

# 2020



# ANNUAL REPORT

NIGERIA OFFICE





## FROM THE COUNTRY DIRECTOR

DAI has worked in Nigeria for virtually all its 51-year existence. As part of its 2015 strategy, the company decided to bring management and decision-making authority closer to the theatre of operation. This was the premise for the establishment of several global operating platforms in key geographies - fully-fledged DAI corporate offices manned by employees with local knowledge, expertise, and networks. The Nigeria office was the 1st global operating platform and was registered as a corporate entity in March 2018. The team works in collaboration with colleagues globally to deliver to the same standard of excellence DAI is reputed for. Since 2018 we have been building the business and here, in our 1st annual report, I am proud to share how our team, in partnership with colleagues around the world delivered value for our clients and beneficiaries in Nigeria.

2020 was an unforgettable year, the pandemic that reverberated across the world left in its wake a worldwide economic recession, in Nigeria, social injustice triggered civil unrest and, in the US, mass protests in response to systemic racial inequality. If ever there was a year that would test the capacity of governments to chart clear direction, design strategic policies and implement them effectively this was it. But 2020 tested everyone: individuals, communities, organizations, governments.



At DAI, we were prepared for the effects of the crisis - we are a global development company that works through the often remote collaboration of corporate teams in the United States, Nigeria, Belgium and the United Kingdom, as well as project teams in more than 100 countries. Nonetheless, we are an industry where travel and visits to projects is an integral part of how work is done. Through the Nigeria office, DAI was well prepared to leverage in-country employees to efficiently continue operations. Thus, the worldwide travel prohibitions demonstrated in stark terms, the benefit of the global operating platform. We started up most of our new programmes during a lockdown and closed completed ones. Though remote delivery demanded of us new managerial approaches and emotional aptitudes, we continued to serve our clients and beneficiaries and delivered our most successful year to date.

We won our 1st USAID funded programme in over a decade, the 'State Accountability, Transparency, and Effectiveness' programme (State2State). We signed our 1st ever cooperative agreement, the 'Youth Powered Ecosystem to Advance Urban Adolescent Health and Well-Being' programme and started the 'Policy Development Facility Bridge' programme. We continued to manage and deliver outstanding work to our clients despite the pandemic. We worked on girl-child education for the UK Foreign, Commonwealth and Development Office, and on improving education outcomes in Borno State for Shell Petroleum. Our PERL-ARC, Women for Health, Fleming Fund, and Policy Development Facility programmes also found ways to continue to deliver strong performance despite movement restrictions.

In the face of a trying year, we learnt lessons that are relevant for the future of work and our success continues to underscore the validity of our vision and the imperative of our mission - to make a lasting difference in the world by helping people improve their lives.

This annual report is a record of our activities, challenges and triumphs and I am proud to share this with our readers.

**Joe Abah**



The Nigeria Office at a Glance

## VERSATILE BUSINESS DEVELOPMENT

### GOAL



*Diversify and expand client base to drive growth through an increase in revenue.*

In Business Development, our primary goal is to generate revenue through bidding for opportunities in sectors that align with our core work and experience across existing and potential clients — World Bank, Foreign, Commonwealth & Development Office (FCDO), United States Agency for International Development (USAID), Bill and Melinda Gates Foundation (BMGF), Agence française de développement (AFD), private sector organisations and Government (Federal and State levels) amongst others. Based on this, we submitted 8 Expressions of Interest (EOIs) and 13 local proposals in 2020.

Our biggest success has been supporting DAI business units to win projects in Nigeria. We worked with colleagues in the United Kingdom (UK) on proposal development for the Partnership for Learning for All in Nigeria (PLANE) programme. We also collaborated with colleagues in the United States (US) to win the two USAID funded projects— Youth-Powered Ecosystem to Advance Urban Adolescent Health and Well-Being (YPEA4H) with a contract value of \$15m and State Accountability, Transparency, and Effectiveness project with a contract value of \$72m, a record-breaking USAID project in Nigeria. Other wins in 2020 include supporting the EU team in securing the EU PFM project in Yobe with a contract value of €2.4m.

Locally, we secured \$775m extensions on our BMGF projects and made significant progress expanding our local portfolio with government agencies like the Rural Electrification Agency (REA) (proposed amount: \$115,000) and private organisations like IHS Towers (proposed amount: \$256,000), both are in the contracting phase.

In 2020, we expanded our capacity to develop proposals in several sectors: WASH (Water, Sanitation and Hygiene), Health, Education and Private Sector development. We increased our efforts to diversify our client base by bidding for work with AFD, World Bank and African Development Bank (AFDB).

In 2021 we will strengthen our work with DAI business units to expand our client base. We will maintain the strong relationship with the US and UK teams and we have identified opportunities to engage with the private sector alongside DAI Capital. We expect the new EU country strategy plan for 2021-2018, this should increase opportunities to partner with the EU team and we will explore opportunities that will arise from DAI Magister.

We will increase our local client base across our client segments – donors, government, and private sector. Specifically, for donors, we will build relationships with donors like AFD, AFDB as well as ECOWAS towards winning local opportunities. For government, we will leverage on our experience working with sub-national government to source opportunities.



*In 2020, we expanded our capacity to develop proposals in several sectors. We increased our efforts to diversify our client base by bidding for work with AFD, World Bank and African Development Bank (AFDB).*

# SIGNIFICANT DAI WINS IN NIGERIA



USAID

**S2S**

State to State  
Project

**\$72m**

**YPEA4H**

Youth-Powered Ecosystem to Advance  
Urban Adolescent Health and Well-Being

**\$15m**

EU

**EU-PFM**

European Union Public Financial  
Management Project, Yobe

**€2.4m**



The Nigeria Office at a Glance

## OUTSTANDING DELIVERY

### GOAL



*Provide proactive technical and management direction that ensures projects are on track to achieve client objectives and set an example of technical leadership and excellence that strengthens DAI's brand*

The Nigeria office established a program management unit in 2020 to ensure effective delivery and quality assurance oversight of projects managed by the Nigeria team. Through the unit we currently manage three projects:

**European Union funded Technical Assistance to Strengthen Public Financial Management, Statistics, Monitoring, and Evaluation Systems in Yobe State**

**SNEPCo funded Education Intervention for Internally Displaced Persons and Vulnerable Households in Borno State**

**Bill and Melinda Gates Foundation funded Technical Assistance Hub**

By establishing systems, processes, and tools for effective project delivery and by demonstrating this competence to our clients DAI has gained their trust and confidence. So has our consistent demonstration of DAI's ethics and values. This growing confidence from beneficiaries and clients increases our potential to gain more business.

Our clients are satisfied with our timely and quality Project Delivery. The EU Delegation team commended DAI for timely submission of outputs and the quality of delivery. We anticipate opportunities for additional work with the client based on the Shell Five-Year Strategic Plan to scale and expand the same type of projects in other locations.

The BMGF Technical Assistance Hub is being established, we have begun transitioning to the Steady-state Hub and permanent staff are being recruited and onboarded. The client's satisfaction is evident by the expanding deployments and add-on funding of \$7.75m.



*Our clients are satisfied with our timely and quality Project Delivery. The EU Delegation team commended DAI for timely submission of outputs and the quality of delivery, and our client on the SNEPCo Borno Education Project recently expressed satisfaction with project delivery*

Client  
Feedback

*" We are happy with the speed of implementation by DAI...  
DAI is all Green "*

**NNPC SNEPCO BORNO EDUCATION PROJECT**





DAI is a long-term partner in Nigeria's development. The corporate team based in Nigeria represents DAI's global values, delivery, and entrepreneurship, and is empowered to support our customers and their projects and stakeholders to deliver development results. And they go beyond any single engagement to make connections and link efforts and partners across our portfolio to ensure we're contributing to what's important in Nigeria's evolving, dynamic and sometimes challenging context.

**Nate Bourns,**  
*Vice President, Geographic and Digital Platforms*



The Nigeria Office at a Glance

## OPERATIONAL EXCELLENCE

### GOAL



*Ensure appropriate management systems, internal controls and work practices that enable the delivery of high-quality services and result in efficiencies and cost savings*

The Nigeria office operations function is powered by three units – Integrated Support Services, Contracts and Consultancy Management, and Human Resources. These units also provide shared services to DAI business unit managed projects in Nigeria through the Nigeria service centre. Through the Nigeria Service center, we provided recruitment support to 6 programs, managed contracting and fee payments for 966 consultants, handled recruitment for long term consultants, incubated and provide co-working spaces. We managed an employee portfolio of 190 corporate and project staff in Nigeria, ensured an even distribution of female to male staff, and onboarded 29 new professionals.

# 6

PROGRAMS

# 966

CONSULTANTS

# 190

CORPORATE AND  
PROJECT STAFF

## Project Startup Management



The unit successfully delivered on its project startup support to new wins and demonstrating competence in delivery and procurement despite the challenges posed by COVID-19. The unit was able to run its processes and coordinate service providers (with strict compliance to COVID-19 regulations) to deliver on the startup/procurement activities while still ensuring high quality service/goods delivery.

## Logistics and Visa Support



The ban on travels for 6 months due to the COVID-19 pandemic in 2020 restricted staff from travelling internationally or locally. However, the unit was still able to effectively support to process 21 visa application in total within 2020. This, again, has increased the trust and confidence level of clients, partners, projects and other BUs of the Nigeria platform's ability to deliver on basic needs that will be required for business to run locally.

## Administrative cost savings during office closure



Deliberate effort was made to achieve cost effectiveness around certain major routine operational cost upon office closure which resulted from COVID19 Pandemic early in 2020. Strategic decisions were made among which was to move all resources on our servers (Lagos/Abuja) to other locations within the DAI group. This did not only give rise to continuous steady online resource sharing at global level (with no record of any operational activity distortion), significant cost savings were also achieved and recorded on monthly internet subscription, diesel purchase, electricity power subscription across both offices. Below shows services suspended and total cost saved.

 **INTERNET SUBSCRIPTION**  
8 MONTHS  
**₦5,687,664**  
(\$14,928.51)

 **DIESEL PURCHASE**  
9 MONTHS  
**₦2,397,000**  
(\$6,291.34)

 **PROVISIONS AND OFFICE SUPPLIES**  
8 MONTHS  
**₦3,345,570**  
(\$8,781)

**TOTAL SAVED: ₦11,430,234**  
(\$30,000.62)

# Contracts and Consultancy Management

In 2020 Contracts and Consultancy Management (CCM) in Nigeria effectively managed risk, increased value for money and provided project close-out support. They were successful at the following:

**Increased Compliance to contract terms & conditions:**

90% of contracts executed recording successful compliance and accuracy.

**Consultant Relationship Management:**

80% positive feedback received on our service quality via the 2020 CCM Survey.

**Database development:**

Over 200 consultants have been included in the CCM database and are currently being referred to the projects to provide Technical Support in line with Economic Growth, Social Development, Monitoring & Evaluation, Health & Education and Public & Private Dialogue.

## Client Feedback

*"On behalf of the Project team, let me use this opportunity to express our profound appreciation for the professionalism with which you have attended to all our matters. Many thanks."*

**Inyang Anyang** - EU PFM Project

*"Thanks to you and your team for sorting this out, Juliet and everyone I have interacted with have been pleasant, professional and very capable. I am looking forward to working well with you all on this assignment."*

**Dapo Oyewole** - PDF Bridge Project Consultant, Special Adviser to the Speaker on Development Planning & International Affairs

*"Dear Anne & Juliet,*

*Thank you both for your amazing work in the last few days. You have been a great help and we would not have been able to meet such a tight deadline without your support. A big thanks!"*

**Noureen Naushad** - DAI Senior Recruiter

# Human Resource Management

A total of 53 recruitment campaigns were done for six programmes and the corporate office in 2020, resulting in the hiring of 44 employees. (ARC, Fleming Fund, Youth-Powered Ecosystem to Advance Urban Adolescent Health and Well-Being (YPEA4H), PDF Bridge, TA Hub, State2state). The Human Resources unit provides on-going recruitment support to BMGF and consultancy support to YPEA4H project to design improved processes and build human resource capacity of three project partners. The total staff strength in Nigeria is 156. At December 2020, we have a total of 59 female staff and 97 male employees.



## Client Feedback

*"I just wanted to send a personal note of thanks. I know that you have a lot on your plate right now and that YPE4AH is particularly a lot to add to it. I really appreciate your support."*

**Lara Brock** - Senior Global Health Practice – YPEA4H

*"Furthermore, as we are gradually ending the year 2020, I really want to commend you and your team for the support you have provided to the Fleming Fund project from July 2019 till date. You have helped us source for brilliant, suitable candidates that have brought so much value to the project, especially towards quality delivery. Your patience with the project's very tight schedules and short timelines is really noteworthy. I really do particularly appreciate your disposition on putting the project first and tailoring your support towards what the Fleming Fund project requires within the it's context and constraints"*

**Blessing Stephen** - Programme Manager- Fleming Fund

*"I write to formally commend you and your DAI HR colleagues for the professionalism demonstrated, and the team support accorded my colleagues ( Ada & Sewuese) and me over the past few weeks. Long may this productive relationship continue. Well-done and thank you Sadiat."*

**Moses Salami** - Deputy Programme Manager ARC



The Nigeria Office at a Glance

## STRATEGIC COMMUNICATIONS & KNOWLEDGE MANAGEMENT



***Our Strategic Communications goal*** is to foster engagement with diverse audiences, for information exchanges that lead to development impact for DAI and Nigeria. This involves: Research & Messaging; Audiences & Listening; Media Production; and Platforms & Dissemination.

***Our Knowledge Management goal*** is to establish technology, processes and activities that make knowledge resources - data, information, knowledge, experiences, and lessons - readily available for business purposes such as decision making, proposal development and technical assistance delivery.

Through the Knowledge Management and Strategic Communication unit, the Nigeria office provides multidisciplinary support to business development and project delivery and corporate communications.



## Outstanding Delivery



**KM Strategy Design**



**Communications & Media Production**

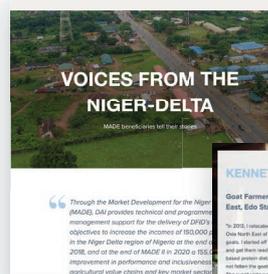


**End-of-Project Dissemination**



**Graphics Design & Desktop Publishing**

The Sustainable Business Group, projects managed through our Project Management Unit, as well as those managed in collaboration with client-facing business units, count on the expertise of the strategic communications & knowledge management unit for direct billable work and high-level technical oversight. The team designed knowledge management strategies, created media products (documentaries, photobooks), coordinated end-of-project dissemination, and managed desktop publishing & graphic design briefs.





## Versatile Business Development



Technical Reviews



Social Media Positioning



DAI Representation



Graphics Design & Desktop Publishing

The unit improves the availability of knowledge products for bid-preparation purposes and hands-on proposal support: technical reviews, desktop publishing, think piece publications & social media engagement for positioning. The unit coordinates DAI representation, convenes discourse, and manages DAI's image in the media. Through the Development Matters Roundtable, we demonstrate intellectual leadership, strengthen the DAI brand, increase DAI's name recognition as a prime development company and strategically amplify DAI credibility among clients. Due to the twin effects of #EndSARS and COVID-19 one of four planned round tables held in 2020.



*Through the Development Matters Roundtable, we demonstrate intellectual leadership, strengthen the DAI brand, increase DAI's name recognition as a prime development company and strategically amplify DAI credibility among clients.*



## Knowledge Management and Corporate Communications



Publications



Newsletters



Brand Management



Social Media Engagement



Content Management Technology



Organisational Learning

We are establishing technology to manage knowledge through the development of a DAI Resource Center and providing guidance and support for organizational learning through several initiatives: monthly fireside chat series, after action reviews and monthly technical learning sessions.

Through our weekly internal and monthly external newsletter and through the Nigeria webpage - we inform and engage colleagues, project staff, partners, consultants, clients, and beneficiaries. We work closely with corporate communications in Bethesda and collaborate on company-wide communications and managing the DAI visual brand.



*We work closely with corporate communications in Bethesda and collaborate on company-wide communications and managing the DAI visual brand.*

## Think Pieces

### DEVELOPMENTS

How Knowledge Management Helps Make Remote Work, Work

Jul 16, 2020  
By Enene Ejembi  
Tags: covid-19 • think-piece

COVID-19 has transformed the global workforce. Many organizations, including DAI, have transitioned to almost wholly remote working. And while collaborating across locations has always been necessary at DAI—we work in more than 100 countries—the scale of remote collaboration, with so many staff working from home, has never been this great.

98 percent of staff self-report that they can effectively perform their work from home.

Is remote work working? Our internal surveys suggest that it is. As of their experience since the lockdown started in March, 98 percent of staff self-report that they can effectively perform their work from home, and just more than half believe they're actually more productive in their new remote working arrangement, for reasons we'll get into later. One of the reasons we've been successful in the Nigeria office in particular is a commitment to knowledge management (KM).



Results from a survey of staff in DAI's offices in Lagos and Abuja. (Graphics Design by Damilola@raiseworthy)

How Knowledge Management Helps Make Remote Work, Work

### DEVELOPMENTS

It's Getting Easier to Do Business in Nigeria: How DFID's Award-Winning Policy Development Facility Supported Reform

Jun 22, 2020  
By Claire Miller and Enene Ejembi  
Tags: governance • covid-19

Nigeria has Africa's largest economy and population. But as recently as 2016, the country ranked near the bottom of the World Bank's *Ease of Doing Business* index, which measures business regulations and their enforcement worldwide. Nigeria's low ranking [that year](#)—169 out of 190 countries—reflected the difficulty businesses faced in dealing with construction permits, getting electricity, registering property, paying taxes, and trading across borders.

Today, although Nigeria is grappling with the COVID-19 health and economic crisis that has swept the globe, its business regulations look different. Recent economic reforms have removed some bureaucratic hurdles. As of 2020, the country has risen 24 places on the index and has been named a top 10 improving economy by the World Bank.

How? Doing business has gotten easier in Nigeria thanks to reforms led by the Presidential Enabling Business Environment Council (PEBEC) and supported by the UKAid-funded Policy Development Facility Phase II (PDF II). The facility, implemented by DAI between 2015 and 2020, worked with government officials to improve economic and social policies.

In March 2020, PDF II celebrated its completion. The milestone was made more significant as the project received a special recognition award from PEBEC.



How DFID's Award-Winning Policy Development Facility Supported Reform



## Governance and Knowledge Management

### Governance Reform in Nigeria: Changing Government from the Inside

In January 2020 we hosted our 6th *Development Matters* Roundtable focused on Governance and Knowledge Management “Governance Reform in Nigeria: Changing Government from the Inside”.

It was part of a larger process to synthesize the impact of governance reform, in light of the fact that in Nigeria, DAI has had the privilege of working on issues of governance continuously for the last 20 years.

We interviewed key interlocutors on their experiences working on and with the programmes we have implemented like the State and Local Government Programme (SLGP), State Partnership For Accountability Responsiveness And Capability (SPARC) and Partnership to Engage, Reform and Learn-Accountable, Responsive and Capable Government (PERL-ARC). We tested findings through the lens of two main questions: “*Is there a link between governance reforms and tangible results in sectors and how can we strengthen that link?*” The second is: “*As recipients of technical assistance, what have Nigerians learned, how do we harness the knowledge, and how do we infuse it into the way our country is run?*”

We shared the findings from the study and from the insights of panelists and participants as we do each time we host *Development Matters*, and foster high-level discourse in health, education, infrastructure, agriculture, trade & investment; that strengthens governance at all levels and leads to better economic outcomes for Nigerians.



*Outstanding! Unexpectedly strong returns from our investment in knowledge management*

*- Jim Boomgard on the Governance and Knowledge Management Roundtable*

# PROGRAMME OVERVIEW & ACHIEVEMENTS 2020

State Accountability, Transparency, and Effectiveness (State2State)

USAID  
2020-2025

The purpose of the **State Accountability, Transparency, and Effectiveness programme** is to increase accountability, transparency, and governance effectiveness in Adamawa, Bauchi, Ebonyi, Gombe, and Sokoto states. This will be achieved by increasing the efficiency of sub-national governments; improving responsiveness to citizen needs and priorities; and improving state governments capacity to manage conflict. Governance improvements in the delivery of education, healthcare, water, sanitation, and health (WASH) are the state and local governments' responsibility and the programme will work to strengthen governance, financial resource constraints, and sectoral technical capacity limitations to lead to improved service delivery in these sectors.

The programme commenced in September 2020, the team formed immediately and commenced start-up operations through DAI office in Nigeria. Leveraging rapid start-up, operational and logistical support in country, the programme spent the start-up phase conducting initial assessments, developing studies, and designing plans. Stakeholder consultations with the Open Government Partnership Secretariat in the Federal Ministry of Finance, Budget and National Planning; the Nigerian Governors' Forum Secretariat; and Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development focused on building collaborative relationships with Federal organizations that are likely to be able to support improved state-level governance.

Youth-Powered Ecosystem to Advance Urban Adolescent Health and Well-Being (YPEA4H)

USAID  
2020-2025

The programme goal is to empower young Nigerians so they access the skills, social capital, and resources needed to develop and realize their aspirations. The program 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. The programme achieved the following key outcomes in 2020.

## Key Outcomes

- Generated buy-in from federal and state stakeholders: the programme was introduced to the Federal Government of Nigeria and the Lagos State Ministry of Health and has maintained strong collaboration and engagement with key government stakeholders such as the Directorate of Gender, Adolescent School Health, and Elderly; Ministry of Youth and Sports; and the Ministry of Women Affairs and Social Development.

- Engaged in national and state adolescent technical working groups: The team participated in national working group and Lagos State working group meetings and contributed technical inputs to the national policy on the Health and Development of Adolescent and Young Persons in Nigeria. In Lagos and Kano, the team engaged with the State Ministry of Health and the State Primary Health Care Management Boards.
- Conducted formative research that explored the characteristics, interests, behaviors, and needs of urban, slum-dwelling adolescents aged 15-19. This has informed project design and implementation.
- Strengthening organizational capacity of three Nigerian consortium partners: worked with Women Friendly Initiative, Youth Empowerment Development Initiative, and Yellow Brick Road, to develop and implement organizational capacity improvement plans.
- Established partnerships with the private sector: as part of the private sector strategy, the team initiated outreach to more than 10 private firms and secured implementation partnerships.
- Formed Youth Advisory Committees in Lagos to ensure youth have a voice in project design and that the Project remains nimble and responsive to adolescents' health and well-being needs.

## Partnership to Engage, Reform, & Learn - Accountable Responsive, and Capable Government (PERL-ARC)

**FCDO**  
**2016-2023**

In 2020, the Partnership to Engage, Reform and Learn improved systems and processes for public sector accountability and governance. The programme successfully implemented a COVID-19 response strategy, and embedded reform actions to address the effects of the pandemic through governance processes. The programme delivered the following concrete outcomes:

- Technical assistance provided to the Federal Ministry of Finance, Budget and National Planning and the Nigeria Governors' Forum (NGF), formed the basis for budget revisions to mitigate the effects of fiscal crises in 12 Nigerian states - this enabled the states meet performance criteria and funds through the World Bank's State Fiscal Transparency, Accountability, and Sustainability additional financing programme.
- Twenty-seven states utilized the PERL/NGF developed a national chart of accounts error checker and budget templates to produce 2021 budgets, and two states have retrofitted 2021 budgets to the templates.
- Twenty-eight states used the PERL/NGF developed budget performance reporting templates to prepare the 2021 quarter one budget performance report. Technical support to states in our geographical footprint has contributed significantly to states

meeting the disbursement linked indicators of the State Fiscal Transparency, Accountability, and Sustainability programme for results.

- PERL supported the operationalization of a delivery unit in the Office of the Secretary to the Government of the Federation that monitors the performance of Federal Government's policies and programmes.
- In PERL partner states and regional hubs, the programme has strengthened budget planning, embedded processes for citizen participation, and institutionalized mechanisms for improving budget realism.
- Engagement with the Kaduna and Jigawa states' Contributory Healthcare Management Agencies and in Kano State on free and compulsory basic and post-basic education has supported government efforts to deliver better public goods and services. In the regional hubs, multi stakeholder partnerships are broadening engagement to also improve basic services. These initial results point to the improvement in the implementation of the Basic Health Care Provision Fund.

## Nigeria Infrastructure Advisory Facility (UKNIAF)

**FCDO**  
**2019-2023**

The U.K. Nigeria Infrastructure Advisory Facility enhances the management of Nigeria's infrastructure development towards power sector reform, public-private partnerships (PPP), capital spending, and repair and maintenance of federal roads. As a subcontractor to TetraTech, DAI contributes mainly to the infrastructure finance component, along with crosscutting project inputs.

In 2020 the programme provided technical assistance to the Budget Office of the Federation to strengthen capital budgeting and strengthening institutional capacity of the Federal Ministry of Finance Budget and National Planning to plan capital programmes, improve the efficiency and effectiveness of government spend on infrastructure, and attract private financing for inclusive, climate resilient, pro-poor infrastructure projects. This technical assistance was focused on mitigating the COVID-19 pandemic induced disruptions to the macroeconomic environment. Some key achievements of UK NIAF in Public Investment Management so far include:

- Support on the development of the Medium-Term National Development Plan, mainstreaming Poverty, Gender Equality, Social Inclusion and Climate Change considerations into the plan.
- Support to the development of a Monitoring & Evaluation framework for tracking progress against the Medium-Term National Development Plan.
- Development of a decision support tool to promote a simple, transparent, and rule-based approach to identify, prioritize, and rank capital projects for inclusion in the 2022 Capital Budget.
- Development of an infrastructure finance strategy which has been accepted by the Federal Ministry of Finance Budget and National Planning for inclusion in the Medium-Term National Development Plan and geared towards supporting the FGs efforts to mobilize the financial resources to develop and deliver inclusive and resilient infrastructure.

## Technical Assistance to Strengthen Public Financial Management, Statistics, Monitoring, and Evaluation Systems in Yobe State

**Europe Aid  
2020-2023**

The programme assists Yobe state to build upon the significant progress made in fiscal transparency and discipline, by finding ways to broaden 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 the civil society to support public financial management reform, improve statistics, monitoring, accountability, and reporting, legislative scrutiny, third-party monitoring, and budget tracking by citizens.

In 2020, the Project Inception Phase, the project team successfully kicked-off the project and completed start-up activities with support from the Nigeria office. The project has successfully conducted the inception and scoping studies, stakeholder engagements with government officials and development partners working in Yobe State, and the design of project frameworks, plans and report to support delivery.

## The Fleming Fund, U.K. Department of Health and Social Care

**2019-2022**

The Fleming Fund is a programme to help low- and middle-income countries fight antimicrobial resistance (AMR). In 2020, the Fleming Fund Country Grant to Nigeria in conjunction with the Nigeria Centre for Disease Control provided strategic guidance and to strengthen AMR response activities in Nigeria. During 2020, the grant supported the assessment of the needs and capacity of government partners the development of strategic frameworks for sector analysis and collaboration and led AMR research. Through programme partners - Livestock Management Services, International Foundation Against Infectious Disease in Nigeria and the Institute of Human Virology - the grant trained 161 laboratory professionals and surveillance officers on biosafety & biosecurity, pathogen identification and antimicrobial susceptibility testing.

## Technical Advice Connect (TAConnect)

**Bill and Melinda Gates Foundation  
2019-2021**

DAI was contracted by the Bill and Melinda Gates Foundation to a Technical Assistance Hub which would serve as a platform for delivering cohesive technical assistance in primary health care to state governments in Nigeria. DAI made significant progress in corporate registration, office identification and setup, recruiting personnel, establishing management policies, processes, and procedures for TAConnect; building and maintaining a TA provider database; building and customizing an automated grants management system. TAConnect is now an organization with the capacity to function as an independent platform providing technical assistance to state governments. And over the past year, DAI has provided oversight enabling TAConnect to manage three technical assistance deployments to Kano and Kaduna States: a primary healthcare management capacity strengthening deployment in Kaduna State and two alternate model group -antenatal care deployments to Kaduna and Kano. This has since expanded into two new states, Gombe, Nasarawa. Currently, TAConnect is managing six active technical assistance deployments and is in advanced stages of engaging with four new states, Borno, Yobe, Niger and Lagos.

## Water for Africa through Leadership and Institutional Support (WALIS)

**USAID**  
**2015-2021**

Water for Africa through Leadership and Institutional Support (WALIS) provides capacity building support to national and regional leaders for the application of evidence in the development of policies, strategies, programs, and investments to shape water, sanitation, and hygiene (WASH) strategies, program plans, and budgets. In July 2020 the project finalized and delivered a suite of blended virtual learning and in-person sessions to the African Ministers' Council on Water (AMCOW). The course covered a variety of skill sets that were identified in a 2019 staff skills audit.

## Technical assistance of the 'Support to West Africa integrated maritime security' project (SWAIMS)

**Europe Aid**  
**2019-2023**

SWAIMS is a multi-Country programme with offices Abuja and Abidjan which aims to improve maritime security and safety in the Gulf of Guinea in the ECOWAS Region. The objective of the programme is to improve maritime security and safety in the Gulf of Guinea in the ECOWAS Region. The project works to strengthen governance and law enforcement frameworks; increase the success rates of prosecution and adjudication of maritime crimes, as well as strengthening of law enforcement operational capacities and responses. In 2020 some of the activities of the project were:

### Key Activities

- Conducted a detailed survey of maritime security stakeholders, delineating roles, and responsibilities in each member state
- Assessed the legal framework and existing legislation governing maritime crime
- Contributed to the drafting of model manuals, and work packages for developing integrated maritime policy and the planned maritime security workshops
- Submission of a draft juridical report itemizing the legislation relating to maritime crime in ECOWAS member states.

## Landscape Analysis of Technical Assistance Providers in Nigeria

**Bill and Melinda Gates Foundation**  
**2020**

The Landscape Analysis of Technical Assistance Providers in Nigeria was a Bill and Melinda Gates Foundation funded study that provided a profile of the range and capacity of organizations providing technical services in Nigeria's development sector, with an emphasis on health, policy & advocacy. The review focused on different dimensions of each organization's performance—including expertise, portfolio content, and client mix—to pinpoint the development challenges it can best address. Additionally, the analysis entails developing guidelines for engaging organizations for diverse activities into the future.

## Market Development in the Niger Delta (MADE I & II)

**FCDO**  
**2013-2020**

The Market Development in the Niger Delta II (MADE II, 2018-2020) project was a follow-on programme to MADE I (2013-2018) which continued to work in the Niger Delta states to promote inclusive, pro-poor growth for smallholder farmers. MADE I increased the incomes of 150,233 direct and indirect beneficiaries, with net attributable increased incomes (NAIC) totalling £17.9 mn, an average of £119 additional income per beneficiary. Building on this foundation, MADE II had a target to reach and increase incomes of at least 155,000 poor people in the Niger Delta by at least 15% over their baseline income and to attract investment of £10 million in aspirational sectors that will stimulate livelihood opportunities for victims of human trafficking and irregular migration in Edo and Northern Delta. Some of the achievements of the programme are highlighted below.

### Key Achievements

- The market development component built on the prior achievement of 25 active lead firms and 518 service providers investing in select value chains at end of MADE I (February 2018). MADE II recorded a total of 11 additional lead firms actively investing in the interventions giving a cumulative of 36 lead firms and additional 1,464 service providers giving a cumulative of 1,982 by February 2020. These partners reached an additional of 268,860 farmers and entrepreneurs (133,063 women) - direct and indirect - in the five market development sectors over the two years.
- During the two years of MADE II, 157,489 additional farmers (48% women) experienced at least 15% increase in incomes over their baseline situation. With 150,233 beneficiaries with increased incomes at end of MADE I, the two phases of the programme have facilitated income increase for a cumulative of 307,722 (144,772 women) poor smallholder farmers and entrepreneurs in the target sectors.

## Policy Development Facility II (PDFII)

**FCDO**  
**2015-2020**

PDF II was a £18.5m flexible, rapid response facility that empowered Nigeria's Champions of Change to pursue economic reforms that lead to poverty reduction. PDF II commenced in April 2015 and closed March 2020. In its 5 years PDF II deployed 116 Embedded Advisers across 155 projects to support Nigeria's reforms for poverty reduction and economic growth. Some of the results the programme delivered include:

### Key Achievements

- Energizing economies: this initiative provided clean, reliable and affordable offgrid energy solutions to MSMEs operating within strategic economic clusters. The provision of stable supply of clean and affordable energy to more than 12,000 shops located within markets in Kano, Lagos and Aba led to the creation of about 9,000 jobs.
- Sovereign green bonds: PDF II supported Nigeria to plan, develop and issue Africa's first ever sovereign green bonds. The bonds are now providing critical financing for climate-smart initiatives, supporting the country's climate commitments, and driving a new emphasis on pro-poor green development. The pilot and additional green bonds raised funds totaling US\$ 71 million. Jobs supported by PDF II through this initiative are estimated at about 3,600.
- Through the Trade Policy Workstream, 10 exporter dialogues were held, including to discuss the gridlock at Apapa ports, which the Vice-President himself intervened to resolve. The Exporter Experience studies provided crucial evidence to the Enabling Business Environment Secretariat (EBES), contributing to a 90-day action plan, part of which resulted in the introduction of an automated electronic NXP process for export.

## Girls Education Booster Initiative

**FCDO  
2020**

The Girl's Education Booster Initiative was a project of targeted Technical Assistance to increase girls' access to education in Kano and Kaduna, through focused policy implementation support to State Governments and strategic sensitization of citizens to the benefits of girls' education. The project addressed issues technical capacity, political will and citizen awareness for continued educational reforms for girls through successive administrations in both states. The project was a successful conduct of a gender analysis of education policy implementation in Kaduna and Kano States. The study provided evidence for improved policy implementation leading to:

### Results

- Increased education enrolment, retention, and completion rates for the girl-child at all levels.
- Fostering an enabling learning environment for quality learning outcomes for girls.
- Strengthened capacity of key stakeholders in education for meaningful participation in addressing the challenges of girl-child education in the state.

## Technical Assistance for Implementation of Water Supply and Sanitation Sector Reform Programme, Phase III (WSSSRP III)

**Europe Aid  
2014-2021**

The WSSSRP III was programme of the European Union and the Federal Government of Nigeria with the goal to contribute achievement of water related Sustainable Development Goals by promoting good governance reforms in the sector and increase access to safe, adequate and sustainable water and sanitation services in Adamawa, Ekiti and Plateau States. The project delivered significant results and ended April 2021. The key result areas were:

### Results

- To improve water policy and institutional framework in the three states
- To support water supply and sanitation (WSS) sector institutions in the three states to enable them to fulfil their mandates of delivering sustainable water and sanitation services
- Strengthening water services providers acknowledging commercial principles in the three states

## Primary Healthcare Support, Private Sector Advisory Group

**2020**

DAI provided technical assistance to partner companies in the Private Sector Advisory Group (PASG) Cluster two, on a package of support to five Primary healthcare (PHC) centers. The package covered the training of midwives to close ante-natal capacity gaps in the selected primary healthcare centers, as well as the provision of midwife kits to improve quality of care. The package also entailed the facilitation of health campaigns in communities to increase demand and use of maternity services among women.

Women for Health (W4H) was an eight-year programme implemented in six Northern Nigerian States - Kano, Katsina, Jigawa, Zamfara, Yobe and Borno. It started in November 2012 with a goal to increase women and children's access to health services in areas of high unmet need. Its main purpose is to increase the number of female health workers in training to serve in rural health facilities in Northern Nigeria. W4H achievements included the following:

Achievements

- Improved physical, management, and teaching capacity of 20 Health Training Institutes
- Better quality of teaching by supporting institutions to transit to a student-centred learning approach.
- The establishment of a Foundation Year Programme, a remedial programme for rural women
- Community engagement in 912 underserved communities that encouraged communities to educate girls

In 2020, the COVID-19 pandemic led to the closure of all the health training institutions for several months and the rescheduling or cancellation of several planned activities. W4H adapted by reconfiguring its working practices and supporting interventions to mitigate the impact of COVID-19 on health-workers, students, and communities, including the following:

Adapting to COVID-19

- Updated and disseminated the existing pre-service infectious disease training module.
- Developed and disseminated an in-service training module on COVID-19 for frontline health workers.
- Supported health training institutions to implement remote training through e-learning.
- Successful advocacy to state governments on: procurement, planning, distribution and use of Personal Protective Equipment; and adequate protection of frontline health workers.
- Supported States to develop strategies to meet the psychosocial needs of frontline health workers and address gender-based inequities that they may experience to reduce burnout, attrition, and absenteeism.

The Nigerian National Petroleum Corporation and the Shell Nigeria Exploration and Production Company Limited ***Education Intervention for Internally Displaced Persons and vulnerable households in Borno State*** was a project designed to support the State Government's efforts to rebuild the education system following the degradation of the systems by prolonged insurgency in Borno State. The project worked with the State Government through the State Universal Basic Education Board (SUBEB) and the Local Government Education Authority (LGEA) to strengthen the delivery of basic education, improve teacher quality, and supply teaching and learning materials in schools. The following are the key achievements of the intervention:

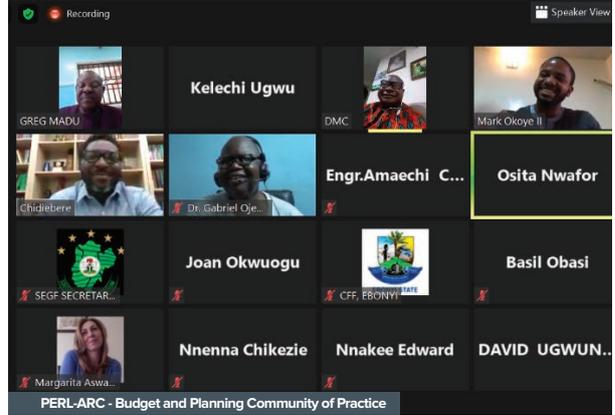
### Achievements

- Constructed three new blocks of fourteen classrooms staff offices, with toilet facilities, and furniture to reduce class sizes and provide office space.
- Equipped 10 classrooms with solar electricity to support more cost-effective energy strategy and to enable utilization of the k-yan (advance digital teaching and learning technology).
- Installed one solar powered borehole and 5,000-liter overhead water reservoir to address inadequate water supply required for school operations.
- Strengthened the State's capacity in modern teaching approaches by training ten master trainers and two school support officers in 21st century pedagogical skills, subject content knowledge, and technology for self-study.
- Trained 42 teachers on digital literacy and provided each with a tablet computer to support continued professional development for teachers, each preloaded with open-source training courses.
- Trained 33 officials of School Based Management Committee (SBMC) (community and Local Government Education Authority (LGEA) officials) on school leadership, management, and sustainability.
- Supplied 2,417 State Universal Basic Education Board (SUBEB) approved textbooks and set-up 24 learning corners as an effective learning approach for the young learners, to learn through play, discovery, exploring and hands-on activities.
- Developed a Strategy for SNEPCo Teacher Training for Borno State teachers

# PHOTOS FROM 2020



YPEA4H - Program Development Workshop



PERL-ARC - Budget and Planning Community of Practice



YPEA4H - Curriculum Development Workshop



Weekly Team Check-in Meeting



PDF Bridge



PDF Bridge



PERL-ARC - Ministerial Performance Review Retreat

# OUR CLIENTS

 <p>European Commission</p>	 <p><b>USAID</b> FROM THE AMERICAN PEOPLE</p>	 <p>Foreign, Commonwealth &amp; Development Office</p>	 <p><b>THE WORLD BANK</b></p>	 <p>MacArthur Foundation</p>
 <p><b>NOPI</b> NIGER DELTA PARTNERSHIP INITIATIVE</p>	 <p>BILL &amp; MELINDA GATES foundation</p>	 <p>MINISTRY OF <b>INTERIOR</b></p>	 <p><b>UNOPS</b></p>	
 <p><b>IFC</b> International Finance Corporation WORLD BANK GROUP</p>	 <p>COMBATING PRACTICES &amp; OTHER RELATED OFFENCES <b>ICPC</b> INTEGRITY CENTER FOR PUBLIC OFFICIALS</p>	 <p><b>Canada</b></p>	 <p>The Fleming Fund</p>	 <p><b>unicef</b> for every child</p>
 <p>CHARTERED INSTITUTE OF PERSONNEL MANAGEMENT OF NIGERIA</p>	 <p>PRIVATE SECTOR ADVISORY GROUP IN NIGERIA <b>PSAG</b></p>	 <p><b>European Bank</b> for Reconstruction and Development</p>	 <p><b>Chevron</b></p>	 <p>Gatefield</p>



The Nigeria operating platform represents our most comprehensive effort to achieve this cohesive local capability. Combining business development, project support, knowledge management, and marketing services, DAI's Nigeria team offered encouraging proof of concept in 2019. It was instrumental in securing an important education win with Shell and more recently led the charge on two groundbreaking awards from the Gates Foundation. Bravo to Joe Abah and his team.

**Jim Boomgard**  
*President and Chief Executive Officer*

# SHAPING A MORE LIVABLE WORLD.



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