



ONDAI

DAI ANNUAL REPORT 2021

Nigeria Office





The opinions expressed are those of the authors and do not necessarily represent the views of any government or donor agency associated with the content of this report.

THROUGHOUT THIS REPORT WE USE THE FOLLOWING ABBREVIATIONS:

U. K. Foreign, Commonwealth & Development Office (FCDO)	U. S. Agency for International Development (USAID)
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European Union
(EU)

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FROM THE COUNTRY DIRECTOR

DAI is an employee-owned international development company, one of the world's largest enterprises dedicated solely to international development. Our global team includes 950 corporate and 3,800 programme employees who deliver development results on more than 200 programmes across 80 countries.

Nigeria is one of DAI's priority countries and in this 2021 Annual Report, we share how the Nigeria corporate office and the DAI projects based in Nigeria delivered value to customers and stakeholders in collaboration with colleagues around the world. The 'One DAI' approach enables teams align across programmes, business units, and corporate functions to work with partners, deliver development results and improve the lives of Nigerians.

In 2021, we focused principally on post-pandemic recovery. We established a distributed working model after more than 18 months of fully remote work and celebrated our resilience and the successes delivered in the year prior: maintaining our operational effectiveness, notwithstanding local and global travel prohibitions; achieving technology-driven remote start-up of programmes; and securing our first USAID win in more than a decade.

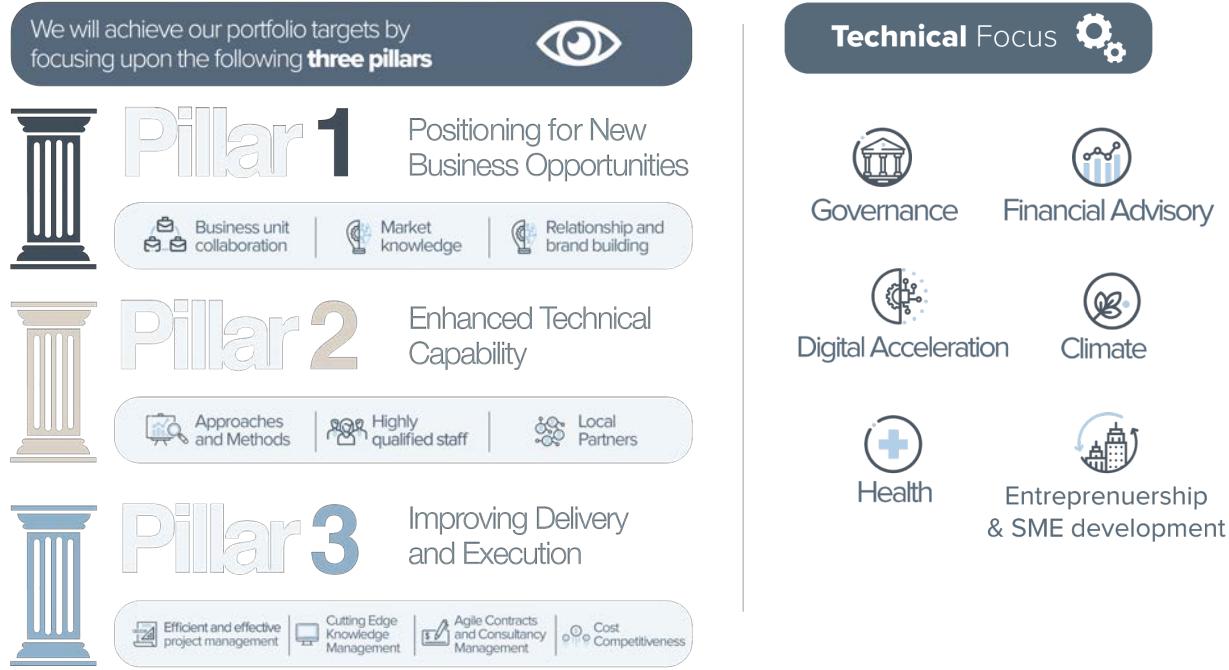
“ In 2021 focus was on implementation of the 2020 wins, pursuing local opportunities, and corporate governance strengthening.

We won significant donor funded new business in 2020, and in 2021 focus was on implementation of the 2020 wins, pursuing local opportunities, and corporate governance strengthening. Regarding managing and delivering donor work, the State Accountability, Transparency, and Effectiveness programme (State2State) facilitated access to much needed revenue to States who accessed more than \$37,000,000 through the World Bank State Fiscal Transparency, Accountability and Sustainability disbursement mechanism. In addition to commencing implementation of the £95 million FCDO funded Partnership for Learning for All in Nigeria programme (PLANE). We continued to deliver our EU Yobe Public Financial Management programme – despite significant security challenges in Northern Nigeria.

Our Youth Powered Ecosystem for Adolescent Health (YPE4AH) programme made good progress, receiving commendation from USAID, and reaching 1,694 adolescents in Lagos with life skills, health information and leadership opportunities. PDF Bridge helped Abia State generate an estimated \$5 million for the Nigerian economy through the production of COVID-19 personal protective equipment, before coming to a successful project close. We also successfully closed the U.K. Department of Health and Social Care funded Fleming Fund antimicrobial resistance project.

We incubated and onboarded TAConnect, a new organisation set up by the Bill and Melinda Gates Foundation (BMGF) to reimagine the way that technical assistance is delivered to subnational governments. This process involved taking the initiative from concept note to creating a fully functional, fully staffed, legally registered entity that provides technical assistance on primary healthcare to select Nigerian states.

In local business development terms, we won, managed, and delivered contracts with the Nigerian Rural Electrification Agency and the Eggon Ethnic Group. We are also working with the Global Alliance for Improved Nutrition (GAIN) and for the European Union, through the British Council, on anticorruption in Nigeria. Toward the end of 2021, we contributed to the development of a 5-year strategic plan for the Federal Ministry of Interior. On the corporate governance side, we delivered our first Annual Report and Strategic Plan. We focused on charting a vision and setting new goals, which culminated in a new 5-year strategy that defines our aspirations, prioritises our market and service offerings, articulates our technical focal points, and outlines the capacity and management systems we will deploy for success. The strategy is focused on catalysing growth in DAI's business and fostering integration in the spirit of One DAI.



We also began the process of ISO 9001 certification to systematise our commitment to quality, and started to incorporate artificial intelligence and machine learning capabilities into our work. These investments will improve our efficiency and quality across all DAI outputs.

The DAI team in Nigeria was at the forefront of global corporate initiatives such as hybrid working mechanisms, workforce mobility & the future of work, and DAI's Racial and Social Justice Initiative. An integral part of the One DAI team, we now house three members of the global Office of Information Management and Technology in the Nigeria office, while several Nigeria staff are working out of the United Kingdom for a six-month period.

One DAI is a mindset encapsulated in a cohesive set of values, beliefs, and behaviours that together define how we go about the business of shaping a more liveable world. In line with this mindset, each quarter we met with National Programme Managers and Chiefs of Party for all DAI programmes — deepening collaboration, learning, and strategic planning within the portfolio in Nigeria. To scale these collaborative approaches globally, DAI has launched an Alumni Network as a platform for current and past employees, and consultants, to connect with other alumni, participate in exclusive events, explore career opportunities, keep up to date with DAI, and support local development all over the world.

We successfully closed our financial records for 2021 with a healthy bottom line and a positive asset-to-liability ratio, and the Nigeria platform gained cost savings for internal clients.

We continue to demonstrate our convening power and maintain a high public profile. We facilitated a performance review for Federal Ministers, with the President of Nigeria in attendance. We also facilitated a leadership session for the Lagos State Cabinet with the Governor and Deputy Governor of Lagos State in attendance. Various Nigeria employees undertook speaking engagements with organisations such

as the Federal Inland Revenue Service, Baze University, and the Women in Leadership Development forum.

In 2021, I was honoured to join the Board of DAI Magister as Senior Advisor for Nigeria. Through DAI Magister, DAI provides capital advisory services to accelerate development and private sector growth in emerging and frontier economies, such as Nigeria. Given the core capabilities that DAI has nurtured implementing donor-funded development programmes over the past 52 years and the private sector expertise of DAI Magister, we are well positioned to play a pivotal role in enhancing Nigeria's investment environment.

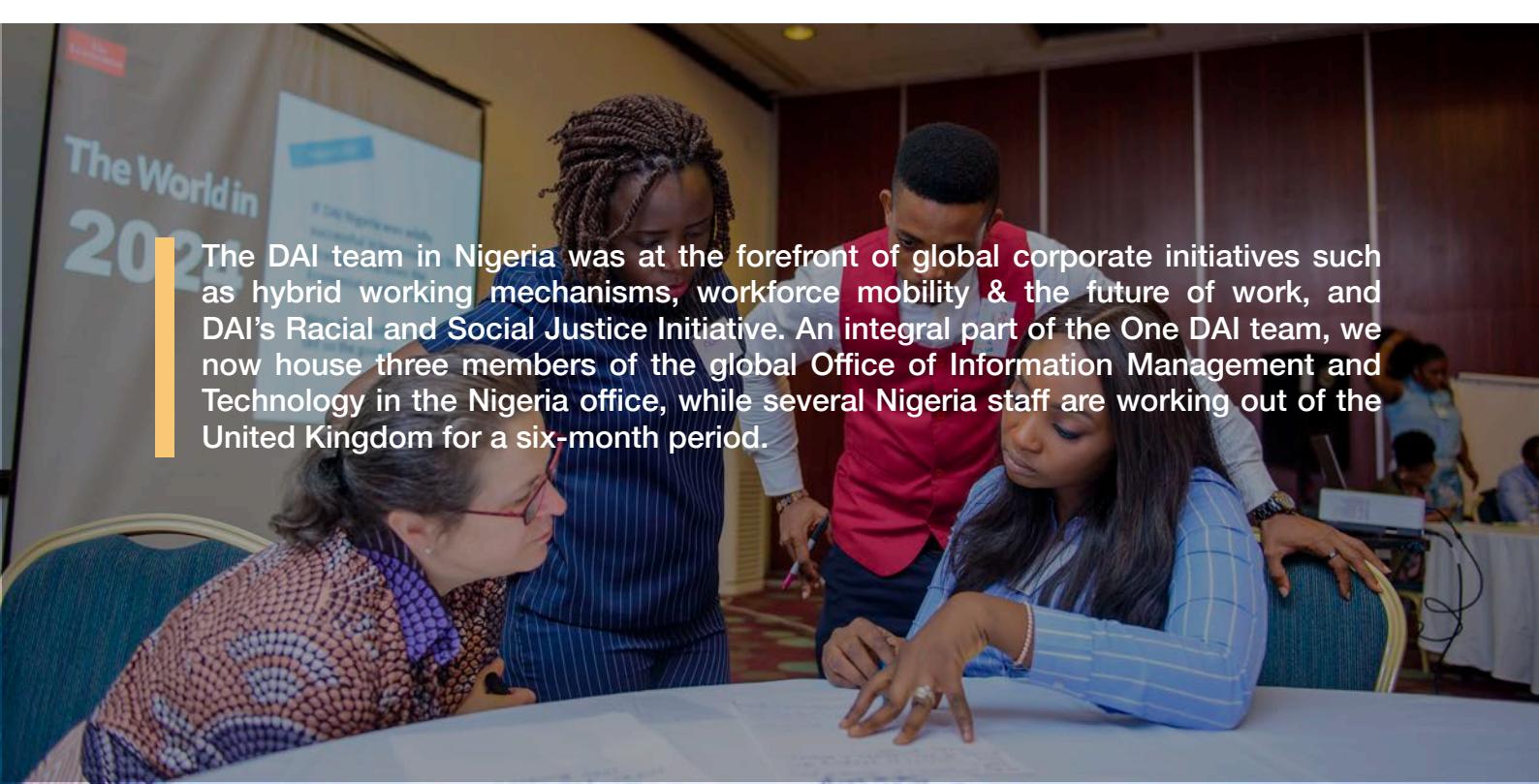
In 2022, we will apply our energies toward catalysing growth in Nigeria and driving integration of DAI across programmes, business units, and corporate functions to build value for the company. In collaboration with the rest of DAI, we aim to grow annual revenue and deliver lasting impact for communities in Nigeria.

Around the world, DAI continues to be a tried-and-trusted provider of development solutions on behalf of our clients, across multiple technical disciplines. Here in Nigeria, we look forward to another year of serving those clients and thereby the citizens of Nigeria. This Annual Report is a record of those efforts in the past year—our activities, challenges, and triumphs—and I am proud to share it with our readers.

Joe Abah, PhD

"At DAI in Nigeria, quality delivery is at the heart of all we do with our clients, partners and stakeholders. We do not just strive for high standards of quality; we ensure that we maintain a culture of surpassing expectations"

- Dr Joe Abah, Country Director

A photograph showing four people in a conference room. A woman in a blue and white patterned dress is on the left, looking down at a document. Next to her is a man in a red vest over a white shirt. In front of them is a woman in a blue striped blazer. On the far right, another person is partially visible. They appear to be engaged in a collaborative discussion or review of documents on the table.

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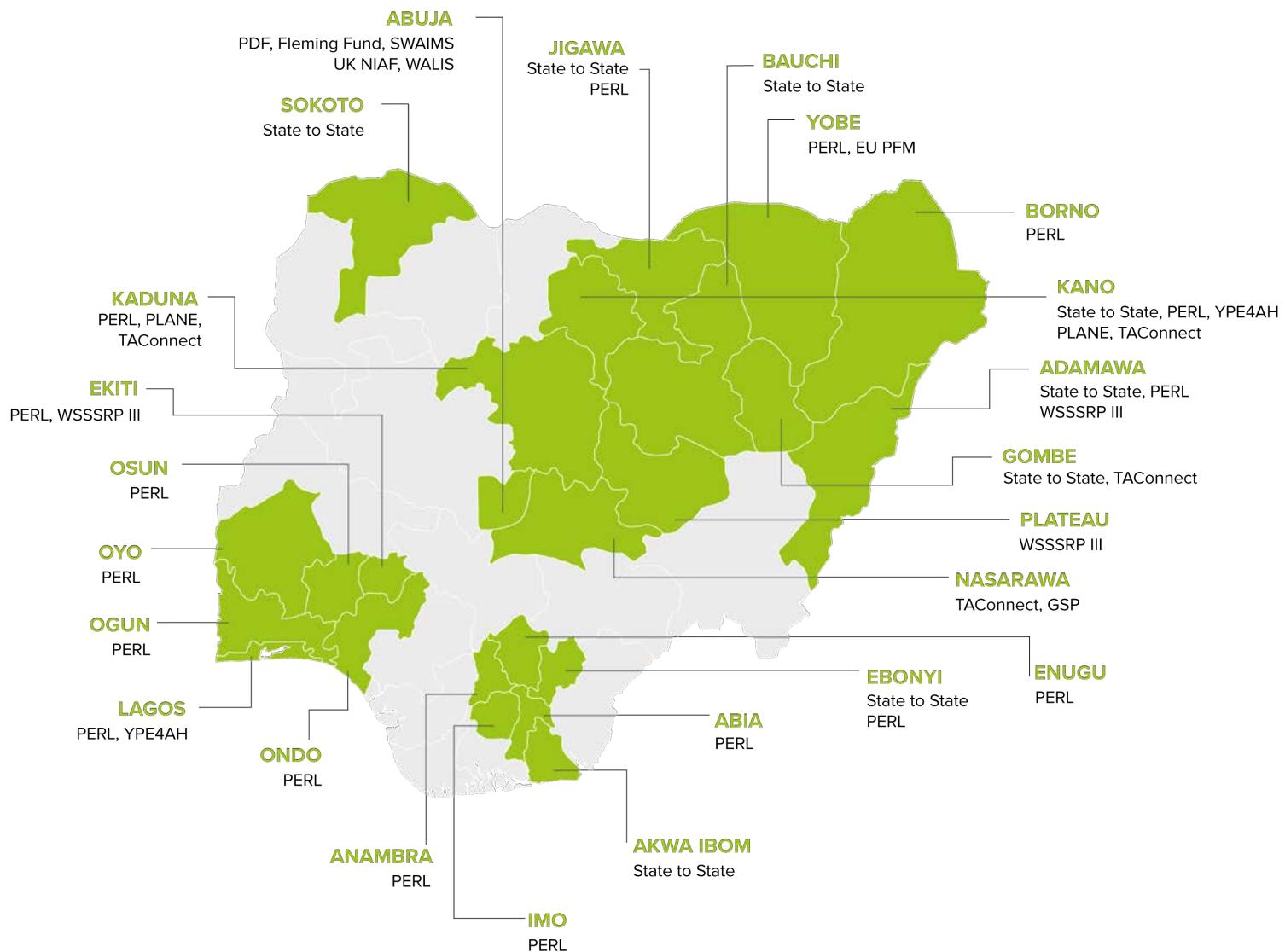
DAI IMPACT ACROSS NIGERIA

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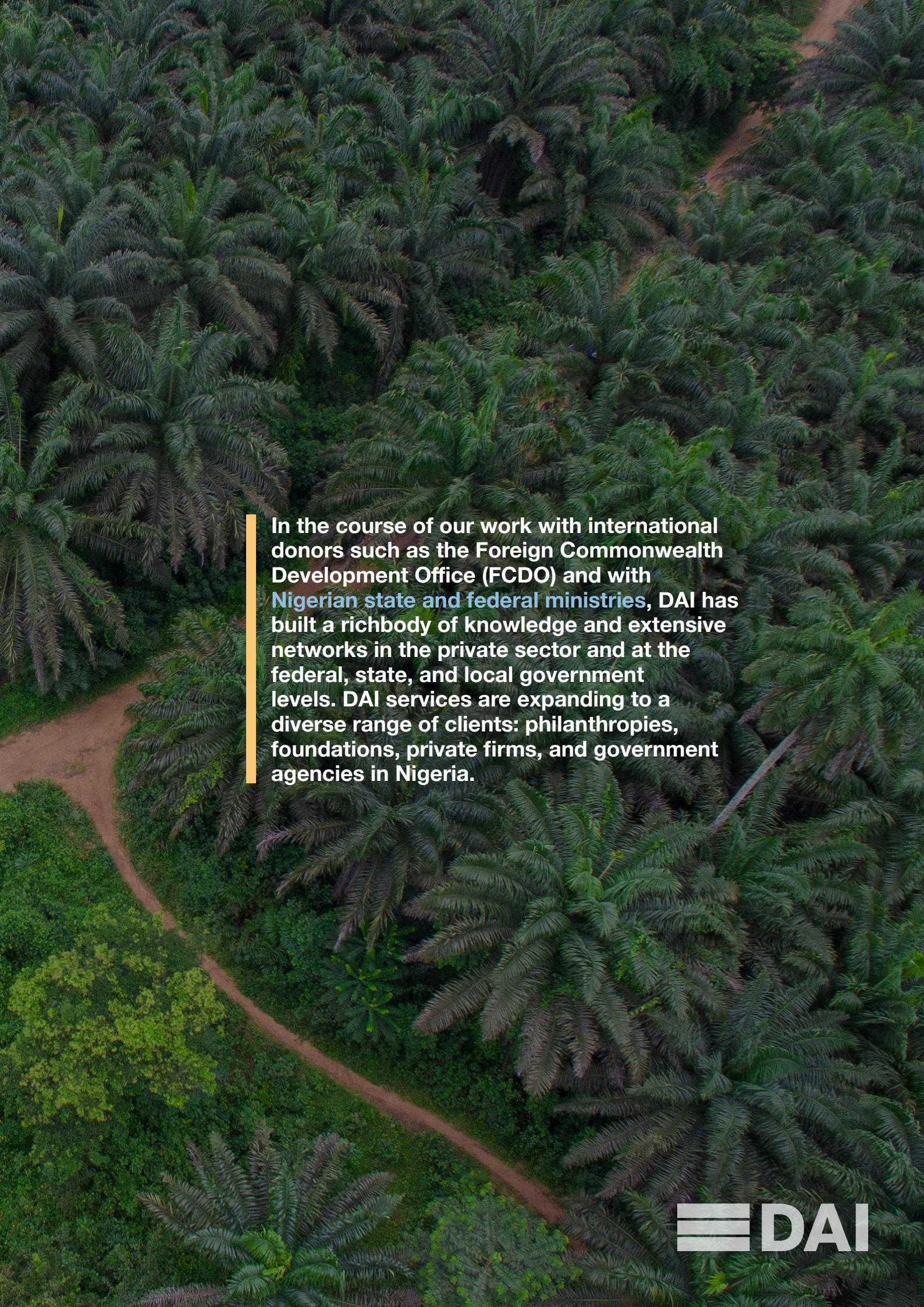
MAJOR
PROJECTS

Implemented
across

24
STATES







In the course of our work with international donors such as the Foreign Commonwealth Development Office (FCDO) and with Nigerian state and federal ministries, DAI has built a richbody of knowledge and extensive networks in the private sector and at the federal, state, and local government levels. DAI services are expanding to a diverse range of clients: philanthropies, foundations, private firms, and government agencies in Nigeria.



DEVELOPMENT IMPACT IN NIGERIA

DAI's 52 years on the frontlines of global development confirm the interconnectedness of development challenges, so our approach reaches across technical disciplines to shape integrated development solutions that promise transformational development results. In this document we present programme results that reflect our impact across sectors of the Nigerian economy: governance, economic growth, health, education, environment, and security.



GOVERNANCE



State2State: State Accountability, Transparency, and Effectiveness

USAID
2020-2025

Through the State Accountability, Transparency, and Effectiveness programme, DAI works to increase accountability, transparency, and effectiveness in the governance systems of Adamawa, Bauchi, Ebonyi, Gombe, and Sokoto states. State2State facilitates the efficiency of subnational governments; improves responsiveness to citizen needs and priorities; addresses financial resource constraints; and builds the capacity of states to manage conflict. This support results in better delivery of education, healthcare, water, sanitation, and health services.

2021 Impact

- **Increased Revenue Generation, Transparency & Accountability to Citizens:** Through the deployment of Citizens Accountability Reporting (CAR), State2State enabled access to more than \$37,000,000 in funding through the World Bank State Fiscal Transparency, Accountability and Sustainability disbursement mechanism.
- **Improved Governance Inclusion:** In Ebonyi state, the programme provided support toward the First Audio Budget for People with disability. This enabled access to key public finance information to a broader range of citizens, including those who are visually impaired and/or non-specialists, increasing the participation of marginalized groups in governance processes. This is part of the process to improve citizens' engagement in the budget process.
- **Better Public Financial Management:** Six partner states now implement an International Public Sector Account System (IPSAS)-compliant accrual accounting system leading to reduced budgeting inefficiencies. State2State built the capacity of officials in Adamawa, Akwa Ibom, Bauchi, Ebonyi, Gombe, and Sokoto to deploy the National Chart of Account (NCOA) toolkit resulting in the preparation of 2022 budgets in compliance with IPSAS.



*"The training has been useful and important to our work. It has supported the preparation of the budget for the water sector. We applied the new template in the preparation of the 2022 budget and the 2022-2024 Medium-Term Expenditure Framework." **Richard H. Durkwa, an official with the Ministry of Water Resources***

In 2022, State2State will work to promote the civic participation of women in governance and stimulate increased Internally Generated Revenue (IGR) for service delivery.

6 Partner States

Adamawa	\$4,000,000	Ebonyi	\$7,000,000
Akwa Ibom	\$6,000,000	Gombe	\$7,000,000
Bauchi	\$7,000,000	Sokoto	\$6,000,000

\$37M

In Total Funding

through the **World Bank State Fiscal Transparency, Accountability and Sustainability** disbursement mechanism



Partnership to Engage, Reform, & Learn-Accountable
Responsive, and Capable Government

FCDO
2016-2023

The FCDO-funded PERL-ARC programme supports governments and citizens and promotes evidence-based advocacy. PERL helps governments perform better by assisting them in tracking and accounting for how policies, plans, and budgets are used in delivering public goods and services to promote growth and reduce poverty. In 2021, in line with the new FCDO strategy, PERL-ARC programme areas were refocused to prioritize girls' education, health and open societies, and consolidating interventions to deepen support to partners.

2021 Impact

- **Strengthened Data and Performance Management Systems for Effective Planning and Appropriation of Resources:** PERL-ARC enhanced federal service delivery by embedding a performance management framework and the establishment of a Central Delivery Coordination Unit (CDCU) within the Office of the Secretary to the Government of the Federation. In Kano, Kaduna, and Jigawa, systems and processes for data and performance management have been strengthened to ensure responsiveness to citizens' demands during the planning and budgeting cycle.
- **PERL-ARC supported the Ministerial Midterm Review Retreat:** Facilitated a review of implementation of ministerial mandates along nine priority areas, identifying impediments to implementation and making recommendations for accelerated delivery. The Presidential Priorities Performance Management System (PMS) Dashboard operated by the Central Delivery Coordination Unit (CDCU) was launched during the retreat.

“

“I am grateful to note that, these achievements were made possible with the ardent support of our technical partners FCDO-PERL, who have provided technical assistance to the OSGF since 2019, to embed performance systems and operationalize the Delivery Unit up to the preparation for this retreat.” **Boss Mustapha, Secretary to the Government of the Federation**

- **Improved Governance Systems to Deliver Services for the Poor and Vulnerable:** By facilitating public financial management reforms and the replication of good reform practices, service delivery was improved in partner states. In Kano, for example, a unique chart of accounts code was created for girls' education to ensure the sustainability of funding in girls' education and to prioritise female health.
- **Better Planning and Revenue Generation:** Support to Kaduna continues to lead to steady growth in internally generated revenue (IGR), and the state has established a framework for policy guidance, which is sustained through the annual sector implementation plans. Now, local government development plans are linked to state plans, and this linkage has bridged policy gaps and aligned resource allocation between state central agencies, critical sectors, and the 23 Local Government Areas.

Technical Assistance to Strengthen Public Financial Management (PFM), Statistics, Monitoring, and Evaluation systems in Yobe State

**European Union
2020-2023**

The EU-PFM programme assists Yobe state to build on the significant progress it has made in fiscal transparency and discipline, by broadening the fiscal space in a sustainable manner while ensuring improved delivery of citizen-demanded public goods and services. DAI's technical assistance team works with local government officials, civil servants, and civil society to support PFM reform and improve statistics, monitoring, accountability, reporting, legislative scrutiny, third-party monitoring, and budget tracking by citizens.

- **Improved Aggregate Fiscal Discipline:** The programme supported the efficient allocation and use of resources for service delivery by strengthening the capacity of state institutions to manage Integrated Financial Management Systems for PFM.
- **Facilitation of Citizen Advocacy towards Budget Implementation:** EU-PFM facilitated the Network of Yobe Civil Society Organisations to adopt a Budget tracking template for 2022 budget implementation.
- **Support to Improve Legislative Scrutiny:** The programme helped establish and staff the Legislative Budget Office and built state legislators' capability to scrutinise debt and fiscal responsibility issues.





Policy Development Facility (PDF) Bridge

FCDO
2020-2021

13

Month PDF Bridge Program
Technical Support by DAI to the FGN

Through the 13-month PDF Bridge Programme, DAI provided technical support by DAI to the Federal Government of Nigeria, its agencies, and independent regulators in key economic sectors. A successor to the PDF Phase II (2015-2020), it enhanced technical expertise in the public sector, contributing to inclusive growth and poverty reduction. The project identified and worked with champions of change, and supported them to conceptualize, design, and drive important policy and regulatory reforms aimed at strengthening public planning, budgeting, and policies for the improved delivery of public goods and services to citizens. The PDF Bridge Programme was delivered through PERL

Programme Impact

- **Fiscal Transparency:** Provided technical assistance toward creating a more transparent and competitive tax system.
- **Enabling Nigerian firms to become Export Ready:** Supported the drive toward growing non-oil export by strengthening the Network of Practicing Non-Oil Exporters of Nigeria (NPEN), an export mentorship programme, and through training sessions for micro, small, and medium-sized enterprises intending to export non-oil goods.
- **Tailoring Nigeria's Response to COVID-19:** Engaged with representatives of Abia State Government to increase capacity and redirect strategy, generating an estimated \$4-5 million for the Nigerian economy from Abia State through the production of personal protective equipment (PPE).
- **Policy Advocacy:** Commissioned research on the policy priorities of reformers and used this information to inform reforms on key policy issues.
- **Evidence Driven Policies:** Contributed to the development of an Economic Sustainability Plan focused on post-COVID economic recovery.
- **Leveraging Digital Skills for Youth Development:** Drawing from PDF II's Analysis of Potentials of Nigeria's Services Sector, the Office of the Vice President implemented a Digital Skills for Export of Services Programme in partnership with the Nigeria Export Pro-

PDF Bridge ended in April 2021.

ECONOMIC GROWTH



U.K. Nigeria Infrastructure Advisory Facility (UKNIAF)

FCDO
2019-2023

UKNIAF enhances the management of Nigeria's infrastructure development to improve power sector reform, public-private partnerships (PPP), and capital spending. As a subcontractor to TetraTech, DAI contributes mainly to the infrastructure finance component, including the selection, screening, prioritization, and implementation of climate-smart public-private partnerships.

2021 Impact

- **Capacity Development for the delivery of Priority Capital Programmes:** Through a national council of privatization capacity building workshop, UKNIAF is fostering a clear pathway for the delivery of priority programmes developed in collaboration with Bureau of Public Enterprises and relevant Agencies, as validated by the National Council on Privatization.
- **Systematic Planning, Prioritization, and Financing of Climate-Smart Infrastructure:** In 2021, Nigeria's Medium Term National Development Plan was reviewed for policy coherence, ensuring alignment with Nationally Determined Contributions (NDCs) and the Sustainable Development Goals, incorporating a climate lens and establishing linkages with the 2023 capital budget process.





YPE4AH: Youth-Powered Ecosystem to Advance Urban Adolescent Health

**USAID
2020-2025**



Ages
15 -19

YPE4AH's goal is to empower youth so they can access the skills, social capital, and resources needed to develop and realize their aspirations. The project works to improve the health and well-being of urban, low-income adolescents, ages 15 to 19, by increasing voluntary family planning uptake, situating family planning within a broader, more holistic context that encompasses: enhancing youth life skills for healthy living and future planning; fostering an enabling social and policy environment for adolescent health and development; and increasing youth workforce readiness, job opportunities, and entrepreneurship to address socioeconomic determinants of adolescent health.

2021 Impact

- **Strengthening Youth Leadership, Advocacy, and Decision-Making Skills:** The programme is reaching adolescents by engaging young people as game-changers and forming youth advisory committees (YAC) in Lagos and Kano States.
- **Facilitating Safe Spaces for Adolescent Boys and Girls:** Through the “SKILLZ” activities, youth access health information and services, skills, social capital, and resources. The SKILLZ curriculum has reached 1,694 adolescents in two LGAs in Lagos. The two YPE4AH Youth Hubs are safe spaces in Lagos, hosted in locations donated by the Lagos State Government – Ministry of Youth and Social Development (MYSD), which shows the government taking ownership and envisioning sustainability.
- **Collaborative Relationships with Stakeholders:** The project engaged stakeholders at federal, state, and local government levels, reaching out across implementing communities, other partners in the space, and the organized private sector. These engagements garnered buy-in, ownership, and reach. The formal Programme Launch was chaired by the First Lady of the Federation in February 2021, and the inauguration of the Programme Advisory Group (PAG) was chaired by President Olusegun Obasanjo (CGFR), who delivered a keynote address to youth on their role in leadership and democracy.

In 2022, the programme will implement life skills interventions for adolescents (15-19 years) in safe spaces, conduct advocacy with key government officials on health initiatives, and support adolescents to lead some advocacy initiatives. The programme will leverage proven capacity development approaches to support local partners to undertake organizational capacity self-assessments, design and carry out capacity development plans, and monitor progress across seven priority areas.

The Fleming Fund

U.K. Department of Health and Social Care 2019-2021

The Fleming Fund helps low and middle income countries fight antimicrobial resistance (AMR). At the national level, better data informs better health policies and at the global level provides early warnings of emerging threats and identifies long-term trends. In 2021, the Fleming Fund Country Grant to Nigeria, in conjunction with the Nigeria Centre for Disease Control, provided strategic guidance to strengthen AMR response activities in Nigeria. More and better AMR data at the local level will help clinicians treat patients better.



Programme Impact

- Strengthened workforce capacity in seven AMR thematic areas by training 485 government staff
- Improved data management by developing the National One Health AMR Information Management System
- Reinforced AMR governance and leadership by designing strategic policy documents to guide national and subnational AMR interventions for human and animal health sectors
- Facilitated behaviour change among stakeholders in the aquaculture value chain by developing an AMR communication strategy

The programme strengthened national AMR surveillance systems and improved data use at the local, national, and international level and was closed successfully in January 2022.



It was a pleasure and a privilege to see what has been achieved using these investments since the support commenced. Nigeria has been aided in establishing multisectoral coordination mechanism and strengthening that governance. This included the inauguration of the Antimicrobial Resistance Coordinating Committee (AMRCC) and regular holding of coordination meetings, which are run out of the Nigeria Centre for Disease Control (NCDC) and indeed helped to show capacity in delivering the objectives of multisectoral coordination on AMR. There was donation of laboratory equipment and consumables to eight laboratories and 15 sentinel surveillance sites, through the NCDC to really move one health surveillance of AMR in Nigeria forward"

Prof. Ifedayo Adetifa, Director General, Nigeria Center for Disease Control



PLANE: Partnership for Learning for All

FCDO
2021-2028



Marginalized Children
+ girls with disabilities

PLANE works with stakeholders to promote a more inclusive and effective basic education system that will improve the foundational skills of children in literacy and numeracy. It will support state and non-state education providers to achieve better learning outcomes for all, especially marginalized children, including girls and those with disabilities. PLANE works at the federal level and in Borno, Jigawa, Kaduna, Kano, and Yobe. The project started in September 2021, with an inception period focused on delivering key performance indicators such as engagement and mobilization; gender, safeguarding, and inclusion framework development; communication strategy; and state assessments. PLANE will focus on three areas:

Window 1

- Strengthened Learning & Teaching Systems
- Improved Governance
- Increased use of Data and Evidence

Window 2

- Creating access to Foundational Learning
- Conflict Affected Children
- Supporting Recovery Systems

Window 3

- Focused on Building Community Support

2021 Impact

- **Teaching and Learning:** Acquiring foundational skills in literacy and numeracy; ensuring more competent teachers teach in the class by enhancing the linkages between pre-service and in-service training; ensuring children benefit from teaching; and using the right educational materials to improve performance.
- **Improved Governance:** Ensuring a better-managed system (state and non-state) by focusing on efficient and effective use of resources (human, financial, and others) at all levels to support the delivery of foundational skills.
- **Use of Data and Evidence:** Using available data and evidence to inform the decision-making process in the education sector for results; ensuring that effective communication is embedded in the ways of working to deliver improved performance in the state and non-state sectors.
- Full implementation of PLANE begins in 2022



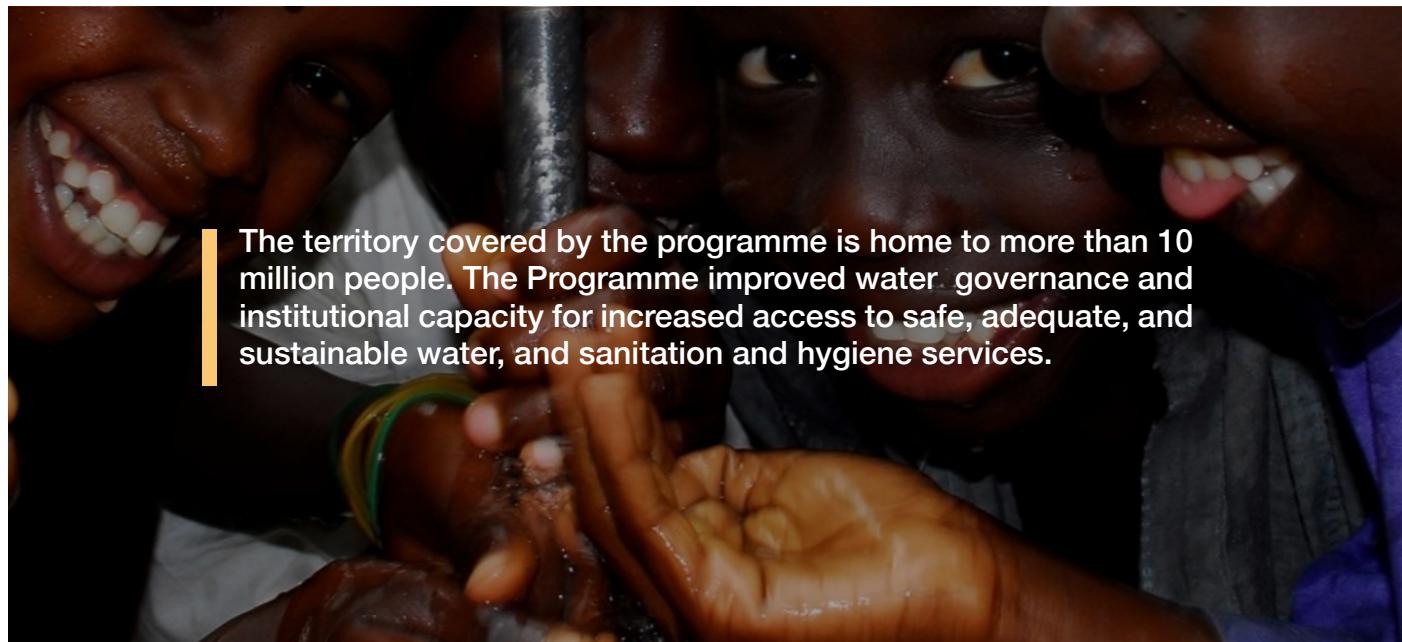
Water Supply & Sanitation Sector Reform Programme Phase III (WSSSRP III)

**European Union
2014-2021**

The objective of WSSSRP III was to contribute to poverty reduction, foster sustainable development, and achieve water-related Sustainable Development Goals. The aim was to promote reform for good governance in the sector and increase access to safe, adequate, and sustainable water and sanitation services in three Adamawa, Ekiti and Plateau States.

The territory covered by the programme is home to more than 10 million people. The Programme improved water governance and institutional capacity for increased access to safe, adequate, and sustainable water, and sanitation and hygiene services. The main beneficiaries were people living in densely populated areas, peri-urban areas, small towns, and villages with no sustainable access to safe drinking water and basic sanitation.

WSSSRP III closed successfully in 2021.



The territory covered by the programme is home to more than 10 million people. The Programme improved water governance and institutional capacity for increased access to safe, adequate, and sustainable water, and sanitation and hygiene services.

Programme Impact

- **Improved Policy Frameworks for Water, Sanitation, And Hygiene (WASH):** Supported the Ekiti State Governor in approving the Sanitation Roadmap for the Eradication of Open Defecation in Ekiti State, providing input in the review, and fine-tuning the strategic document.
- **Increased Coordination Related to Water Management:** Sensitized, mobilized, and kept communities informed about the ongoing rehabilitation of waterworks in 40 small towns.
- **Boosted Sector Funding through Private Sector Involvement:** Facilitated the commercialization of water services through the conduct of studies and design of a master plan for commercializing water service provision in three states and developed an institutional model and guidelines for economic regulation of water services.



Water for Africa through Leadership and Support (WALIS)

**USAID
2015-2021**

WALIS provided capacity building support to national and regional leaders as well as evidence for development of policies, strategies, programmes, and investments to shape WASH strategies, programme plans, and budgets. The programme also designed and delivered a suite of blended virtual learning and in-person sessions for the African Ministers' Council on Water (AMCOW).

WALIS closed successfully in 2021.

Programme Impact

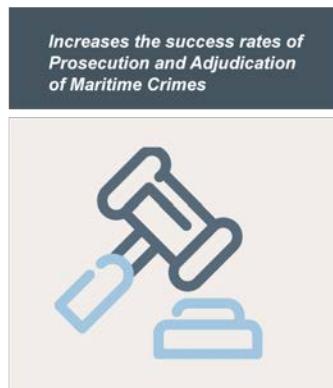
- **Improved Knowledge Management:** Through its Improving WASH Evidence-Based Decision-Making Programme, WALIS worked in six African countries on country-led activities to improve knowledge management and develop national water resources and sanitation information systems with relevant ministries.
- **Better Use of Evidence:** Supported AMCOW to monitor and evaluate 39 countries on their progress to achieve the Ngor Declaration on Sanitation and Hygiene. This declaration represents the continent's vision to achieve universal access to adequate and sustainable sanitation and hygiene services and to eliminate open defecation by 2030. WALIS's support resulted in the first-ever robust monitoring framework and baseline of the 10 commitments key to achieving Africa's vision under the Declaration.
- **Improving WASH Capacity:** WALIS trained 1,805 people; produced 61 studies and 72 communication products; and helped develop 38 enabling environment policies or plans.



Technical Assistance of the Support to West Africa Intergrated Maritime Security (SWAIMS)

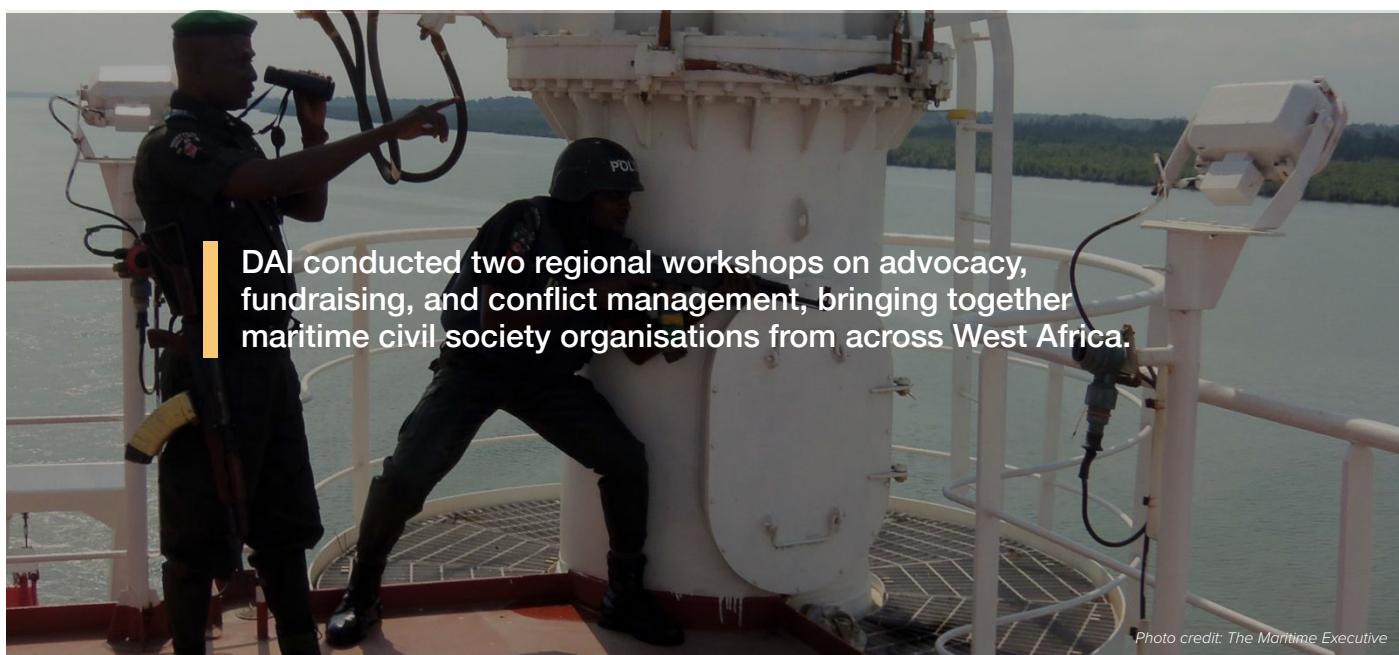
European Union
2019-2023

SWAIMS, a multi-country initiative with offices in Abuja and Abidjan, aims to improve maritime security and safety in the Gulf of Guinea in the ECOWAS Region. It strengthens governance and law enforcement frameworks; increases the success rates of prosecution and adjudication of maritime crimes; and strengthens law enforcement operational



2021 Impact

- **Improved Coordination Between Private Sector And Civil Society:** Conducted two regional workshops on advocacy, fundraising, and conflict management, bringing together maritime civil society organisations from across West Africa.
- **Established a Security Equipment Facility:** Supported the ECOWAS Commission tendering process to contract a private sector company to supply €1.5 million worth of equipment to Multinational Maritime Coordination Centres (MMCCs) and the Maritime Security Regional Coordination Centre for Western Africa (CRESMAO).





SHORT-TERM PROJECTS



DAI conducted an Institutional Assessment of the Rural Electrification Agency (REA), a parastatal of the Federal Government of Nigeria. The assessment provided recommendations for the alignment of the Agency with the provisions of the Electric Power Sector Reform Act 2005, identified organizational challenges, and proposed solutions. DAI provided evidence-based, practical, and actionable recommendations to strengthen the REA's internal systems and improve its provision of clean, safe, and reliable energy to unserved and underserved Nigeria.

The REA plays a crucial role in the renewable energy ecosystem and contributes significantly to Nigeria's climate change commitments, including those to the Paris Agreement, Nationally Determined Contributions (NDCs), and national development objectives. In the past year, DAI's technical support has been central to this work.



Country Director DAI handing over the Institutional Assessment report to Managing Director, REA



*"I am very happy with the final report on the REA Institutional Assessment and the systemic realignment of the Agency's internal workings, achieved by acting on the recommendations the DAI team provided. During implementation, DAI complied with the terms of our contract, handled the process competently and I consider this assignment a good investment". **Ahmad Salihijo Ahmad, Managing Director/CEO***



REA, DAI - With the Honourable Minister of State for Power, Goddy Jedy Agba



DAI provided technical assistance to the GSP Forum—a professional assembly of the Eggon ethnic group of Nasarawa state in Nigeria—to develop a strategic plan that sets a development course for the Eggon nation. Our technical assistance focused on strengthening the organization's capacity to implement development initiatives, based around a Strategic Development Framework that sets out to advance the cause and identity of the Eggon people, embark on empowerment initiatives, and identify associations that have complementary development objectives.

Employing a human-centred design methodology, DAI worked closely with the GSP Forum to define actions for the delivery of the Strategic Development Framework

and conducted a Sustainable Livelihood Assessment with community groups including traditional and religious leaders, town union representatives, women's leaders, youth representatives, trade unions, teachers, farmers, community health workers, security professionals, community-based organisations, and community guides. The assessment findings informed a community-driven Development Plan and recommendations for the Strategic Development Framework for the Eggon nation.

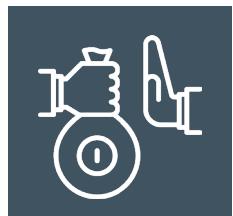


"We are very pleased with the intensive work done by DAI in pointing us to the next phase of growth and development in our great Eggon nation."—Engineer Danjuma (GSP Forum)

Organization and Integrity Assessment of the Independent Corrupt Practices and Other Related Offenses Commission

**British Council
2021-2022**

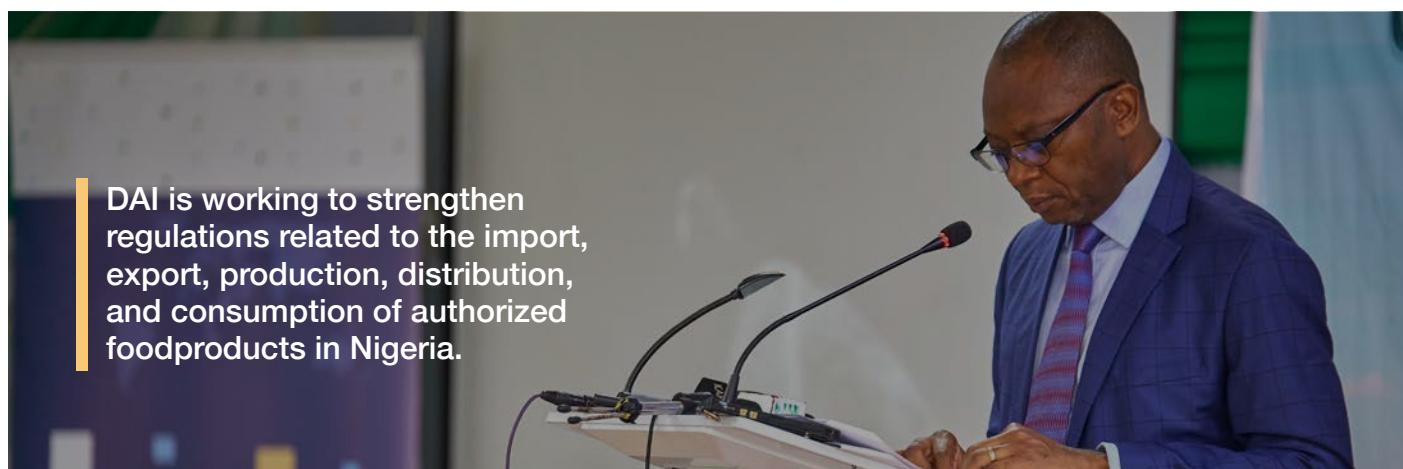
DAI evaluated the effectiveness of the Independent Corrupt Practices and Other Related Offences Commission and identified barriers to the implementation of its Strategic Plan, focussing on corporate governance, service delivery related to the detection and prevention of corruption, and the role of Commission in educating and informing the public. Our recommendations formed the basis for a programme of continuous performance improvement.





DAI is working to strengthen regulations related to the import, export, production, distribution, and consumption of authorized food products in Nigeria. Through a Political Economy Analysis (PEA) awarded to DAI by the Global Alliance for Improved Nutrition (GAIN) in August 2021, we are assessing the prospect of achieving a functional Joint Coordination Platform on food fortification, bringing together Nigeria's three major regulatory agencies: the National Agency for Food and Drug Administration and Control (NAFDAC), the Standards Organization of Nigeria (SON), and the Federal Competition and Consumer Protection Council (FCCPC). We will also explore sustainable approaches for food fortification data transparency, with a focus on digital solutions.

DAI conducted a review of secondary data, in-depth interviews, and focus group discussions with relevant stakeholders as part of our analysis, and we look forward to supporting GAIN with the governance and technical tools to work with stakeholders and improve food fortification compliance and nutrition in Nigeria.



Post-incubation start-up support to TAConnect

**Bill and Melinda Gates Foundation (BMGF)
2021-2022**

In November 2019, the BMGF invested in the establishment of a Technical Assistance Hub, to serve as a platform for delivering cohesive technical assistance in primary healthcare to state governments in Nigeria. Through a partnership with BMGF, DAI was responsible for incubating the Hub for 18 months, after which it would function as an independent, indigenous non-profit organisation.

DAI successfully delivered on this contract to establish and transition the formative entity to a steady-state organization, with the capacity to function as an independent platform providing technical assistance to state governments for primary healthcare system strengthening.

Registered as TAConnect since June 2021, TAConnect is now a standalone entity, but in recognition that TAConnect systems are not fully tested, DAI was awarded a contract to provide technical assistance to enable the organization to focus on demonstrating the efficacy of its operational framework and systems. This consultancy covers executive mentoring and coaching, development of a business plan, financial and fiduciary support, human resources, procurement, and operational support.





DAI CORPORATE UNITS



More than 50 years on the frontlines of global development confirm the interconnectedness of development challenges. Our development specialists reach across technical disciplines to shape the integrated development solutions that promise transformational results.

CLIMATE  Translating climate science and policy into locally viable and sustainable solutions.	DAI CAPITAL  Mobilizing private capital in frontier and emerging markets.
DIGITAL ACCELERATION  Designing and deploying innovative, user-centered digital tools that drive change across emerging markets.	ECONOMIC GROWTH  Driving trade, investment, technology, agriculture, business, and financial services to create jobs, reduce poverty, and enhance food security.
EDUCATION  Improving learning outcomes for all by strengthening education systems.	ENVIRONMENT  Enhancing the management of natural resources in a way that supports economic growth and strengthens resilience.
FRAGILE STATES  Supporting political transition, ensuring short-term stability, preventing and countering violent extremism, and promoting development in fragile environments.	GLOBAL HEALTH  Delivering holistic, tech-enabled solutions to save lives and improve wellbeing worldwide.
GOVERNANCE  Improving government performance and accountability by providing technical advice, strategic guidance, and support to public institutions, elected bodies, and citizens.	SUSTAINABLE BUSINESS  Helping companies to be smarter corporate citizens in their local business operations and assisting public authorities to grow sustainable industries.



Business Development

Converting value-adding strategic relationships and partnerships into commercial agreements that meet our clients' commitments and advance the Nigerian government's mandate to achieve development impact.

The Nigeria team's Business Development Unit generates revenue by aligning Nigeria's development priorities, our clients' development objectives, and DAI's capabilities and experience. Through bids and proposals, we present proven approaches to deliver value to clients that solve systemic development constraints in various sectors of the Nigerian society and economy.

In 2021, we put forward corporate capabilities that demonstrate our proficiency to manage and deliver results in areas that align with our core technical disciplines: Governance, Financial Advisory, Digital Acceleration, Climate, Economic Growth, and Health. We tendered bids to existing and potential clients such as **the World Bank, The Embassy of the Kingdom of the Netherlands in Nigeria, African Union, Bill and Melinda Gates Foundation (BMGF), Agence Française de Développement (AFD), private organisations, and State and Federal Government.**

In collaboration with colleagues in our global network, we deepened DAI's relationships with donors in Nigeria. Significantly, we joined forces with DAI Magister—DAI's investment advisory arm—to offer private sector clients a full suite of financial advisory services, including for complex transactions and large fundraises tailored for emerging and frontier markets.

Our biggest success was broadening our portfolio by adding three new clients in the private, government, and donor sectors. We won successive work with TACConnect, and by leveraging our experience working with subnational governments, we delivered profitable programmes through direct-to-government contracts.

In 2022, we will provide contextual insights to our global network, based on our deep understanding of the Nigerian market; and in line with the Nigeria platform's five-year Strategy, our results will catalyse future growth for the company and deliver lasting development impact for communities in Nigeria.

NOTABLE DAI NIGERIA WINS

Bill & Melinda Gates Foundation	Post-incubation start up support to TACConnect
British Council	Organizational & Integrity Assessment of ICPC for Enhanced Performance
GAIN	Proposal for Consultancy to conduct the Political Economy Analysis for fortification Compliance Monitoring in Nigeria
GSP Forum	Strategic Development Framework for Nasarawa Eggon Nation
Rural Electrification Agency	Institutional Review



TACConnect

DAI was awarded the contract to provide technical assistance to TACConnect.



Programme Management

Delivering technical assistance and programme management that ensures DAI achieves development impact in line with our clients' commitments and the Nigerian government's mandate to reduce poverty.

Our Programme Management Unit coordinates resources required for on-track programme delivery, sets an example of technical excellence, and reinforces the DAI brand. In 2021, our portfolio included three programmes:

Improving PHC Service Delivery through a tailored, coordinated Technical Assistance Hub (Bill and Melinda Gates Foundation):

In 2021 we successfully delivered on the BMGF contract to incubate a concept and establish it into a fully-fledged entity. The DAI incubating team included personnel with expertise in Leadership, Compliance, Finance, Knowledge Management, and Human Resources Management. DAI setup the formative entity, established a technical approach and organizational structure. On June 30, 2021, DAI handed over Technical Advice Connect Ltd/GTE (TACConnect), at the official launch of TACConnect. The Country Director of BMGF commended DAI for the excellent work of Incubating and setting up TACConnect.

Education Intervention for Internally Displaced Persons and Vulnerable Households in Borno State (Shell Nigeria Exploration Production Company Limited SNEPCo):

Using a Whole School Development Approach, DAI improved the teaching and learning environment for 1,020 children and 42 teachers in Benishiek Primary School, Borno State. The programme enhanced access to education through infrastructural development, improved teacher effectiveness, and the provision of learning materials.



“Our school did not have good toilets, our classrooms were too small, and I didn’t enjoy going to school. With SNEPCo Education Intervention, girls like me can now come to school.”

—Fatima Hassana, student, Aisha Buhari Model School

Institutional Assessment of the Rural Electrification Agency of Nigeria: Through an Institutional Assessment, DAI provided evidence based and actionable recommendations towards strengthening the internal systems of the Agency to deliver her mandate in the renewable energy ecosystem, contributing to Nigeria's climate change commitments. As a result, REA has realigned staff functions; given staff job descriptions; developed department workplans; and established a performance evaluation process. A new Board of Directors has been inaugurated and a retreat held to define a new governance and leadership trajectory.

Standard Management processes are deployed throughout the programme cycle so that delivery remains effective, and cost, quality and timelines are met. In 2022 integration and collaboration with our global network will be deepened towards increasing learning, value addition and excellence.

Finance, Accounting, and Compliance Services

Providing first-rate financial management services to internal and external clients.

At its core, the Finance, Accounting, and Compliance team facilitates financial discipline across the organization and among programme delivery teams, driving value for money through cost-efficiencies. Also, it is responsible for budgeting and forecasting, utilizing information across the business to derive financial insights that benefit both bids and proposals and technical programming. The unit ensures internal and statutory compliance, driving the standardization of processes across the business in preparation for an ISO certification audit in 2022. This standardization will lead to improved processes and a validation of the quality that DAI stands for. In 2022, the unit will play a critical role in the harmonization of DAI global processes and systems.

Strategic Communications and Knowledge Management

Harnessing knowledge and catalyzing strategic conversations with customers, consumers, clients, and partners that lead to development impact for Nigeria.

Strategic communications and knowledge management are central to corporate strategy, enabling DAI to realise the potential of its multidisciplinary expertise, geographic breadth, and client diversity—to the advantage of the customers we serve. Our Strategic Communications and Knowledge Management team is integrated and multifunctional underpinning Programme Delivery, Business Development, and Corporate Communications. We continually learn from the best of what we're doing across corporate offices and programmes, then apply that knowledge to maximum effect for other customers, whilst building the DAI brand and operationalizing our five-year strategy.

In 2021, we told the DAI story across various platforms and connected the dots between different parts of the business to capture and share knowledge with customers, consumers, clients, and partners. Employing corporate communication channels such as the DAI monthly newsletter and social media, our programmes gain visibility, client accountability, engagement, and support for the work they deliver. Our Annual Report provides clients a snapshot of how their investments made an impact in Nigeria, while employees, consultants, partners, and customers were able to reflect on the milestones we achieved together.



We have enhanced organizational learning through learning sessions, focus group discussions, surveys, and after-action reviews so tacit knowledge is shared within the enterprise. Our corporate knowledge management technology has been optimized through the design of an Online Nigeria Resource Centre, where employees and stakeholders can access explicit knowledge from successful legacy programmes in Nigeria.



Learning Sessions



Focus Group Discussions



Surveys

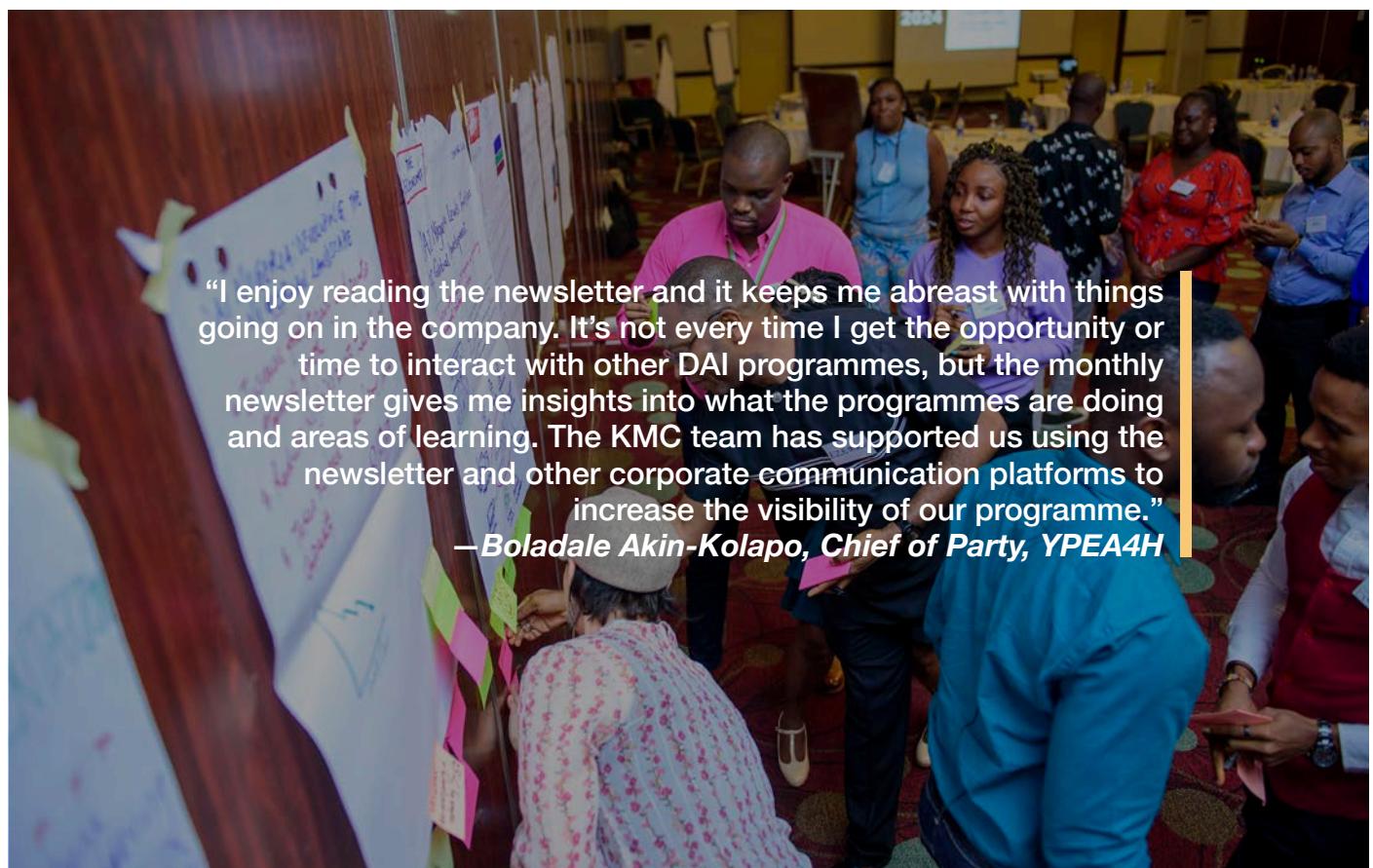


After-Action Reviews



Online Nigeria Resource Centre

In 2022, in response to audience feedback, we will disseminate more stories combining development results with a human-interest lens, and keeping audiences informed of progress and opportunities through our varied communication channels. We will listen to and engage with our stakeholders by convening discourse, participating in industry events, publishing thought leadership, and acting on feedback from our audiences.



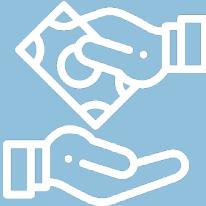
“I enjoy reading the newsletter and it keeps me abreast with things going on in the company. It’s not every time I get the opportunity or time to interact with other DAI programmes, but the monthly newsletter gives me insights into what the programmes are doing and areas of learning. The KMC team has supported us using the newsletter and other corporate communication platforms to increase the visibility of our programme.”

—Boladale Akin-Kolapo, Chief of Party, YPEA4H

The Nigeria office operations function is powered by four units: Human Resources, Contracts and Consultancy Management, Finance, and Integrated Support Services. These units also provide shared services to DAI business unit-managed programmes in Nigeria. Through the Nigeria Service Centre, we managed the recruitment of 135 new employees, issued 334 consulting contracts, incubated programmes, and provided co-working spaces. We managed an employee portfolio of 180 corporate and programme staff in Nigeria.

Contracts and Consultancy Management

Our contracts and consultancy management unit sources high-quality short-term technical experts for the successful delivery of DAI programmes in alignment with clients' processes. In 2021, through an evaluation survey, we captured consultants' perceptions and suggestions to improve our performance. The feedback below showed an excellent rating in three key areas:



Efficient Payment Processing: processing of consultants' payments is rated satisfactory by 82 percent, with 18 percent identifying room for improvement.

Proactive Communication: 88 percent of consultants expressed satisfaction at the level of communication.



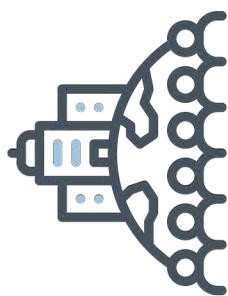
Excellent Relationship Management and Empathy: 90 percent of consultants are happy with the processes, flexibility, and support from the team throughout their engagement—we continue to aim for 100 percent success in relationship management.

Thank you! I don't think I can ever stop saying it, this team is just amazing to work with. Thank you! - **Abiola Ebohen, Senior Finance and Operations Manager - The Fleming Fund Country Grant to Nigeria**

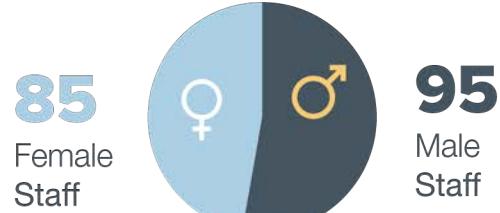
The USAID Audit Review of S2S & YEP4AH demonstrated our Contracts and Consultancy services are in alignment with USAID's processes and expectations.

Human Resource Management

Our HR Management unit attracts, recruits, and retains talent with superior technical and behavioural competencies, in compliance with local requirements and global standards. In 2021, we conducted recruitment campaigns for four programmes—in addition to ongoing recruitment for the corporate office—resulting in the onboarding of 135 new employees. The total programme and corporate staff strength in Nigeria in December 2021 was 180.



153
NEW EMPLOYEES
for 4 Programs and the
Corporate Office



As at December 2021

The HR team also supported TAConnect: hiring and onboarding employees, establishing HR policies, delivering ethics training, and providing performance management and payroll management systems. At USAID's request, we strengthened the HR systems and structures of three implementation partners: Women Friendly Initiative (WFI), Youth Development and Empowerment Initiative (YEDI), and Yellow Brick Road (YBR), thereby enabling these partners to access grants from the donor. In 2022, we will continue to hire high-quality talent, enhance employees' competencies, and promote a culture of learning.

Integrated Support Services

The Integrated Support Services team ensures efficient delivery in DAI's Nigeria operations, including travel and logistics, office administration, facility management, ICT services, and project start-up and close-down. In 2022, we successfully closed our old Lagos office and set up at new location in Lagos; met staff IT needs during a 19-month remote work phase; planned and executed logistics for in-person participation at an all-staff retreat; negotiated a 55 percent cost savings on hotel bookings; and provided procurement support to DAI corporate and project teams valued at more than 50 million naira. In the coming year, we will ramp up collaboration with programmes, integrating more functions and thereby improving fiscal discipline and operational efficiencies.

#50M⁺

Spent on **Procurement Support**

55%

Cost Savings on Hotel Bookings



DAI Ethics & Values

In everything we do at DAI, we live by four core values:

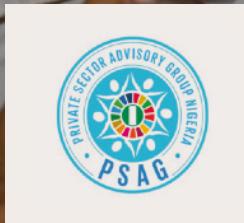
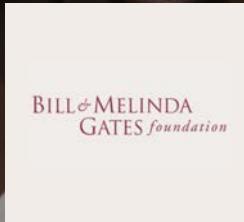
Integrity: We have an uncompromising commitment to civility and ethical behaviour. We play by the rules and do the right thing.

Responsibility: We are accountable to our clients, our colleagues and the communities where we work. If we fall short, we own up, we fix the problem and get it right the next time.

Excellence: We demand of ourselves the highest technical and professional standards. We celebrate innovation, learning and service. We have an unwavering desire to stretch ourselves as individuals and as an organization.

Global Citizenship: We are a global company with a global outlook. We depend on our inclusiveness and our diversity. We respect the cultures in which we work and treat everyone, everywhere with professionalism and dignity. We thrive on collaboration with our partners around the world and we share with them the hope that our work will leave the world a better place.

OUR CLIENTS



SHAPING A MORE LIVABLE WORLD.

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