

DAI IN NIGERIA ANNUAL REPORT 2022





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

THROUGHOUT THIS REPORT WE USE THE FOLLOWING ABBREVIATIONS:

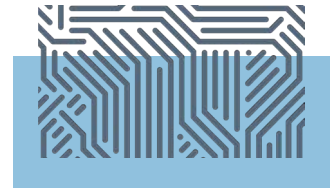
U. K. Foreign,
Commonwealth
& Development
Office (FCDO)

U. S. Agency for
International
Development
(USAID)

European Union
(EU)

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FROM THE COUNTRY DIRECTOR



We are a global development company working to tackle social and economic issues caused by inefficient markets, ineffective governance, and instability. We have been implementing projects in Nigeria since 1970 and established a global platform in Nigeria in 2018. In 2022, our Nigeria team focused on catalyzing growth, driving integration across our programs, and building value for the company. In collaboration with the rest of DAI, we aimed to grow annual revenue and deliver lasting impact for communities in Nigeria.

As the pandemic eased, we returned to our physical offices and increased in person working time across all our locations in Nigeria. Despite facing challenges such as economic turmoil, political instability, inflation, and rising interest rates, we were able to streamline our operations to remain a lean and efficient organization, be resilient in this environment, and responsive to a dynamic market. We continue to win new business and deliver value to our clients and stakeholders in Nigeria, in collaboration with colleagues around the world.

We won new donor funded business in 2022. To be specific, we are now implementing Component 1 of the second phase of the ‘European Union Support to Democratic Governance in Nigeria’ project. The Project is advancing the routinization of a political culture of unfettered and robust civic participation in Nigeria. Strengthening democratic systems in collaboration with the Independent National Electoral Commission.

Our USAID-funded State Accountability, Transparency, and Effectiveness Activity project improved budget preparation in six states. The Foreign, Commonwealth & Development Office-funded ‘Partnership to Engage, Reform and Learn’ project helped three states access increased grant funding from the World Bank SFTAS Program as a result of improved transparency and accountability processes. While the Partnership for Learning for All in Nigerian Education (PLANE) project is delivering excellent results in improving access to education for underprivileged communities and implementing new technologies in the classroom.

“

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The European Union 'Technical Assistance to Strengthen Public Financial Management, Statistics, Monitoring, and Evaluation Systems' project in Yobe State helped officials improve fiscal transparency and discipline, resulting in an award of excellence from the State Fiscal Transparency Accountability and Sustainability Program. Working in Kano and Lagos State our USAID- funded 'Youth-Powered Ecosystem to Advance Urban Adolescent Health' project empowered 24,591 adolescents with life skills training using the locally adapted SKILLZ United curriculum in the States.

We experienced exponential growth in our local business portfolio and, in 2022, were able to deliver largely on the strategy that we put in place with a diversified client base and won our first World Bank piece of work. This presented us the opportunity to strengthen public financial management in Borno State through a Sub-National Tax Administration Diagnostic Assessment in the State. We were contracted by the British Council to conduct an independent organizational assessment of the ICPC to reposition it to attract more (international) support for its institutional strengthening efforts.



We worked with the Ministry of Interior to develop its five-year strategic plan. We won a contract with the Edo State government, to support the transformation of the Edo State public service by operationalizing the John Odigie Oyegun Public Service Academy. We carried out a Political Economy Assessment to improve food fortification compliance and nutrition in Nigeria for GAIN and got another exciting assignment with the Bill and Melinda Gates Foundation to incubate HCD+, a regional advocacy and technical assistance hub for human capital development in Africa. We were given the opportunity to work with the African University of Science and Technology Nigeria to develop a Strategic Business Plan that will underpin performance improvement of the University.

In 2021 we started the process of achieving the ISO 9001 certification and after a successful certification audit, DAI in Nigeria has been issued the ISO 9001:2015 certificate and badge. The certification is the international standard that specifies requirements for a Quality Management System and attests to the capability of DAI in Nigeria to consistently deliver products and services that meet customer and regulatory requirements. We obtained this accreditation, in a little over a year — it is a clear indicator of the excellence and tenacity of the team.

Within the year we continue to strengthen our corporate governance and invest in building a high performing, inclusive, and engaged team. We held an All-Staff Retreat to sustain and ramp up productivity and excellence in our service delivery.

Fiscal year 2022 was another very strong year as the execution of our integrated strategies continued to yield strong, earnings and cash results in an incredibly difficult operating environment. We successfully closed our financial records for 2022 with a strong bottom line and a positive asset-to-liability ratio, and the Nigeria platform cut down on service center cost and gained cost savings for internal clients.

Through our participation in several events, we shared our knowledge on institutional reforms strengthening the capacity of public service leaders to facilitate governance improvements. I shared lessons and approaches on how to deliver sustainable reforms in difficult environments, to heads of reform coordination agencies. I also had the pleasure of visiting Oxford to participate in an event hosted by the Lemann Foundation Program at the Blavatnik School of Government, where I led a conversation with Brazil's governors-elect on how to inspire the state governments to work in coordination to face Brazil's extensive policy challenges.

In 2023, our focus will be on collaborating with colleagues globally to enhance our opportunities and secure more work in Nigeria. Additionally, we continue to be committed to optimizing our delivery process while positioning ourselves for increased local business success.

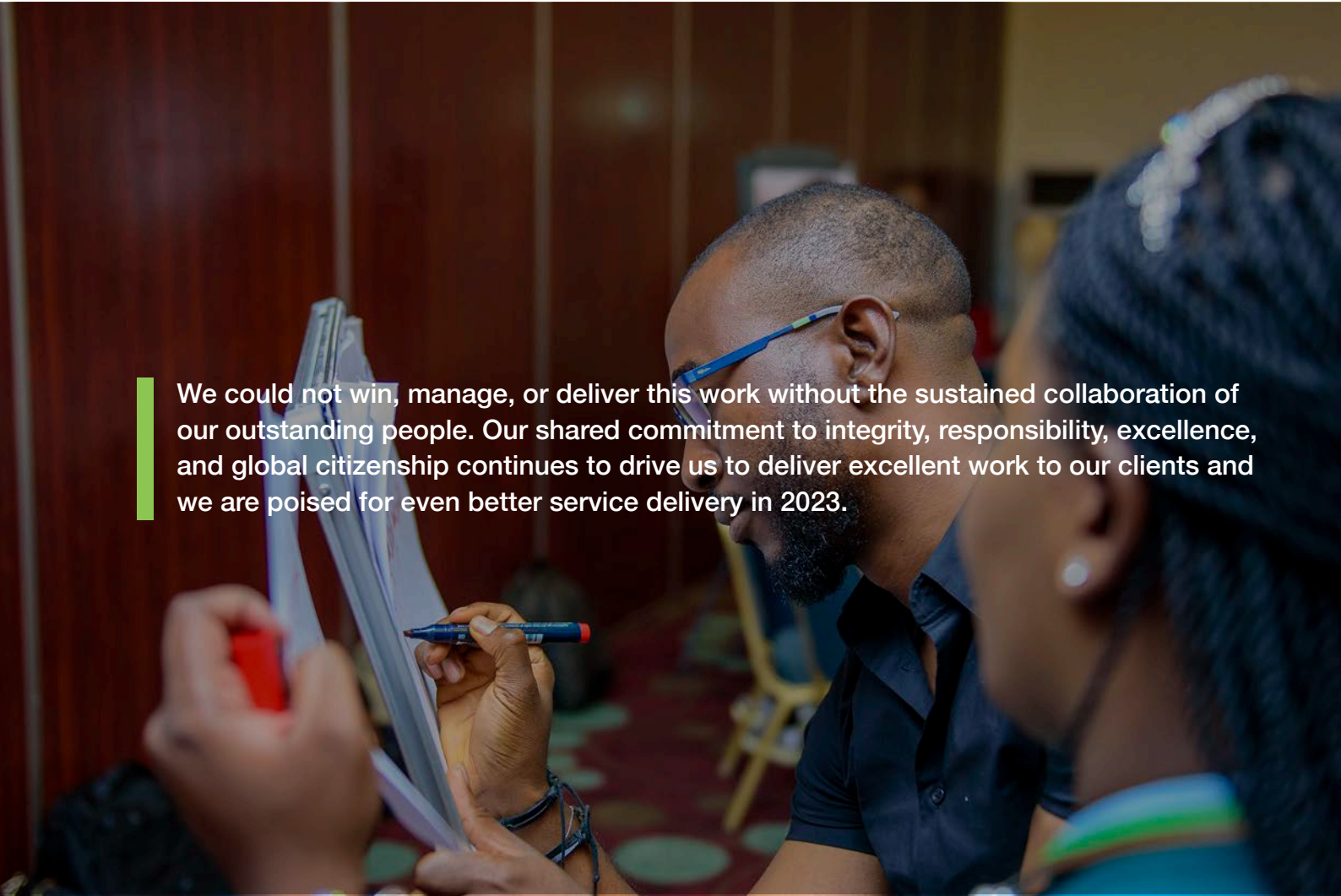
We could not win, manage, or deliver this work without the sustained collaboration of our outstanding people. Our shared commitment to integrity, responsibility, excellence, and global citizenship continues to drive us to deliver excellent work to our clients and we are poised for even better service delivery in 2023. As we continue to refine platform services, support partners, customers, and beneficiaries, I look forward to the opportunities ahead, and to another year of serving clients and thereby the citizens of Nigeria to build a more livable world.

The 2022 Annual Report details the incredible journey of the last year our far-reaching impact and the value we are creating. It is a record of our activities, challenges and triumphs and I am pleased to present it to our readers.

Joe Abah, PhD

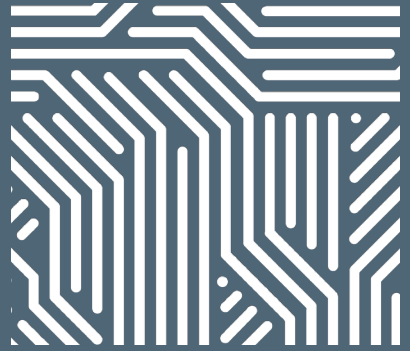
"In 2023, our focus will be on collaborating with colleagues globally to enhance our opportunities and secure more work in Nigeria"

- Dr Joe Abah, Country Director



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OUR SECTORS



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



CLIMATE

Translating climate science and policy into locally viable and sustainable solutions.



DAI CAPITAL

Mobilizing private capital in frontier and emerging markets.



DIGITAL ACCELERATION

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



ECONOMIC GROWTH

Driving trade, investment, technology, agriculture, business, and financial services to create jobs, reduce poverty, and enhance food security.



EDUCATION

Improving learning outcomes for all by strengthening education systems.



ENVIRONMENT

Enhancing the management of natural resources in a way that supports economic growth and strengthens resilience.



FRAGILE STATES

Supporting political transition, ensuring short-term stability, preventing and countering violent extremism, and promoting development in fragile environments.



GLOBAL HEALTH

Delivering holistic, tech-enabled solutions to save lives and improve wellbeing worldwide.



GOVERNANCE

Improving government performance and accountability by providing technical advice, strategic guidance, and support to public institutions, elected bodies, and citizens.



SUSTAINABLE BUSINESS

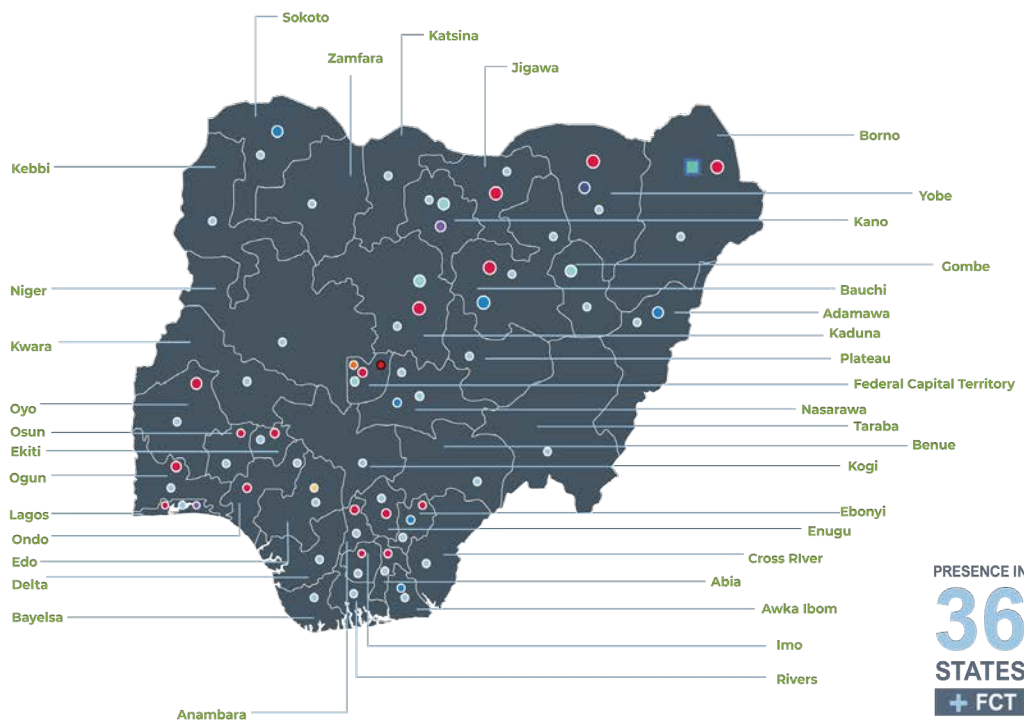
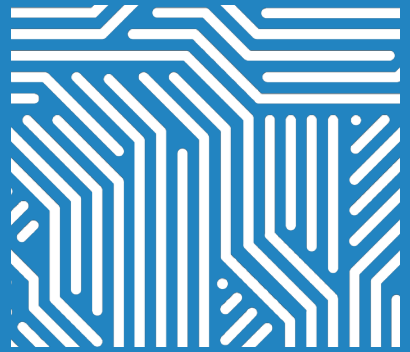
Helping companies to be smarter corporate citizens in their local business operations and assisting public authorities to grow sustainable industries.



A close-up photograph of a person's hand, wearing a silver-toned watch, pointing at a diagram on a whiteboard. The hand is holding a green marker. The whiteboard is covered with various diagrams and handwritten notes in blue and pink markers. One diagram shows a building with people inside, and another shows a flowchart. Handwritten notes include "Development", "huge interest", "It's business", "with government", "at solutions in", "Global", and "My". Several markers are scattered on the whiteboard, including blue, green, and pink ones. The background is slightly blurred, showing other people's hands and parts of their bodies.

Over the years we have built a multidisciplinary team that works with change-agents all over the world to help turn clients' investments into impact. Working arm-in-arm with people and organizations, we emphasize inclusion, participation, and sustainability to deliver the highest quality solutions to our clients and beneficiaries.

DEVELOPMENT IMPACT IN NIGERIA



KEY

- Nigeria—Partnership for Learning for All (PLANE)
- EU Support to Democratic Governance in Nigeria (EUSDGN) Programme, Phase II
- State Accountability, Transparency, and Effectiveness (State2State) Activity
- Youth-Powered Ecosystem to Advance Urban Adolescent Health (YPE4AH)
- Infrastructure Advisory Facility (UKNIAF)
- Technical Assistance to Strengthen Public Financial Management, Statistics, Monitoring, and Evaluation Systems (EU-PFM)
- Accountable, Responsive, and Capable Government (PERL-ARC)
- Technical assistance of the 'Support to West Africa integrated maritime security' project (SWAIMS)
- John Odigie Oyegun Public Service Academy
- Human Capital Development (HCD+)
- Borno TADAT

Since March 2018, the Nigeria team has worked in collaboration with colleagues around the world to deliver value for our clients and beneficiaries in Nigeria. Our clients include the U.K. Foreign, Commonwealth & Development Office, the U.S. Agency for International Development, the European Union, the Federal Government of Nigeria, and the Bill and Melinda Gates Foundation. Our diverse project portfolio encompasses: improving governance and public service delivery, strengthening democratic systems in collaboration with the Independent National Electoral Commission; empowering young Nigerians to access health resources and life skills; helping government develop and implement policies that promote growth and reduce poverty; building the capacity of public officials for fiscal transparency and discipline; and through delivering a more inclusive and effective education system that leads to better learning outcomes for students.



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

European Union
2020-2023



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

2022 Impact

- **Improved service delivery:** With support from the project, the Ministry of Budget & Economic Planning leveraged the State Integrated Financial Information System to prepare the 2022 and 2023 budget, – the system is designed to optimally utilize Yobe's human and natural resources, curbing wastes and plugging all loopholes in the revenue and expenditure streams. This process enhanced efficient service delivery, accountability, and transparency in governance in pursuance of global best practices.
- **Strengthened capacity of state institutions in public financial management:** The project supported the State to establish the legislative budget office, after building the capacity of members of the state legislature on budget scrutiny. After its establishment the office has continued to support the legislature on analyzing budget proposals to sustain the momentum for budget realism.
- **Secured high level buy-in to critical reform interventions:** The team created awareness on linking policy to results at the highest level of government through the an advocacy drive in November 2022. This resulted in securing high-level political buy-in demonstrated by the commitment of His Excellency the Executive Governor of the state to drive the reform process through his directives to the Secretary to the State Government to take the process forward.

In 2023 the project will support the state to develop a cash management strategy and the adoption of full Treasury Single Account. There will also be focus on supporting Yobe to develop a medium-term revenue strategy, configure the State's Integrated Financial Management Information System Fixed Assets Management Module, roll-over Yobe State Socio-Economic Reform Agenda(YOSERA) IV and develop YOSERA V and revise the State Monitoring and Evaluation Policy, and develop the Statistical Master Plan.





European Union Support to Democratic Governance in Nigeria Programme, Phase II- EUSDGN

European Union
2020-2027



The European Union-funded Support to Democratic Governance in Nigeria (EUSDGN) Programme, Phase II, works to facilitate a peaceful and fair electoral process that advances the country's political and economic development. DAI leads activities under Component 1 of the program—Support to the Independent National Electoral Commission (INEC)—which works to enhance the credibility of the elections and seeks to boost citizen participation across the country. Under the supervision of the EU Delegation, DAI also supports monitoring and evaluation and leads visibility activities for the project.

2022 Impact

- **Improved election credibility:** The program developed the first-of-its-kind handbook on electoral offences in Nigeria, which will serve as a reference and training tool for the Commission, the Judiciary, Security Agents, and any other relevant stakeholders.
- **Increased citizen participation:** Spearheaded innovative voter education on the electoral process, including the incorporation of pop-culture and music artists during the Youth Votes Count concert, which was done in partnership with the European Union Delegation to Nigeria, INEC, and in collaboration with the EU SDGN partners. The concert led to 28,000 youths registering for their permanent voters' card (PVC)
- **Strengthened legal frameworks:** The program supported the development and production of the Regulations and Guidelines for Political Parties and training sessions for all political parties on election legal frameworks and engagement guidelines with the Commission.



28,000

Youths registered
for Permanent
Voter's Card

In view of the upcoming 2023 general election and to boost the Commissions engagement with citizens and voters, the program will support the Election Volunteer Information Centers in major cities within the six geo-political zones. The program will also support the Commission to actively improve and strengthen the State Independent Electoral Commissions Institutional Capacities. This will include supporting them through various local government elections, which, at the moment, are stalled due to several inadequacies.



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

**FCDO
2016-2023**



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

2022 Impact

- **Increased internally generated revenue:** PERL supported the three partner states (Kano, Kaduna and Jigawa) to develop Medium Term Revenue Strategies, and strengthen operations, systems, structures, and processes in the states internal revenue services, linking increased revenue collection to targeted service improvements. This has encouraged substantial increases in Internally Generated Revenue measured both in nominal terms and as a share of recurrent spending in the last five years.
- **Inclusive budgeting at the federal level:** There is sustained, private sector-led growth at the Federal level following PERL-facilitated multi-stakeholder engagement in the development of the 2021-2025 Medium Term National Development Plan and input from the subnational. Better alignment and effective implementation of national policies and plans at the state level as a result of the Community of Practice of heads of planning and budget agencies. More gender-sensitive budgets with specific line items dedicated to initiatives that relate directly to women and girls.
- **Strengthened health systems:** Through sustained sensitization of citizens and technical assistance targeted at strengthening systems and processes, PERL is strategically contributing to Universal Health Coverage in Kaduna State. Beneficiary enrollment into the Kaduna State Contributory Health (Insurance) Scheme has since improved from 505,919 in May 2022 to 510,961 in August 2022. The new enrollees are largely from the informal sector - 4,512 in May to 6,212 in August and the vulnerable population - 124,768 in May to 129,931 in August 2022.
- **Improved data management:** The Kano State central Monitoring and Evaluation(M&E) department is up and running. Guided by the PERL-supported Results Measurement Framework M&E manual, and Coordination Strategy, the department is harnessing data and resources from identified stakeholders and conducting strategic program and project monitoring to develop the state's first M&E report. This will reduce the likelihood of error in the collected data, improve the turn-around time of the monitoring and evaluation unit, promote efficiency in the agency, and improve the use of data for decision-making.



**Beneficiary
Enrollment
Improved**

from

505,919 In May 2022

to

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In 2023, PERL-ARC will focus on transition, consolidation, and sustainability: in the aftermath of the general elections, all three partner states and the federal will have new administrations in office. The project will focus on supporting government priorities, sustain existing interventions in the locations, support policy formulation, develop influencing relationships, demonstrating the value addition we bring to the governance space and position the project and by extension FCDO, as a key partner to the governments at the federal and partner states levels.



State Accountability, Transparency, and Effectiveness - State2State

**USAID
2020-2025**



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



30 Active

Gender Desk Officers Across

29 MDAs



- **Improved budget preparation process:** All six State2State partner states – Adamawa, Akwa Ibom, Bauchi, Ebonyi, Gombe and Sokoto are now applying the National Chart of Accounts in their budget preparation and reporting process, following the series of capacity support that State2State provided. Similarly, all six partner states started preparing and using the Medium-Term Expenditure Framework and Medium-Term Sector Strategy documents as part of their budgeting process, especially in the key sectors of health, education, and WASH.
- **Improved Citizens' participation in budget preparation:** State2State Activity galvanized and brokered the full participation of Civil Society Organizations and other civic groups to be more proactive in the budget-making process across all states. In Ebonyi State, the Activity supported the development and use of the Community Charter of Demand for citizen input, which is now an accepted standard for compiling community needs and engaging state institutions. All six partner states reflected citizens' needs in their 2023 budgets and held statewide budget consultations during the budget development process.
- **Enhanced GESI mainstreaming in MDAs:** State2State's gender and social inclusion (GESI) Integrated and targeted interventions in Gombe, Sokoto, and Bauchi States resulted in designating GESI Desk Officers in key Ministries, Departments, and Agencies (MDAs). In Bauchi, State2State's intervention led to the establishment of a Gender Equality and Social Inclusion (GESI) Unit in the Rural Water and Sanitation Agency, as referenced within the Bauchi State Gender Policy, as well as the appointment of a Gender Desk Officer. Currently, Bauchi State has a total of 30 active Gender Desk Officers across the 29 MDAs in the Bauchi State Public Service Sector. The Bauchi State Gender Policy mandates each MDA is required to have a Gender Unit with a Gender Desk Officer.

In 2023, State2State will focus on building on laid groundwork with stakeholders to institutionalize the reforms that were initiated across the six partner states in previous years. In addition, the Activity will coordinate activities that will ensure that the knowledge shared through several pieces of capacity-building initiatives, are validated, adopted and deployed towards improving Public Financial Management systems, and practices across the service delivery sectors of primary healthcare, basic education and WASH. Furthermore, State2State will facilitate Sharing and Learning sessions across its stakeholders in the six partner states.

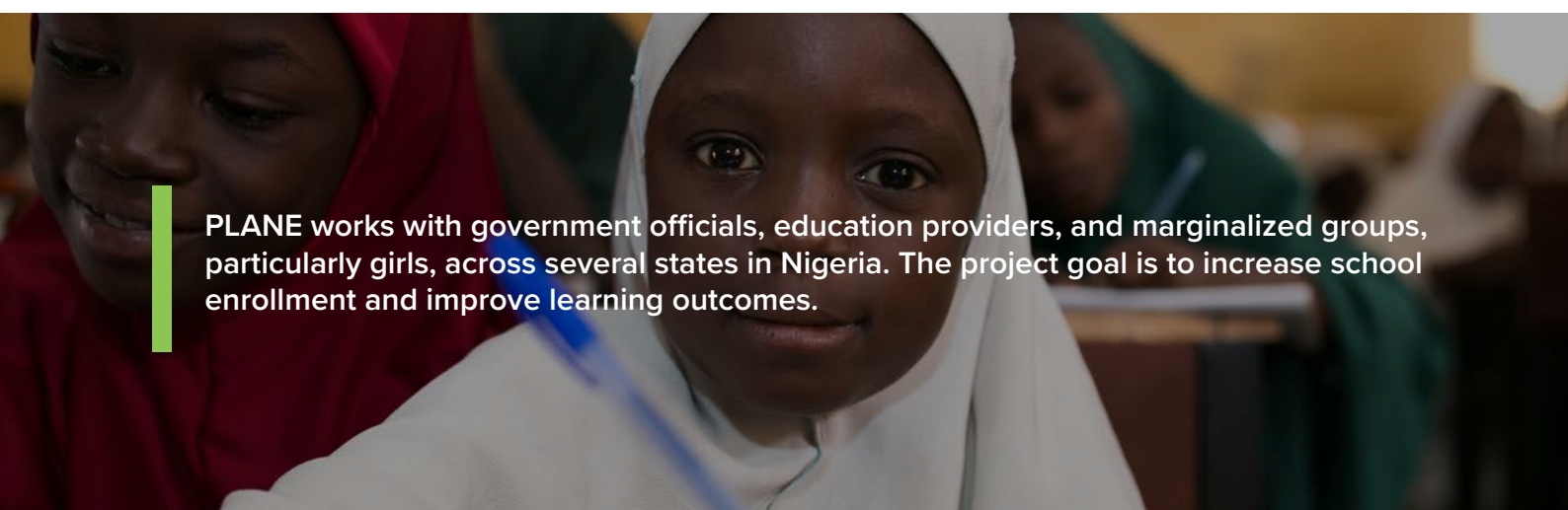


Partnership for Learning for All in Nigerian Education PLANE

FCDO
2021-2028



The Partnership for Learning for All in Nigeria Education (PLANE) aims to improve education systems through better teaching and learning, improved governance, and increased use of data and evidence. PLANE works with government officials, education providers, and marginalized groups, particularly girls, across several states in Nigeria. The project goal is to increase school enrollment and improve learning outcomes. The PLANE team works with federal and state public servants, legislators, education providers, children, and parents across the Federal Level and in Jigawa, Kaduna, Kano, Borno and Yobe States.



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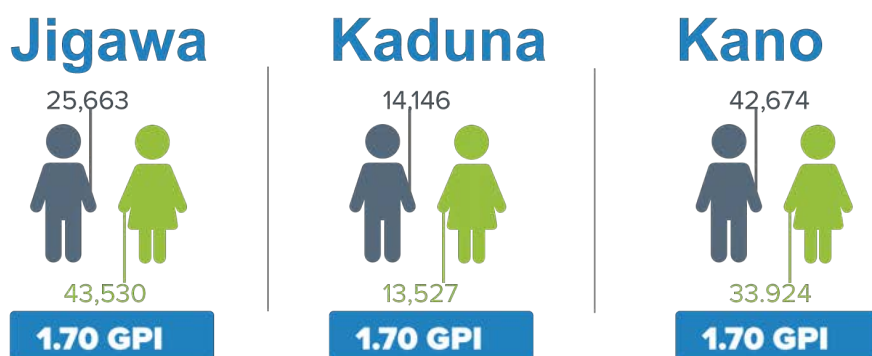
2022 Impact

- **Building foundational skills improvements in teaching and learning:** In the last quarter of 2022 alone, PLANE trained 8,389 teachers on foundational skills and accelerated learning. These trainings build teachers competence in accelerated learning, foundational literacy, mathematics, and practical sessions on how to facilitate learning. The project has also distributed learning materials to 2,523 schools in Kaduna, Kano, and Jigawa, including 16,842 teacher guides and 16,748 learner books. The program has also supported the review of primary education curriculum materials and established 191 community learning hubs where children in underserved communities can receive inclusive education. 237 facilitators and 45 reading ambassadors have been nominated to help engage children in these communities.
- **Unlocking governance bottlenecks for better education service delivery:** PLANE conducted a policy analysis to improve the effectiveness, efficiency, and equity of education policy in Kano, and established platforms to support inclusive education reform. The team supported the development of annual operational plans and assessed the implementation of teacher recruitment and deployment policies to improve pre-service training, hiring practices, recruitment of female teachers, deployment planning, deployment incentives, gender policies, and retraining and regularization of unqualified teachers.

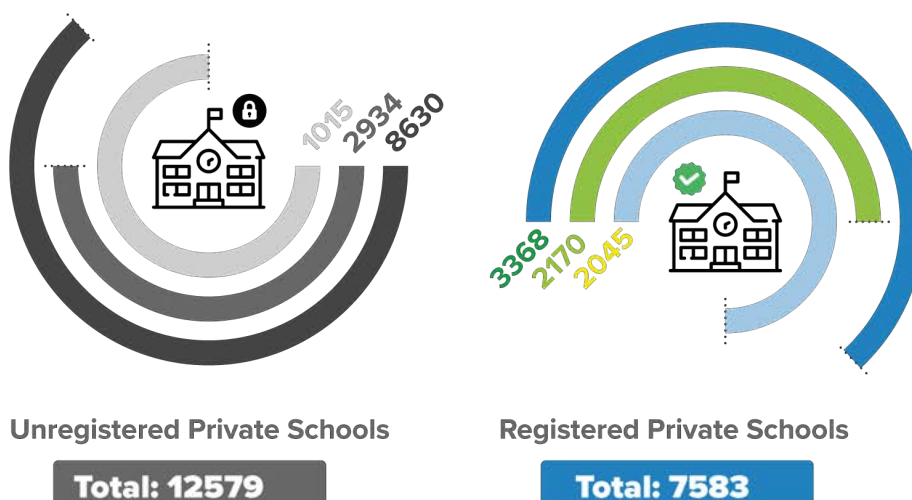
- Embedding the use of data and evidence within the education system:** PLANE is using data and evidence to improve the education system by strengthening the government's monitoring and evaluation system through the Monitoring & Evaluation Technical Working Groups and providing leadership in assessments and developing a monitoring template to monitor all education interventions. The team is also supporting the review of the Nigeria Education Management Information System (NEMIS) and mapping existing education research conducted in the past 3 years to inform the selection and prioritization of the learning agenda. PLANE is providing technical support for a study on "Learning Poverty" in Kaduna state.

In 2023, PLANE will deepen its approach of inclusive co-creation and flexible engagement with stakeholders, to scale development and provision of teaching and learning materials for learners, wider distribution of learning materials, continued training of teachers and master trainers, and strengthening governance for state and non-state education delivery. PLANE initiatives will expand support for community learning hubs and School Based Management Committees and develop a strong brand identity to broaden the use of data and evidence within the education system.

Enrollment in Non-State Primary Schools by State, Location (Rural/Urban) & Gender



Registered Private Schools Vs. Unregistered Private School in Jigawa, Kaduna and Kano





Youth-Powered Ecosystem to Advance Urban Adolescent Health - YPEA4H

USAID
2020-2025



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

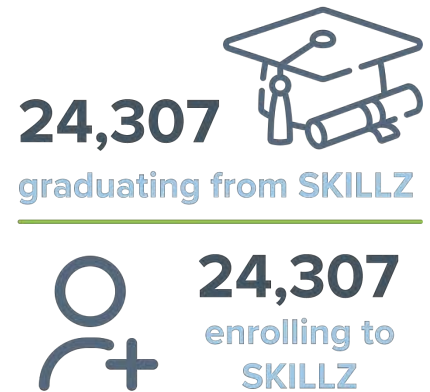
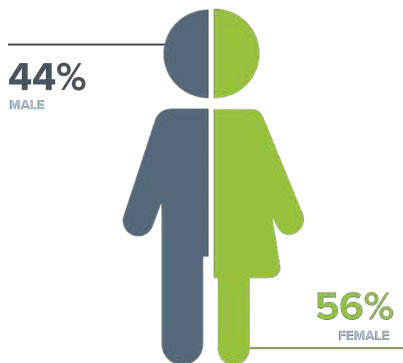
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2022 Impact

- **Strengthening youth livelihood:** In 2022 the project reached 24,591 adolescents with life skills training (56% female, 44% male; 71% age 15-17 years old, 29% 18-19 years old) using the locally adapted SKILLZ United curriculum in Lagos and Kano, with 24,307 graduating and 23,041 enrolling in follow-on SKILLZ Clubs. Youths who received training will have improved workforce readiness, better access to job opportunities, and entrepreneurship skills.
- **Strengthening local capacity development:** YPE4AH provided a wide range of comprehensive training and technical assistance activities aimed at improving Partners' governance, financial, program management, human resources, and other organizational areas critical to their effectiveness, efficiency, and sustainability. Organization Performance Index (OPI) assessments among all three partners results show a three-percentage point increase in overall performances between FY21 (91.6 percent) and FY22 (94.6 percent), thus showing progress in local capacity development of the local partners.

- **Improved sustainability and country ownership:** The project deepened its engagement with state and local governments to build the foundations for sustainability, mainly through the engagement of community leaders in the delivery of community activities. In Kano State, the project inaugurated its first Project Advisory Group (PAG); responsible for providing leadership and steering the Activity towards host country ownership.



In 2023, YPE4AH will focus on addressing the gaps and bottlenecks experienced in the previous years by conducting community mapping exercises that help to guide intervention for more penetration. The team will also generate new opportunities for adolescents and link them to their desired pathways. Work in 2023 will be done through a sustainability lens, and the project will engage government stakeholders more and commence the handover of key activities and funds to local partners, as a sign of progress made in the organizational capacity drive of the project.



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

European Union
2019-2023



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

2022 Impact

- **Strengthened the capacity of ECOWAS coastal states in the maritime space:** The project has successfully commenced with its equipment supply component. The three suppliers have delivered equipment to The West Africa Regional Maritime Security Centre (CRESMAO), Multinational Maritime Coordination Centers (MMCCs) and national Maritime Operations Centers (MOCs) across all the 12 ECOWAS coastal countries.
- **Strengthened maritime law enforcement frameworks:** The UNODC component of the SWAIMS program, which is coordinated by the project; successfully had its Supplementary Act on the Transfer of Piracy Suspects and their Associated property and/or Evidence for prosecution, adopted by the Heads of State and Government of ECOWAS Member States

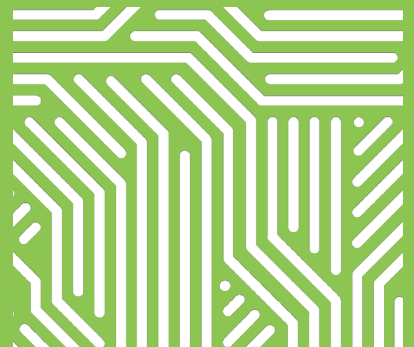




SHORT-TERM PROJECTS



We experienced exponential growth in our local business portfolio and, in 2022, were able to deliver largely on the strategy that we put in place with a diversified client base





The John Odigie Oyegun Public Service Academy (JOOPSA)

**Edo State Government
2021 - 2022**



DAI is working with the Edo State Government to operationalize the John Odigie Oyegun Public Service Academy by developing procedures, programs, strategies, and a sustainability roadmap that meets the present and future needs of the state public service. We are providing technical assistance to identify and establish the Academy's necessary building blocks—including service offerings, governance and organizational structure, standard operating procedures, credible faculty, competent staff, necessary infrastructure, linkages to key training institutions, and fit-for-purpose programs—and to design appropriate sustainability mechanisms.

The project is in two phases and, the first phase will culminate in the launch of the Academy with trainings already commenced, while the second phase will focus on developing sustainability mechanisms to ensure the academy outlives any government in place. The project delivery team is working towards the Academy launch and is preparing to kick start the second phase.



Africa Human Capital Development Plus (HCD+)

**Bill and Melinda Gates
Foundation 2022 - 2023**



DAI is incubating Human Capital Development Plus (HCD+), a regional advocacy and technical assistance hub that contributes to increasing government commitment, funding, and accountability to developing human capacity across the continent.

With funding from the Bill and Melinda Gates Foundation, DAI is working with the principal to establish the Africa Human Capital Development (HCD) Hub across four countries in Africa, beginning with Nigeria. The Foundation envisions an intercontinental human capital development advocacy platform & technical assistance hub that will increase commitments,

and accountability, enabling policy and best practices for scaling up programs.

We have facilitated the approval and registration of the Africa HCD+ by the Corporate Affairs Commission (CAC), the approval of the NGO and INGO status of Africa HCD +, the acquisition of office space in Nigeria, recruitment of staff in Sierra-Leone and Nigeria and the development of Finance, Human Resource, Operations and Contracts and Consultancy Manuals for the Hub.



Tax Administration Diagnostic Assessment in Borno State, Nigeria

**World Bank
2022**



We have delivered on a task to conduct a subnational Tax Administration Diagnostic Assessment in Borno State, Nigeria. The World Bank, with grant funds from the European Union, is supporting governance reforms in Borno State and contracted DAI to assess the State Board of Internal Revenue using the Tax Administration Diagnostic Assessment Tool (TADAT). The TADAT provides a standardized means of assessing the health of a tax administration system relative to international good practice. Our team was tasked with identifying the strengths and weaknesses of the state's tax administration and advising the Board of Internal Revenue on reform objectives, priorities, and implementation sequencing.

We conducted workshops for state revenue authority staff on the TADAT methodology, carried out an assessment of the TADAT methodology and submitted a Performance Assessment Report (PAR) to the TADAT Secretariat. As part of the submission, we recommended areas of tax administration requiring critical reforms, training, and capacity building to the World Bank.



Development of a strategic business plan for the African University of Science and Technology

**AUST
2022**



DAI is supporting the African University of Science and Technology to develop a Strategic Business Plan that will underpin the performance improvement of the University. Located in Abuja, Nigeria, the University—an Engineering Innovation and Research Centre—was established in 2007 as a regional initiative led by the Nelson Mandela Institution, with support from the World Bank Institute.

We are working with the University to clarify its vision, set new goals, prioritize service offerings, and outline the capacity and management systems it needs to deploy for

success. We will assess the institution's current situation, including its mission, vision, and objectives, and delineate the competitive advantages it can leverage to generate impact.

The project team has conducted strategic interviews with key informants and stakeholders, an assessment of the University's infrastructure, reviewed existing organizational and partnership structures, funding mechanism and academic curriculum of the university in preparation for the submission of the preliminary findings.

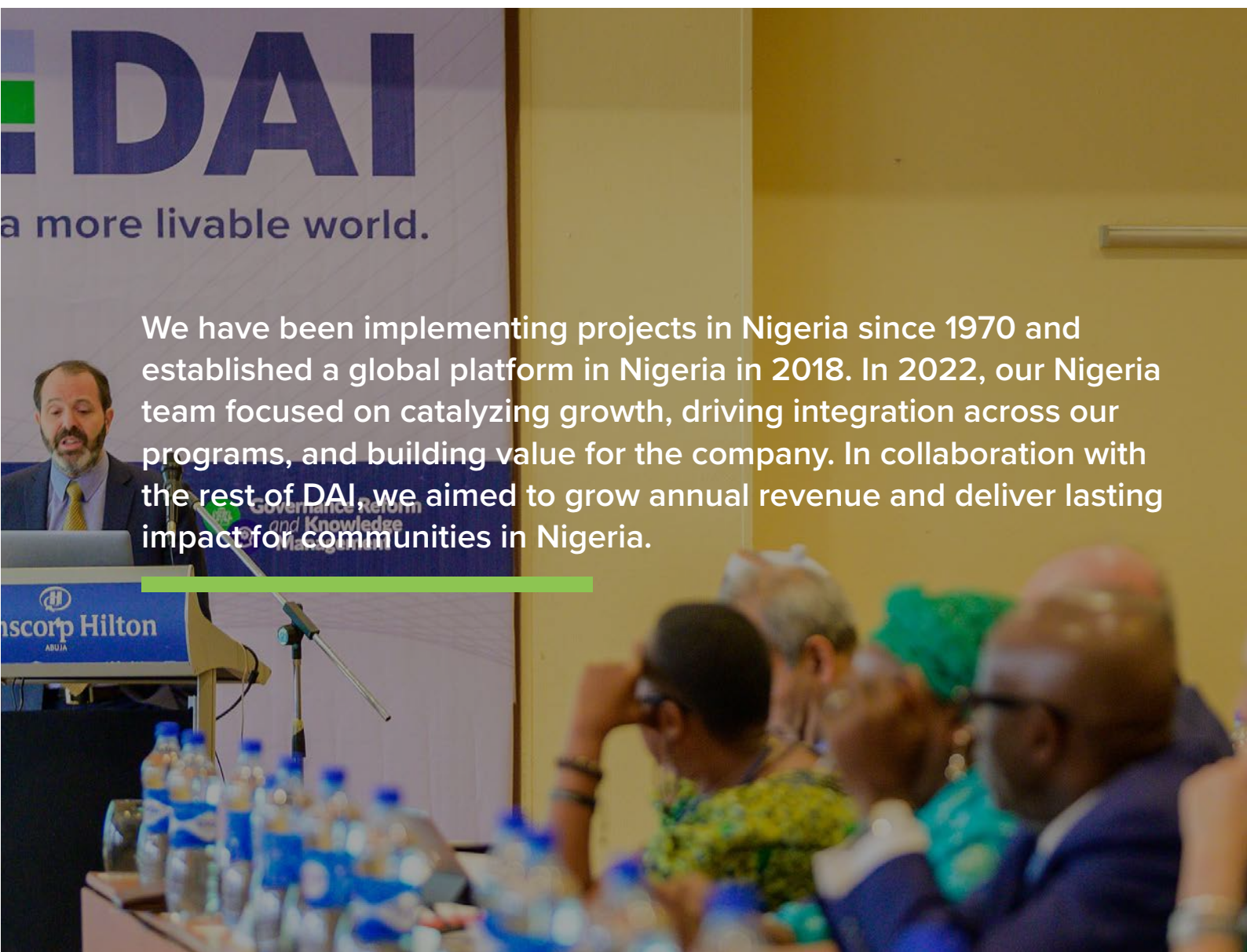


Development of a strategic plan for the Ministry of Interior

**Ministry of Interior
2022**



Working as a consortium with Halcrow Consulting Ltd and Philips Consulting, DAI was engaged by the Ministry of Interior to develop a Strategic Plan to outline its plans for the next five years and coordinate its activities accordingly. The purpose of the strategy document as required by the ministry is a road map that enables the ministry to discharge its duties effectively and create the desired impact across stakeholders. This document has been submitted to the ministry pending a final approval.



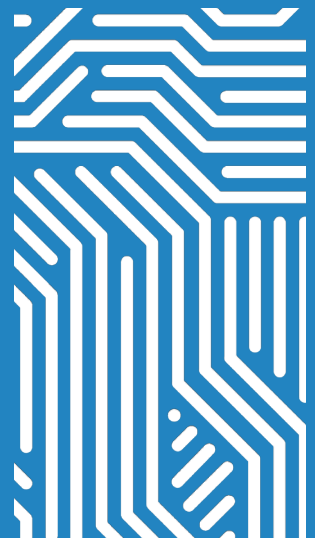
We have been implementing projects in Nigeria since 1970 and established a global platform in Nigeria in 2018. In 2022, our Nigeria team focused on catalyzing growth, driving integration across our programs, and building value for the company. In collaboration with the rest of DAI, we aimed to grow annual revenue and deliver lasting impact for communities in Nigeria.



CORPORATE OFFICE SERVICES



In 2022 – following a successful audit and assessment – we qualified for the internationally recognized ISO 9001:2015 certificate. Our ISO 9001:2015 certification attests to the capability of DAI in Nigeria to consistently deliver products and services that meet customer and regulatory requirements. It is a statement that we operate a Quality Management System that meets global standards and function to a set framework to achieve our organizational objectives. We obtained this accreditation, in a little over a year — a clear indicator of the excellence and tenacity of the team.



Start-Up Services

DAI provides consulting services to individuals, teams, and organizations in various sectors: international development, public sector, and private firms. We draw on the diverse expertise of our employees and consultants in our global network and work collaboratively to design, manage, and deliver projects, initiatives, and technical solutions for our clients.



Program Management

Our program management experts help organizations deliver quality results. We work closely with clients and partners to manage risk throughout the project cycle, while we communicate, engage, and manage stakeholders.



Policy and Strategy Development

Our team utilizes multi-disciplinary capabilities to generate ideas, anticipate the future, and design strategies to overcome sectoral, market, or operational challenges. We conduct research, analyze data, and generate evidence to support decision-making.



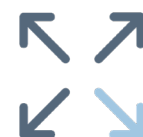
Institutional Strengthening

Our experts work with public and private entities on organizational development and change management. Our inputs range from capacity assessments to systems strengthening and human resource management.



Capacity Building

We enable employees to learn, and develop skills, competencies, and behaviors that make them more productive. Alongside employers, we organize workshops, lectures, training programs, and internships that support the development of high-performing teams.



Knowledge Management and Strategic Communication

Our specialists help organizations create tangible value from knowledge through lesson learning, innovation, and communities of practice. We optimize the impact of organizational and program results through communication techniques and campaigns that support awareness and the scaling up of interventions.



Human Resources

DAI offers end-to-end employment and advisory services to companies on how to optimize and manage an engaged and efficient professional staff. We offer expertise in process audits, competency mapping, and job analysis. We help organizations to operationalize performance management frameworks to assure delivery of organizational goals.



Monitoring and Evaluation

Our experts design metrics to properly track and measure organizational or program performance. In creating effective M&E systems, we help organizations generate data.



DAI CORPORATE UNITS



Versatile Business Development



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

In 2022, we deepened our focus on intentional relationship management, deep research and applying our business development processes at every stage of our efforts. This improved our efficiency and productivity despite working with a leaner team. We won a contract and grant with the Bill and Melinda Gates Foundation to incubate an intercontinental Human Capital Development entity - HCD+, proving our ability to win more work with existing and past clients based on excellent project delivery and sustained relationship.

The year was one of many firsts as we also won our first local World Bank project – Tax Administration Diagnostic Assessment TADAT in Borno State; the first local African Development Bank funded project – Consultancy Services to Update the Strategic and Business Plans for the African University of Science and Technology (AUST); and the first State Government project – Operationalization of the John Odigie Oyegun Public Services Academy in Edo State.


NEW CLIENTS

IN THE


Private
Sector


Government
Sector


Donor
Sector

We built on the successes of 2022 and again broadened our portfolio by adding three new clients in the private, government, and donor sectors. We won the investment grant component of the HCD+ grant and by leveraging our experience working with subnational governments, we delivered profitable programs through direct-to-government contracts.

In 2023, we will work more closely and strategically with the business units to win projects in Nigeria across clients – USAID, FCDO and the EU, by establishing stronger relationships with the missions team in Nigeria, through strategic meetings and events. We will also deepen our relationship with new and past clients towards positioning for new opportunities focusing on key sectors- Climate, Governance and Health.



Project Management

Delivering technical assistance and program management that ensures DAI achieves development impact in line with our clients' commitments and the Nigerian government's mandate to reduce poverty. Our Program Management Unit coordinates resources required for on-track program delivery, sets an example of technical excellence, and reinforces the DAI brand.

In 2022 we managed a portfolio of 4 projects and contributed to projects profitability through increased efficiency. We demonstrated technical leadership and ensured quality delivery of our projects, which resulted in getting repeat business from the Bill and Melinda Gates Foundation to incubate HCD+.

We integrated identifying potential new business opportunities emerging from old and ongoing projects, into our project management approach during the implementation of our first local World bank project to conduct a subnational Tax Administration Diagnostic Assessment (TADAT) in Borno State, Nigeria. We successfully carried out the TADAT Assessment and submitted a Performance Assessment Report (PAR) to the TADAT Secretariat and are currently exploring new opportunities.

We established a working relationship with one Business Unit and two delivery teams, giving us the opportunity to backstop on the EU-PFM with a standard co-delivery mechanism in place. Providing technical support to the project team we implemented an acceleration plan, and the project's support to Yobe state officials to improve fiscal transparency and discipline, resulted in an award of excellence from the State Fiscal Transparency Accountability and Sustainability Program.

In 2023 we will focus on actively sourcing for new business through ongoing projects and employ approaches that ensure efficient and timely delivery of project deliverables. We will also actively engage with Business Unit proposal development activities to offer value and share learnings for opportunities in billable time in delivery.

DAI NIGERIA WINS IN 2022

We managed a portfolio of 4 projects



Finance Accounting and Compliance



At its core, the Finance, Accounting, and Compliance team facilitates financial discipline across the organization and among program delivery teams, driving value for money through cost-efficiencies. Also, it is responsible for budgeting and forecasting, utilizing information across the business to derive financial insights that benefit both bids and proposals and technical programming.

We set out to obtain the ISO 9001 certificate in 2021 and achieved this in just over a year; this certification is a statement that we operate to a set framework to achieve our company objectives. It was obtained by an external certification process which proves commitment to our objectives.

We developed a Service Centre Financial Model which ensured expenses were well managed and monitored, providing the relevant insights to the Local Business to achieve its gross margin targets. We also adopted an approach of collaboration, transparency and ownership by team leads in developing the 2023 budget resulting in the most robust budget developed since 2018.

In 2023 the unit will continue driving the standardization of processes across the business to revalidate the ISO 9001 certification successfully and obtain the ISO 14001 certificate.



Knowledge Management & Strategic Communications



Our Strategic Communications and Knowledge Management unit is integrated and multifunctional underpinning Program Delivery, Business Development, and Corporate Communications. The Unit manages the culture, processes, activities, and technology that make knowledge resources from projects & the corporate units in Nigeria, readily available for business purposes such as proposals, decision making and project delivery. We leverage diverse communication channels in order to engage with key audiences for information exchanges that build the DAI brand in Nigeria, leading to new business and strategic influence.

In 2022, we exploited our participation in industry events for ideation, learning, brand building, networking, visibility, and collaboration. We used the knowledge gained for Business Development opportunities, disseminated news pieces about events to promote the DAI brand in Nigeria and strengthened relationships across the local market via continuous engagement. We crowdsourced ideas and diffused insights through our news pieces, social media, and newsletters.

We maximized the use of our corporate communication channels such as the DAI monthly newsletter, the Knowledge management series and social media, our programs gained visibility, client accountability, engagement, and support for the work they deliver.

We have enhanced organizational learning through learning sessions, focus group discussions, surveys, and after-action reviews to facilitate the transfer of explicit and tacit knowledge to standardize best practice, reduce error repetition and create a culture of continuous improvement.

We also established the Communications Working Group, comprising of the Communications Leads on projects and the Corporate Office to strengthen collaboration, knowledge exchange and drive integration across our programs. This improved the visibility of DAI's work in Nigeria, information sharing, knowledge management and bridged the communication gap between projects and the corporate office.



Leveraged Communication Channels



Monthly Newsletters



Learning Sessions



Social Media



Focus Group



After-action Review



Surveys

The unit coordinates DAI representation, convenes discourse, and manages DAI's image in the media. Through our Development Matters Roundtables, 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. In April we hosted constituents of the Nigeria fintech ecosystem to discuss and deliberate on the direction of financial regulation and potential impact on the sector. In our 1st Development Matters Roundtable since the pandemic, DAI Nigeria - in partnership with DAI's financial advisory arm DAI Magister - convened discourse interrogating a vision for a regulatory environment that accelerates growth and innovation in the burgeoning fintech sector.

Our focus in 2023 will remain on telling the DAI story, we will continue to disseminate more stories combining development results with a human-interest lens, and keeping audiences informed of progress and opportunities through our varied communication channels. We will listen to and engage with our stakeholders by convening discourse, participating in industry events, publishing thought leadership, and acting on feedback from our audiences.



Contracts and Consulting Management



The contracts and consultancy management unit sources high-quality short-term technical experts for the successful delivery of DAI programs in alignment with clients' processes.

In 2022 we successfully engaged over 200 consultants in line with donor and client compliance requirements to provide high quality technical input in the private, government, and donor client projects. We ensured that 100% of professional fee negotiations were conducted within project fee bands which translates into attracting high caliber consultants whilst saving cost and achieving value for money in the Projects.

We worked closely with the DAI Global team to ensure the soft launch of the Alumni network in Nigeria was successful with over 200 people in attendance and 142 Alumni registered on the platform. In addition, we organized a capacity building training which included CV writing for competitive advantage in conjunction with the DAI Global Alumni network team to empower consultants in their consultancy career.

 **200**
Consultants Engaged

100%

Professional Fee Negotiations

In 2022, through an evaluation survey, we captured consultants' perceptions and suggestions to improve our performance. The feedback below showed an excellent rating in three key areas:

- Induction and Contractual Documentation
- Processing of Invoices and Time sheet for Payment
- Relationship Management

Photo credit: Image by mego-studio

In 2023 we will focus on ensuring that we deliver a high level of compliance to contract terms and conditions to mitigate third party risk and sustain Donor/Project funding. We will also deepen our relationship management with consultants and the Projects for client retention and generate profit by negotiating professional fee rates with consultants within the approved Project budget.

Human Resource Management



Our HR Management unit attracts, recruits, and retains talent with superior technical and behavioral competencies, in compliance with local requirements and global standards. In 2022, we recruited and onboarded 90 (ninety) new highly skilled and technically competent employees for 4 projects and the corporate office. Recruiting the right fit has translated into excellent delivery of Projects on their expected milestones. We also institutionalized a learning culture and improved employee engagement, and ethical culture

The unit provided technical support to HCD+ to establish its recruitment, performance management and payroll processes and system. The team also provided technical support in developing the, establishment law for JOOPSA and developed the competencies, scope of work and position specifications for the startup positions for the Academy. We strengthened the recruitment and contractual processes of our State2State project for efficiency while ensuring compliance with, USAID regulations, and local labor law.



In the coming year we will focus on strengthening our Performance Management System to enhance all employees' technical and behavioral capability. Further improve employee engagement by consistently holding interactive sessions with the Project Employees.

Operational Excellence



The Nigeria operations unit ensures efficient delivery in DAI's Nigeria operations, including travel and logistics, office administration, facility management, ICT services, and project start-up and close-down to enable the delivery of high-quality services and result in efficiencies and cost savings.

The unit has continued to remain a strategic, reliable and accessible operational and administrative resource, providing optimal operational needs to units and projects for the sustenance of business operations in Nigeria. In 2022 the unit planned and executed logistics for in-person participation at an All-Staff retreat, and two other managers retreat within the year; provided procurement support to 4 projects and the Corporate office and supported Project Startup/Close Down Management. The continuous efficiency of our operations has demonstrated our competence and delivery and boosted Donor and client confidence in us.

In 2023 we will focus on reviewing and updating our service providers/vendor list and implement Service-Level Agreements with our key and strategic routine service providers in order to attain the most optimal service at best stable prices. We would carry out periodic market survey to update our cost matrix and create a readily available repository resource for business development support/efforts.



CORPORATE INITIATIVES



All Staff Retreat



We strengthened our corporate governance and invest in building a high performing, inclusive, and engaged team. We held an All-Staff Retreat in 2022, to focus on team cohesion, strategic alignment, innovation & learning – to sustain and ramp up productivity and excellence in our service delivery. We constantly strive to invest in career development, support productivity, provide competitive remuneration, encourage healthy work-life balance, and treat employees with dignity.

Thought Leadership and Global Discourse Participation

In 2022, we contributed to national and industry discourse, leveraged our convening power and maintained a high public profile.

DAI collaborated with the Abuja Chamber of Commerce and Industry, which provided an opportunity to speak about climate change, poverty reduction, and clean energy. We participated in the inauguration of the Carbon Chamber Project, by the National Chamber Policy Centre of the Abuja Chamber of Commerce and Industry. The Carbon Chamber Project creates a platform where climate change decision makers and green energy technology companies come together to discuss programs and policies to reduce greenhouse gas emissions and how to accelerate development efforts.



Our contribution to public discourse also focused on governance reforms to facilitate national economic improvements. Dr Joe participated in the Nigerian Economic Summit Group pre-summit event, where he spoke on how to use public governance in Nigeria to attract foreign investment.





Dr Joe visited Oxford to participate in an event hosted by the Lemann Foundation Programme at the Blavatnik School of Government and the Lemann Foundation in Brazil. Brazil's governors-elect were invited for a three-day induction at the school. He led day two discussions with the governors and conversations focused on how to inspire the state governments to work in coordination to face Brazil's extensive policy challenges.

At the 77th United Nations General Assembly (UNGA), DAI's Strategic Communications & Knowledge Management Lead in Nigeria, Enene Ejembi took part in a wide-ranging discussion on poverty, inequality, gender, and climate during the UN SDG Action Zone, a forum designed as a complement to UNGA's more scripted content, which brings together people working at various levels to achieve the Sustainable Development Goals (SDGs)—from grassroots changemakers and business



leaders to government officials and representatives from the highest echelons of the UN. She joined the Equity, Access, and Recovery panel, to discuss the local perspective on how we respond to poverty and inequality in the times.

Enene Ejembi, DAI Associate Director, Strategic Communications & Knowledge Management spoke to fellows at the Legislative Mentorship Initiative training session on Skills, Values and Ethics for effective public service. The Legislative Mentorship Initiative is a youth leadership development programme founded by the Speaker of the House of Representatives, Rt. Hon. Femi Gbajabiamila. The program aims to train the next generation of public sector leaders, especially legislators, to embody the values of good character, commitment, and competence to build their capacity for excellence in public service.



As part of our corporate social responsibility, on World Ocean Day the Nigeria team hosted a beach clean-up at Elegushi Beach in Lagos with colleagues from the United Kingdom and in collaboration with the Lagos State Waste Management Authority and other organizations. As a follow on to this, we delivered five plastic waste recycle containers to the Lagos State Waste Management Agency. These waste collectors were deployed to strategic locations within the city such as bus stops and beaches with high levels of activity.



OUR CLIENTS



USAID
FROM THE AMERICAN PEOPLE



THE WORLD BANK



Department
of Health &
Social Care

BILL &
MELINDA
GATES
foundation



MINISTRY OF
INTERIOR



RURAL ELECTRIFICATION AGENCY
ENERGY • EMPLOYMENT • EFFICIENCY

MacArthur
Foundation



Foreign, Commonwealth
& Development Office



Knowledge is Freedom



gain
Global Alliance for
Improved Nutrition



DAI

SHAPING A MORE LIVABLE WORLD.

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