United Nations Global Compact

COMMUNICATION ON PROGRESS 2018

■ DAI

DAI

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COMMUNICATION ON PROGRESS

James Boomgard
President and Chief
Executive Officer

I am pleased to present DAI's 2018 Communication on Progress.

DAI is committed to the United Nations Global Compact and its 10 principles. As an independent, employee-owned global development company, our mission is to make a lasting difference in the world by helping people improve their lives. We envision a world in which communities and societies become more prosperous, fairer and better governed, safer, healthier, and environmentally more sustainable. Integral to that mission is a commitment to uphold human rights and labor standards, promote environmental responsibility, and combat corruption in all its forms.

DAI strives to be a supportive partner for nations participating in the UN's global efforts to reduce extreme poverty and achieve the Sustainable Development Goals (SDGs). To do this, we work side-by-side with communities, the private sector, and international and national government partners, with a focus on delivering sustainable solutions and building local capacity.

Working and learning across multiple clients, geographies, sectors, and disciplines enables DAI to bridge the divisions and break down the silos that too often impede development objectives. In the pages that follow, we share brief profiles of a dozen or so projects, spanning at least five of the SDGs, where we believe our technical assistance is helping our clients to make a lasting difference in people's lives—from improving health outcomes and engaging women in the workforce to helping governments be more accountable and providing safe water and sanitation.

As we look forward to 2019 and to our fiftieth year of operations in 2020, we are challenging ourselves to deliver greater and greater value to our partners around the world, and we find ourselves working in exciting new ways: running innovation centers and entrepreneurship hubs, encouraging private capital toward emerging markets through "blended finance," accelerating the adoption of transformational technology, facilitating regional and international trade, and working directly for multinational firms on assignments that support their investments, underpin their social license to operate, upgrade local suppliers, and generate local jobs.

In all of these endeavors, we remain committed to shaping a more livable world in the spirit of the UN Global Compact and its underlying principles.

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DAI: A GLOBAL DEVELOPMENT COMPANY

DAI is an employee-owned international development company, one of the world's larger companies dedicated solely to international development. Global in reach and outlook—fielding 3,500 staff, 80 percent of them local nationals—we are delivering development results on almost 200 projects in more than 100 countries, from stable societies and high-growth economies to challenging environments racked by political or military conflict, such as Afghanistan and Iraq, Somalia and Libya.

Our tagline ("shaping a more livable world") speaks to a mission that is unchanged since our founding in 1970: helping people improve their lives. We work for international development agencies, private corporations, and philanthropies to tackle fundamental social and economic development problems.

DAI is perennially one of the leading partners for the world's leading bilateral and multilateral aid donors. Current clients include the U.S. Agency for International Development (USAID), the U.K. Department for International Development (DFID), the Danish International Development Agency, the European Bank for Reconstruction and Development (EBRD), the European Commission, the U.K. Foreign and Commonwealth Office, the Millennium Challenge Corporation, the Swiss Agency for Development and Cooperation, the French Development Agency, UNICEF, and the World Bank. We have been named U.S. Government Contractor of the Year on two occasions and recognized as one of the world's top development innovators.

DAI works across the gamut of development disciplines:

- **Digital Acceleration**—Designing and deploying innovative, user-centered digital tools that drive change across emerging markets.

- **Economic Growth**—Driving trade, technology, agriculture, business, and financial services to create jobs, reduce poverty, and enhance food security.

- **Environment**—Improving the management of natural resources and ecosystem services in a way that supports economic growth and strengthens resilience to climate change.

- **Fragile States**—Supporting political transition, ensuring short-term stability operations, preventing and countering violent extremism, and laying the foundation for development in fragile environments.

- **Global Health**—Delivering holistic, tech-enabled solutions to save lives and improve wellbeing worldwide.

- **Governance**—Strengthening accountability and improving government performance 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.

OUR WORK AND THE SUSTAINABLE DEVELOPMENT GOALS

DAI's 49 years on the frontlines of global development confirm the interconnectedness of development challenges. Our specialists reach across technical disciplines to shape the integrated development solutions that promise transformational development results, while the scale and diversity of our operations enables DAI to contribute to the achievement of all 17 SDGs. Here, however, we present brief profiles of 13 sample projects that reflect our work in five select SDGs:

SDG 1: Ending poverty in all its forms everywhere;

SDG 3: Ensuring healthy lives and promoting well-being for all;

SDG 5: Achieving gender equality and empowering all women and girls;

SDG 6: Ensuring access to water and sanitation for all; and

SDG 16: Promoting just, peaceful, and inclusive societies.

1 NO POVERTY

REDUCING HUNGER AND CLIMATE VULNERABILITY

Kenya's Hunger Safety Net Programme (HSNP) reduces extreme hunger and vulnerability through regular, unconditional cash transfers to 101,000 households. Supported by DFID and the Government of Kenya, HSNP ensures targeted and financially secure safety net transfers across the impoverished arid counties of Mandera, Marsabit, Turkana, and Wajir. The HSNP Dashboard provides real-time cash transfer data and associated functions to improve service, including complaint-resolution updates, geo-referenced household registration, and online communication between central and field staff.

Sixty-one percent of regular HSNP beneficiaries are women, with at least 61,600 poor women accessing financial services for the first time via electronic cash transfers directly into bank accounts opened in their names. Payments of KES 5,400, or about £41, are made to each registered household using fully functional bank accounts. During droughts or floods, when households are most vulnerable, HSNP rapidly scales up payments and has reached an additional 206,000 households in such periods of crisis.

According to an independent evaluation, 87 percent of HSNP households cited "reduced hunger" as the most fundamental impact that HSNP has on their wellbeing. Recipients also reported having more and/or larger meals, with HSNP households less likely to fall into the poorest decile nationally.

HSNP provides regular, unconditional cash transfers to

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VIP VISITOR

Kenya Deputy President William Ruto greets HSNP staff

IMPROVING FARMERS' PRODUCTIVITY

Since 2013 AVANSE has increased client farmers' crop yields by

65%
for bananas and plantains

200%
for rice

DAI works in Haiti's Northern Corridor to increase farmers' productivity and, ultimately, incomes across the agricultural market system. Funded by USAID, the AVANSE program—Appui à la Valorisation du Potentiel Agricole du Nord, pour la Sécurité Economique et Environnementale—has since 2013 increased the yields of client farmers anywhere from 65 percent (for producers of bananas and plantains) to 200 percent (rice).

AVANSE is sustainably improving the agriculture economy in three areas: production of rice, bananas and plantains, and cacao; irrigation and water management; and related private sector entities. More than 30,000 producers farming 20,000-plus hectares have benefited from AVANSE assistance. For example, rice farmers applied techniques that increase their yields from 1,500 kilograms to more than 6,000 kilograms per hectare, while using 70 percent less water. More than 23,000 cacao farmers tending 12,400 hectares have applied new training in pruning and shade management—plus new seedlings and drying and pruning equipment—to increase their yields by up to 50 percent. Farmers of bananas and plantains are using improved farming practices on 5,000 hectares, thereby increasing yields and, in places, providing "nurse crops" that shade cacao growth and conserve soil and water.

To support Northern Corridor farmers, AVANSE has worked to improve upstream catchments, soil conservation and fertility, and irrigation on more than 3,000 hectares. To develop the local agricultural market system, AVANSE provides technical assistance or facilitates financing in areas such as the importation and distribution of fertilizer and seeds; farm credit and equipment; and farm services such as plowing, threshing, spraying, and pruning. AVANSE is also expanding processing facilities and assisting farmers in achieving organic certification and exploring export markets.

BEARING FRUIT

Haitian President Jovenel Moïse, right, visits AVANSE farmers

INCREASING WOMEN'S INCLUSION IN THE ECONOMY

The Women in the Economy (WIE) program is assisting Afghan women to enter and advance in Afghanistan's mainstream economy.
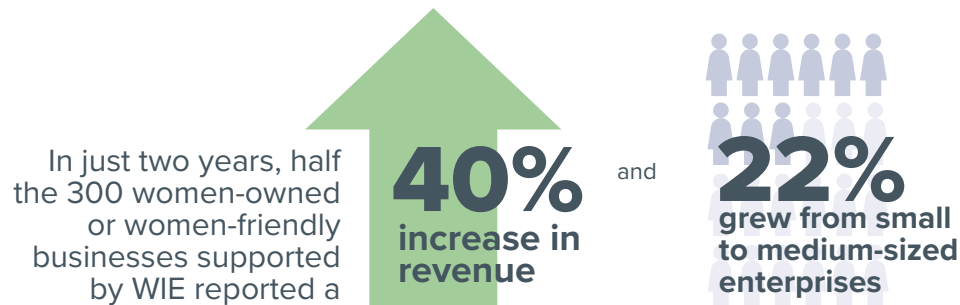
Part of USAID's Promote program, WIE has helped nearly 300 women-led and women-friendly businesses across Afghanistan get technical assistance in business skills, qualify for business loans, and improve their sales performance. Two years after WIE assistance, half of those businesses report at least a 40 percent increase in revenue, and 22 percent reported growing from a small to a medium-sized enterprise (more than 50 employees). WIE has also delivered incubation services to 54 women-owned or -managed startups, enabling them to launch their businesses, and has enabled more than 300 women to participate in microfinance and commercial banking training, bolstering Afghanistan's ability to be more inclusive in business lending.

To date, 66,400 women from all corners of the country have registered for WIE services. WIE has placed more than 7,000 women in internships and apprenticeships, especially in fields such as teaching and healthcare; and more than 2,000 women have been awarded scholarships to train in areas such as finance and banking, information technology, and retail sales. More than 6,600 participants in the WIE program have already been hired full time.

ENTERING THE WORKFORCE
Skills assessment testing in Herat

In just two years, half the 300 women-owned or women-friendly businesses supported by WIE reported a **40%** increase in revenue and **22%** grew from small to medium-sized enterprises

5 GENDER EQUALITY

3 GOOD HEALTH AND WELL-BEING

ENABLING WOMEN TO TRAIN AS HEALTH WORKERS

Nigeria suffers the highest number of maternal deaths in Sub-Saharan Africa and high rates of under-5 child mortality. These indicators are even worse in northern Nigeria, where up to 90 percent of pregnant women deliver their babies without a skilled birth attendant. Female health workers are particularly important in the north because social norms in rural communities can prohibit women from receiving care from male health attendants.

The Women for Health (W4H) project is helping young women overcome cultural barriers to join the frontlines of health care in six northern states. Since the start of the program, more than 6,200 young women have enrolled in training as health workers—as midwives, community health workers, and nurses—at W4H-assisted learning institutions. Nearly 1,100 midwives are newly working in targeted rural areas, a 62 percent increase compared to the start of W4H in 2012.

Young women require a supportive environment to take the training. Funded by DFID, W4H has helped 14 health training institutions earn full accreditation and 11 more earn provisional accreditation—10 now have female principals and 13 have established nurseries and childcare services for both lecturers and students. W4H-assisted institutes undertook more than 250 construction and rehabilitation projects, such as renovating student dormitories and making them more female-friendly. Graduation rates at these institutes have risen from 58 to 80 percent. State governments also sponsored Foundation Year Programmes for young rural women—many of whom had not attended school for years—to take concentrated learning that prepares them to qualify academically to enter health training institutes.

Since 2012, graduation rates at W4H supported institutions have risen from

58%
to **80%**
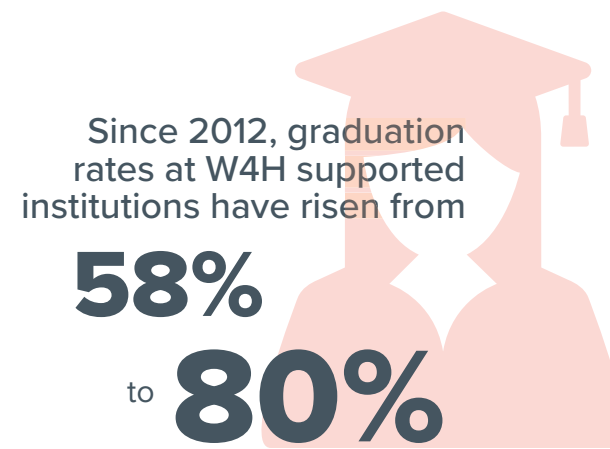
MIDWIFERY STUDENTS

E-learning helps fill demand in Nigeria

DFID/W4H

SUPPORTING WOMEN'S ENTERPRISES

The Middle East suffers one of the lowest rates of female labor force participation in the world. Funded by DFID, the Arab Women's Enterprise Fund (AWEF) addresses gaps in economic empowerment with a goal to increase economic opportunity and wellbeing for 150,000 poor women.

AWEF finds opportunities within a culture of constraints. In Jordan, AWEF trains women who run dairy-processors to meet regulatory standards for certification of their dried yogurt, helping these small businesses improve product quality and increase sales in male-dominated markets. In Egypt, AWEF teaches large businesses in the garment and citrus sectors to recruit women for positions—including senior and management roles—where the work and interactions would be culturally permissible. In Palestine, AWEF trained female sheep herders as para-veterinarians so they can provide basic but important treatment and testing of animals for other female herders. AWEF also works with the private sector, specifically the ready-made garment sector in Egypt, to calculate and demonstrate the return on investment and cost-benefit analysis for businesses by their enhancing women's access and agency in the workplace.

In addressing both the barriers and opportunities for poor women, AWEF is enabling women to secure employment, start and grow enterprises, and increase their voice and choices in local economies.

DFID/ISLAMIC DEVELOPMENT BANK/AWEF

DFID/ISLAMIC DEVELOPMENT BANK/AWEF

NEW OPPORTUNITIES

Creating good-fit employment for Arab women

3 GOOD HEALTH AND WELL-BEING

HELPING GOVERNMENTS ADDRESS PANDEMIC AND EMERGING DISEASE

Nearly 50,000 men, women, and children die every day from infectious diseases. The USAID-funded Preparedness & Response (P&R) program helps vulnerable countries improve their capacity to prevent diseases or control them at source, rather than react after their spread. P&R has worked with 16 national governments to establish or expand country "One Health" platforms—institutionalizing multisectoral coordination between experts in veterinary health, human health, and the environment, as well as emergency management, security, and funding—and to develop their preparedness and response planning.

The P&R program launched One Health platforms in 9 countries; relaunched platforms in another 3 countries; reviewed, updated, or developed One Health Strategic Plans in 12 countries; and facilitated 15 disease-event simulations and 7 zoonotic disease prioritization exercises, led by the U.S. Centers for Disease Control and Prevention. P&R has also provided direct technical support to nine countries in response to avian influenza, anthrax, and other disease outbreaks.

Supporting national "One Health" platforms helps countries institutionalize multisectoral coordination and increase national preparedness and response planning.

USAID PREPAREDNESS AND RESPONSE PROJECT

HEALTH COLLABORATION

Cross-organizational workshop in Vietnam to address infectious disease

BUILDING AN EFFECTIVE HEALTH INFORMATION SYSTEM

The Haitian government needs health information and managed data to effectively plan, budget for, and deliver health services to its citizens. The Haiti Strategic Health Information System (HIS) Program team is integrating Haiti's disconnected health information assets under the country's consolidated national health database—the System d'Information Sanitaire Nationale Unique—so that the Haitian Ministère de la Santé Publique et de la Population can better assess its public health system and make better informed decisions.

Launched in 2017 and funded by USAID, the HIS program in 2018 launched its first national electronic platform—for reporting and tracking tuberculosis. As of January 2019, the platform has enrolled 21,168 patients. In addition to tracking patients' immunization and treatments, the platform is helping the Haitian government make decisions such as where to invest in clinics and staff.

Launching the TB data platform marked an important step in the country's goal to be prepared to respond to both health crises and the daily needs of its 11 million people. "Haiti and other developing countries can benefit greatly now and well into the future simply by getting their health information systems in good order," said Bobby Jefferson, Chief Technology Officer for DAI Global Health. "By applying health informatics with discipline, countries such as Haiti will be far better prepared to reap good value from investments in health care planning and delivery."

HEALTH DATA INPUTS
Training public health staff in northeast Haiti

"By applying health informatics with discipline, countries such as Haiti will be far better prepared to reap good value from investments in health care planning and delivery."

—Bobby Jefferson, Chief Technology
Officer for DAI Global Health

6 CLEAN WATER AND SANITATION

DELIVERING CLEAN WATER TO 1 MILLION KENYANS

The Kenya Integrated Water, Sanitation, and Hygiene (KIWASH) program began in 2015 with an ambitious goal: ensure more than 1 million Kenyans gain access to new or improved water, sanitation, and hygiene services by 2020. Working across nine Kenyan counties, the KIWASH team has brought together county governments and water service providers, water resources managers, dozens of private sector companies, finance institutions, and hundreds of communities. Together, they are helping deliver on the KIWASH promise.

Funded by USAID, KIWASH has extended basic drinking water services to 432,249 people. Another 57,020 gained access to basic sanitation services, with 669 villages verified open defecation free. This success helped leverage $27.4 million in additional assistance from the Government of Kenya and the private sector to accelerate WASH service delivery. Also, in Kisumu—one of the KIWASH focus counties—65,100 people stand to benefit from the expansion of water infrastructure once the county secures bond financing from local capital markets.

These results do more than enable people to wash themselves or use a bathroom. Access to clean water and sanitation—and the work behind it—helps communities become healthy, vital, and prosperous. County WASH service providers now implement good governance practices and workplace equality, with three counties developing women-friendly employment policies. KIWASH-assisted water service providers can now pursue financing; strategically plan for, maintain, and finance gender-sensitive WASH infrastructure; and monitor their service delivery.

WATER FOR SCHOOLS
Students in Kenya enjoy their new connection

KIWASH success delivering basic water and sanitation services helped leverage an additional

$27.4 million

assistance from the private sector and the Government of Kenya

HEALTHY HANDWASHING

Changing behaviors toward cleaner habits

IUWASH and IUWASH PLUS have brought access to safe water to over

2.5 million people

and improved sanitation to

300,000 people

since 2011

MOBILIZING WATER AND SANITATION FINANCING AND DELIVERY

Building on the Indonesia Urban Water, Sanitation and Hygiene program (IUWASH, 2011–2016)—under which 2.5 million people gained access to safe water and 300,000 to improved sanitation—USAID launched the IUWASH Penyehatan Lingkungan untuk Semua, or Environmental Health for All program (IUWASH PLUS). This successor program works with 32 local governments across Indonesia to sustain IUWASH achievements and accelerate progress.

IUWASH addressed a critical gap by providing assistance to mobilize financing. Of the 18 projects receiving support from IUWASH, 10 secured necessary funding and continued to the construction phase (with funding for the remaining 8 still in process), resulting in new water delivery to 700,000 beneficiaries, while another $38 million in assistance was leveraged from the Government of Indonesia, local governments, the private sector, and other sources.

IUWASH PLUS is strengthening urban WASH ecosystems at all levels—from basic infrastructure to public policy. Civil society groups and local governments are mobilizing demand for improved WASH services as the project builds the capacity of private businesses, utilities, and national-level programs to meet demand equitably and sustainably.

Under IUWASH PLUS, more than 236,000 people receive clean water through new piped water connections provided by project-assisted utilities; 57,000 people gained access to safely managed sanitation services; 24 water and sanitation policies have been produced and adopted by local government partners; and 20 institutions have secured financing for water and sanitation service delivery improvements. IUWASH PLUS also helped develop the Grand Strategy of Water Supply and Domestic Wastewater for DKI Jakarta.

SUPPORTING WATER UTILITIES

For 17 years, under three USAID programs, DAI helped secure improved water service quality for 3.4 million people, or 56 percent of Lebanon's population. The Lebanon Water Project and its predecessors built the managerial, administrative, technical, financial, and operational capacity of Lebanon's five regional public water utilities. By improving the quality and reach of water services, and strengthening related capital investment planning and asset management, these projects have built trust between the Lebanese government and its citizens.

Lebanon will continue to experience water shortages due to its climate, growing water consumption, and underinvestment in the water, sanitation, and hygiene sector, exacerbated by decades of civil unrest. LWP aims to develop the institutions and capital investments required for Lebanese utilities to provide sustainable water services in the long term. For example, in the Bekaa Valley and South Lebanon, utilities upgraded their water analysis laboratories so they can meet national testing standards, and trained pump operators to improve health and safety. LWP is also working with farmers to provide incentives to transition from flood to drip irrigation, improving their yields while conserving water.

CREDIT: USAID/LWP
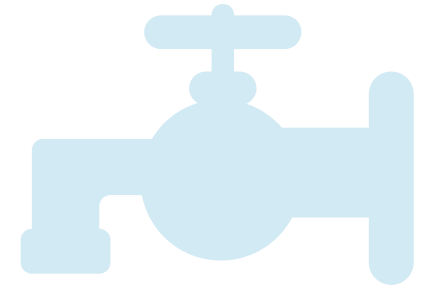
Since 2001, the Lebanon water project has improved water service quality for

3.4 million people

BETTER SERVICES

Improving water systems efficiency in Lebanon

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

BUILDING CAPACITY TO VOICE PRIORITIES AND HOLD GOVERNMENT ACCOUNTABLE

Pakistan's elite class is vastly outnumbered by citizens who are poor, unheard, and oppressed. As a result, government services too often do not reach where they are most needed. For example, more than 20 million of Pakistan's school-aged children do not attend school.

DFID's AAWAZ Voice and Accountability Initiative (2012–2018) mobilized many of Pakistan's civil society and development organizations under one network to better amplify the concerns and demands of marginalized communities. Working locally, members of the AAWAZ network helped resolve local conflicts and teach citizens how to voice concerns about public services such as schools, sanitation, and security. AAWAZ ensured

processes are more open, accountable, and inclusive, focusing on women's and minority rights, their political participation, and identity-based discrimination and violence.

AAWAZ was implemented directly in 4,500 villages across 45 districts in Punjab and Khyber Pakhtunkhwa provinces. More than 8 million citizens benefited directly from voice and accountability interventions and training led by AAWAZ partners, with many more citizens benefiting indirectly. AAWAZ was instrumental in passing six national and provincial laws to support women, girls, and religious minorities, and contributed to a decline in violence against women in its beneficiary villages.

GETTING HEARD

Empowering marginalized people in Pakistan

AAWAZ worked with more than

8 million people

to help amplify the concerns and demands of marginalized Pakistanis.

STRENGTHENING LOCAL GOVERNANCE TO IMPROVE PEACE AND STABILITY

In conflict-affected areas of the southern Philippines, USAID's Enhancing Governance, Accountability, and Engagement Activity (ENGAGE) brings together local government units—in Cotabato City, Zamboanga City, Isabela City, Southern Basilan, and Jolo—and civil society organizations to improve peace and stability.

Working in a region prone to insurgency, ENGAGE facilitates interactions and cooperation that improve local governments' ability to counter the narratives of extremist and insurgent groups. By addressing residents' perceptions of discrimination and marginalization, government officials and civil society representatives promote constructive interaction with their communities.

ENGAGE specifically addresses the vulnerability of youth to violent extremism. The project conducted 41 events in the past year with local government, civil society organizations, and schools and universities, attracting nearly 5,000 participants to discuss violent extremism and stimulate positive community-wide engagement. It also led 21 community scorecard exercises across 19 locations to grade interactions between local governments and their communities, covering themes such as public safety, disaster risk management, and solid waste management.

COMMUNITY CONVERSATIONS

Strengthening local governments for stability

PREVENTING SCHOOL VIOLENCE

Students in Honduras face complex challenges, one of the most acute being violence in and around schools. In addition to stunting students' academic performance, this chronic violence has led to life-long negative behavior patterns that harm Honduran society. Known locally as Asegurando la Educación (Ensuring Education)— USAID's five-year project addresses school-based violence that impedes education and improves education and school processes to reduce violence in target communities. DAI works with schools directly to create safe environments that favor teaching and learning, while simultaneously building platforms for sustainable community participation.

Nationally, the project assists the Honduran Secretariat of Education to institutionalize successful violence prevention models, including the National Strategy for Prevention and School Safety. Locally, the project is empowering educators, students, and parents to confront and reduce violence through Community School Committees. At the project's targeted 116 schools, staff work with committee members to identify school-specific types of violence and develop tailored activities to confront those challenges. By Year 2, the project had trained more than 1,000 teachers and administrators on violence prevention strategies.

PROMOTING SAFE SCHOOLS

Improving security for Honduran children
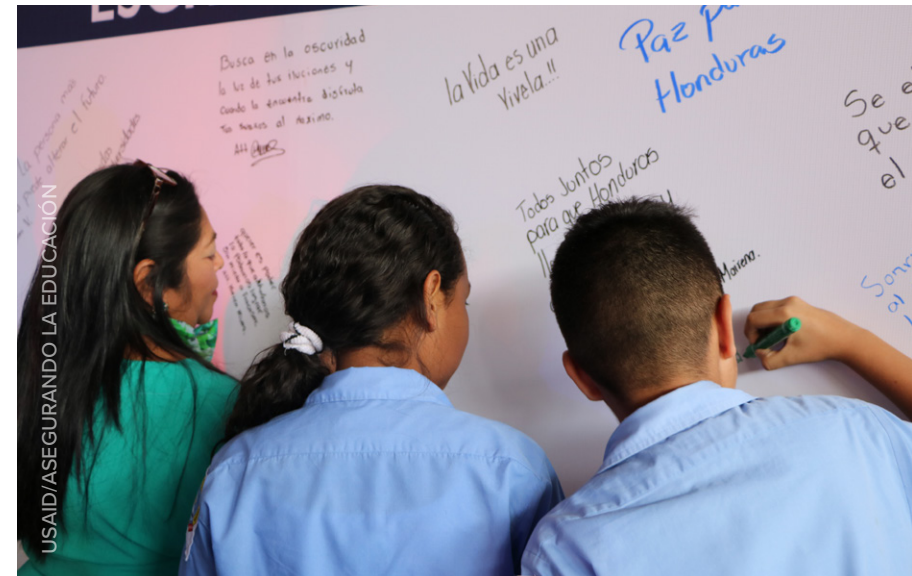
UN GLOBAL COMPACT

HOW THE 10 PRINCIPLES INFORM DAI'S WORK

A VISIT FROM THE PRIME MINISTER

In late 2017, British Prime Minister Theresa May visited the Arab Women's Enterprise Fund in Amman, Jordan, a U.K. Department for International Development initiative implemented by DAI. Active in Egypt, Jordan, and the Palestinian Territories, the project seeks to improve gender awareness and sensitivity, increase the employment and retention of women in the workforce, and promote certification of products made by women working at home.

HUMAN RIGHTS

PRINCIPLE 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

PRINCIPLE 2

Make sure that they are not complicit in human rights abuses.

Description of Actions

DAI treats all human beings with dignity, fairness, and respect, and upholds these fundamental human rights both in the workplace and through its work in the international development sector. Our commitments to ethical integrity in all phases of our business are laid out in the DAI *Code of Business Conduct and Ethics*, available on dai.com.

DAI is committed to providing an inclusive workplace that embraces and promotes diversity and equal opportunity. For instance, we have in place a Governing Policy on Child Safeguarding Standards that honors the inherent dignity of children and enforces the core principles set forth in USAID's Child Safeguarding Standards and the International Standards for Child Protection.

In addition, DAI is conscious about the choice of our partners globally and engages only with vendors, suppliers, consultants, subcontractors, grantees, and clients who operate in compliance with human rights laws and in accord with DAI's *Code*.

DAI fully supports the prevention and prohibition of human trafficking and forced labor, and complies with U.S. and U.K. government laws and regulations as well as cooperating country laws and regulations around the world to prevent modern slavery, human trafficking, and forced or child labor. This compliance and commitment are also a pre-requisite of any subcontract or partnership into which DAI may enter. Furthermore, our employees and consultants are duty-bound to report any instances of child labor we may encounter in our work across the globe.

Among various project-level initiatives on human rights, DAI provided technical leadership in the drafting and launching of the Regional Review on the Laws, Policies, and Practices within the Association of South East Asian Nations relating to the Identification, Management, and Treatment of Victims of Trafficking, especially Women and Children.

Measuring Outcomes

DAI has engaged in no human rights abuses and has no outstanding allegations.

* **OF NOTE: DAI Board Member Maria Otero and her husband Joe Eldridge were honored by the Washington Office on Latin America for their vital contributions to human rights advocacy in September 2018.**

LABOR

PRINCIPLE 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

PRINCIPLE 4

The elimination of all forms of forced and compulsory labor;

PRINCIPLE 5

The effective abolition of child labor; and

PRINCIPLE 6

The elimination of discrimination in respect of employment and occupation.

Description of Actions

DAI is wholly owned by its global corporate employees. In 2016, the Global Equity Organization presented DAI with its award for Best Use of a Share Plan in a Private Company, praising DAI for having "raised the bar in achieving its corporate objectives and inclusively engaging its workforce as owners."

DAI is opposed to all forms of forced and child labor. Among the activities DAI implemented in 2018, the Market Development in the Niger Delta project is connecting vulnerable populations susceptible to human trafficking in Edo State with desirable jobs at home, and working to reduce the number of Nigerian migrants who get trapped in modern slavery.

＊ OF NOTE: DAI employee Harris Khalique in March 2018 received Pakistan's Presidential Pride of Performance award for his contribution as a writer and campaigner in social movements for labor, women, and minority rights. Khalique led the highly successful AAWAZ Voice and Accountability Programme, which promoted civic engagement by marginalized groups.

Description of Actions (continued)

DAI is an equal opportunity/affirmative action employer with a commitment to diversity. All qualified applicants receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. DAI seeks to recruit a diverse workforce and we are committed to maintaining a work environment where all employees feel respected, valued, and free of harassment. The safety and security of our employees and affiliates are our top priorities.

Measuring Outcomes

Every year DAI builds an affirmative action plan that includes the following processes:

- *Outreach:* DAI representatives attend career fairs and establish relationships with universities and community-based organizations to attract qualified female, minority, veteran, and disabled candidates.

- *Workforce Analysis:* DAI compares its workforce composition by race and gender to census data to determine if women and/or minorities are under-represented and develops programs to improve representation of qualified women and minorities.

- *Personnel Action Analysis:* DAI analyzes its hires, promotions, and terminations to determine whether one or more groups are adversely affected by existing processes. Where potential adverse actions are identified, HR investigates and recommends corrective action.

- *Compensation Analysis:* DAI conducts a statistical analysis of employee compensation by race and gender, and HR recommends corrective action where necessary.

In the United States, DAI's affirmative action plan was most recently audited by the Department of Labor in 2014, with no violations found.

ENVIRONMENT

Description of Actions

DAI is committed to ensuring environmental sustainability and integrating the principles of sustainable development in all its projects. DAI works to support equitable management of biodiversity and ecosystems, improve access to safe water and sanitation, and build climate change resilience and mitigation. DAI is committed to complying with all applicable environmental laws, rules, and regulations.

Among its project-level activities focused on the environment, DAI is assisting the European Bank for Reconstruction and Development to develop loan products for small and mid-size businesses in Morocco and Poland, which are using these funds to invest in efficient and renewable energy equipment and services that decrease their carbon footprints.

For more than two decades, DAI has provided monitoring and evaluation services for the European Union's LIFE project, the EU's instrument for supporting environmental, nature conservation, and climate action projects across member states. This contract was renewed in 2018. Also this year, the EU engaged DAI to assist communities vulnerable to climate change in Ethiopia, while the French Development Agency awarded DAI a contract to provide studies and technical assistance in the field of climate change.

Measuring Outcomes

Since 2016, in its U.S. Government project work alone, DAI has supported the improvement of more than 265,000 hectares of land through better natural resource management and through biodiversity and wildlife conservation. Our work has reduced greenhouse gas emissions by more than 35,000 metric tons of CO_2 in the past two years, in addition to mobilizing a quarter of a million dollars in private investment toward GHG reduction or reversal.

ANTI-CORRUPTION

Businesses should work against corruption in all its forms, including extortion and bribery.

DAI has an uncompromising commitment to ethical behavior. DAI's policies, procedures, and professional management of staff are designed to minimize vulnerability to fraud in financial transactions, reporting results, grant awards, and the procurement of goods and services. DAI holds itself accountable to stringent standards enshrined in the U.K. Bribery Act (UKBA) across all projects and activities.

All DAI staff must complete mandatory annual training on ethics and provide a written certification that they have reviewed, understood, and agree to comply with DAI's *Code.* DAI has an ethics hotline where staff can anonymously report suspected violations and a strict non-retaliation policy against anyone who makes a good-faith report of ethics or compliance concerns. Additionally, DAI publishes a regular newsletter on ethics quoting encountered and adapted case studies from our collective experiences to enhance our learning across the globe.

DAI's Ethics and Compliance Officers monitor ethical issues and their timely resolution. An analysis of this information is provided to the Global Ethics and Compliance Committee, which responds to changing vulnerabilities and trends through updates to training, communications, policies, and practices.

Among DAI's various field activities in this area, the Accountable, Responsive, and Capable Government project specifically works to fight corruption in Nigeria.

Measuring Outcomes

DAI's Global Ethics and Compliance Database consistently shows timely notification to clients of credible evidence of corruption, bribery, and conflicts of interest, as well as timely closure of investigations. DAI has no reports of possible violations of UKBA in 2018.

DAI annual ethics and compliance training continues to reach practically all employees around the world. Employee surveys indicate sustained high levels of willingness to report allegations and concerns.