



Shaping a more livable world.

GLOBAL HEALTH

We envision better health systems that foster quality and access, reduce threats, and promote healthier behaviors to improve lives globally.

The health of our communities and our planet has never been more important. The recent growth of melting glaciers, rising seas, migration, conflict, and global epidemics and pandemics have put the health of our globe into sharp focus. Our world needs better health security, better access to healthcare, a deeper understanding of how our natural world and physical health interact, and greater engagement with the market forces that shape our global economy.

That's why we are passionate about Global Health. We are on a mission to shape a more livable world and have more than 50 years of experience doing just that. We specialize in improving health security and systems, health equity, and private sector engagement—leveraging diverse expertise and ways of working.



Health Governance

*Developing fairer,
better health
systems through
strong processes
and meaningful
partnerships*

The health governance team supports international Universal Health Coverage goals: where individuals and communities receive the health services they need without suffering financial hardship.

Around the world, the most stretched health systems face the biggest challenges in creating efficient and equitable healthcare. Globally, 80 percent of people live in low- and middle-income states, but only 20 percent of global health expenditure is spent in these countries. Overstretched health systems face additional governance challenges such as poor financial controls, limited accountability mechanisms, and weak partnerships with the private sector. Health information is often recorded on paper and data systems for tracking outbreaks and conducting surveillance are often fragmented.

Strong partnerships and systems are the answer to many of these issues. We adopt a non-hierarchical partnership approach with public sector and civil society to develop health systems that deliver quality services fairly. We start with inclusive stakeholder mapping and political economy analyses to understand the incentives, opportunities, and barriers to change. We then use this data to help make systems more transparent, efficient, and effective.

OUR EXPERTS



Charlotte Laurence
Health Governance
Practice Lead



Rodin Kraus
Senior Technical Advisor



Charlotte Mitchell
Senior M&E Consultant



Rachel Couper
Senior Global Health
Specialist

OUR SERVICES

- **Strengthening government institutions:** We develop collaborative relationships with government health institutions to help them strengthen their technical oversight, improve financial management, and source sustainable funding.
- **Supporting strategic partnerships with civil society:** We support a broad range of non-governmental civil society organizations to deliver better quality, more equitable health interventions. We also provide risk-managed transitional grant oversight for local organizations.
- **Improving the quality and coverage of human resources for health:** In many regions skilled health workers are concentrated in urban areas, leaving rural communities under-served. We work with communities and governments to improve the quality and the distribution of their health workforce—supporting training, policy implementation, and resource allocation on a national or sub-national level.
- **Facilitating more transparent, accountable client-centered health services:** Fairer health systems must be transparent and accountable. That's why we help public sector and civil society organizations to develop complaint, whistleblowing, safeguarding, and oversight mechanisms.
- **Promoting evidence-based decision-making:** We support institutions to implement and use health information systems and aggregate national health data through software like DHIS. Data digitalization, management, and analysis equips governments to use and respond to surveillance data and develop evidence-based health policies.
- **Strengthening public finance management:** We work with governments and municipalities to improve financial controls, policies, budgets, and planning mechanisms and ensure public funds are allocated where they are needed most.
- **Monitoring and learning:** We support government and civil society by developing monitoring and learning frameworks, accountability programs and evidence frameworks to track project outcomes and impacts.



Health Security

Equipping governments around the world to respond to epidemics and health emergencies

As COVID-19 has demonstrated, disease outbreaks can overwhelm global health and economic systems, throwing populations into chaos and uncertainty.

Within 18 months from the start of the COVID-19 pandemic, more than 4 million people died and millions more were hospitalized or facing long-term health consequences from catching the virus. While the pandemic's economic impact is yet to be fully understood, estimates from the Ebola and SARS epidemics suggest the world lost near \$100 billion in productivity, meaning COVID-19's impact will be much greater. These crises have demonstrated the importance of pandemic preparedness, disease surveillance, and immunizations to safeguard our neighborhoods and communities.

Our health security practice imagines a world where governments can act quickly to prevent, detect, and respond to health threats. One where countries work together, developing consensus and partnership across different ministries and neighbor states. And one where scientists and health workers have the resources and knowledge to provide the very best vaccines, medicines, and healthcare for their citizens.

OUR EXPERTS



Robert Salerno
Health Security Practice
Lead



Janine Mitchell
Senior Practice Specialist



Nicole DeCastro
Global Practice Specialist



Jeffrey Mecaskey
Team Leader TDDA



Ayesha Rasheed
Team Leader Fleming
Fund



Amethyst Gillis
Senior Laboratory Capacity
Expert

OUR SERVICES

- **Strengthening Public Health Infrastructure:** We develop governance structures, strengthen human resources, and deliver commodities and consumables to support public health laboratories and infectious disease units.
- **Health Security Strategy Development and Budgeting:** We help governments prevent, detect, and respond to public health threats by developing national health security plans, national action plans and accompanying budgets.
- **Pandemic Preparedness and Emergency Management:** The threat of antimicrobial resistance, emerging diseases, and zoonotic pathogens continues to increase. We support governments to prepare for pandemics and public health emergencies by developing and implementing strategies, training and equipping the public health workforce, and improving emergency management systems.
- **Policy Development:** Strong policies come together with the right data, the right people, and good communication. We translate hard surveillance data and scientific research into bespoke policy recommendations and conduct political economy analyses to identify the right people to put recommendations into action.
- **Institutionalizing One Health:** Ensuring national health, animal, and environmental ministries work together to develop the best public health policies means developing strong multisectoral coalitions and partnerships. We build networks within national governments to improve collaboration, information sharing, and positive public health action.





Market Solutions

Harnessing market dynamics to improve health systems and access to affordable, sustainable health services and products

More than one third of people around the world don't have access to basic, affordable healthcare and governments are unable to single-handedly meet the needs of their population. Significant untapped potential to deliver health products, services, and information exists within the private sector. Business can be one of the world's greatest drivers of positive impact, as demonstrated by the explosion of social enterprises and impact investors emerging daily around the world. But in many countries, economic, financial, and regulatory barriers prevent new companies and business from developing or applying their health care solutions.

Stronger relationships between public and private entities and engagement with other industries such as transportation, agriculture, and education are needed to provide the world's most vulnerable with access to equitable healthcare. Our Market Solutions practice develops new partnerships, investments, and programs to enable companies and health services to grow. We envision quality healthcare becoming a driver of economic growth and community wellness by supporting governments and civil society to leverage private sector actors and market dynamics. We work with startups, small businesses, governments, local and multinational corporations, banks, and investors to craft solutions that leverage market forces and incentives and empower the private sector.

OUR EXPERTS



Stephen Rahaim
Market Solutions Practice
Lead



Annie Baldrige
Senior Practice Specialist



Elizabeth Elfman
Development Specialist

OUR SERVICES

- **Health market system analysis:** DAI has well-honed tools, skills, and in-country experience around the world to analyze market dynamics, failures, and successes to inform systemic change.
- **Applying total market approaches:** We help governments, donors, businesses, and development partners apply a nuanced understanding of market dynamics to identify opportunities in the health and adjacent sectors to improve coordination, efficiency, quality, and impact.
- **Improving stewardship and regulation:** We help governments become effective stewards and regulators of increased private sector participation in the health system in areas such as service delivery, supply chains, and innovation.
- **Improving private sector performance and integration:** Our teams apply best practices and adaptive management approaches to improve the quality of services, the reach of products and programs, business viability, and market and system linkages for private sector health actors in service delivery, supply chains, and other areas of the health system.
- **Innovative finance:** DAI brings decades of experience in structuring and advising innovative finance deals to address development challenges. We partner with development finance institutions, leverage, and advise private capital and broker deals through our own investments.
- **Health enterprise investment and partnerships:** DAI creates bespoke one-to-one partnerships with local and international enterprises through equity investments, project financing, and technical assistance to ensure the next generation of innovators can impact health systems around the world.





Health Equity

*Tackling
inequalities in
social determinants
to improve health*

Social or economic status can potentially have a greater influence on a person's health than the availability of healthcare. Access to clean water, social support, education, income, food security, and housing dramatically affect our level of exposure and resilience to threats and diseases, our health-related behaviors, and our ability to access health services. There are unfair and avoidable differences in health status between rich and poor countries.

Globally, the lower the socioeconomic position of a country, the worse the health of its citizens. In fact, social determinants are estimated to account for 30 to 55 percent of an individual's health status. These inequalities in social determinants however also exist within countries and it is the poorest and most vulnerable that are worst affected.

Our Health Equity practice aims to reach society's most vulnerable by tackling structural inequalities around nutrition, livelihoods, sexual and reproductive health including family planning and maternal and newborn, child and adolescent health. Ensuring we spotlight and tackle pervasive inequalities around gender and inclusion within these thematic areas will always be central to our work.

OUR EXPERTS



Jacqui Larsen
Health Equity Practice
Lead



Paula Quigley
Technical Lead Nutrition &
RMNCAH



Abigail Ramage
Senior Practice Specialist



Boladale Akin-Kolapo
Head of Nigeria YPE4AH
Program



OUR SERVICES

- **Initiating multi-sectoral coalitions:** Our commitment to working within systems means we are passionate about building coalitions and consensus. We use political economy and stakeholder analyses to understand influencers, motivations and histories within a given context before we begin project work. Following our analyses, we develop partnership frameworks and agreements to foster open communication, commitments, action, and accountability.
- **Tackling social norms to drive change:** We use a range of evidence-based approaches such as mass media campaigns, social influencers, social media, community radio, community dialogue, and champion advocates to drive social change. We develop public dialogues and create forums for broad debate and discussion within communities around key public health issues to disrupt old ways of thinking.
- **Trigger, nudge, and sustain behavior change:** Using a people-centered approach and drawing on a range of behavioral economics and nudge theories we design participatory behavior change projects. Our target groups include carers, youth or health professionals and our projects employ tactics like gamification or digital dialogue to help individuals change behavior around food, contraception, substance abuse, handwashing, providing respectful care, etc.
- **Demand creation:** Within the context of a wider program we create demand for health services or health products using social marketing techniques and other approaches informed by behavioral insights.
- **Research and analysis:** We conduct primary field research, surveys, and deep dive data analysis to help our clients and host governments identify and understand the drivers contributing to health inequity among our the most vulnerable. Unpacking inequity clustering allow us to develop and apply insights that support our clients to design responsive and tailored programs.



OUR PRINCIPLES

- **We Bring a Multi-Sector Perspective**—The health problems we tackle are complex—entwined with climate, governance, business, and financial issues that mean solutions need to work for systems, not silos. Our multidisciplinary expertise means when we design health programs we sit with bankers, scientists, statisticians, and politicians to develop smart strategies and projects that work for the long haul.
- **We Think and Work Politically**—Getting government buy-in and support for development projects requires an understanding of the politics, incentives, and agendas of policymakers. We conduct political economy analyses to help us design solutions that reach across the aisle.
- **We Integrate Digital Solutions**—Technology helps us to work smarter, not harder, to achieve the best results. Across all our projects, we look for opportunities to incorporate digital technology for program management, data analysis, and health services.
- **We Act as a Broker**—Our global network and experience mean we understand that different actors bring different strengths and solutions—and that systemic changes in health need inputs from local and international partners. We act as a convener, bringing together the best ideas across disciplines, civil society, government, and the private sector to broker innovative and impactful solutions.

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