

MESSAGE FROM THE PRESIDENT

As a globally active player in development and state building, **Agriteam's** core business revolves around the consistent and creative promotion and application of the Sustainable Development Goals (SDGs). Through our policies, processes and *Code of Conduct*, we believe that best practice begins with our own corporate culture. From there, we see every project engagement – both at home in Canada and abroad – as an opportunity to learn and innovate, exercising thought leadership to broaden meaningful application of SDG principles in partnership with clients and stakeholders.

Through our 300+ professional staff and 12 international offices supporting a wide range of project engagements, **Agriteam** is active in post-conflict contexts, contributing to social cohesion, integrity and sustainable economic development. Our diverse international team is constantly challenged to seek out new methods of advocating, promoting and applying activities and approaches that foster adherence to the principles, from supporting women innovating in how they guide social change to safeguarding the voice and agency of local communities living on the margins of extractive projects.

Agriteam will continue to invest in the development of complementary partnerships with organizations and companies around the world, sharing best practices and seeking to further innovation in advancing towards collective achievement of the Goals.

A handwritten signature in blue ink, appearing to read "Robert Francis".

Robert Francis
President and CEO

Measuring Outcomes

Corporate Actions to Measure Progress

For over 30 years, **Agriteam** has been supporting the policy, design and implementation of projects to support democratic development throughout the world. Staff and contractors associated with our firm are selected based on their commitment to the underpinnings of sustainable development – promotion of human rights and equality; commitment to environmental responsibility, and their proven ability to contribute to the creation and provision of opportunities for our partners to engage in sustainable development.

Corporate-level SDG Adherence: As a member of the UN Global Compact, **Agriteam** has pledged to operate our business responsibly in alignment with the *Ten Global Compact Principles*, and to report on our ongoing efforts and activities that contribute to SDG progress.

SDG Indicator Application: Throughout our projects, **Agriteam** implements concrete measures on a case-by-case basis to ensure both empirical and interpretive measurement of SDG outcomes. Through the rigorous application of Results Based Management programming practices, SDG indicators are embedded in all of our Performance Measurement Frameworks (PMFs), and aligned with national statistics bureau indicators in our countries of engagement.

Accountability Frameworks: Where project scope allows, **Agriteam** works with State partners to promote reporting systems that facilitate execution of the social contract through, accountability frameworks facilitating reporting. Such systems underpin protected rights and result in improved compliance with SDGs.

The Ten Principles

Practical Actions to Implement the Sustainable Development Goals

Agriteam's project portfolio is both vast in scope and geographic reach. What is common to all projects is a deep commitment to advance the SDGs through conscious awareness-raising, creative project design, committed activity and strategic-level implementation. Below are Agriteam's engagements captured under country rubric that continued or began in the year 2018, including projects implemented on behalf of different funding contributors.

HONDURAS

Agriteam's engagement in Honduras focuses on building the **education management** and pedagogical leadership skills of the Ministry of Education's district and department education offices. This Global Affairs Canada funded project entitled *Strengthening Education Management at the District Level (FORTA)* contributes to quality education by strengthening the knowledge, skills and attitudes of female and male education leaders to deliver professional education services, while providing direction for school directors, teachers, students and local community stakeholders. It provides technical assistance, training and coaching through the development of local professional learning communities, inter/intra departmental peer learning opportunities, action research and through increasing the mobility and technology required to improve the quality, relevancy and efficiency of basic education in Honduras. FORTA is active in seven department education offices working directly with local management and technical personnel in 126 district education offices as well as the Ministry's Department of Human Resources to institutionalize and



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nationalize FORTA, with a clear focus on realizing both [Principle 6](#) and [Principle 8](#) by designing training processes in pedagogical leadership, education management, community participation and **education governance** that are transparent and informed by **gender equality** and **green practices**.

VIETNAM

In Vietnam, Agriteam is working with partners in supporting sustainable economic growth through the implementation of the *Vietnam Skills for Employment Project (VSEP)* funded by Global Affairs Canada. The project is designed to improve the enabling environment for investment, support rural **small and medium-size enterprise development** and enhance access to skills for employment. [Principle 6](#) is reinforced through the approach undertaken to further skills for employment and **reduce inequality of access to dignified employment**. The quality of the national education system is being improved through enhancement of Technical and Vocational Education Training (TVET) leadership and management, enabling knowledge-building and sharing of best practices in TVET institutions by developing two Training Centres of Advanced Management in both Ho Chi Minh and Hanoi. The project is also strengthening management of the TVET system at the provincial level in Hau Giang, Vinh Long and Binh Thuan; improving the performance of one leading TVET institution in each of the target provinces; and improving the performance of select community colleges throughout the country and supporting application of [Principle 1](#) through raising awareness of internationally enshrined human rights.



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ETHIOPIA

Agriteam is currently implementing and providing technical assistance to six projects in Ethiopia that contribute to all 10 of the UNGC principles. At the national level, Agriteam is working to **strengthen government systems and processes** for the implementation of the *Productive Safety Net Program (PSNP4)*. Within this flagship program financed by the World Bank and other donors, such as the European Union, Agriteam also deploys technical assistance to mainstream **climate-smart planning and implementation approaches**, in support of the Government of Ethiopia's commitment to addressing climate change and environmental degradation through policies, strategies, and guidelines designed to ensure integrated rural development.

We are also supporting the second phase of the *Agricultural Growth Program (AGP-2)* by **strengthening the capacity of government staff** and agencies to improve service delivery, increase agricultural productivity and optimize commercialization of small-holder farmer production. The Global Affairs Canada program works at the federal and the regional levels and contributes to **dietary diversity and consumption, poverty reduction** and **fostering adaptation to climate change**. Funded by the World Bank, we are also strengthening the understanding of AGP-2 government and aid agency staff regarding nutrition-sensitive agriculture.

Through a program funded by the Kingdom of the Netherlands and Global Affairs Canada, Agriteam engages with **government agencies** to support the implementation of the *Small-Scale Irrigation Capacity Building Strategy* which aims to promote household micro-irrigation among local farmer groups and small-scale entrepreneurs and develop the capacity of **agricultural technical vocational education** and training colleges.



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Principle 5: Abolish child labour

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Principle 10: Work against corruption in all its forms, including extortion and bribery

Agriteam is also implementing the *Strengthening Education for Mining* project, designed to augment the skills and qualifications of women and men in geology and mining engineering undergraduate programs. Technical/vocational **education and training** (TVET) is also targeted within priority occupational areas to meet sector demands and improve **equal employability opportunities for women and men such that they maintain sustainable livelihoods**.

All undertakings in Ethiopia are conceived and implemented with the **ten principles** at their core, and offer significant opportunities to promote individual and collective rights as well as understanding and creating opportunities to further environmental responsibility.

TANZANIA

The Regional Maternal Newborn Child Health (RMNCH) Strengthening initiative in Tanzania aims to **improve maternal, newborn and child health** (MNCH) in the Lake Zone area by working with regional and council health management teams to **strengthen health systems**. Agriteam is working with the University of Calgary to provide technical assistance for health management teams on planning and management of health services; to provide training for facility and community-based health providers and promoters on delivering quality MNCH services; to procure equipment and supplies in support of health facilities to improve their capacity to deliver MNCH services; and to work with key community figures and local committees to improve MNCH, including the promotion of **gender equality**. Other **key partners** include the Canadian Paediatric Society, Save the Mothers, Mbarara University of Science and Technology, and Catholic University of Health and Allied Science.



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In the **education** sector, Agriteam is implementing a Canadian funded project that aims to assure quality, long term training of teachers. Working through the national teacher training college system, the *Teacher Education Support Project* focuses on improving the core two-year residential training that teachers receive at the 35 government teacher colleges, in order for teachers to be conferred with certificate and diploma qualifications for primary and secondary teaching, under the auspices of Tanzania’s Ministry of Education.

MALI

Agriteam is working in Mali on the implementation of a Global Affairs Canada project supporting **public administration reform**. This reform is being catalyzed through capacity development of the Office of the Commissioner of Institutional Development (CDI), the steering mechanism of the *Institutional Development Program (IDP)*. The IDP was established by the Government of Canada to underpin **economic growth** and **reduce poverty** through technical and financial assistance provided to the Government of Mali. Agriteam’s provision of technical assistance focuses on results-based management including new approaches to evaluation, managing human resources and supporting staff in embracing change. Throughout all aspects, **equality between women and men** is of key focus, as is the manner in which new strategies regarding **climate awareness** and **sustainable development** will ensure higher performance targets within the public service and ultimately better service provision to the Malian population.



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UKRAINE

The *Expert Deployment for Governance and Economic Growth (EDGE)* project is helping Ukraine move towards a democratic and prosperous society by advancing citizen-centered democracy and promoting **sustainable economic growth**. Working side-by-side with government at the highest levels, EDGE responds to critical reform needs, particularly **planning, actioning and communicating** with the public. Working across a broad range of governance sectors (anti-corruption, decentralization, deregulation, probation) and strategic economic growth areas (export promotion, foreign direct investment, information technology, agriculture, ports reform, etc.). Agriteam embeds technical experts directly within the project's partner Ministries to facilitate hand-in-hand cooperation with both the leadership and the bureaucracy as they manage their respective priority reforms.

Within the security sector in Ukraine, Agriteam is currently implementing and managing *The Police Training Assistance Project (PTAP)* funded by the Peace and Stabilization Operations Program of Global Affairs Canada. The project provides advisory services and training to help strengthen the National Police of Ukraine (NPU) program and foster a national police academy system enabling **merit-based professional development** of a **gender-sensitive, community-oriented national police service** based on local resourcing and international standards and best practices. In such a manner, several principles of the UN Global Compact are worked into the approaches, training, curriculum and mentoring processes. Key outputs include an **organizational**



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governance and policy framework for the NPU to advance professional development; a legal framework for a police academy system, capacity support for security leadership, operational management and specialized policing functions; curriculum development and certification processes for police training.

COLOMBIA

Agriteam's *Building Extractive Sector Governance (BESG)* project in Colombia is designed to improve public sector governance of the extractive sector by building capacity of the Ministry of Mines and Energy (MinMinas), mining agencies and mining authorities. Agriteam is developing a tailored capacity building program based on challenges including decentralization, management information systems, conflict management, transparency, environmental protection, occupational health, economic development, protecting human rights and transparency of mining-related information.

To date, the project has achieved better than anticipated results including the development and adoption of an official resolution detailing the elaboration of social management plans for mining projects and ensuring related training for government officials and mining title holders from five regions; the design and successful pilot of an innovative, gender-sensitive methodology for collecting censorial information on construction material mining; the design and development of the first two cycles of the Integrated Mining Management System fostering transparency and disclosure of mining-related information; incorporation of the valuation of environmental costs into the



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national auditing procedures of the Comptroller General of Colombia and; strengthened **leadership of women** in communities in Putumayo, Meta and Antioquia to perform water quality monitoring where gold and petroleum operations are present.

MONGOLIA

Through the *Strengthening Extractive Sector Management* project, funded by Global Affairs Canada, Agriteam works with the **Mongolian government for transparent and effective policy and regulatory application** supporting **sustainable growth** in the extractive sector. Support provided is designed to improve coordination of policy and regulatory implementation amongst ministries and key industry stakeholders, providing for better evidence-based decision making in extractive sector management. The engagement is planned and executed in accordance with rigorous **gender equality** standards, including a broader focus on **social equality** and **environmental sustainability**. Additionally, **public awareness and education** programs involving hundreds of industry and civil society organizations will deepen understanding and afford social license for the sector, while evidence-based pilot programs in monitoring and reporting will be carried out in rural mining communities. To achieve this capacity building program, Agriteam is working with the Mongolian Ministry of Mining, Ministry of Environment, Green Development and Tourism the and the Ministry of Finance, with additional input from the Government of Alberta, the University of Alberta, the University of Calgary and other service providers.



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SRI LANKA

Agriteam is working with a range of government and statutory institutions as well as civil society on a Global Affairs Canada project supporting the implementation of Sri Lanka's Official Languages Policy. *The National Languages Equality Advancement Project* (NLEAP) will last for five years and contribute to **reducing poverty, assuring decent work and economic growth and improving public sector service provision**. NLEAP will work with an array of partners to improve institutional capacity for egalitarian service provision to both the Tamil and Sinhala-speaking citizens of Sri Lanka, considering full **gender equality** as one of its key features. On a higher level, the project will advise on application of a national Accountability Framework amongst the government, civil society and the Parliament, holding institutions to their constitutional obligation of providing for **language rights**. NLEAP aspires to contribute to reconciliation and **peacebuilding** by fostering societal acceptance of the culturally diverse and bilingual nature of the country.



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INDIA AND NEPAL

Agriteam recently initiated a new project in India and Nepal known as *Enhancement of the Education and Resilience of Tibetan Youth* (EERTY). Funded by Global Affairs Canada, the project will contribute to building the capacity of the Tibetan **education system** in India and Nepal which includes 70 schools and a current enrolment of approximately 22,000 students. Implemented in cooperation with the Central Tibetan Administration, the project



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will build on achievements of the *Improving Education Quality and Learning for Tibetan Children Project* which took place in India and Nepal from 2015 to 2017. In line with Canada's new Feminist International Assistance Policy, EERTY will address the need to improve academic achievement through enhanced **gender-responsive teaching practices** that promote **cultural and linguistic rights** and better prepare Tibetan youth for post-secondary education and the transition to work.

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Planning Ahead

SDGs and Agriteam: 2019 and Beyond

Agriteam is committed to the ten principles of the **United Nations Global Compact** and to the **Sustainable Development Goals**. Over the course of 2018, the review of systems and processes internally was initiated in line with international best practices and conforming to the Ten Principles of the UN Global Compact. In addition, a number of initiatives were developed corporately to build progressively on the manner in which we do business and ensure that we are aware, engaged and expansive in our individual and corporate attitudes towards growing best practices, whether internally or within communities of practice. We will continue throughout 2019 and beyond to build on achievements, as well as expand the number and scope of initiatives reflecting the letter and spirit of the Principles.

Measures initiated in 2018 and plans for moving forward:

	2018	2019+
Policy Review	Reviewed internal policies to ensure conformity regarding child protection, social impact, harassment, discrimination, environmental stewardship, corporate sustainability, corporate governance, etc.	Identification of additional policy areas requiring review; full rollout and training of staff and contractors.
Code of Conduct	Reviewed and finalized– due diligence, procurement, incident reporting, whistleblowing, health & safety, human rights, gender equality, modern slavery, etc.	Annual review of Code of Conduct in accordance with international standards; full rollout and training of staff and contractors.
Human Rights, Governance & Gender Equality Expertise	Brought on dedicated internal expertise to mainstream principles throughout corporate policies and all projects.	Continued engagement.
Advisory Groups & Committees	Initiated internal advisory groups on M&E, Gender Equality, Peace/	Continued and accelerated engagement.

	Security, Environment/Climate Change.	
External Communities of Practice	Either lead or participate in arenas of Women Peace and Security, Evaluation and Sexual/Reproductive Human Rights and report back internally through Webinars.	Continued and accelerated engagement.
Charitable Donations Committee	Internal voluntary group dedicated to the granting of financial and volunteer support based on evaluation of initiatives in the context of the ten principles.	Expansion of Committee from 3 members to 5. Volunteer drive augments participation from 3 to 12.
Strategic Partnerships	Partnership initiatives (academia, think tanks, civil society and others) at every stage of project design, bid submission and implementation expanded three-fold in 2018.	Effort continues to identify and foster partnering arrangements that enhance capacity to realize project goals in accordance with the Principles.

Agriteam Gives Back: 2018 Events

In the spirit of encouraging individual engagement and supporting SDGs locally in our communities, the Agriteam Charitable Donations Committee has rallied staff and other supporters around the following initiatives in 2018:

April

- Victim Solidarity Day in Colombia (April 2018)
- Alberta Wilderness Association's Climb for Wilderness
- Support to the Ottawa Food Bank

June

- Farm Radio International African Harvest Dinner

July

- Dress for Success Clothing Drive

September

- Sandwich Making Day

October

- Bowlathon for Canadian Cancer Society

November

- Support for Veterans

December

- Children and Youth Programming (Grassroots)
- Retirement Home in Nicaragua

