



Shaping a more livable world.

United Nations Global Compact
**COMMUNICATION
ON PROGRESS 2021**



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THROUGHOUT THIS REPORT WE USE THE FOLLOWING ABBREVIATIONS:

U.K. Foreign,
Commonwealth
& Development
Office (FCDO)

U.S. Agency for
International
Development
(USAID)

European Union
(EU)





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CEO STATEMENT OF SUPPORT

COMMUNICATION ON PROGRESS

I am pleased to present DAI's 2021 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. In addition to environmental responsibility, we are committed to upholding human rights and labor standards, and to combatting corruption in all its forms.

James Boomgard
President and CEO

In 2021, the environment—climate in particular—has been a point of emphasis for DAI. Last year, I ended my Statement of Support by noting that “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.” This year, we have invested significantly in our already robust climate capabilities.

First, as you’ll see in this document, we launched a Climate Practice. Climate work is nothing new at DAI—our clients and the projects we help them implement have been doing extraordinary work on climate mitigation and adaptation for many years. But under the leadership of longtime DAI climate and environment specialist Donald Lunan, the Climate Practice is ensuring that we deliver a “whole of company” approach to our efforts, leveraging our climate programming across the wide range of DAI clients, technical disciplines, and geographies to ensure that we are sharing knowledge and expertise across all our offices and projects, and helping



to drive innovation. As Donald put it in announcing the practice, “Climate challenges cannot be addressed through ‘business as usual’ or through a single technical lens. They are multi-faceted and need to be approached holistically.”

Second, we are making sure that DAI itself operates in an environmentally responsible manner. On launching the new practice, we signed on to the Science Based Targets Initiative (STBi). That pledge committed DAI to emissions reduction targets that, if adopted by industry around the world, would stabilize global temperatures at 2°C above pre-industrial levels. DAI subsequently raised its sights by joining the Race to Zero campaign, which commits us to halve our emissions by 2030, in line with a 1.5°C future. And we are making public our environmental impacts through the Carbon Disclosure Project.

Most important, we continue to support our clients in their climate initiatives. In 2021, for example, we were entrusted with implementing the European Union’s flagship Global Support Facility for Nationally Determined Contributions (NDCs). The NDCs lie at the heart of the Paris Agreement. Each country party to the agreement is required to prepare and execute a plan for how it will reduce its emissions and adapt to climate change—a set of climate actions known as the NDCs. DAI is providing technical assistance and policy advice to countries and bodies at the regional and global level to help them upgrade and implement their NDCs.

Complementary to this work, and also implemented on behalf of the EU, DAI supports the Secretariat of the Global Covenant of Mayors for Climate and Energy (GCoM), helping municipalities and local authorities shift to renewable energy and reduce greenhouse gas emissions. I was delighted to see GCoM win the Gulbenkian Prize for Humanity in 2021, an award presented at November’s COP26 climate conference in Glasgow, Scotland.

We are providing similarly vital support to other international donors and agencies. Given the relationship between global warming and the severity and frequency of natural disasters, we were proud to be selected this year to act as Management Agent for the U.K. Centre for Disaster Protection. The Centre will help its partner countries strengthen their pre-disaster planning and financial arrangements so they can respond more effectively when droughts, storms, or other disasters strike—for example, by developing risk financing tools and shock-responsive systems. Also in the United Kingdom, DAI was selected to provide technical assistance and operational management for the CDC Group’s Technical Assistance Facility for Financial Institutions. Soon to be renamed British International Investment, the CDC is the British government’s development finance institution; the Facility will focus on helping it address financial inclusion and climate change.

For our U.S. Government clients, DAI continues to be a go-to provider of climate services. To take just three examples:

- Our Market Systems and Partnership Activity was this year chosen to develop a tool to support USAID Missions and implementing partners worldwide in engaging the private sector to address market-based solutions to climate change.
- In June, our Iraq Governance and Performance Accountability Project launched a new program working with government ministries to improve climate change governance, focusing on topics such as solar power regulation, landfill methane capture, climate-smart agriculture, water resources planning, and incorporating climate change into fiscal planning.
- The DAI-implemented INVEST program—USAID’s flagship initiative to mobilize private capital for development results—is working all over the world to catalyze private funding for clean energy and other climate goals. INVEST’s Energy for Peace program, for example, newly funded this year, supports investment for solar mini-grids in Colombia’s rural communities.

The need to mobilize investment remains a common theme across our climate portfolio. In 2021, we were delighted that two DAI-implemented projects on our World Bank-funded [Finance for Jobs](#) program in Palestine [won an award](#) from the UN Framework

Convention on Climate Change Secretariat in the category, “Financing for Climate Friendly Investment.” The projects—a solar-powered [industrial park](#) and 500 solar-powered [public schools](#)—were praised for their innovative financing structure.

Gratifying as such successes are, the overall state of climate finance remains challenging. The Intergovernmental Panel on Climate Change estimates that the world requires roughly US\$1.6 trillion per year to meet the 1.5-2°C target, yet only [38 percent](#) of that figure materialized in 2019. DAI is working on this problem through projects such as the CDC facility and INVEST. All told, as of September 2021, INVEST had mobilized \$112.5 million from the private sector for renewable energy and the circular economy, and is projected to mobilize \$327 million for climate action by 2025.

At the same time we are also building our in-house capacity to facilitate investment in the developing world through a venture called DAI Capital, which combines investment advisory and asset management services. We are confident that climate finance will be a growing part of DAI Capital’s contribution to emerging and frontier economies.

In the pages that follow, we provide snapshots of our work on climate and DAI projects spanning the SDGs. In these as in all of our endeavors, we remain committed to shaping a more livable world in the spirit of the UN Global Compact and its underlying principles.

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—fielding roughly 875 corporate and 4,000 project staff—we are delivering development results on more than 200 projects in some 75 countries, from stable societies and high-growth economies to challenging environments marked by political or military conflict, such as Ethiopia, Haiti, 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 Union.

In 2021, we have also worked for partners such as the U.S. Department of State; Australia's Department of Foreign Affairs and Trade; the European Bank for Reconstruction and Development; the European Investment Bank; FMO, the Dutch entrepreneurial development bank; the CDC Group; the U.K. Department for Environment, Food & Rural Affairs; the Fleming Fund (U.K. Department of Health and

Social Care); the Swiss Agency for Development and Cooperation; the French Development Agency (AFD); GIZ; Kreditanstalt für Wiederaufbau (KfW); the World Bank; the Bill and Melinda Gates Foundation; the Inter-American Development Bank; the Organization of American States; the Global Alliance for Improved Nutrition; the Nigeria Rural Electrification Agency; and Sesame Workshop—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.

In addition to DAI's work for international donors, development banks, and private companies, DAI has launched an investment management arm, DAI Capital, which provides capital advisory and asset management services in frontier and emerging markets, thereby driving investment and economic growth. Our advisory services are provided through subsidiary DAI Magister. This year, for example, DAI Magister closed one of the largest-ever M&A transactions in Nigeria's financial technology sector. On the asset management side, DAI in 2021 acquired MicroVest Capital Management. One of the world's leading lenders to responsible finance institutions, MicroVest has disbursed more than US\$1 billion to some 200 financial institutions across 60 countries, and it currently has approximately \$260 million of assets under management.

DAI WORKS ACROSS DEVELOPMENT DISCIPLINES



CLIMATE

Translating climate science and policy into locally viable and sustainable solutions.



DAI CAPITAL

Mobilizing private capital in frontier and emerging markets.



DIGITAL ACCELERATION

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



ECONOMIC GROWTH

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



EDUCATION

Improving learning outcomes for all by strengthening education systems.



ENVIRONMENT

Enhancing the management of natural resources in a way that supports economic growth and strengthens resilience.



FRAGILE STATES

Supporting political transition, ensuring short-term stability, preventing and countering violent extremism, and promoting development in fragile environments.



GLOBAL HEALTH

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



GOVERNANCE

Improving government performance and accountability 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.



DAI AND CLIMATE

SELECT DAI CLIMATE PROJECTS, 2021

*Activity started in 2021

AMERICAS

MEXICO

Clean Energy Programme, FCDO
Promoting energy-driven, low-carbon, socially inclusive growth

DOMINICAN REPUBLIC

Climate Change Adaptation, AFD
Designing a climate change adaptation program for the Yaque del Sur River basin

GUATEMALA

Nexos Locales, USAID
Developing municipal plans for local economic development, climate change adaptation, and forest conservation

BRAZIL

*Scoping Activities, U.K. Defra**
Providing research, data, and analysis for Defra's International Climate Finance project

AFRICA

LIBERIA

Liberia FLEGT Voluntary Partnership Agreement, EU
Supporting sustainable forestry and preventing illegal logging

ETHIOPIA

GCCA+/Climate Smart Mainstreaming into the Productive Safety Net Program, EU
Building climate-smart design and planning capacity in key public institutions

MOZAMBIQUE

Supporting the Policy Environment for Economic Development, USAID
Reforming economic policy, particularly in the energy sector: renewables, solar, off-grid power

INDIAN OCEAN COMMISSION MEMBER COUNTRIES (COMOROS, REUNION, MADAGASCAR, MAURITIUS, AND SEYCHELLES)

Building Regional Resilience through Strengthened Meteorological, Hydrological, and Climate Services, AFD

WEST AFRICA

Communications for PAPBio Programme, EU
Providing communications for this project that supports protected areas, fragile ecosystems, and climate resilience in 14 West African countries and Mauritania

EUROPE

SERBIA

Technical Assistance for Energy Efficiency and Renewable Energy Sources, EU

Improving policy and regulation to put Serbia's energy sector on a more sustainable footing

TURKEY

Determination of Industrial Emissions Strategy, EU

Building capacity to implement the IPCC approach to emissions, in line with the EU's Industrial Emissions Directive

Boosting Effective and Sustainable Transformation for Energy, EU

Increasing the use of alternative energy sources and assisting Turkey's renewables industry to be more competitive

TUNISIA

Green Economy Financing Facility, EBRD

Facilitating investment in technologies and services that support the transition to a green economy

ALGERIA

*Mid-term Evaluation, Support Programme for the Renewable Energy Sector, EU**

Evaluating a project focused on energy efficiency and renewables

PALESTINE

Finance for Jobs, World Bank

Financing the largest solar array in the West Bank and Gaza and rooftop solar for up to 500 schools

IRAQ

*Governance and Performance Accountability, USAID**

Improving climate change governance, including solar power regulation, landfill methane, climate-smart agriculture, and water planning

MOROCCO

*Mohammed VI Fund for Investment, FCDO**

Making recommendations to ensure fund's investments align with Paris Agreement

Sustainable Energy Financing Facility, EBRD

Promoting the use of renewable energy sources and resource efficiency

OMAN

Green Hydrogen Analysis, Energy Renewal

Estimating the economic impact of transitioning Oman to clean hydrogen energy

CLIMA-MED

Acting for Climate in the South Mediterranean, EU

Assessing climate change's impact on agriculture, generating municipal sustainable energy plans, and developing financing strategy

SAHEL

*Analysis of Adaptive Social Protection, GLZ**

Guiding GLZ on how to expand its adaptive social protection portfolio in the context of climate change and conflict

EGYPT

Macro-Economic Stabilization and Reform, USAID

Assisted Egyptian government to launch its first green bond

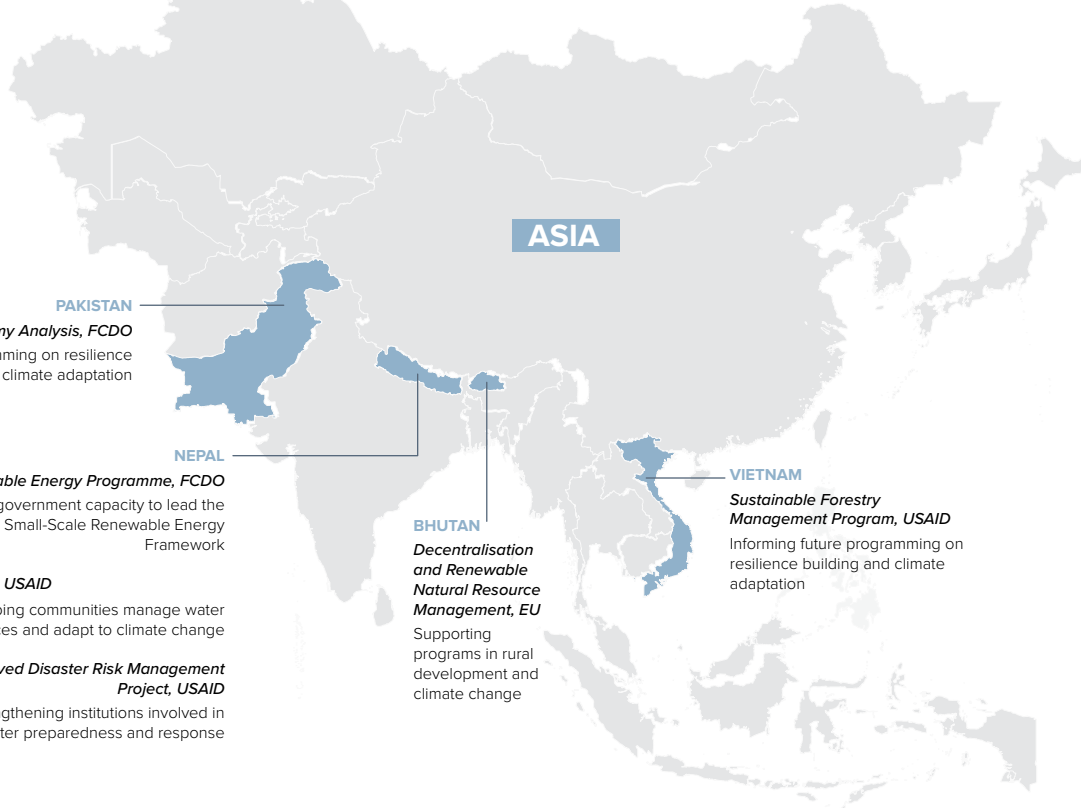
*Business Egypt, USAID**

Working with enterprises in the solar power value chain

Technical and Financial Sustainability of the Renewable Energy and Energy Efficiency Sectors, EU

Promoting renewables and energy saving, and supporting reform in the energy sector

MIDDLE EAST AND NORTH AFRICA



ASIA

PAKISTAN

Political Economy Analysis, FCDO
Informing future programming on resilience building and climate adaptation

NEPAL

Renewable Energy Programme, FCDO
Building government capacity to lead the National Small-Scale Renewable Energy Framework

BHUTAN

Decentralisation and Renewable Natural Resource Management, EU
Supporting programs in rural development and climate change

VIETNAM

Sustainable Forestry Management Program, USAID
Informing future programming on resilience building and climate adaptation

Paani, USAID

Helping communities manage water resources and adapt to climate change

Improved Disaster Risk Management Project, USAID

Strengthening institutions involved in disaster preparedness and response

ASIA

Global Covenant of Mayors for Climate and Energy, EU*

Strengthening the role of cities in—and providing tools for—climate action in Asia



GLOBAL

Global Support Facility for Nationally Determined Contributions (NDCs), EU*

Providing technical assistance and policy advice to countries and regional and global bodies on upgrading and implementing their NDCs

Support the Secretariat of the Global Covenant of Mayors (GCoM) for Climate and Energy, EU

Facilitating communication, coordination, and knowledge sharing among GCoM members representing 10,000+ cities in 138 countries

Management Agent, Centre for Disaster Protection, FCDO*

Assisting partner countries to strengthen their pre-disaster planning and financial preparedness

USAID INVEST

Catalyzing private finance for climate action

Market Systems and Partnerships, USAID*

Developing guidance on how to engage the private sector in delivering market-based approaches to climate change



DAI AND CLIMATE

For the global development community, 2021 was very much the year of climate. November’s Conference of the Parties (COP26), held in Glasgow, Scotland, provided a focal point for international efforts to tackle climate change and global warming. COP26 was all the more urgent for coming on the heels of the Intergovernmental Panel on Climate Change (IPCC) Report in August, characterized by UN Secretary-General António Guterres as a “code red for humanity”—a stark warning to the global community that prompt, decisive action is required to avert the worst impacts of a changing climate.

Climate change is a pervasive threat working against the achievement of all the [Sustainable Development Goals](#), from poverty reduction and food security to institution and capacity building. Recent [World Bank estimates](#) show that inaction on climate change will force 100 million more people into extreme poverty by 2030. Floods and droughts, reduced water supplies, and the loss of viable agricultural land all strain state capacity to provide protection and public goods. In already-weak states, climate change acts as a “[threat multiplier](#).”

In 2021, DAI launched a Climate Practice that enhances our ability to address this threat. DAI has been tackling climate change [adaptation](#) and [mitigation](#) issues [for](#)

[many years](#), with a focus on building low-emission and climate-resilient communities and economic systems. This work has included developing national climate policies, broadening access to renewable energy by strengthening standards and supply chains, implementing green finance facilities, supporting the design of sovereign green bonds, expanding access to climate finance, promoting the uptake of climate-smart agriculture, developing climate-resilient infrastructure, innovating climate insurance models and climate information and early warning systems, and so on.

As an increasingly diverse company serving clients all over the world—from the British, American, and European governments to multilaterals, corporates, and philanthropies—we rely on learning from the best of what we’re doing in one part of the enterprise and applying that knowledge to maximum effect for other customers. In 2021, we augmented and invested in our global climate team to ensure that they can join the dots and strengthen the links between different parts of the business, to capture knowledge, share expertise, and facilitate innovation and fresh approaches with our partners and counterparts.

These partners face increasingly urgent challenges:

- Businesses and governments need assistance to rapidly define, implement, and iterate Net Zero emissions strategies;
- The global economy needs support to recover from COVID-19 and build back better, transitioning to low-carbon industries and jobs;
- Investors, lenders, and insurers need to incorporate climate impacts in their decision making to drive both adaptation and mitigation actions; and
- The poorest and most vulnerable among us need support in enhancing their resilience to a changing climate.

Moving this agenda forward may call on DAI to help close

governance and policy gaps; to support champions of change; to help enterprises—large and small—move toward zero emissions and seize new market and technology opportunities; to address the drivers of emissions, such as land use change; to promote ecosystem-based approaches that mitigate the impact of severe weather; to devise the novel financial models needed to fund these transitions and make sure climate finance makes it to the point of need. And much more.

Our Climate Practice is helping to bring a whole-of-company approach to a whole-of-society problem. As a global, multidisciplinary, multisectoral development company, we are ideally positioned to help the world's societies tackle the multidimensional climate challenge. We are committed to doing so.

CLIMATE RESPONSIBILITY STARTS AT HOME

“Our enhanced commitment to targets in line with 1.5°C reflects the growing interest among our employee-owners, project partners, and clients alike to account for our emissions and make positive changes to cut them.”

—Felicity Buckle, Net Zero Champion

In the spring of 2021, DAI joined more than 1,000 businesses in signing on to the [Science Based Targets Initiative](#) (SBTi), part of a company-wide effort to act against climate change. SBTi—a partnership between the Carbon Disclosure Project, the UN Global Compact, the World Resources Institute, and the World Wide Fund for Nature—enables private sector companies to set science-based emissions reduction targets.

Most of the world’s greenhouse gas emissions are directly or indirectly influenced by the corporate sector, SBTi explains. More than 80 percent of the world’s largest 500 companies [have established emissions or energy reduction targets](#). The SBTi provides resources to help companies develop targets consistent with the level of decarbonization required to keep the global temperature increase to no more than 2°C greater than pre-industrial times.

Raising the Bar

Building on the SBTi pledge, in October DAI signed on to the Race to Zero campaign, which increases our ambition and calls on the company to achieve a 50 percent reduction [across all three scopes](#) in its emissions by 2030.

“The Intergovernmental Panel on Climate Change’s Sixth Assessment Report this summer signaled code red when it comes to climate change,” explained [Donald Lunan](#), Global Director, Climate. “It underscored the need for faster and more ambitious decarbonization plans.”

[Race to Zero](#) is a global initiative that brings together businesses, cities, regions, and investors to support what the campaign calls “a healthy, resilient, zero carbon recovery that prevents future threats, creates decent jobs, and unlocks inclusive, sustainable growth.” Currently, the campaign represents 733 cities, 31 regions, more than 3,000 businesses, and 173 large investors.

Specifically, DAI signed the campaign’s [Business Ambition for 1.5](#) Letter, which commits signatories to a net-zero target of emissions cuts in line with a 1.5°C future.

Led by Net Zero Champion [Felicity Buckle](#), DAI’s new Net Zero Taskforce will help the company measure and monitor its emissions, set science-based targets, and develop the appropriate tools and processes to meet them. In the interests of transparency, DAI further committed to disclosing its environmental impacts and risks through the [CDP](#), alongside 13,000 other companies and cities.

Auditing DAI's Emissions

In order to cut our greenhouse emissions, we need to establish where we're starting from. In line with SBTi guidance, DAI used 2019 as its emissions audit baseline because it provides the best estimation of pre-pandemic "business as usual." We measured emissions across all three scopes: 1 (direct emissions), 2 (indirect emissions such as purchased electricity), and 3 (indirect emissions in our supply chain).

The audit found 21 percent of emissions accounted for in scope 1, 20 percent in scope 2, and 59 percent in scope 3, the latter consisting principally of the air travel associated with our global business. We will submit our emissions reduction targets for verification in early 2022 and begin to implement them in three key areas:

- Reducing emissions under scope 1 and 2 by switching corporate locations to renewable energy as standard;
- Reviewing travel policies and improving travel data to enable smarter travel decisions; and
- Supporting project offices and operations to embed low-carbon practices.

Jette Findsen Joins DAI to Lead Environment Practice

[Jette Findsen](#) joined DAI in March as Vice President, Environment. At DAI, she oversees a portfolio of projects and leads DAI's strategy for climate change programs with the U.S. Government. She also provides cross-sector assistance to projects focused on green finance, natural resources, water and waste management, clean energy, greenhouse gas management, carbon markets, and economic analysis of climate change mitigation and adaptation options.

"The scale of the climate crisis demands that we use all available tools to reduce greenhouse gas emissions as quickly and equitably as possible, and take an active role in helping vulnerable communities build resilience to the impacts of a changing climate," Findsen said. "In past decades, we have focused on developing the science and protocols for assessing the problem. Now we need to focus on good governance as a framework for equitable, vibrant, low-carbon, and resilient communities, and on creating an enabling environment for mobilizing green finance at scale."

Findsen has a wealth of experience working internationally and domestically on issues related to climate change. Immediately before joining DAI, she served as the Senior Program Officer for Climate Investment Standards at the American Carbon Registry.



Paul Violette Joins DAI to Lead Sustainable Cities Practice

In May, DAI welcomed [Paul Violette](#), a global leader in the field of environmental sustainability. Violette manages DAI's new Sustainable Cities practice, which will collaborate with cities and peri-urban communities to reduce waste and environmental pollution, transition to renewables, improve service delivery, boost inclusive economic growth, and strengthen governance and resilience.

"The challenge of our times is to address climate change, environmental degradation, plastic pollution, and biodiversity loss while at the same time advancing the economic growth that underpins the livelihoods of vulnerable people and communities," he said. "Cities and their rapidly growing urban populations are at the heart of this multifaceted challenge."

Violette has more than 20 years of experience implementing environment projects spanning 40 countries, with an emphasis on climate change, clean energy, sustainable infrastructure, and water, sanitation, and hygiene.



Green Climate Fund Backs Resilience Project Conceived with DAI Support

In March, a project designed with DAI's assistance to mitigate the impact of climate change in four vulnerable Indian Ocean countries won the backing of the [Green Climate Fund](#) (GCF), the largest global fund dedicated to addressing climate change.

In March, the GCF Board approved US\$71 million to finance a five-year project, to be implemented by the [Indian Ocean Commission](#), that will support Comoros, Madagascar, Mauritius, and the Seychelles to better manage the risks and impacts of climate-induced disasters.

These countries are particularly exposed to the adverse effects of climate change, such as rising sea levels and more damaging cyclones. One of the weak links in the region is the ability of local governments to forecast, detect, and monitor hazards, and to disseminate early warnings that allow communities to prepare for and adapt to climate change.

DAI helped address this gap by [designing project interventions](#) that modernize

national hydrological and meteorological services in cost-effective and locally appropriate ways, as well as encouraging the uptake of improved climate products and services, including forecasting and early warning systems.

Following in-country consultations with government agencies, policy experts, and affected communities, DAI helped develop a feasibility assessment, economic and financial analysis, a gender assessment and action plan, an environmental and social management framework, and the final project proposal. DAI also helped the Agence Française de Développement (AFD) team to address the GCF evaluation panel queries in preparation for the project's Board review. DAI's technical expertise was commissioned through the [AFD Adapt'action Facility](#).

The project will be funded through a \$52 million grant from the GCF, with co-financing from AFD, the European Union, and the four island states.




DAI-Led Project Wins UN Award for Climate Finance

In 2021, two investment projects of the World Bank-funded [Finance for Jobs \(F4J\)](#) program in Palestine [won an award](#) from the UN Framework Convention on Climate Change Secretariat (UN Climate Change) in the category, “Financing for Climate Friendly Investment.”

The F4J activities—a solar-powered [industrial park](#) in Gaza and 500 solar-powered [public schools](#)—were praised for their “innovative financing structure, [which includes] blended concessional finance, to help de-risk the projects.”

“The F4J project demonstrates that climate finance can result in real environmental benefits while creating jobs and promoting resilient communities,” said [Jette Findsen](#), DAI’s Vice President, Environment. “DAI is excited to partner with the World Bank and Palestinian Ministry of Finance in West Bank and Gaza on this important effort to address electricity shortages and support the transition toward a low-carbon future in Gaza.”

Solar-generated electricity produced by the Palestine Real Estate Investment Co (PRICO) will power 56 factories and warehouses that comprise the [Gaza Industrial Estate](#), which—like most of the West Bank and Gaza—relies heavily on Israeli imports to meet electricity needs. Chronic electricity shortages have



caused Gaza's factories to shut down operations, scale back output, or incur substantial additional expenses in operating private generators. Electricity generated by PRICO is projected to supply 80 percent of the power to the 50-hectare industrial park, enabling expanded production and creating approximately 800 new jobs.

The financing package comprises a grant through the Ministry of Finance's F4J project; a loan from the World Bank; and political risk insurance from the Multilateral Investment Guarantee Agency. The facility is the largest solar array in Palestine and the first privately financed infrastructure project in a decade in Gaza.

Building on the PRICO model, the school rooftop program is an investment project by local sponsor Massader for Natural Resources, a subsidiary of the Palestine Investment Fund, which also leverages a hybrid financing structure—including blended concessional finance from the [Finland-IFC Blended Finance](#)

[for Climate Program](#) and the [Dutch MENA Private Sector Development Program](#)—to facilitate investment in this high-risk region.

“These two activities were supported under the Investment Co-Financing Facility of F4J to address market failures in the Palestinian energy sector, de-risk first-mover investments, stimulate environmentally friendly initiatives, and create high-quality jobs for Palestinian youth,” said [Mazen Asad](#), DAI's F4J Project Team Leader.

Up to 500 schools are being outfitted with solar arrays to support uninterrupted energy while students are in class. Not only will the project provide schools with clean, reliable, and free electricity, it should create around 600 jobs in the West Bank. Currently, schools may spend up to four-fifths of their operating budget on electricity; green energy allows them to direct those savings back into the school. Additionally, the excess energy produced goes into the West Bank distribution grid, benefitting Palestinians across the West Bank.

“The winners of the 2021 UN Global Climate Action Awards provide tangible proof that solutions to tackle the climate crisis exist and that they can be replicated and quickly scaled up. This is what inspiring leadership looks like.”

— Patricia Espinosa, UN Climate Change Executive Secretary



DAI, HomeBiogas Partner to Expand Access to Clean Energy

In July, DAI signed a memorandum of understanding with [HomeBiogas](#), a global leader in biogas systems. The partnership enables DAI to promote HomeBiogas systems in the frontier and emerging markets where DAI has established networks to improve access to energy and reduce carbon emissions.

HomeBiogas's ground-breaking and easy-to-use biogas systems enable households and businesses to convert their organic waste into self-made clean energy. HomeBiogas is used by thousands of farmers, businesses, and underserved communities around the world to generate clean cooking fuel and produce high-quality organic fertilizer.

“HomeBiogas solutions reduce waste and greenhouse gas emissions while also providing new sources of energy to underserved communities and businesses,” said [Zachary Kaplan](#), Vice President of DAI's Sustainable Business Group. “We hope to offer HomeBiogas technology across our projects as a creative and readily deployable solution for corporate and other clients seeking to deliver sustainable development outcomes.”

In November, HomeBiogas won a UN tender to supply biogas systems to treat organic waste at refugee camps in Africa.



New Law in Serbia Promises to Advance the Energy Transition

Serbia is among the European countries with the highest energy intensity, largely dependent on fossil fuels, especially coal. Its development targets, however, call on the country to put its energy sector on a more sustainable footing.

Supporting these efforts, DAI is implementing [Technical Assistance for Energy Efficiency and Renewable Energy Sources](#), an EU project that contributes to the security of energy supply, a more competitive energy market, and sustainable energy development in Serbia.

A major achievement of the project is the adoption by Serbia's National Assembly of a Law on the Use of Renewable Energy Sources (RES Law).

Adopted in April, the RES Law enables large investments in the construction of solar power plants and wind farms, which will accelerate the decarbonization of Serbia's energy sector and increase the share of renewables in Serbia's energy consumption. Investors are already showing interest in both wind and solar.

The law creates conditions conducive to the development of the renewable energy market and allows citizens and companies to become "prosumers"—producing electricity for their own consumption. It also allows the state to tender for strategic partnerships for investments in green energy and bans construction of hydropower plants in protected areas.

Implementing the law will protect the environment, mitigate climate change, reduce costs for citizens, and promote the energy transition, according to the Ministry of Mining and Energy.





DAI'S WORK AND THE SUSTAINABLE DEVELOPMENT GOALS

DAI's 50 years on the frontlines of global development confirm the interconnectedness of development challenges. Our specialists reach across technical disciplines to shape the integrated development solutions that promise transformational development results. In this document we present brief profiles of sample projects that reflect our work across the 17 SDGs.





PHOTOS COURTESY: JOHANNES GOIDAI

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आगे बढ़ो

1 NO POVERTY



BANGLADESH

STRENGTHENING THE SYSTEMS OF SOCIAL PROTECTION

Poverty in Bangladesh has been slowly decreasing but this progress is now in question. Poverty rates have risen during the COVID-19 pandemic from 23 to 36 percent, while the country's increasing vulnerability to extreme weather events as the climate changes will narrow opportunities for the poorest to escape the vicious cycle of poverty.

The Government of Bangladesh provides two main strands of direct assistance to its most vulnerable citizens: long-term developmental social protection to help people manage life-stage risks, and short-term disaster response assistance to mitigate sudden (but often predictable) shocks, many of which are weather-related.

The FCDO's Strengthening Public Financial Management for Social Protection Program, managed by DAI, supported the Government of Bangladesh to establish policies and implement systems for more efficient and effective social transfers to poor people to help them respond to immediate shocks and strengthen their resilience to future crises. Specifically, it helped establish a central management information system (MIS) in the Social Protection Budget Management Unit to monitor expenditure and implemented an MIS-integrated government-to-person (G2P) digital payment system, which transfers funds directly from the Treasury to beneficiaries' bank accounts or mobile wallets, greatly improving efficiency and accountability.

Approximately 26 million of the 31 million recipients of regular state cash benefits now use this system, compared to just 100,000 in 2017–2018. The system provides beneficiaries with more choice and flexibility, extends the coverage of social safety net programs, and improves monitoring of expenditure and report generation. Coupled with registration of people exposed to weather hazards, this payments approach could in time provide the foundation for an adaptive (or shock-responsive) social protection system.

IMPACT



26,000,000

VULNERABLE PEOPLE

reached with G2P payment system



500+

**PUBLIC
ADMINISTRATION
OFFICIALS**

trained in the system



15

**SOCIAL
PROTECTION SCHEMES**

linked to Central Financial
Division MIS



**G2P PAYMENT
SYSTEM**

to be fully adopted
for all government
transfers

2 ZERO
HUNGER



SOUTHERN AFRICA

FOOD SECURITY: BETTER SEEDS, SUSTAINABLE GROWTH

According to the World Food Programme, 135 million people suffer from acute hunger, largely due to conflict, climate change, and economic downturns. The COVID-19 pandemic has put potentially 130 million more people at risk of hunger.

USAID's Feed the Future initiative supports the Sustainable Development Goal of building sustainable food production systems and implementing resilient agricultural practices that increase food production and productivity. Such practices help maintain ecosystems; strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters; and progressively improve land and soil quality.

Among the biggest barriers to eliminating hunger across Africa, particularly in the Southern Africa Development Community (SADC), are the regional constraints on importing and exporting improved seed varieties. The prevalence of fake or sub-standard seeds undermines the region's potential to become a major seed-producing hub, not just for Africa but internationally. Lacking high-quality seed and improved varieties, Southern Africa's crops have lower yields and are less resilient to changing climate trends and more vulnerable to pests.

The Feed the Future Southern Africa Seed Trade Project is implementing the SADC Harmonized Seed Regulations, a transformational initiative to foster seed trade across the entire region and integrate smaller, isolated national seed markets into a larger, more efficient, SADC-wide seed market. The wide-ranging project is providing the technical assistance critical to harmonizing policies and regulations governing seed trade in all 16 SADC Member States.

IMPACT



2,000+
PEOPLE TRAINED

on SADC Harmonized Seed Regulatory Systems: variety release, seed certification, quality assurance, quarantine, phytosanitary measures, etc.



**LABS IN
MALAWI,
MOZAMBIQUE,
AND ZAMBIA**

equipped with state-of-the-art seed testing technology



91
SEED
VARIETIES

registered on the SADC Variety Catalogue and eligible for regional trade—a 264 percent increase



83
HIGH-QUALITY
SEED VARIETIES

now registered and available in all Member States, enabling farmers to grow crops without further testing or red tape



10

**COUNTRIES' PLANT
PROTECTION ACTS**

reviewed to inform alignment with regional policy



34
SEED-RELATED
POLICIES,

regulations, statutory instruments, and white papers drafted, reviewed, analyzed, approved, or implemented



10

**MEMBER
STATE STAFF**

trained in pest risk analysis

3 GOOD HEALTH AND WELL-BEING



SUB-SAHARAN AFRICA

CATALYZING CHANGE FOR HEALTH SECURITY

The readiness of countries to roll out a COVID-19 vaccination has been a crucial focus for global health agencies in 2021. The U.K. Government has invested heavily in COVAX—the vaccine pillar of the global collaboration to ensure equitable access to COVID tests, treatments, and vaccines—in supporting the global immunization effort, and in assisting country health systems to withstand the huge challenge posed by the pandemic.

The Tackling Deadly Diseases in Africa (TDDA) project takes a “whole of society” approach to health security, working with governments and communities in Cameroon, Chad, Côte D’Ivoire, Mali, and Uganda. As part of the global effort to achieve universal health coverage, the FCDO-funded initiative has been delivering practical changes that strengthen health systems, crisis preparedness, and emergency response mechanisms since 2019. When COVID-19 struck in 2020, the project quickly adapted its approach in response to the rapidly evolving situation on the ground.

At a regional level, TDDA has supported the Africa Centers for Disease Control (Africa CDC) with its Pandemic Preparedness and Response Plan, helping to assess and strengthen safeguarding, risk management systems, and protocols necessary for successful Plan delivery.



PHOTOS COURTESY: FCDO

IMPACT



**IN CAMEROON,
MADE COVID-19
TESTING AVAILABLE
BEYOND YAOUNDE,**

recruiting and training lab
specialists in six regions



**WORKED
CLOSELY WITH
HEALTH MINISTRIES**

to train civil society
organizations (CSOs)
that can reach
vulnerable and rural
communities to help
dispel disinformation
about vaccines



NEARLY

£1M

**OF GRANT
FUNDING INVESTED IN
SELECTED CSOs**

across Chad, Cameroon,
and Uganda to raise
awareness of COVID-19,
decentralize testing to
poor rural communities,
and provide training for
frontline health workers



**SUPPORTED A
NATIONAL ONE
HEALTH PLATFORM TEAM**

to improve infection prevention
and control in factories in
Uganda's Buikwe and Mukono
districts, helping protect livelihoods
by ensuring economic activities
could continue through subsequent
COVID-19 lockdowns



**SUPPORTED
GOVERNMENTS
AND OTHER
PARTNERS**

to put national One
Health platforms into
operation



132M

PEOPLE

covered by program
health initiatives



105

CSOs

trained to act on health security
across five countries



18

FACTORIES

kept open
during Uganda's
second
COVID-19 wave



**INVESTED
NEARLY**

£1M

in CSOs across Chad,
Cameroon, and Uganda

4 QUALITY EDUCATION



BOSNIA AND HERZEGOVINA

PREPARING STUDENTS FOR THE JOBS OF THE FUTURE

Improving the quality of education is central to Bosnia and Herzegovina's (BiH) efforts to become more competitive and advance its integration into the European Union. Successful implementation of the nation's education reforms will boost young people's chances in the labor market, enhance business competitiveness, and improve Bosnians' overall quality of life.

The EU-funded Education for Employment project responds to the country's high unemployment rate—and a persistent mismatch between supply and demand on BiH's labor market—by developing the country's human resources in line with market needs. With DAI's technical support, it is assisting BiH authorities in strengthening their capacity to plan the educational process and raise educational outcomes, in part by developing modern career guidance services.

The Education for Employment project comprises 20 working groups bringing together 300 contributors from across BiH, representing the Ministries of Education (at all governance levels) and labor, employment, and education institutions, including schools, teachers, eight public universities, training and learning organizations, and career centers. These intensely engaged groups are focused on issues such as the transition from education to work, the quality of higher education, the reform of initial teacher training, and the enrichment of human resources in the education sector.

IMPACT



EMPLOYER NEEDS

for higher education qualifications assessed and practices for cooperation between universities and companies developed



LIFELONG LEARNING

career guidance strategies developed in line with EU standards



DIGITAL AND ENTREPRENEURSHIP COMPETENCIES

built into curriculum to prepare students for 21st century labor market



NEW MODEL

of initial teacher training developed



QUALIFICATIONS AND STANDARDS

for higher education developed with eight public universities



OPERATIONAL PLAN

for implementation of external exams prepared

5 GENDER EQUALITY



MALAWI

DELIVERING JUSTICE AND ACCOUNTABILITY FOR WOMEN AND GIRLS



In Malawi, which ranks 142nd out of 189 countries on the United Nations' Gender Inequality Index, women do not have an equal voice in society. Only 16 percent of parliament seats are held by women, too many girls are still getting married and giving birth at a young age, and gender-based violence is extremely high, with the incidence of rape and other violence against women and girls only worsened by the COVID-19 pandemic.

Through the EU-funded *Chilungamo* (Justice and Accountability) project, DAI works to enhance democratic governance and increase access to justice for all, with a particular focus on gender equality and women's empowerment.

In its work with the Malawi Human Rights Commission, for instance, *Chilungamo* supports the fight against gender discrimination and promotes the proper implementation and monitoring of existing laws pertaining to gender equality and domestic violence.

Similarly, our support to the Malawi Police Service helped rehabilitate 10 victim support units for survivors of gender-based violence and train police officers to improve their capacity to present convincing DNA evidence in court, notably on gender-based violence.

IMPACT



225

**POLICE
INVESTIGATORS**

trained in collection and
preservation of DNA
forensic evidence



4,586

CASES OF LEGAL AID

provided free to vulnerable
women and men



59,679

victims of gender-
based violence
supported



**ANNUAL
SENSITIZATION
CAMPAIGNS**

on women's
rights and gender
discrimination
instituted



1,672

**GENDER-BASED
VIOLENCE CASES**

resolved through mobile
courts (against a five-
year target of 180)

6 CLEAN WATER AND SANITATION



INDONESIA

SUSTAINABLE SOLUTIONS, CLEANER WATER

The COVID-19 pandemic brought home the critical importance of sanitation, hygiene, and adequate access to clean water for preventing and containing disease. Yet according to the United Nations, 2.4 billion people still lack access to basic sanitation services.

In Indonesia, a lack of sewage and wastewater infrastructure in many densely populated, low-income areas leads to tainted ground and surface water, creating serious health risks from waterborne diseases. Approximately 100,000 children across Indonesia die every year from diarrheal diseases. Approximately 90 percent of groundwater in Jakarta, the capital, is contaminated with E. coli.

USAID's Indonesia Urban Water, Sanitation and Hygiene—Penyehatan Lingkungan untuk Semua, or Environmental Health for All—(IUWASH PLUS) project and its predecessor, IUWASH, have together brought reliable water supply to more than 3 million people and safely managed sanitation services to more than 600,000 city dwellers. The project engages the private sector, nongovernmental groups, service utilities, and communities to strengthen the overall water and sanitation ecosystem in urban Indonesia, focusing on supporting water and sanitation service providers to ensure that improved access is sustainable and maintained over the long term.

IMPACT



LEVERAGED

\$100+M

IN PUBLIC AND PRIVATE INVESTMENT

to support water and sanitation services



3,700

INFILTRATION PONDS BUILT

to recharge groundwater supply and mitigate the effects of climate change



Provided basic sanitation facilities to

27,500

POOR PEOPLE



REACHED

183,000

PEOPLE

(37 percent of them women) with training and capacity building activities



STRENGTHENED THE CAPACITY OF

60

LOCAL GOVERNMENT INSTITUTIONS

(water supply and wastewater operators) to serve vulnerable populations in

66

CITIES



Improved sanitation facilities for

360,000

PEOPLE

7 AFFORDABLE AND CLEAN ENERGY



MEXICO

TRAINING A CLEAN ENERGY WORKFORCE

The FCDO introduced the Clean Energy Programme to promote energy-driven, low-carbon growth in Mexico and generate new market opportunities for partnerships and investment in the clean energy sector. Clean energy has enormous potential for job creation, but at the same time growth in the sector depends on the availability of a suitably skilled workforce and supply base. A core element of the FCDO project entails developing the skills and capabilities of workers, small and medium-sized enterprises (SMEs), and government institutions to support Mexico's transition to a low-carbon future.

DAI is working with local partners to provide technical training and soft skills development, international certifications, and best practice exchanges to drive inclusive and sustainable growth in the energy sector. In 2021, the project designed and implemented seven technical and skills-building pilot courses on finance, business opportunities, the electricity industry, clean energy, and English language skills to help strengthen Mexican supply chains and expertise to deliver lasting benefits to local people.

To address gender equality and social inclusion, the Clean Energy Programme designed a toolkit to encourage women and vulnerable groups to participate in all its activities, including giving priority access to women in technical and skills training. As a result, 40 percent of the course participants were people who earned less than US\$20 per day, and women—who represent only 19 percent of employment in the energy sector—comprised more than half the participants.

In addition, the program launched a jobs dashboard to provide stakeholders with information about job dynamics in the energy sector, particularly in clean energy projects. It also supported beneficiaries facing challenges because of COVID-19, with activities focused on the recovery of SMEs.

IMPACT



13

SMEs learned how to enter the renewable energy sector using their current facilities and resources



99

SME PARTICIPANTS

trained in finance and business opportunities in clean energy



35

SMEs

trained on designing bankable green projects



143

COURSE PARTICIPANTS

—52 percent of them women—learned how to reduce fossil fuel use and foster renewable energy and energy transition projects



ALMOST

10%

OF COURSE GRADUATES

—47 percent of them women—were government officials working in the Ministries of Economy and Energy

8 DECENT WORK AND ECONOMIC GROWTH



PALESTINE

LEVERAGING FINANCE TO CREATE JOBS FOR THE FUTURE

One in five countries were likely to see per capita incomes stagnate or decline in 2020—even before the onslaught of COVID-19. Now, the economic and financial shocks associated with the pandemic are threatening their already tepid growth and compounding other risk factors.

One of those at-risk countries is Palestine. According to the United Nations Conference on Trade and Development, forecasts for the Palestinian economy in 2021 were already bleak, with GDP per capita projected to decrease by up to 4.5 percent. High poverty and unemployment rates persisted as the Palestinian economy continued to slide in 2019 and the first half of 2020.

Creating good jobs is crucial to reducing poverty, but many companies in Palestine have been cut off from direct market contact and cannot find financing, which limits their ability to compete and grow, and add jobs. In addition, Palestine's insecure business environment, high costs, and perceived risks have deterred outside private investment.

The World Bank-funded Finance for Jobs project (F4J), implemented on behalf of the Palestinian Ministry of Finance, addresses constraints to job growth in the West Bank and Gaza by developing innovative finance instruments to promote business investment and job training. F4J has created three tools to do this:

1. **The Entrepreneurship Ecosystem Matching Grant:** This cost-sharing mechanism targets early-stage investment funds seeking to support a portfolio of startup and early-stage enterprises.
2. **The Investment Co-Financing Facility:** This risk-sharing grant mechanism provides commercially sound, job-creating, private sector investments that may otherwise not be considered viable due to market and institutional failures.
3. **A Development Impact Bond:** The bond aims to crowd in private sector capital and expertise to incentivize employment outcomes. It was launched with funds from four private impact investors that finance job training for youth. When these young people complete their training and secure employment, the investors are repaid by the World Bank and the Ministry of Finance and Planning.

IMPACT



**THE
ENTREPRENEURSHIP
ECOSYSTEM MATCHING
GRANT HAS MOBILIZED**



\$7.7M

OF PRIVATE CAPITAL

supporting 48 startups
and creating 200 jobs



**THE DEVELOPMENT
IMPACT BOND HAS
ENABLED**



655

YOUNG PEOPLE

—about half of them
women—to enter
training programs,
of whom 448 have
graduated and 167
found jobs, repaying
more than \$2 million to
investors



**THE INVESTMENT CO-
FINANCING FACILITY**

helped launch an award-
winning solar-powered
industrial park, which will
help create



650

JOBS,

and is supporting four
other projects in Palestine
expected to create

1,150

**DIRECT AND INDIRECT
JOBS**

So far, 426 jobs have been
created and \$29 million of
private capital mobilized





TURKEY

BUILDING A CLEAN ENERGY CLUSTER IN IZMIR

Over the past decade, Turkey has pursued a progressive energy policy, and the Turkish government has set a target of increasing the share of clean energy sources in the country's total installed power base to 30 percent by 2023.

The city of Izmir on the Aegean coast—where wind, geothermal, and solar energies are already widely available and increasingly used—has emerged as a prominent part of the country's renewable energy strategy. Indeed, market projections confirm that 39.1 percent of Turkey's future investments in clean energy will occur in Izmir, implying an annual equipment market of approximately €635 million. The production of clean energy equipment and environmental technologies in Izmir and its surrounding area could contribute to the development of a competitive cluster in the clean tech sector.

DAI's BEST for Energy project is a three-year EU initiative to increase the global competitiveness of the clean energy service and equipment industry in Izmir by upgrading value-creating companies in the region. The Izmir Development Agency (IZKA) and the Energy Industrialists and Businessmen's Association (ENSIA) are the principal recipients of DAI's technical assistance, which is designed to spur investment in promising firms, boost exports by companies in the renewable and clean energy field, assist enterprises seeking to break into the sector, and foster cooperation among stakeholders committed to transforming Izmir into a clean energy zone.

IMPACT



VALUE CHAIN ANALYSIS

carried out for wind, solar, geothermal, and biomass sub-sectors



33

CLEAN ENERGY TRAINING CURRICULA FOR KIDS

prepared and planned



117

COMPANIES

assessed for capabilities in solar, wind, geothermal, and biomass energy



100

ONLINE SELF-DIAGNOSTICS

completed by companies aspiring to enter clean energy equipment and services market



278

PARTICIPANTS

engaged in Envisioning Workshop on the way ahead for clean tech in Izmir



CLUSTER EXCELLENCE TRAINING

delivered for regional stakeholders with the European Foundation for Cluster Excellence

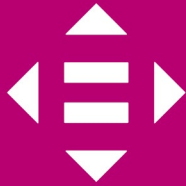


48

TEAMS

representing 200+ university students competed in three Ideathons to showcase smart solutions for clean energy with urban applications

10 REDUCED INEQUALITIES



EGYPT

LEVELING THE ECONOMIC PLAYING FIELD FOR WOMEN

Despite progress over recent years, the Middle East and North Africa (MENA) region still shows the largest gender gap in the world. When it comes to economic opportunities, women—as entrepreneurs, employees, or consumers—often lack the knowledge, networks, and confidence to participate more actively in the economy. Inflexible working practices fail to attract and retain women as workers, while those who are employed may not flourish due to employers failing to make the most of their skills and potential.

From 2015 to 2020, the FCDO's Arab Women's Enterprise Fund (AWEF) focused on women's economic empowerment in MENA, encouraging the adoption of new practices that address inequalities in economic opportunities for poor women in the region while supporting their agency—their voice, choice, and decision making—to empower them to take advantage of these opportunities.

In 2021, DAI implemented the project for an additional year in Egypt, to bring AWEF's more effective initiatives there to scale, with a particular focus on market systems in the ready-made garments and citrus sectors.

For example, the project provided soft skills training for female workers in effective communication, time management, teamwork, leadership, and management,

which helped women gain confidence in their own abilities and improve their work environment and professional relationships. Many thousands of Egyptian women now feel more valued and more inclined to stay in their roles.

At the same time, supervisors received training on building effective relationships, on-the-job learning, and managing, motivating, and evaluating workers. Firms now have a clearer understanding that a supportive work environment promotes wellbeing in the workplace, improves productivity and staff retention, and reduces disputes and absenteeism. A number of employers have committed to continuing the training for new staff.

The commercial benefits for companies of being more gender focused have been significant. In the citrus sector, for example, the new model enabled packhouses to reduce costs, increase productivity, and boost their overall competitiveness. AWEF's citrus business case estimated the monetary benefits of the pilot program to be approximately £3.7 million for one packhouse and as high as approximately £6.3 million for another. They also score more highly on ethical business practices, which are increasingly important in the global marketplace. This competitive advantage has driven other companies to address their recruitment and retention of female workers.

IMPACT



495,151

WOMEN

supported to achieve an increase in productivity and/or skills



7

COMPANIES

in the ready-made garment sector or related market actors adopted or expanded the soft skills training model



1,719

POOR WOMEN

provided with improved voice and choice in the workplace as a result of program activities



2,645

WOMEN EMPLOYEES

across ready-made garment and citrus companies whose supervisors received soft skills training



11 SUSTAINABLE CITIES AND COMMUNITIES



WORLDWIDE

CONVENING URBAN ALLIES FOR CONCERTED CLIMATE ACTION

Cities are major sources of greenhouse gas emissions, but they are also profoundly affected by climate change in terms of their basic services, infrastructure, housing, livelihoods, and health. As hubs of innovation and creativity, cities also have an important role to play in preparing for and adapting to the risks posed by climate change.

The Global Covenant of Mayors for Climate and Energy (GCoM) aims to strengthen the role of cities on the wider international scene and provide tools for effective climate action. Built on the commitment of more than 11,000 cities and local governments from 140 countries across six continents, GCoM is the largest global alliance for city climate leadership.

With EU funding, DAI is supporting the Secretariat of the GCoM, thereby helping to develop, monitor, and lead climate and sustainable energy action and diplomacy globally, including implementation of the Paris Agreement, the 2030 Agenda, and other United Nations initiatives on climate change and cities.

At a regional level, also through EU funding, DAI is supporting the GCoM Asia chapter to engage and train cities in South East Asia, South Asia, and East Asia. The project team assists signatory cities and partners in meeting their commitments while encouraging new urban stakeholders to join the GCoM alliance.

At the 2021 COP26 in Glasgow, GCoM received the Gulbenkian Prize for Humanity, and €1 million to finance projects in Sub-Saharan Africa. The jury selected GCoM for its ability to enhance and support cities' leadership to advance a low-carbon economy and society.

IMPACT



MORE THAN
1 BILLION
PEOPLE

represented by a local government committed to climate action under the Covenant



GCoM ASIA
COVERS

184
CITIES

from countries including Bangladesh, Bhutan, China, India, Indonesia, Japan, Malaysia, Nepal, South Korea, Sri Lanka, Thailand, Vietnam – representing 40+ million people



11,719

CITIES AND MUNICIPALITIES

are committed to GCoM



BY 2030,
GCoM CITIES
AND LOCAL
GOVERNMENTS
COULD ACCOUNT FOR

2.3 BILLION

TONS CO² EQUIVALENT
OF ANNUAL EMISSIONS
REDUCTION

matching yearly passenger road emissions from the United States, China, France, Mexico, Russia, and Argentina combined



GCoM
COORDINATES

13

REGIONAL
COVENANTS



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



MOZAMBIQUE

RAISING PRODUCTION AND INCOMES

Small farms have traditionally dominated agricultural production in northern Mozambique, providing primarily subsistence output and offering limited commercial opportunities. More than 80 percent of the economically active population is engaged in subsistence agriculture, with very low levels of production, productivity, and income.

Using a market systems development (MSD) approach, the InovAgro project—funded by the Swiss Agency for Development and Cooperation—has for more than a decade worked to increase incomes and economic security among subsistence smallholders in Northern Mozambique, with an emphasis on improving agricultural productivity and enhancing connections to market systems in select, high-potential value chains: maize, soya beans, groundnuts, sesame, and pigeon peas.

Playing a catalytic role that brings market actors together to advance mutually beneficial relationships, InovAgro has strengthened crosscutting market systems and helped farmers access better information and certified seeds, steadily increasing their productivity. It has worked with seed and other agricultural input companies to spur demand for their products among farmers, while seeking to enhance the regulatory framework and supporting environment in the seed and input sector.

InovAgro's distinctive MSD approach has delivered tangible results. In an impact assessment of the program published in 2021, the International Food Policy Research Institute concluded that its interventions “increase farmers’ use of yield-enhancing agricultural inputs” and that InovAgro’s approach “has more sustainable impact than non-MSD programs.”

IMPACT

20,000

PEOPLE



joined the Fundo Agrícola (FA), launched by the project to help farmers save money for seeds by leveraging Mozambique's network of village savings and loan associations

\$668,000

saved by the 19,194 FA members, more than half of whom are women, specifically for the purchase of agriculture inputs and services needed in planting season



17,000

RESIDENTS

of four villages now have demarcated, secure community boundaries



811

METRIC TONS

of seeds sold in 2021 by partners, a more than sevenfold increase in sales compared to 2016



515

RURAL BUYING POSTS

were established, from which farmers purchased 22,300 metric tons of commodities

ASSISTED MORE THAN

25,300

FARMERS



(47 percent women) to increase their incomes by a cumulative \$34.4 MILLION over the past 6 years



841

DEMO PLOTS

established in 2021 to create demand for certified seeds and improved production practices



84

RETAIL OUTLETS

now sell certified seeds to smallholder farmers in project-supported districts



ZIMBABWE

BOOSTING SUSTAINABLE LIVESTOCK PRODUCTION

Agriculture is crucial for Zimbabwe's economic and social development. But recent years have seen a decline in investment and production because of climate change effects, a land reform that brought hundreds of thousands of inexperienced entrants into farming, cash shortages, and an economic crisis exacerbated by the COVID-19 pandemic. Farmers have been particularly affected by the limited access to financing, quality inputs, and markets, as well as a lack of farm management knowledge. The EU-funded Zimbabwe Agriculture Growth Programme (ZAGP) addresses key constraints in the livestock value chains and works toward increased, yet sustainable, production and productivity. ZAGP works to improve the viability of livestock producers by enhancing their productivity and reducing production and transaction costs. For example, it has enabled farmers to access high-quality genetics for breeding at lower prices, invested in farmer group-owned trucks to enable members to collectively buy and transport inputs, and promoted local feed production using raw materials from their home-grown or nearby sources. The ZAGP projects have demonstrated that farmers can reduce feed costs by more than 20 percent when they collectively buy raw materials and mix their own feeds.

IMPACT

9

CATTLE BUSINESS CENTRES

created to offer beef
value chain services and
pilot commercial fodder
production



HUNDREDS OF PIG FARMERS

are being trained in breed
improvement, artificial
insemination, on-farm feed
production, and cold chain
facilities

9,323

POULTRY FARMERS AND PUBLIC OFFICIALS

are being trained on good
agricultural practices



MUTARE LIVE BIRD AND EGG MARKET

and butchery
facilities established



6

AGRICULTURE CENTRES OF EXCELLENCE

set up to demonstrate best
practices and innovative
technologies informed by
farmer needs



3

ONLINE AGRICULTURAL DIGITAL PLATFORMS

launched – ZimAgriHub,
a farmer focused portal;
an In-Service Training
application; and Lead
Farmer Online Training
Programme



ETHIOPIA

MAINSTREAMING CLIMATE-SMART APPROACHES INTO SOCIAL PROTECTION

Ethiopia is increasingly affected by extreme weather events caused by the changing climate, such as heavy rainfall, destructive wind, and flooding. Building capacity for climate adaptation while at the same time developing the country into a green economy is therefore a priority for the Ethiopian government. Funded by the EU, the GCCA+/Climate Smart Mainstreaming into the Productive Safety Net Programme (CSM-PSNP) supports the Ministry of Agriculture's endeavours to integrate climate-smart approaches into the PSNP—one of Ethiopia's largest social protection programmes, directly supporting 8 million people.

Using instruments such as geographic information systems and remote sensing for monitoring and evaluation, CSM-PSNP aims to guide, facilitate, and institutionalize climate action. In its three years of implementation, CSM-PSNP has identified opportunities and challenges, designed and revised strategies and guidelines, and developed a roadmap with the Ministry of Agriculture allowing all parties to agree on a shared vision of how to mainstream climate-smart approaches in the PSNP. The project has supported the rollout of such approaches in 22 districts, locally called *woredas*.

Coupling livelihoods activities with public work schemes, the project promotes climate-smart outcomes for communities and their households. Infrastructure projects such as bench terracing and water retention structures, for example, improve water availability for growing crops. The public works may also reduce soil loss and sedimentation, and boost pasture production through improved rangeland management. These changes allow for improved and diversified livelihoods activities such as fattening, beekeeping, and homestead vegetable and fruits production.

IMPACT

**WATERSHED AND
RANGELAND
DEVELOPMENT
GUIDELINES REVISED
AND PILOTED IN**



22

WOREDAS

across a range of
ecological areas



**STOCKTAKING
PROCESS**

carried out to
understand land use and
climate-related issues,
evaluate capacities
in the field, and map
climate-smart practices
already in use



22

WOREDAS

supported in the roll-
out of climate-smart
approaches



**MICRO-
WATERSHEDS
DELINEATED
IN THE**

22

FOCUS WOREDAS

including base maps
that include biophysical
assessment data, current
land use, land cover, and
other baseline information
needed in development
planning



2,000

**AGRICULTURE
PUBLIC OFFICERS**

trained on climate risks
and how to mitigate them



**CLIMATE-SMART
APPROACHES**

mainstreamed into PSNP
manuals, guides, and
training materials



REGIONAL

RECOGNIZING THE DANGERS OF ILLEGAL FISHING

Illegal and unsustainable fishing jeopardizes not only fish stocks and marine ecosystems, but also livelihoods, food security, and human health. Funded by the EU, EEOFISH focuses on the contribution of sustainable fisheries to the “blue economy” in Eastern Africa, Southern Africa, and the Indian Ocean region. It seeks to enhance equitable economic growth in these areas by promoting sustainable fisheries and fisheries management, and by preventing, deterring, and eliminating illegal fishing.

Specifically, DAI and our partner communication company are implementing EEOFISH’s communication strategy over the next three years. Our support also includes capacity building events for journalists and for EEOFISH implementing partners.

PHOTOS COURTESY: OPAL JIMÉNEZ FOR FUNDACIÓN PLENITUD



DOMINICAN REPUBLIC

ADAPTING MARINE AND COASTAL AREAS TO CLIMATE CHANGE

Coastal erosion is a serious concern in the Caribbean. As with all the islands in the region, the Dominican Republic is highly vulnerable to changes in ocean and coastal systems, including rising sea levels, especially as they affect vulnerable communities on the shoreline and threaten the critically important tourism industry.

To help the country take the right adaptation measures, DAI and local partner Fundación Plenitud carried out a state-of-the-art assessment of the potential impacts

of climate change on coastal and marine areas.

After evaluating current and past adaptation policies, the project—funded by Agence Française de Développement—will develop two concept notes to inform the Dominican Republic’s investments to restore and protect coastal ecosystems while enhancing the resilience of local communities by fostering sustainable, environmentally friendly tourism approaches.



PERU

PRESERVING BIODIVERSITY, PROTECTING HABITATS

In 2019, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services found 1 million plants and animal species threatened with extinction in the coming decades. This loss of biodiversity and ecosystem services, exacerbated by human actions, directly harms human wellbeing, as evidenced in the Peruvian Amazon, where illegal activity, weak governance, and social and land tenure conflict contribute to biodiversity loss and threaten one of the world's most significant ecosystems—in particular the forests that are so vital to the fight against climate change.

USAID's Peru Prevent activity is helping Peruvian institutions and actors to better manage the country's natural resources for future generations, in the face of increasing environmental crime. Prevent aims to transform the culture of rule of law and citizen stewardship when it comes to protecting Peru's environmental assets from illegal logging, illegal mining, and wildlife trafficking.

Prevent supports Peru's problem-solvers to work more effectively as catalysts, conveners, enforcers, and innovators, mobilizing locally driven solutions to some of the region's most entrenched environmental governance challenges. The project works with the Government of Peru and civil society to build local monitoring and reporting capacities, advance technological solutions, strengthen political frameworks and collaboration, and raise awareness to prevent and combat environmental crimes, especially around protected areas, forests, and indigenous lands. The project also works to increase protection for environmental defenders in the Peruvian Amazon through legal assistance, technology, and networks.

IMPACT



Assisted the Peruvian government to create a

HIGH-LEVEL COMMISSION FOR THE PREVENTION AND REDUCTION OF ENVIRONMENTAL CRIMES AND AN ENVIRONMENTAL CRIMES UNIT



Developed a **COMMUNICATION AND AWARENESS-RAISING STRATEGY** including capacity building for dozens of journalists, yielding hundreds of news stories about Amazon conservation

Supported technological solutions for national authorities to better supervise forest resource use in real-time



400
INDIGENOUS PEOPLE TRAINED

in the use of drones and GPS to monitor and protect their territories from illegal logging



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



HONDURAS

ENGAGING CITIZENS TO BOLSTER SECURITY

In Honduras, a weak state response to gang-related crime has led to unprecedented levels of violence. Hondurans in urban areas face risks such as bus robberies, indiscriminate homicides, extortion, and other criminal activities perpetrated by gangs. Along with law enforcement officials who are too often corrupt, and political interests that oppose reforms, the rising violence has undermined public trust in the judicial system.

The USAID Justice, Human Rights, and Security Strengthening Activity (*Unidos por la Justicia*) works with local partners to improve citizen engagement with the security and justice sectors, make the judicial system more efficient, and increase the effectiveness of community police. Only effective, collaborative relationships between local police and the communities they serve can yield the sustainable security improvements needed to foster development. Unidos engages civil society organizations (CSOs) at the community level to encourage citizens in the most violence-plagued neighborhoods to get involved in their own security. The combination of safer neighborhoods and better economic opportunities will allow Hondurans to pursue their dreams at home rather than abroad.

PHOTOS COURTESY: USAID HONDURAS UNIDOS



IMPACT



Upgraded the criminal justice system to digital case files, increasing efficiency and transparency in a system that handles

125,000
CASES ANNUALLY



23
CSOs TRAINED
in social auditing
to detect corruption

48
CSOs TRAINED
to conduct oversight in security,
justice, and human rights

38
CSOs TRAINED
in crime data analysis and
citizen security



59
community-based
organizations supported

INSTALLED FACIAL
RECOGNITION
AND FINGERPRINT
PROCESSING SYSTEMS

at forensic medicine
units to speed up positive
identification and police
investigations



Empowered five
CSOs to provide
1,125
SURVIVORS OF GENDER-
BASED VIOLENCE
with psychological support
and legal counsel



25
TRAININGS
SUPPORTED
for 570 people, mostly police
officers, on human rights
and community policing



SUPPORTED
962
National Police community
relations activities that
attracted 72,681 residents
of 29 high-crime barrios



FACILITATED
A NETWORK OF

215
COMMUNITY VOLUNTEERS
to advise female survivors
of violence and steer them
to legal and psychological
services

Supported workshops on
gender violence and equality
in the workplace for



256
BUSINESS EXECUTIVES



PROVIDED
TRAINING ON
HUMAN RIGHTS TO
90
BUSINESS LEADERS

in key urban centers and
worked on the development
of a human rights policy for
businesses



PRODUCED
CURRICULUM
for the National
Police Academy

17 PARTNERSHIPS FOR THE GOALS



EL SALVADOR

LONG-TERM PARTNERS IN GOVERNANCE AND RESILIENCE

Effective domestic resource mobilization—improving a country’s capacity to raise and deploy funds through taxation and other means—is central to a country’s resilience and independence. Over the past 16 years, USAID has partnered with the Government of El Salvador to implement a series of tax system reforms that helped raise an additional \$2.4 billion in state revenue. Combined with reforms in public financial management, this increase in public funds led to improved citizen welfare, such as higher public health spending that has reduced child mortality and raised life expectancy.

USAID’s Domestic Resource Mobilization (DRM) Program continues to support the national government in mobilizing revenue, better managing expenditure, and facilitating public-private dialogue. By assisting its government partner to enhance its fiscal systems, the DRM team helps increase public funding to support social programs, generate employment, and reduce inequality. El Salvador, for example, now has a much more resilient tax system. In previous economic crises, tax revenues always fell more than economic activity, but that was not the case during the economic downturn created by COVID-19. El Salvador’s more resilient tax system was key to securing resources to address the health, economic, and social effects of the pandemic.

Starting in 2021, the DRM program has partnered with the National Administration of Aqueducts and Sewers to strengthen its capacity for results-oriented management, with an eye to guaranteeing sustainable water provision and advancing the environmental management of El Salvador’s water resources.

IMPACT



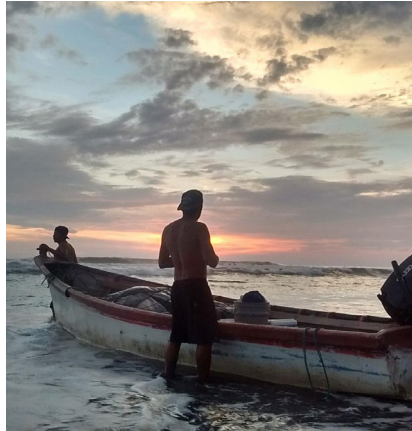
INCREASED TAX REVENUES FROM

16.1%

of GDP in 2006 to

18.3%

in 2019



INCREASED SOCIAL SPENDING FROM

6.9%

of GDP in 2006 to

9.4%

in 2019

REDUCED VALUE-ADDED TAX EVASION FROM

25.7%

of potential VAT revenues in 2014 to

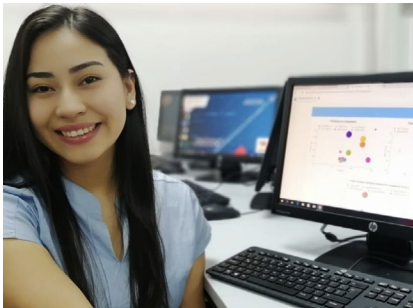
17.6%

in 2019



HELPED THE SUPREME AUDIT AUTHORITY REFORM AUDIT PRACTICES

to improve accountability and transparency—
increasing the agency's productivity by 500%



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 accordance 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.

In 2021, FCDO contracted DAI to contribute to the **enhancement of the FCDO's Advisory Cadres' safeguarding capabilities**. Led by DAI's Global Director of Safeguarding Sarah Maguire, the effort provides guidance and tools to facilitate effective learning and organizational culture change with respect to safeguarding.

This year, our U.K. office also received recognition as a Disability Confident Level 1: Committed-registered company. This designation involves agreeing to commitments such as inclusive and accessible recruitment, and conducting at least one activity to help ensure equal opportunities for people with disabilities. DAI's Disability Inclusion Working Group is active across a range of topics including understanding disability and fighting for rights in the post-COVID era.

DAI leads numerous projects that advance human rights activities around the world. The DAI-implemented **USAID ASEA PROSPECT** project, for example, supports the Association of Southeast Asian Nations (ASEAN) and member states in advancing regional integration to enhance the rule of law and uphold human rights. In 2021, this work included providing technical support for the Gender Mainstreaming Strategic Framework—the first of its kind for the regional body—which received official endorsement from the ASEAN Secretariat.

In Honduras, we manage **USAID’s Justice, Human Rights, and Security Strengthening Activity, or *Unidos por la Justicia*** (see [page 56](#)). As part of this work, we have:

- Supported human rights defenders to improve the reporting and investigation of human rights violations.
- Helped the Public Prosecutor’s office and the Office of the Special Prosecutor for Human Rights to streamline the handling of human rights cases.
- Developed the organizational structure, mission, and vision for the Human Rights Ministry.
- Trained business leaders on human rights and the private sector.
- Helped the nation’s largest private sector organization develop and adopt a human rights policy for businesses.

On behalf of the EU, DAI is providing **Support to the Ombudsman Institution in Kosovo**. The three-year project is working with this independent institution—established under the Constitution of Kosovo—to protect and promote the human rights and fundamental freedom of citizens, in compliance with the United Nations’ Paris Principles.

Another EU project—the **Justice and Accountability Programme (*Chilungamo*) in Malawi** (see [page 32](#))—contributes to governance, accountability, compliance with the rule of law, and the protection of human rights. Among its achievements, the program has facilitated the release of 1,235 inmates from prisons, assisted the Office of the Ombudsman in investigating allegations of hospital negligence, supported the Anti-Corruption Bureau to develop its Strategic Plan, and helped the Legal Aid Bureau in handling 782 cases.

We also reported final results from the **FCDO Consolidating Democracy in Pakistan** project, locally called *Tabeer*. The program worked with the Election Commission of Pakistan, national and provincial assemblies, political parties, media, and civil society organizations to support a more democratic system. Over four years, *Tabeer* trained 850,000 election and polling staff, and helped 1.1 million women and other excluded groups to exercise their right to participate in elections.





LABOR

PRINCIPLE 3:

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

PRINCIPLE 4:

The elimination of all forms of forced and compulsory labor;

PRINCIPLE 5:

The effective abolition of child labor; and

PRINCIPLE 6:

The elimination of discrimination in respect of employment and occupation.

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 continued to expand the number and range of its owners in 2021. Of the 128 new investors in DAI in 2021, more than half hail from outside the United States, representing 16 countries.

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.

“For any policy maker seeking to address growing inequality, racial wealth disparities, simmering discontent with free markets, or the looming retirement challenge, expanding employee ownership should be a priority.”

– DAI President and CEO Jim Boomgard, [Stanford Social Innovation Review](#), 2021

Around the world, DAI-led projects are taking action to advance inclusive, safe, and fair employment. In Turkey, DAI's EU team is helping to strengthen the capacity of the **Centre for Labour and Social Training and Research (ÇASGEM)** to address occupational health and safety issues that cost the Turkish economy €1.66 billion per year. So far, the project has reached more than 700 people in the sector through training to promote a safety culture in Turkey. Another EU-funded effort supports the **Turkish Employment Agency (İŞKUR)** to fulfil its mandate as the country's lead provider of public employment services—particularly in improving the ratio of vocational counsellors to unemployed people.

DAI's **Sustainable Business Group** took on an assignment to provide maternal and new-born health services and information to 18,500 workers across nine garment factories in the supply chain of VF Corporation in Java, Indonesia. The first phase of this work was implemented from October 2020 to September 2021, covering 5 factories and 8,500 workers; the second phase will run from October 2021 to September 2022, reaching an additional 5 factories and 10,000 workers. Our support includes providing assessments, training, standard operating procedures, and health communication materials, and improving referral pathways to hospitals. Activities have been expanded to provide urgent COVID-19 support to the factories.

In Indonesia, **USAID Mitra Kunci**, a workforce development program, helps young people, women, and people with disabilities with training, information, and resources to succeed in the labor market. In 2021, for example, the project supported a training center in East Java to offer 18-day vocational training courses for youth with disabilities. Thirty-two participants graduated with in-demand skills in hydroponic or catfish farming. The project also trained 1,030 service providers (578 male and 452 female) who serve vulnerable persons.

All told, Mitra Kunci has equipped more than 40,000 poor and vulnerable young people—including 704 with disabilities—with new skills, and 15,800 have new or better jobs as a result of program interventions.

The **FCDO Better Health Programme Mexico (BHPMx)**, which wrapped up in 2021, addressed challenges in the country's health system in part by fostering an advanced nursing practice—especially vital due to the strain of the COVID-19 pandemic. The team strove to make nursing an accredited career option for secure employment, with an emphasis on gender equality and social inclusion. BHPMx worked with the National School of Nursing and Obstetrics, for instance, to research expanding the role of advanced practice nurses.

And in El Salvador, DAI was proud to present results from the recently concluded five-year **USAID Bridges to Employment**. The effort improved employment opportunities for vulnerable youth, including young parents, people with disabilities, returned migrants, and the lesbian, gay, bisexual, transgender, and intersex (LGBTI) community—with a focus on El Salvador's highest-crime municipalities. The project succeeded in:

- Helping 4,708 vulnerable young people gain new or improved employment.
- Training 11,930 vulnerable young people in technical, life, and on-the-job skills to meet the demands of employers.
- Helping 56 firms take concrete steps to improve the inclusiveness of vulnerable youth and other marginalized populations in their corporate policies and practices.
- Creating the Fair Programming Initiative to ensure the inclusion and fair treatment of vulnerable youth who provide software development services as part of the global IT value chain.

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.

As a federal contractor to the U.S. Government, DAI is subject to periodic audits of its affirmative action plan by the Department of Labor Office of Federal Contract Compliance Program (OFCCP). The two most recently completed OFCCP audits were performed in 2014 and 2020, with no violations found.



BOBBY JEFFERSON

Global Head of Diversity, Equity, Engagement, and Inclusion

Bobby Jefferson has been named DAI's Global Head of Diversity, Equity, Engagement, and Inclusion (DEEI). Jefferson was previously Vice President and Chief Technology Officer for DAI Global Health, where he helped establish DAI's successful digital and global health teams.

"Bobby is steeped in the issues of racial and social justice," said Sarah Helmstadter, DAI's Senior Vice President, Global Workforce, in announcing the appointment. "He has reflected on those issues for decades as a professional in the global development industry and beyond, and over the past 18 months in particular he has lent his insights to DAI's Racial and Social Justice Initiative (RSJI), serving on the RSJI Steering Committee since its inception."

In 2020, Jefferson joined the Board of Directors of the Society for International Development-Washington, D.C. Chapter, a position to which he was re-elected in 2021. As a member of SID-Washington's Executive Committee, he has been instrumental in shaping the organization's strategic thinking on Diversity, Equity, and Inclusion (DEI): chairing the DEI Committee; establishing the Race, Ethnicity, and Diversity Workgroup; and setting in motion the DEI Strategic Plan.

Jefferson is also co-chair of the Council of International Development Companies' new DEI Committee and participates in British Expertise International's Equity, Diversity, & Inclusion Working Group.

"Over the past year-and-half there has been a great deal of work by DAI's affinity groups, RSJI team, management, and the Board," said Jefferson. "It's important that our employee-owned company lives up to the commitment of fairness and inclusion embedded in its values. I'm looking forward to building on what we have learned so that DEEI is woven into the fabric of DAI."





ENVIRONMENT

PRINCIPLE 7:

Businesses should support a precautionary approach to environmental challenges;

PRINCIPLE 8:

Undertake initiatives to promote greater environmental responsibility; and

PRINCIPLE 9:

Encourage the development and diffusion of environmentally friendly technologies.

DAI is committed to ensuring environmental sustainability and integrating the principles of sustainable development in all its projects. We are committed to complying with all applicable environmental laws, rules, and regulations.

Climate change mitigation, adaptation, and resilience is central to DAI's sustainability values as a company and in our work—as we discuss on [pages 9-21](#). In addition to addressing climate change, DAI leads more than 50 projects worldwide that tackle the full range of environmental challenges.

Water Resources

Given the centrality of clean water and good sanitation to human development and prosperity, our projects work to improve water security, water productivity, and expanded access to clean water and sanitation services. In 2021, this included:

- Leading USAID-funded water, sanitation, and hygiene (WASH) projects in **Kenya, Haiti, the Philippines, and Indonesia**. In Kenya, for example, our project enabled nearly 900,000 Kenyans to gain access to improved WASH services.
- Launching an EU technical assistance project in **Turkey** that will build the country's capacity to create critical river basin management plans for six of the country's river basins.
- Concluding six years of work on the **USAID Water for Africa through Leadership and Institutional Strengthening (WALIS)** project, which supported African leaders, institutions,

and stakeholders to shape WASH policies, plans, and budgets.

- Supporting two USAID projects in **Nepal's** Karnali River Basin to promote water security, conserve freshwater biodiversity, and implement sustainable water management practices.

Natural Resource Management

Our projects work to balance the protection and management of forests, wildlife, water, and coastal resources. We also aim to improve people's welfare by linking their livelihoods to the sound management of natural resources and ecosystems. This year, DAI projects:

- Provided technical assistance, facilitation, adaptive management, and innovative tools and approaches to help USAID drive the uptake and operationalization of its **Environment and Natural Resource Management Framework**.

- Worked to increase the value of timber products, strengthen forest law enforcement and governance, and share forest benefits more equitably through implementation of the Forest Law Enforcement, Governance, and Trade Voluntary Partnership Agreement between **Liberia** and the EU.
- Helped the Government of **Vietnam**, on behalf of USAID, to reduce carbon emissions associated with deforestation, the degradation of natural forests, and poor plantation management.
- Supported **Peruvian** institutions to better manage the country's natural resources by addressing environmental crimes such as illegal logging and wildlife trafficking (see [page 54](#)).
- As part of a USAID economic development project in Mozambique, trained judges on the importance of protecting **Mozambique's** biodiversity by processing wildlife crimes.

Energy

Our work in renewable, locally available energy and energy-efficiency technology supports energy security, economic growth, environmental protection, and improved governance. In 2021, our energy projects included:

- A facility in **Morocco**, funded by the European Bank for Reconstruction and Development (EBRD), that finances investments in green technologies and services.
- An FCDO project, with partner Winrock International, assisting the Government of **Nepal** to lead and manage the country's National Small-Scale Renewable Energy Framework.
- USAID's Vietnam Energy Security activity, which is investing in **Vietnam's** clean energy sector by driving engagement at the city level.
- An EU technical assistance project to increase **Turkey's** use of alternative energy sources, including renewables, and make the city of Izmir a clean tech hub (see [page 40](#)).

Sustainable Livelihoods

DAI employs market-based approaches that generate business and livelihood opportunities based on sound environmental stewardship. This year, we:

- Launched two USAID projects related to agricultural sector resilience. The **Resilience through Agriculture in South Sudan Activity** aims to improve food security and community household recovery and resilience in 13 target counties—expanding opportunities for sustainable, locally driven livelihoods. In **Haiti**, the **Feed the Future Resilience and Agriculture Sector Advancement Activity** will work to increase the competitiveness, inclusion, and resilience of agricultural market systems.
- Completed the five-year **USAID Protect Wildlife** project in the **Philippines**, which tackled wildlife trafficking and biodiversity loss by taking into account the contexts and priorities of local communities—supporting sustainable livelihood alternatives and promoting lasting behavior change.



ANTI-CORRUPTION

PRINCIPLE 10:

Businesses should work against corruption in all its forms, including extortion and bribery.

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.



A range of DAI projects focused on fighting corruption in 2021. Since 2016, **USAID’s Transparent, Effective, and Accountable Municipalities** activity in **Kosovo** has worked to modernize public procurement and limit municipal vulnerability to corruption. For example, our team partnered with the country’s Public Procurement Regulatory Commission to adopt an electronic procurement system for government contracts—which are now published openly for citizens to view. Twenty-four Kosovo municipalities have also voluntarily published 2,895 procurement contracts on their websites.

We also manage a related FCDO activity in **Kosovo**: the **Strengthening Public Procurement** project, which also focuses on strengthening the country’s public procurement system to reduce corruption. Part of FCDO’s Stability and Security Fund, the program aims to improve the practices of contracting authorities to ensure professional and fair adjudication of procurement disputes.

In **Egypt**, the **USAID Economic Governance Activity** is assisting the government with economic and good governance reforms, including rolling out anticorruption training at all levels of civil services.

In the **Democratic Republic of the Congo**, the **USAID Integrated Governance Activity** has, since 2017, helped to train civil society and private sector groups to advocate their needs to elected officials—making them more accountable to the public.

And in **Kyrgyzstan**, our team completed the five-year **USAID Community and Municipal Governance Initiative**, which supported 50 municipalities to expand government services and reduce corruption. The project hosted 590 public dialogue sessions with citizen participation.

This year also saw the completion of DAI’s EU-funded **Support to Efficient Prevention and Fight Against Corruption in the Justice Sector** in **Moldova**. The project accelerated the sustainable reform of the country’s justice system by supporting legislation to prevent and combat corruption. Our team assessed and reported on the status of Moldova’s judicial reforms and created a training agenda for judges and prosecutors on judicial ethics.

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 2021, DAI has confirmed no material violations of the UKBA in 2021. 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.

SHAPING A MORE LIVABLE WORLD.



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