



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



## BUILDING A MORE INCLUSIVE & SUSTAINABLE WORLD: AN UPDATE ON DALBERG'S PROGRESS, 2021

Dalberg is a global group of change makers working to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential. In accordance with the principles of our mission, Dalberg has been a member of the United Nations Global Compact ("UNGC") since 2007 and unequivocally affirms its ten universally accepted principles in the areas of human rights, labor, environment, and anti-corruption.

Our ongoing commitment to the Global Compact's principles is exemplified most strongly through our client engagements, published work, and internal initiatives, including:

- **Promotion of human rights:** We have helped our clients – including large, private foundations, governmental agencies, and NGOs – mobilize humanitarian aid efforts, advocate for human rights, and protect vulnerable populations. Dalberg has worked across sectors and geographies to respond to the immediate and compounding crises proliferated by the Covid-19 pandemic – including strengthening systems to ensure socioeconomic responses are inclusive, equitable, and plan for a brighter future.

This long-standing human rights commitment is driven by Dalberg's ambition to build a more equitable and sustainable world, and to help others do the same. Cultivating a diverse community and an inclusive, equitable workplace is critical to that ambition. For example, during the UN General Assembly in 2019 – alongside UNICEF, CIFF, and Educate Girls – Dalberg made a pledge to proactively apply a gender lens across all of our work. We put this commitment into action by incorporating a gender lens across all of our work starting in 2020.

Alongside 600+ global CEOs, Dalberg also signed the 'CEO Action for Diversity and Inclusion' pledge in 2019. As part of our DEI commitment, we published our first internal Diversity, Equity and Inclusion (DEI) annual report in 2021 to share progress, opportunity areas, and lessons learned around how we advance DEI across Dalberg. We also formally launched our Justice, Equity, and Economic Mobility (JEM) practice – Dalberg's home for client work and thought leadership focused on social, gender, and racial justice in the United States.

- **Labor:** In the past year Dalberg has worked with several clients on inclusive labor and employment practices. We also work with a range of actors to identify opportunities to promote youth employment and technical capacity building. Internally at Dalberg, we offer benefits exceeding, or comparable to, other leading impact-led professional services firms in our respective countries of operation.

As part of our DEI efforts, we have been working closely with staff and management to better understand our culture and how we can create a more inclusive and equitable workplace. In 2021 we piloted a new app that allows staff to confidentially and anonymously share potential discrimination, harassment, or other unethical behavior. The app also encourages staff to confidentially share suggestions on how we can continue fostering a culture of inclusion and growth. We also conduct an anti-harassment introduction for both new hires and new Associate Partners, as well as periodic all-staff refresher courses.

In response to the undeniable impact of Covid-19 on mental health, our Dalberg Minds team – a cohort working to foster a culture of well-being across the organization – led various initiatives such as office well-being champions, increased use of mental health days, and staff trainings.

Dalberg is also in the process of finalizing our Safeguarding Children and Young People Policy as part of our commitment to protecting children and youth who engage with Dalberg programs and projects.

- **Environmental sustainability:** On Earth Day 2020, Dalberg signed the UNGC Business Ambition for 1.5 degrees, an open letter signed by 525 companies, that commits to limiting global temperature rise to 1.5°C above preindustrial levels and reach net-zero by 2050.

One year later, our emissions baseline represents a 60% drop – which demonstrates a clear progress against our 2025 ambition to reduce per-employee carbon emissions by 55% from the firm’s 2019 baseline. We also committed to plastic neutrality, and in 2020, we had a 77% drop from 2019 on plastic usage. While much of these reductions were driven by pandemic-induced global travel and office restrictions, Dalberg aims to inspire and demonstrate ways in which a global consulting company can maintain a reduced footprint while delivering excellent client service in a post Covid-19 world.

Dalberg has also taken steps to implement the inclusion of a ‘climate lens’ across all of our advisory projects. This means adding meaningful recommendations and on occasion, making tough trade-offs regarding climate. We have established climate lens training and are implementing a full rollout of climate lens thinking across all global projects.

Dalberg continues to build partnerships and coalitions towards climate goals as part of our firmwide climate commitment. We are engaging with partners including the UNFCCC High Level Champions Team, TEDx Countdown, and Count Us In to ensure that our efforts support global goals.

- **Anti-corruption and promotion of good governance:** We have fought corruption by strengthening good governance within UN agencies, corporate CSR efforts, and citizen engagement – and by providing robust frameworks that ensure transparency. In 2020, Dalberg formalized a value-based screening process to ensure our project work aligns with our values. This process ensures alignment with our impact-focused mission and adherence to broader firm values, including our commitments to DEI and anti-racism.

In addition to our commitment to its principles, Dalberg has also worked directly with the UNGC on a variety of engagements over the past 17 years. As an example, our 2013 report, *“Architects of a Better World,”* laid out a framework to engage the private sector in supporting the post-2015 development agenda. Previously, Dalberg supported the UNGC to identify and

establish transformational partnerships between the United Nations and the private sector – and identify best practices for such cooperation. We have also authored several other reports for the UNGC.

As a firm dedicated to addressing the world's most pressing challenges, the principles mainstreamed by the Global Compact are the same as those guiding Dalberg's development efforts and internal policies. Going forward, we will continue to advocate for these principles and the UNGC in our communications, but more importantly, we will continue to practice them through our international development activities.



Jordan Fabyanske  
Global Operating Partner, Dalberg Advisors  
22 May 2021

## Firm Description

Established in 2001, Dalberg is a global group of change makers whose mission is to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential. Today's complex global challenges require new solutions. We are powered by a unique blend of entrepreneurs and innovators, designers, creative problem solvers, thinkers, and doers. We are from everywhere, at home anywhere — an African and American company as much as an Asian, Middle Eastern, and European one. We partner with and serve communities, governments, and organizations throughout the world, providing an innovative mix of services. Each of Dalberg's businesses approach problems differently, and all of our businesses work together to create impact at scale:

**Dalberg Advisors** has strong strategic and rigorous analytical capabilities with deep knowledge and networks across emerging markets. We work collaboratively across the public, private, and philanthropic sectors to fuel inclusive growth.

**Dalberg Catalyst** is a 501(c)(3) organization that generates and brings to life multi-stakeholder initiatives to address today's most critical social and environmental challenges. They collaborate with leading partners and funders from across the private, public, and social sectors, while leveraging the deep knowledge, experience, and skills of the Dalberg Group.

**Dalberg Data Insights** acts as a bridge between private data and important social problems. They create tools to interpret data and uncover solutions in international development, humanitarian action, and social impact.

**Dalberg Design** engages people, communities, and organizations to foster creative solutions to enhance economic opportunity and human potential. They combine the best skills in human-centered design, rapid prototyping, and systems thinking to accelerate positive change in underserved communities around the world.

**Dalberg Implement** takes strategy recommendations and works alongside Dalberg clients to bring them to life. They provide implementation services that marry strategy, innovative resource mobilization, and the deployment of top talent to launch, scale-up, or transform impactful initiatives.

**Dalberg Media** mobilizes and empowers people to solve global development challenges through collective action. They design communication strategies and execute campaigns to build awareness and push agendas. They invent physical and virtual experiences and deliver convenings, workshops and innovation labs to support people in developing impactful solutions. And through content creation, publications, and social media, they design compelling narratives to spark broad-based change.

**Dalberg Research** is a knowledge partner to businesses, NGOs, governments, and institutions by integrating cutting-edge primary data collection approaches with comprehensive secondary sources. They transform how data is analyzed and interpreted, while providing data-driven answers to complex questions on markets, impact, livelihoods, and development opportunities across the emerging world.

**We offer our clients a broad set of service lines and expertise areas to serve their needs.** Our service lines describe our functional skills (what we do best) including:

- Strategy

- Monitoring Evaluation and Learning
- Human-Centered Design
- Analytics
- Investment Advisory
- Implementation
- Research
- Organizational Effectiveness
- Policy and Advocacy
- Talent and Leadership

Our expertise areas describe our content (what we know best), including:

- **Agriculture & Food Security** – Helping organizations identify, design, and implement solutions that benefit agricultural market participants and increase food security.
- **Cities & Urban Development**– Working with cities to set purposeful goals, diagnose obstacles, collaborate through global networks and partnerships, experiment with potential solutions, and adapt to change.
- **Climate & Environment** – Supporting a socioeconomic transition to a low-carbon and climate-resilient economy through innovating at the intersection of human and natural systems; and helping society to mitigate emissions and regenerate ecosystems while adapting to the accelerating impacts of the climate crisis, environmental degradation, and biodiversity loss.
- **Conflict & Humanitarian Assistance** – Helping organizations to effectively address the unique development challenges faced by conflict-affected and post-conflict countries.
- **Digital & Data** – Harnessing the power of information and communication technologies to foster innovation, improve quality, expand access, and drive accountability.
- **Education to Employment** – Expanding global access to high-quality employment and education at all levels by understanding market needs and effective approaches to learning, strengthening public systems, and facilitating public-private partnerships.
- **Energy** – Working with public and private sector organizations to transform markets, make sound supply-side choices, access financing, and enhance energy access.
- **Finance & Investment** – Partnering with financial institutions, foundations, development institutions, and governments to develop innovative strategies for providing high-quality, appropriate financial services to underserved individuals and businesses.
- **Gender** – Developing strategies and designing programs that enable organizations to build towards greater gender equity.
- **Health & Nutrition** – Identifying, designing, and implementing solutions that improve health across the globe.
- **Inclusive Business** – Working with businesses to develop inclusive customer bases, suppliers, employees, and distribution channels.
- **Infrastructure** – Supporting governments, private investors, and institutions to develop inclusive and sustainable infrastructure in emerging markets.
- **Justice Equity & Economic Mobility**- Dedicated to building a just and equitable world for all people in the United States.
- **Water & Sanitation** – Improving private sector-based and sustainable approaches in rural water supply, sanitation, and hygiene products.

**Dalberg brings global perspectives firmly rooted in local realities.** We have 19 offices, located in Abu Dhabi, Addis Ababa, Brussels, Copenhagen, Dakar, Dar es Salaam, Geneva, Johannesburg, Kigali, Lagos, London, Mumbai, Mexico City, Nairobi, New Delhi, New York, San Francisco, Singapore, and Washington D.C.

We also have full-time teams based in Abidjan, Bangkok, Bogota, Conakry, Hong Kong, Kampala, Kuala Lumpur, Melbourne, Paris, and Seattle. We have served clients in more than 110 countries across Africa, Asia, Europe, the Middle East, and North and South America.

**The diversity and gender balance of Dalberg staff reflects our commitment to equality and inclusion.** Our people are unified by their commitment to Dalberg's impact-focused mission, a strong educational foundation, dynamic professional experience, and first-hand experience living and working in frontier and emerging markets. In all other respects, they reflect the diversity of the countries in which we work and the clients we serve:

- 57% female and 43% male global workforce, balanced relatively equally across all levels (we offer our staff diverse ways to self-identify including a non-binary option)
- 58 nationalities
- Over 90 languages spoken

**Dalberg has an extensive track record of delivering impact-focused solutions and innovations across the public, nonprofit, and corporate sectors.** In the past 20 years, Dalberg has successfully completed more than 2,800 engagements for more than 900 leading multilateral institutions, international agencies, foundations, NGOs, governments, and global corporations operating, or investing, in frontier and emerging markets.

We have proudly worked with a large spectrum of UN organizations, including:

- UNICEF
- UNCDF
- UNDP
- UNDCO
- UNOPS
- UN Technology Bank for LDCs
- WHO

We operate at the forefront of development innovation, working extensively with leading social innovators, such as the Bill & Melinda Gates Foundation, Rockefeller Foundation, and MasterCard Foundation – and a broad range of international organizations, including the Global Fund, Human Rights Watch, and the World Wildlife Fund.

We advise a broad range of private sector clients, including 10 Fortune 200 Global companies, and have partnered with dozens more. We have advised emerging and frontier market country governments and regional and international development finance institutions, including the World Bank, International Finance Corporation, African Development Bank, Asian Development Bank and Inter-American Development Bank.

**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

At Dalberg, we continually strive to improve and evolve our own organization to reflect the kind of change we wish to see in the world. Based on our firmwide mission, we draw on a portfolio of impact lenses (gender, climate and justice and racial equity) that enable us to intentionally consider power dynamics, inclusion, and sustainability in our work. *(For climate lens updates please see section under “Environment”).*

During the UN General Assembly in 2019 – alongside UNICEF, CIFF and Educate Girls—Dalberg made a pledge to proactively apply a gender lens as standard across all of our work across sectors. We put this commitment into action by incorporating a gender lens across all of work starting in 2020.

We have now trained more than 35 management team members to serve as “Gender Lens Advisors” (GLAs), and more than 95% of our projects start with a GLA assigned to a team. To continue developing our gender lens in 2021, we are refining our gender lens toolkit while also exploring additional ways to share insights and recommendations with partner organizations undergoing similar change management processes.

Dalberg is equally committed to gender equality in both our internal operations and our external project work. We are signatories of the Women’s Empowerment Principles (UN Women) and have undertaken a number of additional internal initiatives including:

- **Policies and governance:** We periodically review and benchmark our benefits package, including parental leave policies, to ensure they are at minimum competitive and ideally, market leading. We also support multiple employee resource groups that help continue building the power of our female and non-binary colleagues (e.g., D.Parents for Caregivers and GLAD for LGBTQ+ staff). Additionally, the firm has made regionally specific investments to remove bias from our selection and interview processes.
- **Allyship:** Across our regions, we have run allyship trainings focused on male allyship and unconscious bias trainings for our management team. More recently, we have launched an ally network to support our LGBTQ+ community within Dalberg, which is a complement to GLAD.
- **(Wo)mentorship:** We continue to place a strong emphasis on enhancing the role models and support available to our female colleagues. In the past year, we launched a pilot leadership coaching program for managers, based on feedback shared by women leaders and alum across the world.

Dalberg is driven by a commitment to diversity and inclusion across all facets of our organization. Notably in 2019, Dalberg Advisors’ Global Managing Partner signed the CEO Action for Diversity and Inclusion pledge (the world’s largest CEO-driven business commitment to advance diversity and inclusion within the workplace) alongside 600+ global CEOs, building upon our long-standing commitment to diversity and inclusion. Dalberg seeks to bring a diversity and inclusion lens to every project we undertake with clients. Our work in

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

In 2020, Dalberg formalized a value-based project screening process to ensure our project work aligns with our values. This process ensures alignment with our social impact mission and adherence to broader firm values, including our commitment to DEI and anti-racism. We have also committed to publishing internal Dalberg DEI reports annually. Our first DEI report was launched in January 2021, presenting a global framework for how we might think about advancing DEI more explicitly across Dalberg, while also serving as a baseline for tracking progress and lessons. Going forward, our DEI annual reports will dive deeper into specific initiatives, showcase progress, share lessons across regions and business lines, and serve to increase transparency and accountability.

Through our racial equity and justice lens, we have helped our clients mobilize humanitarian aid efforts, advocate for human rights, and protect vulnerable populations by promoting systematic fair treatment of people of all races, thus ensuring equitable opportunities and outcomes for all. In 2020, Dalberg formally launched the Justice, Equity, and Economic Mobility (JEM) practice, Dalberg's home for client work and thought leadership focused on social, gender, and racial justice in the United States. The JEM practice took root during a time of tremendous uncertainty and social unrest in the United States due to the Covid-19 pandemic, compounding economic recession, and rightful protests for racial justice. Over the course of 2020, our JEM practice completed 14 projects with clients ranging from the Federal Reserve Bank of Boston to Peloton, to Blue Meridian Partners, and the Financial Health Network, among others. The practice also co-led a webinar series on shaping an equitable future, including one session that attracted over 1,000 registrants and served as the basis for an article published in the *Stanford Social Innovation Review*.

We also regularly refine our internal initiatives to strengthen our racial justice lens. In 2020, our Americas region conducted an all-staff anti-racism training with external partners; developed an Americas Black staff affinity group and launched an internal social justice series focused on the history of anti-Blackness, the intersection of racism, international development and philanthropy and voting rights.

## IMPLEMENTATION

In the past year, Dalberg has delved into human rights from the perspectives of equal gender rights, racial justice, protection of vulnerable groups and advocacy. Dalberg is also working across sectors and geographies to respond to the immediate human needs presented by the COVID-19 crisis – including by putting systems in place that ensure socioeconomic responses are inclusive, equitable, and plan for a brighter future.

Examples include:

- **Dalberg supported the African Development Bank in developing their new Gender Strategy and Action Plan 2021-2025.** The Gender Strategy aims to strengthen gender mainstreaming in all of the Bank's country and regional operations and strategies – across the Bank's priority 'High 5' sectors, (e.g. agriculture, energy, health, manufacturing, and infrastructure). Dalberg in collaboration with the Gender, Women,

and Civil Society Department (AHGC) developed the Gender Strategy and Action Plan including a result-monitoring framework to support the Bank's gender-responsive operations. In addition, Dalberg also supported the AHGC to conduct stakeholder workshops and consultations with their key development partners – such as Civil Society organizations (CSOs), Multi-lateral Development Banks (MDBs), as well as Gender Ministries across the regional member countries – to seek inputs, feedback, and buy-in, while further identify opportunities for enhanced collaboration.

- **Dalberg was engaged by the World Health Organisation (WHO) to build a compelling case for investment in Neglected Tropical Diseases (NTDs) and the WHO 2030 NTD Roadmap.** The Dalberg team conducted in-depth desk research and interviews with key stakeholders in the NTD space and developed four detailed country case studies. The investment case will be used to:
  - Advocate for more funding to address the significant health and economic burden of NTDs
  - Provide a roadmap of financing mechanisms which can be used to attract additional funding and incentivize efficiency
- **UNDP's SDG Impact team engaged Dalberg to execute a training program to support UNDP and its Country Offices as they conduct market intelligence to identify country-specific investment opportunity areas – as well as to develop a blueprint for the facilitation of investor convenings aimed at incentivizing SDG-anchored investment.** Dalberg trained SDG Impact to support the development of Investor Maps in countries around the world, developed the materials to support Impact Facilitation events to connect investors with SDG-anchored opportunity areas, and helped execute the first facilitation event, which took place in coordination with the India Country Office.
- **Working with a consortium of UNICEF, IFRC, and WHO, Dalberg produced “The Global Risk Perception and Behavioural Analysis Report.”** This comprehensive report was comprised of three parts:
  - A framework to assess global risk perception for Covid-19
  - A meta-analysis of relevant datasets informed by the framework
  - Insights derived from available datasets

Through this work, Dalberg developed a framework to guide future data collection efforts at a global scale and identified how lived experiences of Covid-19 varied across regions, gender groups, and age groups.

- **Dalberg supported the New York City Economic Development Corporation (EDC) and the Department of Health and Mental Hygiene (DOHMH) in developing a strategy for a cross-sector, collaborative Pandemic Response Institute to respond to health emergencies in New York City, with a focus on addressing disparities in racial and health equity.** Dalberg facilitated in-depth interviews and group discussions with over 65 government, community, academic, and industry leaders, as well as focus group discussions with residents hardest hit by Covid-19 across more than 55 NYC neighbourhoods. Secondary research was also conducted on gaps and strengths in Covid-19 preparedness and response in New York City – and other cities around the world. These inputs were used to develop three strategic priorities for the Institute, as well as define key components of its organizational design – specifically its operating model, leadership and governance, and funding model. This analysis helped the NYCEDC and DOHMH surface input from over 200 stakeholders to define a strategy

that is centered around BIPOC voices and experiences in decision making and health responses.

- **Dalberg was engaged by Futures without Violence – the pre-eminent anti-violence organization in the US working to end violence against women and children – to ideate and outline an initiative that combats gender-based violence to help support a gender and racially just economic recovery in the wake of Covid-19.** The Dalberg team explored the linkages between gender-based violence and economic justice, and key challenges to women's economic empowerment both during the pandemic and in the years preceding it. Through conversations with feminist leaders across sectors and other research, the team developed and tested a transformative, initiative-focused strategy and operating model that's aimed to launch in 2021. The team also developed a partnership strategy and conducted a partner scan to identify potential partners to co-create this initiative alongside Futures.
- **Dalberg supported Mercy Corps AgriFin in developing a transformative gender strategy and case study that seeks to guide the next programmatic phase of addressing the various barriers women smallholder farmers face by leveraging agricultural digital innovations.** Through a diagnostic synthesis to map the barriers and best practice solutions, stakeholder and expert interviews and surveys, and partner workshops, Dalberg developed a gender-focused strategy to guide AgriFin and its partners in all their activities – with the aim of increasing women smallholder farmers' productivity and livelihoods.

## MEASURE OF OUTCOMES

In the past year, we hosted virtual events, wrote and published articles in prominent development publications and on our own channels, authored reports, and launched new public data sets that reinforce our support for universal human rights, including:

- **In partnership with Freedom Fund, Dalberg helped build and launch a new, powerful, and representative anti-slavery movement led by women and survivors.** Traditionally excluded from positions of leadership, Freedom Rising breaks new ground by focusing on women and survivor leaders by unleashing their leadership potential, supporting them with the skills and networks needed to build a movement to end slavery in their communities and beyond. By supporting frontline leaders individually through 12 months of training, the program will strengthen and diversify anti-slavery organizations, all while aiming to build a stronger and more inclusive anti-slavery movement that emphasizes collaboration and continuity.
- **Dalberg is the outcome evaluator and performance manager for the world's largest Development Impact Bond (DIB) for education in India. This bond has driven significant improvement to learning outcomes for school children in its first two years.** Its unique "pay for success" funding structure has paved the way for scaling education models post-Covid-19 and increase the life prospects for hundreds of thousands of disadvantaged children in India. According to a 2018 Annual Status of Education (ASER) survey, primary school children in government schools in India are typically at least two grades behind expected learning levels for their age group. The QEI-DIB was launched to close this gap, and over its four-year timeline, will target 200,000 1st-8th grade children in four states by helping them "catch-up" to age-appropriate learning levels in language and mathematics.

- **Dalberg hosted a webinar entitled ‘Shaping an Equitable Future for Care Workers in the US,’** with the aim of bringing together diverse actors in the care economy to gain a first-hand perspective of how the Covid-19 crisis is impacting care workers (particularly women, women of color, and immigrants as they make up a disproportionate segment of care workers) and discuss ideas to ensure these essential workers are protected and properly valued over the long-term. The webinar also explored ways to promote significant investments in the care infrastructure as part of an equitable economic recovery agenda.
- **Dalberg co-authored an article in *Stanford Social Innovation Review* titled ‘Shifting Power to Communities in Grant Funding.’** For all the attention paid to diversity in board and executive leadership, and who receives grants, another fundamental area of racial justice in the funding world is ripe for exploration: Who has decision-making power over where capital flows? This article in *Stanford Social Innovation Review*, co-authored by Dalberg, proposes that funders share decision-making power over who receives capital with the communities they hope to serve in order to further advance racial justice.
- **Dalberg is working alongside senior Gambian government officials to set a new vision for the development of the country’s public health emergency management capacity as it addresses the current health crisis and prepares the country for future public health emergencies.** During a crisis, Public Health Emergency Operations Centers (PHEOCs) help save lives and minimize socioeconomic losses. To help achieve alignment across actors involved in the Gambia’s PHEOC, a series of high-level workshops have been organized by the government with support from Dalberg Advisors. The aim of the workshops is to generate consensus across all stakeholders, laying the groundwork for a course of action that is specifically aimed at improving public health and socioeconomic outcomes. The co-created vision, strategic pillars, and operational objectives established in the workshops go on to serve as the roadmap for a fully operational PHEOC.

## 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 a system whereby employee concerns and grievances can be addressed via elected staff representatives. We uphold the elimination of all forms of forced or compulsory child labor — and support the ILO conventions. 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.

Dalberg's corporate policies are posted prominently on our internal knowledge management system and are accessible by all staff. Our policies are accompanied by an open discussion forum that communicates directly with Dalberg's Executive Director, Coordination Committee, Dalberg Advisors Global Managing Partner, Global Operating Partner, and the Chair of the People and Values Committee. Our People and Values Committee ensures adherence to our global values and oversees all people matters. Its mandate includes setting all human resource related policies and overseeing the performance review process.

In Dalberg, we seek to build a work environment that is safe, inclusive, and equitable for everyone. In early 2021, we launched the Vault Platform, an independent and confidential mobile app for reporting any form of potential misconduct experienced or seen in the workplace, for all our staff. Vault provides a simple, safe, and confidential way to raise any concerns about potential discrimination, harassment, or other unethical behavior in the workplace. We also conduct annual anti-harassment training for new hires and new Associate Partners, and periodic all-staff refresher courses.

In addition, Dalberg seeks to be a leading employer by recognizing the importance of maintaining an enjoyable, supportive working environment and providing social benefits. Each office aims to provide benefits like health, dental, pension, and parental leave at levels exceeding or comparable to other leading impact-led, professional services firms in their respective countries of operation. In 2020 and 2021, we conducted a number of salary and total reward benefits improvements in the local countries in which we work. We took numerous steps to support our staff during the Covid-19 pandemic across all regions. For example, we provided additional paid leaves for staff to help recharge in this pandemic year, enhanced our health insurance policy in the hardest hit countries to also include Covid19 hospitalization, and an additional floating cover in case of top-up health insurance needs for our employees.

We promote teamwork and individual professional development through regular office-level retreats, a global retreat every 16-24 month (paused due to the pandemic and replaced by virtual office and regional retreats), frequent global and office-level skills training sessions, quarterly staff pulse surveys, 360-degree feedback reviews, and individual staff professional development plans. In 2020 and 2021, we rolled out our first ever series of virtual trainings for new consultant hires, managers and Associate Partners. Our Africa regional management team conducted a three-part unconscious bias training for the Africa Management Team (working with Kenya-based external facilitators specializing in this topic). The training included topics on identifying bias, cultivating connections to increase empathy and curiosity, and exploring ways to face bias with courage. Our Nairobi office also successfully conducted a virtual office retreat and our Asia office is soon to follow suite in June 2021. Our Rwanda and Uganda office were able to safely hold in-person retreats compliant with local regulations.

In response to the pandemic's impact on mental health, Dalberg Minds – a cohort working to foster a culture of well-being across the organization – hosted various trainings including:

- a session with an occupational therapist
- launched Champion Network (to help build a culture of wellbeing in offices)
- started Dalberg Minds Peers Supporters (to be a confidential point of listening and connection to resources)
- launched a package of wellbeing services
- hosted 25+ office initiatives for World Mental Health Day and dozens more throughout 2020 and 2021 year to-date (e.g., remote socials; cohort meetings; working norms; care packages, etc.)

Dalberg is also in the process of finalizing our Safeguarding Children and Young People Policy. Dalberg strives to achieve significant and lasting impact on the lives of Children and Young People, and to secure equality for girls. The scope of this policy extends to young people we are supporting, or are in contact with, through our work. We recognize that young people may face different sociological, psychological and health problems from younger children and older adults.

## IMPLEMENTATION

In the past year Dalberg has worked with several clients focused on labor and employment practices. We also work with a range of actors to identify opportunities to promote youth employment. For example:

- **Dalberg Advisors was engaged by UNICEF's South Asia and East Asia Pacific regional offices to conduct an assessment on the impact of Covid-19 on businesses, and the resulting implications on child rights in the regions.** The team conducted a landscape review of the impact of Covid-19 on businesses, the consequent business response, and the resulting impact on four child rights themes (e.g. nutrition, education, primary healthcare, and child protection). The review uncovered two business response pathways which negatively impacted child rights and children's access to essential commodities: layoffs and wage cuts impacting children's caregivers, and disruptions to goods and services caused by temporary closures and capacity reductions in businesses. The assessment also highlighted the need to expand fundamental social protection nets in tandem with supporting business recovery and increasing the accountability of the private sector to child rights, especially in the informal economy.
- **Dalberg was engaged by NAMA Women Advancement Establishment to develop a women's inclusion toolkit as part of their Irtiqa platform launch. The toolkit aims to support private sector companies in assessing how gender equitable they currently are and provide customized recommendations to increase women's equity and equality in private sector workplaces in the Middle East, North Africa, and the Global South.** The toolkit is structured around five key categories: purpose, people, policies, products and partnerships to create the toolkit, the team carried out a landscaping assessment of existing tools and resources to promote women empowerment in the private sector and conducted key informant interviews with gender mainstreaming experts. Dalberg was also asked to design a strategy for the toolkit's uptake in the UAE, MENA region and Global South.

- **Dalberg was commissioned by the International Development Research Centre (IDRC) to evaluate a pilot project jointly launched by IDRC and Meridiam to provide technical capacity building to support Senegal's photovoltaic sector through training for managerial staff and technicians, research promotion, and technical support to businesses.** As part of this engagement, Dalberg provided an overview of the key constraints facing the solar photovoltaic sector in Senegal, specifically with regard to availability of human resources (training and applied research). Dalberg also developed a framework for evaluating project interventions based on the OECD evaluation criteria and key success factors from implementation best practices in international development.
- **Dalberg supported Tata Sons in developing a strategy to establish India's premier skilling institute. The institute is a joint venture between the Ministry of Skill Development and Entrepreneurship and Tata.** Dalberg conducted rapid landscaping to identify best practices in skilling, interviewed select experts, and tailored findings for the Indian context. The final report was shared with Tata's chairman and will inform the client's future direction on this key project.
- **Dalberg worked with the British Asian Trust (BAT) and the National Skills Development Corporation (NSDC) to design India's first ever skilling-focused development impact bond (DIB) aimed at increasing employment in India by providing employable skills to job seekers during and after the COVID crisis.** The team worked with the consortium of outcome funders, risk investors, and other collaborators to design the DIB's Theory of Change, negotiate the terms of the transaction, curate the outcomes framework for the DIB, provide early thoughts on intervention design, create a prioritization framework for Service Provider (SP) selection, carry out a prioritization exercise, identify SPs for detailed assessment to be included in the DIB, and create a financial model to capture the cash flows in the DIB.
- **Millennium Challenge Corporation (MCC) hired Dalberg to assist them in assessing Cote d'Ivoire's TVET landscape in order to unlock their competitive TVET grant facility.** Based on desk research and interviews with various stakeholders, the Dalberg team answered MCC's questions relating to the TVET landscape on behalf of AfDB, benchmarked PPP models in the education sector, and analyzed the narrative of MCC's competitive grant facility. The Dalberg team also proposed a list of best practices in PPP or Partnerships for Skills Development (PSD) and drew up a list of potential industrial, technical, and financial partners as well as business associations. Lastly, the team made recommendations regarding the specificity of the centers to be built, financial model, infrastructure, governance and legal framework, deal structure, and the learners' process of selection.

## 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:

- 57% female and 43% male global workforce, balanced relatively equally across all levels (we offer our staff diverse ways to self-identify including a non-binary option)

- 58 nationalities
- Over 90 languages spoken

In addition, we have written reports and articles in prominent development publications and virtually convened public forums – reinforcing our commitment to fair labor practices and equal opportunity, including:

- **Dalberg published a report on “Applying a Gender Lens to Ppost-Covid-19 Economic Recoveries: A Spotlight on Women-Led Businesses in Africa.”** SMEs make up more than 90% of all businesses across the African continent – and women comprise almost 60% of Africa’s self-employed workforce. These businesses are not only important for African economies, but for the livelihoods of the vast swathes of women that run them, and their families. Based on Dalberg’s long-standing experience of working with small and growing businesses on the continent and our emerging on-the-ground understanding of the key issues in both West and East African countries, the report provides a number of short- and medium-term measures that may be critical to helping stem the negative impact of Covid-19 and foster gender-inclusive economic recoveries.
- **Dalberg published an article, “Intersectionality in Organizations: Why ‘Bringing Your Whole Self to Work’ is Not Sufficient.”** This article provides an overview of intersectionality, describes the value and importance for employers, and profiles a cross-section of LGBTQ+ leaders to highlight how organizations may apply some of these lessons to their workplace to build a culture of equity and inclusiveness. The article also covers why the intersecting experiences of oppression must be considered in evaluating both internal diversity and inclusion efforts and external interactions. Developing an intersectional workplace will require ongoing effort and commitment from organizations, but if done well, there is significant potential to create an environment where individuals of all identities can thrive and truly bring their whole selves to work.
- **Dalberg Advisors, together with Philanthropy California and the Council on Foundations, released a new survey and report outlining the critical next steps and fundamental shifts necessary to build an equitable future.** The report, “Shifting Practices, Sharing Power? How the US Philanthropic Sector is Responding to the 2020 Crises,” assesses how the sector is changing through three lenses: resourcing, priorities, and internal operations. Across all three areas, there is a significant shift in practices (e.g., approximately 60% of foundations are increasing giving beyond planned 2020 levels, with an average increase of ~17%) yet there are still very few examples of truly sharing power through ceding decision-making, control, space, and wealth to historically marginalized communities. Interviewees and survey respondents pointed out that truly sharing power will require critical steps including interrogating one’s power and privilege; hiring, promoting, funding, and listening to BIPOC leaders; making investment decisions based on values and principles; and leveraging one’s full financial power to advance the mission.
- **Dalberg was engaged by DFID to undertake a study on apprenticeship in India with the primary objective to understand the value of apprenticeship amongst employers and challenges faced.** The study helped understand the type and quantum of benefit to employers, best practices of leading employers, pain points of employers, and proposed solutions to the government that could improve the employer experience and scale apprenticeship. The National Skill Development Corporation (NSDC) of India has

committed to further deliberate on and enact some of the policy recommendations to scale and improve apprenticeship in India.

- **Dalberg published an article in *Next Billion* titled, “Financing ‘Missing Middle’ Enterprises in the Age of Covid-19: Leveraging Non-Traditional Finance Pathways in Emerging Markets.”** Covid-19 has made access to capital for small and growing businesses (SGBs) in emerging markets more essential than ever. As drivers of job creation and inclusive economic growth, these “missing middle” businesses – too big for microfinance and too small or risky for banks or private equity firms – face existential threats from stay-at-home orders, disrupted supply chains, and other pandemic fallout. In the article, Dalberg shares approaches that can help finance “missing middle” enterprises and provide a clear pathway for supporting inclusive economic recovery in emerging markets.

## 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.

In 2020, Dalberg announced its climate commitment in adherence to the Paris Climate Agreement to ensure we do not contribute to the warming of the planet beyond 1.5 degrees. Dalberg’s emissions baseline in 2019 found a total footprint of 6,070 tonnes of carbon, or 12.1 tonnes per employee. In 2020, our emissions were a total of 2,816 tonnes, or 4.9 tonnes per-employee, representing a 60% drop from the per-employee baseline. This demonstrates clear progress against our 2025 ambition to reduce per-employee carbon emissions by 55% from the firm’s 2019 baseline. We also committed to plastic neutrality, and in 2020, our plastic consumption was a total of 2,101 kg, or 3.7 kg per person, representing an 77% drop from 2019. This exceeds our target to reduce per-person plastics footprint by 30% by 2025 from the firm’s 2019 baseline.

While much of these reductions were driven by pandemic-induced global travel and office restrictions, Dalberg aims to inspire and demonstrate ways in which a global consulting company can maintain a reduced footprint while delivering excellent client service in a post Covid-19 world.

Dalberg has also taken steps to implement the inclusion of a ‘climate lens’ across all of our advisory projects. This means adding meaningful recommendations, and on occasion, also making tough trade-offs regarding climate. Dalberg has established climate lens training and is

implementing a full rollout of climate lens thinking across all global projects. Dalberg continues to build partnerships and coalitions towards climate goals. We are engaging with partners including the UNFCCC High Level Champions Team, TEDx Countdown, and Count Us In to ensure that our efforts build towards the global goals.

Wherever possible, Dalberg raises awareness among our staff and guides them to the most environmentally friendly choices and vendors. 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. We are committed to the following practices in relation to travel:

- Using virtual connection and other digital facilitation tools wherever possible
- Limiting the number of meeting participants need to travel for
- Grouping essential in-person meetings
- Calculating the optimum meeting location for reduced travel
- Where possible, flying the shortest route
- Choosing environmentally friendlier travel partners

In addition, members of our dedicated Climate & Environment practices foster internal and external dialogue on environmental challenges through monthly calls and email updates, blog posts, and articles.

## IMPLEMENTATION

In the last year, Dalberg has 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 was engaged by the International Finance Corporation (IFC) to conduct research and analysis to help inform the development of an investment network that develops and manages a range of investable opportunities in conservation landscapes.** The investment network aims to catalyse private sector funding to ensure the sustainability of conservation tourism. Dalberg conducted landscape analysis and research of the tourism industry in Tanzania, Uganda and Zambia – and with its stakeholders, including surveying ecosystem companies, interviewing potential impact investors, identifying financing needs, and gauging appetite for funding tourism companies.
- **In 2020, in partnership with AfDB, WEF hired Dalberg to support the hosting of the secretariat of the Africa Circular Economy Alliance (ACEA) and conduct a CE market report assessment for green growth in Africa.** The Dalberg team conducted a market research assessment that identified priority themes for circularity, interviewed experts and stakeholders to assess CE solutions, barriers, developed case studies on CE opportunities, and drafted a strategy deck recommending the implementation roadmap for the Alliance. Dalberg provided CE solutions, which alongside a coordinated involvement of all stakeholders, will mitigate the effects of Covid-19, conserve and optimize material utilization in the economy, conserve the environment, alleviate the impacts of climate change, and improve livelihoods by creating green jobs.
- **The Sustainable Trade Initiative's (IDH) Value Chain Development (VCD) program engaged Dalberg to identify commercialization opportunities that address issues of food sustainability in Nigeria.** The Dalberg team conducted a landscape analysis and identified high-potential value chains based on commercialization potential, as well as

social and environmental impact in Nigeria. The Dalberg team found that to unlock commercialization opportunities in the fragmented value chains, there is a need to improve farmers' access to capital for quality inputs, provide technical assistance, and increase capacity and logistics for value addition.

- **Dalberg was hired to develop the strategy and operationalization plan for the Forest Economy Program, a 2-year program led by Good Energies Foundation, aiming to catalyse a rebirth of sustainable forest management through market incentives for forest products.** The program aims to increase the sustainable sourcing of forest products and the sustainable management of forests by catalysing market demand from sectors that need to become carbon neutral. The program will support breakthrough initiatives that can demonstrate the full potential of sustainable forests and forest products to pave the way for future green growth.
- **The Nature Conservancy engaged Dalberg to advise on the potential for expansion of private sector REDD+ projects to different forest sites – including national forests – by describing the opportunity for forest-based offsets and assessing Tanzania's readiness while identifying key barriers to developing REDD+ projects in the country specifically.** Dalberg developed a pitch document on behalf of the government of Tanzania that can be used to promote the opportunity for jurisdictional REDD+ projects in Tanzania to key stakeholders including prospective investors. The Dalberg team conducted desk research and in-depth interviews with key stakeholders to understand the market opportunity for forest-based carbon credits.
- **Dalberg Advisors and Dalberg Research were commissioned by Space 10, IKEA's innovation lab, to conduct end-user research with households and retailers to understand the needs and opportunity areas in the Indian market for household-level, solar-powered products that could form part of IKEA's 'Home Essentials' range.** The research focused on a range of power-producing products and solar-compatible appliances across 6 need areas (food preparation, food preservation, lighting, energy generation, entertainment, and air cooling) for households without reliable grid access, off-grid households, and retailers and dealers of off-grid appliances. Location mapping analysis and IKEA customer segmentation insights also informed the project.

#### MEASURES OF OUTCOME:

In the last year, Dalberg has authored reports and contributed to major conversations on environmental issues, including:

- **Alongside WWF, Dalberg developed an advocacy report examining the link between the destruction of nature and new zoonotic diseases, including Covid-19.** The team conducted desk research to build a compelling report focused on:
  - The link between zoonotic disease emergence and nature
  - The devastating health, economic and social costs of pandemics
  - The path forward to reduce the risk posed by new zoonotic diseases.

The report highlighted that new zoonoses, such as Covid-19, are emerging at an alarming rate – driven by unsustainable food systems that have led to the large-scale conversion of land for agriculture and the illegal and high-risk wildlife trade. The team co-created recommendations, highlighting the immediate and systemic actions required to address the environmental drivers of pandemics and restore humanity's relationship with nature. The report received global media coverage, including articles

in *The Guardian*, *Telegraph* and *Hindustan Times*. WWF will build on the momentum generated by this report and advocate at landmark events in 2021, including the UN Biodiversity Summit, as well as upcoming WWF campaigns.

- **Dalberg supported USAID LAC Bureau on a report summarizing key environmental and energy trends affecting Latin America and the Caribbean, while also proposing general lines of action for USAID Missions in the region.** Informed by desk research, trend profiling, and interviews with key stakeholders, the report focused on countries where USAID has active programs or is expecting to initiate activities soon (e.g., Ecuador, Bolivia). It identified strategic but neglected areas of development assistance and suggested general lines of action Missions can consider in alignment with their CDCS's.
- **Dalberg is part of the Preventing Pandemics at The Source coalition.** The coalition aims to save lives by preventing the spill over of zoonotic viruses from animals to humans well before they could become global pandemics, regional or national epidemics, or even localized outbreaks. The cohort is working to prevent further destruction of wildlife habitats which may be a trigger for new pandemics.
- **Dalberg self-published an article focused on “Debt-for-Nature Swaps: A Possible Solution to a Green and Just Recovery From Covid-19.”** As the ongoing public health crisis deepens funding gaps for environmental projects, Dalberg sees that debt-for-nature swaps may provide new avenues for financing – and a ‘win-win’ opportunity for developing countries to trade debt for investment in the environment.
- **Dalberg published an article in *Next Billion* titled, “Climate-Positive Agriculture: How Investors Can Support Smallholder Farmers - While Also Regenerating the Environment?”** With the world population expected to reach 10 billion by 2050, food security is a rising concern. However, growing more food with existing agricultural practices threatens biodiversity and could accelerate the climate crisis. This article proposes methods to ensure global food security while building climate resilience through making use of increased investment in climate-smart, sustainable agriculture.
- **Dalberg, in collaboration with Global Alliance for Improved Nutrition (GAIN), published a paper on, “Business Models for Reducing Post-Harvest Loss of Fresh Vegetables.”** Reducing post-harvest loss is one promising way to make nutritious foods more available, accessible, and affordable— all while improving the environmental sustainability of the food system. The paper discusses targeted interventions that could help address these challenges, including affordable, flexible financing, reducing the cost of Reusable Plastic Crates (RPCs), and using wholesalers as a value chain-agnostic entrance point to encourage wider adoption of RPCs.
- **Dalberg published a study with the Clean Air Fund and the Confederation of Indian Industry on the impact of air pollution on business.** Over the last decade, India has emerged as the world's fifth most polluted country and is home to 21 of the world's 30 most polluted cities. This study undertook a rigorous quantitative analysis of four pathways through which pollution decreases businesses' profitability, premature mortality, presenteeism, absenteeism and consumer footfall. This body of work ultimately aims to motivate businesses and policymakers to become more active advocates for clean air by showing how much the economy and society stands to gain.

## 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 our home-office countries and in the field. Where there are concerns, Dalberg includes specific provisions in our contractual arrangements with clients prohibiting any such behavior. We are also finalizing our Safeguarding Children and Young People Guidelines and refreshing our Global Policies as described in the Labor section above.

Dalberg is not just a mission-driven firm, but also a values-led one, and we have adapted our processes as we grow yet continue to stay true to both. In late 2019, a Dalberg Advisors Leadership taskforce developed a process to discuss issues around values as we take on new client engagements. In 2020, we also formalized a value-based screening process to ensure our clients align with our values (*as mentioned in the “Human Rights” section*). This process ensures alignment with our social impact mission and adherence to broader firm values, including our commitment to DEI and anti-racism.

### IMPLEMENTATION

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

- **Dalberg worked with UNDP, Africa CDC, and the African Union and to assess the impact of Covid-19 on governance, peace, and security in the 13 countries of the Horn of Africa and the Sahel.** The Dalberg team conducted an extensive review of data, documents, and latest developments to capture the multifaceted socioeconomic impact of Covid-19, on economies, livelihoods, and women. The report reviewed data and trends on security and the state of governance – including identifying potential threats and providing recommendations for regional action by regional bodies and international institutions. The findings were co-published by the African Union and UNDP, and utilized by UNDP country offices, the African Union and others to guide policy discussions about potential responses to Covid-19 at country and regional level.
- **USAID Armenia engaged Dalberg to help the Government of Armenia launch the Commission for the Prevention of Corruption (CPC) and execute five priorities for the new institution envisioned in the Law on Commission for the Prevention of Corruption (CPCL).** The engagement provided recommendations on the organizational

structure, lines of accountability and reporting, terms of reference (TOR) for leadership positions, and related guidelines for the CPC's Department for Asset Declarations. The system reflects international best practices as outlined by the World Bank's Stolen Asset Recovery Initiative, and includes the inputs of international asset declaration experts, international anti-corruption experts, international IT experts, local Armenian IT experts, and the CPC.

- **Dalberg, in partnership with Omidyar Network and Rohini Nilekani Philanthropies, launched a rapid, multi-round study covering 47,000 low-income households across 15 states on the gendered impact of the Covid-19 crisis and the efficacy of government entitlements.** Dalberg carried out 85 in-depth HCD interviews and 20 expert interviews, making this study amongst the most comprehensive datasets on the status of relief entitlements by the government. The motivation for conducting the study was to help policymakers make timely, informed decisions about entitlements during this ongoing crisis: both to make iterative improvements on entitlements that low-income households are receiving and to imagine, where relevant, other means of meeting their needs.
- **Dalberg conducted a study on how widespread adoption of online dispute resolution (ODR) in India could help improve access to efficient, cost-effective, and fair dispute resolution.** Wider use of online dispute resolution (ODR) in India could unlock US\$26.5 billion in economic benefits annually, save time, and improve well-being, enabling positive outcomes for individuals (including the marginalized), enterprises, and the broader ecosystem. These are a few of the findings in the study developed in collaboration with Agami, Omidyar Network, NITI Aayog, ICICI, Trilegal, Ashoka, Dvara Research, NIPFP, and Cracker & Rush.
- **Hewlett Foundation hired Dalberg to advise on the strategy refresh of their global transparency, participation, and accountability portfolio.** Dalberg is serving as an ambassador to the "Look Back" process in the first phase of the project, which includes an evaluation of what has been achieved over the last five years and an examination of activities beyond grant making to better understand how the foundation contributed to the organizational health of partners and learning in the field. Dalberg will then guide the second phase, "Look Forward," which will seek to build on key findings from phase one to develop a new five-year strategy for the foundation's TPA portfolio.

## 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.