



Dalberg

Communication on Progress 2010

Dalberg Global Development Advisors has been a member of the United Nations Global Compact since June 2007 and endorses the ten universally accepted principles of the compact in the areas of human rights, labour, environment and anti-corruption.

In 2009, Dalberg produced a report for the UN Global Compact highlighting the perspectives and expectations of 40 Chairmen and CEOs of corporations from around the globe who support a global climate agreement and are ready to take the lead in retooling the global economy. The report, "Champions of the Low Carbon Economy: Why CEOs are Ready for a Global Climate Agreement", was unveiled on September 22 at the UN Leadership Forum on Climate Change, an unprecedented convening by Secretary General Ban Ki-moon of leaders of business, governments, and civil society. This follows on from the contributing role Dalberg has previously played in producing one of the Global Compact's major publications in 2007: "The Business Guide to Partnering with NGOs and the United Nations".

As a firm dedicated to working on the world's most pressing challenges, the principles mainstreamed by the Compact lie at the core of Dalberg's development efforts. Going forward, we will continue to promote the principles and the Compact in our communications, but more importantly, the principles will be internalized through the core activities we pursue in the international development space.

1 June 2010, Andrew Stern, Global Operating
Partner

Contact: Opal Cavalier or Andrew Stern

Email: opal.cavalier@dalberg.com **Phone:** +1 212 867 4447 **Fax:** +1 212 867 5554

Brief Description of Nature of Business

Our commitment to global development and innovation. Established in New York in 2001, Dalberg Global Development Advisors is a strategy and policy advisory firm focused on global development. Our mission is to provide outstanding strategic management advice to organizations in order to achieve performance breakthroughs. We take a new approach to advising development practitioners by bringing private sector and innovative thinking to global issues. We work with senior decision-makers in governments, international public organizations, NGOs and corporations to help bring about change that contributes to lasting impact.

Our core consulting services include the: (i) development of innovative strategies, approaches and market mechanisms; (ii) internal organizational reforms and restructuring initiatives; (iii) market and investment analysis and market-entry strategies; and (iv) coordination and facilitation of large multi-stakeholder initiatives. Our extensive knowledge and experience in international development means that we truly understand frontier and emerging markets. Our solutions are both creative and tailored to fit each development challenge, and most importantly, they work.

Our global footprint. Dalberg has a global network of offices located in Copenhagen, Dakar, Geneva, Johannesburg, Mumbai, Nairobi, New York, San Francisco, Santiago and Washington, D.C. The firm serves clients across Africa, Asia, North and South America and Europe and is capable of fielding teams in developing countries on short notice, either international or local staff or a combination of both. We focus on 8 key sectors of expertise:

- **ACCESS TO FINANCE:** Improving access to finance in underserved and emerging markets for investors, capital providers and private and social entrepreneurs
- **AGRICULTURE:** Helping organizations access, understand, and develop strategies that work in the dominant industry in the developing world
- **CONFLICT & HUMANITARIAN AID:** Helping organizations to effectively address 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
- **ECONOMIC DEVELOPMENT AND COMPETITIVENESS:** Assisting the private and public sectors in developing economic strategies which maximize development impact in emerging markets
- **EDUCATION:** Designing and launching innovative programs which expand global access to quality education
- **ENERGY & ENVIRONMENT:** Working with public and private sector organizations to transform markets, make sound supply-side choices, access financing or develop strategies to address key environmental risks
- **GLOBAL HEALTH:** Identifying, designing and implementing solutions that improve health across the globe
- **STRATEGY & PERFORMANCE:** Helping governments and leading development organizations have a greater impact on the lives of those they serve through better strategies and more effective organizations

Our talented staff of development advisors. One of the key drivers of Dalberg's success is our full-time staff of highly specialized advisors, who focus on conducting rigorous analysis and bringing the best of private sector approaches and innovative models to global development challenges. To do this, our advisors leverage their deep expertise in project management, strategy consulting, investment and strategic analysis. All of our consultants have highly targeted backgrounds that typically combine:

- Top-tier professional consulting experience from leading private-sector management consulting firms.
- Distinctive academic credentials including graduate degrees in business, public policy, economics and other fields from leading universities around the world.
- Extensive knowledge and experience in development – both practice and policy.
- In-field experience implementing programs and initiatives on the ground in some of the most difficult environments around the world.

Our staff is representative of the clients we serve. Given our mission and commitment to global development, Dalberg places the highest priority on maintaining a globally diverse staff:

- 50% female and 50% male
- Over 25 nationalities represented
- Over 80 countries worked in
- Over 25 languages spoken

An extensive track record of success and innovation across public, nonprofit and corporate sectors. During the last 9 years, Dalberg has successfully completed over 400 engagements for more than 100 leading multilateral institutions, international agencies, foundations, NGOs, governments and global corporations operating or investing in frontier and emerging markets. We currently continue to serve the vast majority of the clients we served three years ago, and most of our engagements with new clients now come through referrals from people familiar with our work. Dalberg has conducted engagements in over 80 countries in all regions of the world. 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 also 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 (AsDB) and Inter-American Development Bank (IADB), as well as numerous UN agencies at headquarters and field levels.

PRINCIPLE 1		BUSINESS SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS	
Actions	Actions realized		
	<p><i>A brief description of our Processes or Systems</i></p> <p>Dalberg supports staff in developing social impact initiatives both locally and globally, including initiatives which support and respect the protection of internationally proclaimed human rights. To support staff in their 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 2-4 months, depending on their tenure.</p> <p><i>Activities implemented in the last year / planned for next year</i></p> <p>Supporting Cape Windjammers Education Trust. A Dalberg staff member recently supported the Cape Windjammers Education Trust – a non-governmental organization (NGO) that develops life and leadership skills among disadvantaged youths in South Africa. Cape Windjammers is a small and growing organization that uses sail training, a tool that has been recognized internationally as being effective in inducing sustainable behavioral change among youth. Sail training for behavior change is being implemented in many countries around the globe. Cape Windjammers is the first organization in Africa using this approach.</p>		
	Measurement of (expected) outcomes and value added for our company		
Outcomes			

PRINCIPLE 2		BUSINESS SHOULD ENSURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES	
Actions	Actions realized		
	<p><i>A brief description of our Processes or Systems</i></p> <p>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 to work 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.</p> <p><i>Activities implemented in the last year / planned for next year</i></p> <p>A selection of projects we have undertaken in this area:</p> <p>Project wise, we conducted a high level impact assessment for an NGO focused on ending sex trafficking of women and children, identifying the progress the organization has achieved in regards to implementing and executing its multifaceted strategy of dismantling the human trafficking trade.</p>		
	Measurement of (expected) outcomes and value added for our company		
Outcomes			

PRINCIPLE 3		BUSINESS SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING	
Actions	Actions realized		
	<i>A brief description of our Processes or Systems</i>		
	<p>While the nature of our professional services work does not necessitate staff union membership, we have instituted a system whereby employee concerns and grievances can be dealt with through an elected staff representative.</p> <p><i>Activities implemented in the last year / planned for next year</i></p> <p>We have instituted an Ombudsperson system for dealing with employee grievances and concerns in a confidential manner. The Ombudspeople are nominated by staff globally and retain the position for a period of a year. These representatives have direct access to Dalberg senior management and the responsibility to bring up issue of concern to staff.</p>		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 4		BUSINESS SHOULD SUPPORT THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR	
Actions	Actions realized		
	<p><i>A brief description of our Processes or Systems</i></p> <p>Dalberg Global Development Advisors upholds the elimination of all forms of forced and compulsory labour. In general, the recruiting and training of highly professional consulting and administrative staff employed by Dalberg, leaves no room for compulsory or forced labour. In addition, as a matter of principle and reputation, we seek to ensure that these practices do not take place in our partner and sub-contractor organizations.</p>		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 5		BUSINESS SHOULD SUPPORT THE EFFECTIVE ABOLITION OF CHILD LABOUR	
Actions	Actions realized		
	Dalberg Global Development Advisors observes and supports the ILO Conventions outlawing the use of child labour.		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 6		BUSINESS SHOULD SUPPORT THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION	
Actions	Actions realized		
	<p>As an international consulting firm, Dalberg Global Development Advisors actively seeks to recruit a team which reflects the gender and ethnic diversity of those whom we serve through our clients.</p> <p><i>A brief description of our Processes or Systems</i></p> <p>Given our mission and commitment to global development, Dalberg places the highest priority on maintaining a globally diverse staff:</p> <ul style="list-style-type: none">• 50% female and 50% male• Over 25 nationalities represented• Over 80 countries worked in• Over 25 languages spoken <p>In addition, Dalberg seeks to be a leading employer, recognizing the importance of ensuring our staff enjoy a supportive working environment and social benefits. We aim to provide health, dental, pension and other benefits at levels comparable to other leading professional services firms, including guaranteed maternity and paternity leave.</p> <p>Our culture and Corporate Policies reflect Dalberg’s core values, including the promotion of team work and individual professional development through regular 360 degree feedback reviews and individual staff development plans. Ultimately, we recognize that Dalberg’s success is dependent on our people, and on a day-to-day basis, we seek to maintain a working environment and rewards and benefits system reflective of this perspective. Our staff at Dalberg are recruited based on their ability to do the job without distinction, exclusion or preference made on other grounds.</p>		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 7		BUSINESS SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES	
Actions	Actions realized		
	Dalberg Global Development Advisors 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.		
	A brief description of our Processes or Systems		
	We are aiming to become the first global strategy consulting firm to be carbon neutral from its inception. Our first step in this endeavor is to aim to become carbon neutral on all flights. Our goal is to eventually offset all emissions.		
	Our approach to meeting these goals is four-fold. First, Dalberg will offset emissions from our flights. Second, we will estimate and offset our firms' total carbon emissions, including office energy consumption and hotels. Third, we will reduce our firm's carbon emissions by institutionalizing recycling and energy conservation. Fourth, Dalberg will provide guidance and incentives for how staff can best reduce their personal carbon footprint. Environmental practices and behaviors have regularly been highlighted and encouraged in staff both at the regional and global levels.		
Outcomes	Activities implemented in the last year / planned for next year		
	We are currently committed to be carbon neutral on flights in 2010, as well as instituting formal recycling and energy conservation practices in all offices. We are using 2010 to set a baseline and collect information on our carbon footprint and environmental impact, so that we can officially launch our carbon neutral policy in 2011.		
	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 8		BUSINESS SHOULD UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY	
Actions	Actions realized		
	<p><i>A brief description of our Processes or Systems</i></p> <p>In addition the internal approaches adopted by Dalberg discussed in Principle 7, Dalberg has a distinct Energy and Environment consulting practice area which focuses on assisting clients deal with environmental issues.</p> <p><i>Activities implemented in the last year / planned for next year</i></p> <p><i>A selection of projects pursued in this area:</i></p> <ul style="list-style-type: none">Dalberg produced a report for the UN Global Compact highlighting the perspectives and expectations of 40 Chairmen and CEOs of corporations from around the globe who support a global climate agreement and are ready to take the lead in retooling the global economy. The report, "Champions of the Low Carbon Economy: Why CEOs are Ready for a Global Climate Agreement", was unveiled on September 22 at the UN Leadership Forum on Climate Change, an unprecedented convening by Secretary General Ban Ki-moon of leaders of business, governments, and civil society.Dalberg conducted an impact assessment of the Asia focused Sustainable Cities Initiative launched by a major foundation.Dalberg provided strategic and tactical support to the Global Campaign for Climate Action throughout COP 15.		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 9		BUSINESS SHOULD ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES	
Actions	Actions realized		
	<p><i>A brief description of our Processes or Systems</i></p> <p><i>Activities implemented in the last year / planned for next year</i></p> <p>We have worked with a wide range of clients to promote the development and diffusion of environmentally friendly technologies.</p> <p><i>A selection of projects pursued in this area:</i></p> <ul style="list-style-type: none">• For a leading development finance institution, we are currently developing a comprehensive market report for the global low cost off-grid lighting industry• We recently identified opportunities and constraints for renewable energy investments across Central America for a leading development finance institution.		
Outcomes	Measurement of (expected) outcomes and value added for our company		

PRINCIPLE 10		BUSINESS SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY	
Actions	Actions realized		
	Dalberg Global Development Advisors 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.		
	A brief description of our Processes or Systems		
	Dalberg Global Development Advisors has a strict policy to avoid bribery, extortion and other forms of corruption both in home office countries and in the field. Where there are concerns, Dalberg would include specific provisions in our contractual arrangements with clients prohibiting any such behaviour.		
Outcomes	Activities implemented in the last year / planned for next year		
	We have worked with a wide range of clients on governance issues, promoting the development of a more transparent global economy. In particular, we are working with an international development institution in relation to the development of a governance and anti-corruption framework for the Mineral Resources Authority in Papua New Guinea.		
	Measurement of (expected) outcomes and value added for our company		

How do you intend to make this COP available to your stakeholders?

This COP will be available on the UN Global Compact website and Dalberg will reference it on our website www.dalberg.com