics and Compliance Database consistently shows timely notification to clients of credible evidence of corruption, bribery, and conflicts of interest, as well as timely closure of investigations. As of December 2020, DAI has confirmed no violations of the UKBA in 2020. DAI annual ethics and compliance training continues to reach practically all employees around the world. Employee surveys indicate sustained high levels of willingness to report allegations and concerns.

PHOTO CREDIT: USAID

SHAPING A MORE LIVABLE WORLD.

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