



## COMMUNICATION ON PROGRESS 2013

Dalberg Global Development Advisors (“Dalberg” or “we”) has been a member of the United Nations Global Compact (“UNGC” or “the Global Compact”) since 2007 and endorses the 10 universally accepted principles of the Global Compact in the areas of human rights, labor, environment and anti-corruption.

Our commitment to the Global Compact’s principles is exemplified most strongly through our client engagements and internal initiatives including:

- **Partnership with United Nations Global Compact:** We are preparing to help the UNGC design an implementation architecture for private sector action to support the post-2015 development agenda. Previously, Dalberg has supported the UNGC by helping it identify and establish transformational partnerships between the United Nations and businesses and identify best practices for such cooperation. We have also authored several reports for the UNGC.
- **Promotion of human rights:** We helped our clients – most notably Amnesty International USA, PEN America Center, and the Bernard Van Leer Foundation – to advocate for human rights, support freedom of expression and combat domestic violence.
- **Labor:** We offer social benefits at levels exceeding/comparable to other leading professional services firms in their respective countries of operation. Additionally, we promoted good labor practices by conducting an anonymous, internal survey of all current staff to examine employee perceptions of the firm and determine the firm’s value proposition.
- **Environmental sustainability:** We worked with a broad range of actors to develop environmentally friendly solutions. These included: C40 Cities, Clinton Climate Initiative, World LPG Association, World Wildlife Fund, and the Lawrence Berkeley National Laboratory’s Institute for Globally Transformative Technologies.
- **Anti-corruption and promotion of good governance:** We fought corruption by strengthening good governance within United Nations agencies, corporate CSR efforts, and catalytic investment funds, providing all with robust frameworks that ensure transparency.

As a firm dedicated to addressing the world’s most pressing challenges, the principles mainstreamed by the Global Compact are the same guiding Dalberg’s development efforts and internal policies. Going forward, we will continue to promote the principles and the UNGC in our communications, but more importantly, the principles will manifest through our international development activities.

A handwritten signature in black ink that reads 'Paul Callan'. The signature is fluid and cursive, with the first letters of 'Paul' and 'Callan' being capitalized and prominent.

Paul Callan, Global Operating Partner  
31 May 2013

## Firm Description

**Dalberg Global Development Advisors is a strategy and policy advisory firm exclusively dedicated to global development and innovation.** Established in New York in 2001, our mission is to mobilize effective responses to the world's most pressing issues and to raise living standards in developing countries. We strive to achieve social impact by creating value for our clients.

Our core advisory services include: (i) developing innovative strategies, approaches and market mechanisms; (ii) reforming internal organizational processes and structures; (iii) analyzing global markets and developing market-entry strategies; and (iv) coordinating and facilitating large, multi-stakeholder initiatives. We focus on 11 key sectors:

- **Access to Finance** – Improving access to finance in underserved and emerging markets by connecting investors, capital providers and private and social entrepreneurs
- **Agriculture & Food Security** – Helping organizations identify, design and implement solutions that benefit agricultural market participants and increase food security
- **Conflict, Human Rights & Humanitarian Aid** – Helping organizations to address effectively the unique development challenges faced by conflict-affected and post-conflict countries
- **Corporate** – Enabling corporations to achieve lasting competitive advantage in developing markets, and understand the conditions affecting their opportunities
- **Education** – Expanding global access to high-quality education and training at all levels by understanding market needs and effective approaches to learning, strengthening public systems and facilitating public-private partnerships
- **Energy & Environment** – Working with public and private sector organizations to transform markets, make sound supply-side choices, access financing, enhance energy access, or develop strategies to address key environmental risks
- **Gender Empowerment** – Developing strategies and designing programs that enable organizations to leverage resources toward greater gender equity
- **Global Health** – Identifying, designing and implementing solutions that improve health across the globe
- **ICT & Mobile for Development** – Harnessing the power of information and communication technologies to foster innovation, improve quality, expand access and drive accountability
- **Inclusive Growth** – Helping countries and regions develop programs and agendas that lead to economic growth beneficial to and inclusive of all people and businesses
- **Strategy & Performance** – Helping governments and leading development organizations have a greater impact on the lives of people they serve through better strategies and more effective organizations

**Dalberg has a global footprint.** Dalberg has a network of 11 offices located in Bogotá, Copenhagen, Dakar, Geneva, Johannesburg, London, Mumbai, Nairobi, New York, San Francisco and Washington, D.C. We serve clients across Africa, Asia, North and South America, and Europe and have fielded teams on the ground to provide global-local perspectives in more than 90 countries.

**Dalberg has a highly talented staff** that has lived and worked in developing countries, fostering a unique depth of development expertise. We combine this insight with experience from top-tier professional services firms and leading academic institutions to create actionable solutions. Our diverse staff is representative of our clients and their beneficiaries and comprises:

- 55% women and 45% men
- More than 30 nationalities
- More than 25 languages

**Dalberg has an extensive track record of success and innovation across public, nonprofit and corporate sectors.** During the last 11 years, Dalberg has successfully completed more than 800 engagements for more than 250 leading multilateral institutions, international agencies, foundations, NGOs, governments and global corporations operating or investing in frontier and emerging markets. We act at the forefront of development innovation, working extensively with leading social innovators, such as the Bill & Melinda Gates Foundation, Rockefeller Foundation and Skoll Foundation, and a broad range of international organizations, including the Global Fund and Human Rights Watch. We advise a broad range of private sector clients, including 10 Fortune 200 Global companies, and have partnered with dozens more. We have advised developing country governments and regional and international development finance institutions, including the World Bank, International Finance Corporation (IFC), African Development Bank (AfDB), Asian Development Bank (ADB) and Inter-American Development Bank (IADB), as well as numerous UN agencies at headquarter and field levels.

**Dalberg's Global Compact COP** will be available on the UNGC website and will be referenced on our own website, [www.dalberg.com](http://www.dalberg.com). For any questions or comments, please contact:

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## Human Rights

- **Principle 1:** Business should support and respect the protection of internationally proclaimed human rights
  - **Principle 2:** Business should ensure that they are not complicit in human rights abuses
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### ASSESSMENT, POLICY AND GOALS

Dalberg supports staff members in developing social impact initiatives both locally and globally, including initiatives that support and respect the protection of internationally proclaimed human rights. In order to support personal commitments to being good citizens, Dalberg has a sabbatical policy that enables staff members to work on social impact projects unrelated to client work in a developing country for two weeks to four months, depending on their tenure.

Additionally, Dalberg's work in the international development sector requires us to be highly conscious in our choice of clients, subcontractors and partners. Dalberg seeks to work only with clients of the utmost integrity, who are globally respected, and are seeking outcomes that improve the condition of people in developing countries. As such, every partner overseeing business development and project implementation activities takes personal responsibility to ensure our clients are not involved in any human rights abuses.

### IMPLEMENTATION

In the last year, Dalberg engaged with a variety of actors under our dedicated Conflict, Human Rights and Humanitarian Aid practice. For example:

- **Dalberg supported global human rights advocacy.** We helped the US division of Amnesty International develop a three-year strategic plan to increase its financial stability, expand its membership, strengthen its organizational structure, and increase its impact.
- **Dalberg promoted freedom of expression.** We guided the PEN American Center in developing a three-year strategic business plan that enabled it to better target its activities in support of its mission to combat censorship and defend freedom of expression.
- **Dalberg advanced efforts to combat domestic violence.** We identified potential partners for the Bernard Van Leer Foundation among actors and organizations in Tanzania working to combat violence against young children in rural communities.

### MEASURE OF OUTCOMES

In the past year, Dalberg has not been involved in any investigations, legal cases or incidents involving Human Rights violations.

## Labor

- **Principle 3:** Business should uphold the freedom of association and the effective recognition of the right to collective bargaining
  - **Principle 4:** Business should support the elimination of all forms of forced and compulsory labor
  - **Principle 5:** Business should support the effective abolition of child labor
  - **Principle 6:** Business should support the elimination of discrimination in respect of employment and occupation
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### ASSESSMENT, POLICY AND GOALS

While the nature of Dalberg's professional services work does not necessitate staff union membership, our Corporate Policies provide for a system whereby employee concerns and grievances can be addressed via elected staff representatives.

We uphold the elimination of all forms of forced, compulsory or child labor and observe and support the ILO conventions outlawing such. In addition, as a matter of principle and reputation, we seek to ensure that these practices do not take place in our client, partner and sub-contractor organizations.

Finally, as an international consulting firm, Dalberg actively seeks to recruit a team that reflects the gender and ethnic diversity of our clients and their beneficiaries. Our Corporate Policies ensure staff members are recruited based on their ability to do the job; no distinction, exclusion or preference is given on any other grounds.

### IMPLEMENTATION

Dalberg's Corporate Policies are posted prominently on our internal knowledge management system and are accessible by all staff. They are accompanied by an open discussion forum that communicates directly with Dalberg's Global Managing Partner, Global Operating Partner, and the Chairman of the People and Values Committee. For confidential employee grievances and concerns, we have an established Ombudsperson system. The Ombudspeople are nominated by staff globally and retain the position for a period of at least one year. These representatives have direct access to Dalberg senior management and the responsibility to bring up issues of concern to staff.

In addition, Dalberg seeks to be a leading employer by recognizing the importance of maintaining an enjoyable and supportive working environment and providing social benefits. Each of our offices aims to provide benefits like health, dental, pension, maternity and paternity leave, etc. at levels exceeding/comparable to other leading professional services firms in their respective countries of operation. We promote team work and individual professional development through regular office-level retreats, an annual global retreat, regular office-level skills training sessions, 360-degree feedback reviews and individual staff professional development plans.

Dalberg also recently engaged an external organization to conduct an anonymous survey of all current staff and a group of former staff to examine employee perceptions of the firm and determine the firm's value proposition. Findings were shared and discussed freely across all employment levels in an all-staff

teleconference. Smaller, regional and cohort-based discussions are currently underway to identify ways Dalberg can continue to improve its strong corporate offering to current and future staff.

#### MEASURE OF OUTCOMES

In the past year, Dalberg has not been involved in any investigations, legal cases or incidents involving contravention of ILO conventions or the Global Compact labor principles.

Additionally, Dalberg's efforts to build and maintain a diverse staff and a supportive, non-discriminative corporate environment are apparent in our staff statistics:

- 55% women and 45% men global workforce
- 50% women and 50% men partner group
- More than 30 nationalities represented
- More than 25 languages spoken

## Environment

- **Principle 7:** Business should support a precautionary approach to environmental challenges
  - **Principle 8:** Business should undertake initiatives to promote greater environmental responsibility
  - **Principle 9:** Business should encourage the development and diffusion of environmentally friendly technologies
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### ASSESSMENT, POLICY AND GOALS

Dalberg is committed to fostering and promoting a clean environment and meeting environmental challenges through a wide range of efforts to monitor and reduce the carbon footprint of our individual staff and the firm as a whole.

Wherever possible, Dalberg raises awareness among our staff and guides them to the most environmentally friendly choices. Our travel policies, posted on our internal knowledge management system and available to all staff, advise use of the most environmentally sound methods of travel. In addition, members of our dedicated Energy and Environment practice foster internal and external dialogue on environmental challenges through monthly calls and email updates, blog posts and articles.

### IMPLEMENTATION

In the last year, Dalberg worked with a wide range of clients to develop environmentally-conscious strategies, build knowledge around environmental markets, and promote the development and diffusion of environmentally friendly technologies. For example:

- **Dalberg fostered sustainable transportation options.** Working with C40 Cities and the Clinton Climate Initiative, we conducted a viability analysis for the implementation of hybrid electric bus fleets in select Latin American cities.
- **Dalberg advanced financing to green enterprises.** We designed and launched a fund aimed at fostering green small- and medium-sized enterprises across Latin America and Africa, identifying a pipeline of potential investments.
- **Dalberg worked to curb the use of traditional biofuels.** Working with the World LPG Association, we designed and launched a public service campaign promoting the use of clean cooking fuels in developing countries. Additionally, in an engagement with the World Bank, we authored a landmark report collating data and insights on the clean cookstoves market globally and in sub-Saharan Africa, in order to inform the decisions of modern cookstove fuel manufacturers, investors and policymakers going forward.
- **Dalberg fostered environmentally friendly innovation.** We shaped and launched the Lawrence Berkeley National Laboratory's Institute for Globally Transformative Technologies, an initiative to develop and deploy the next generation of low-carbon technologies for the base of the pyramid.
- **Dalberg supported biodiversity conservation globally.** We documented the global illegal wildlife trade's destabilizing effects on societies and incentivized lawmakers to commit to

fighting the trade by developing a report and launching a global campaign for the World Wildlife Fund.

- **Dalberg supported the United Nations Environment Program.** We worked with UNEP's Resource Efficiency effort to enhance communication around the program's goal of encouraging decisionmakers and consumers to pursue more efficient production, purchasing and use patterns.

## MEASURE OF OUTCOMES

In the past year, Dalberg engaged in around 15 projects related to environmental issues. During the same time, our firm published ten blog posts and three thought leadership pieces concerning energy and environment practices (not including articles written by individual staff members).



## Anti-Corruption

- **Principle 10:** Business should work against corruption in all its forms, including extortion and bribery
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### ASSESSMENT, POLICY AND GOALS

Dalberg observes and supports the United Nations Convention against Corruption. We seek to support governments, UN agencies and civil society to realize a more transparent global economy.

As a firm, we have strict Corporate Policies to avoid bribery, extortion and other forms of corruption both in home office countries and in the field. Where there are concerns, Dalberg includes specific provisions in our contractual arrangements with clients prohibiting any such behaviour.

### IMPLEMENTATION

Internally, Dalberg has established a global comptroller position to centralize financial oversight, thus promoting greater transparency.

Our primary contribution to a transparent global economy comes in the form of our client work. In the last one to two years, we worked with a wide range of clients on governance issues. For example:

- **Dalberg helped establish robust governance for corporate client CSR efforts.** We worked with two major, global pharmaceutical companies to support the development of governance structures for new CSR initiatives – the first, an access to medicine strategy, and the second, a pilot of integrated care for chronic disease patients in a developing country.
- **Dalberg designed governance structures for two, new investment funds for developing countries.** We designed and launched two catalytic funds, in the green and education sectors respectively, instituting governance structures to ensure transparency around investments in small- and medium-sized enterprises and education programs.
- **Dalberg promoted good governance within the UN system.** We worked with the United Nations Environment Programme to conduct a strategic review covering its mandate and governance structure, among other functions. We delivered recommendations to strengthen governance across program areas and enhance efficiency.

### MEASURE OF OUTCOMES

In the past year, Dalberg has not been involved in any investigations, legal cases or incidents involving corruption or bribery.

In addition, we maintain transparent financial records via an annual audit with accredited accounting firms in each of our countries of operation.