

DAI IN NIGERIA

ANNUAL REPORT 2023

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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)



DAI is committed to providing the highest level of quality management, meeting the latest targets in global best practices as demonstrated by our conformance to the highly regarded ISO 9001:2015

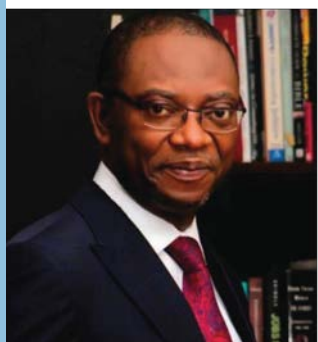
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THE NIGERIA OFFICE AT A GLANCE

Dr. Joe Abah



Nigeria, Africa's most populous nation and largest economy faces typical development challenges despite its immense potential. DAI has been implementing projects in the country since 1970. In 2018, it began operating as a local entity, establishing a locally registered corporate office staffed by experts blending technical know-how, local insights, and an influential network.

Since then, the team has collaborated seamlessly with global colleagues, serving esteemed clients including the U.K. Foreign, Commonwealth & Development Office, U.S. Agency for International Development, European Union, Federal Government of Nigeria, and the Bill and Melinda Gates Foundation.

In the past year, we focused on expanding opportunities in Nigeria through global partnerships and refining delivery processes for enhanced local success.

Apart from global economic concerns such as geopolitical tensions, energy shortages, inflation, and rising interest rates, Nigeria encountered further uncertainties stemming from a poorly implemented cash reduction policy and the 2023 General Elections. Reforms such as removing fuel subsidies and devaluing the Nigerian Naira led to a significant surge in living costs and inflation. However, many of the government's pledged initiatives to alleviate the resulting hardships are still pending implementation.

Building Stronger Institutions for a More Resilient Nigeria

Through our client-funded projects, we have contributed to addressing these challenges by bolstering accountability and enhancing government performance by providing technical expertise, strategic guidance, and support to public institutions, elected bodies, and citizens. This strategy fosters trust and engagement between the people and their government.

In this year's annual report, we are excited to share stories of our progress and the results of our service delivery and impact.

In 2023, the Nigeria State Accountability, Transparency, and Effectiveness (State2State) Activity successfully delivered 238 interventions to 6,128 individuals, including government officials at the state and local levels and civil society organizations. In tandem, the Partnership to Engage, Reform, and Learn—Accountable, Responsive, and Capable Government (PERL-ARC) contributed to successfully implementing the Federal Government's Delivery System with 45 Ministers and their Permanent Secretaries signing performance bonds.

Through the European Union Technical Assistance to Strengthen Public Financial Management, Statistics, Monitoring, and Evaluation Systems project, we have successfully closed the gap between Internally Generated Revenue and recurrent expenditure in Yobe State.

These governance projects have played a pivotal role in shaping more effective, accountable, and transparent institutions. They have facilitated responsive, inclusive, and representative decision-making, promoting increased participation in global governance best practices.

Additionally, the European Union's Support for Democratic Governance in Nigeria has further reinforced the Independent National Electoral Commission's institutional capabilities in electoral administration, contributing to overall improvements in the democratic process.

We are working with the Government of Nigeria to foster a more inclusive and effective education system. The Partnership for Learning for All in Nigerian Education project worked closely with government partners to transform education delivery by improving foundational learning skills in 2,544 primary education schools across Kano, Kaduna, and Jigawa States.

Our Youth-Powered Ecosystem to Advance Urban Adolescent Health program reached 27,267 adolescents with our unique life skills programming that builds the capacity of out-of-school adolescents to make healthier decisions, improve their understanding of gender norms, and increase financial literacy (with accomplishment in also reaching adolescents with disability).

Local Business Growth and Sustainability

On our local projects front, we supported the incubation of African Human Capital Development Plus (HCD+), a regional advocacy and technical assistance hub, to a fully registered, staffed, and functional organization. We won additional work from the Bill and Melinda Gates Foundation to establish and strengthen national coordination mechanisms within the water, sanitation, and hygiene (WASH) sector, working across five countries spanning three African regions.

In 2022, DAI was contracted by the Edo State Government to establish the John Odigie Oyegun Public Service Academy in Benin City. The Academy officially launched in August 2023, training over 5,000 public servants. We are now moving into the second phase, focusing on consolidating operations and providing ongoing support for organizational sustainability. We concluded our work with the African University of Science and Technology by developing a Strategic Business Plan that will strongly position the university as an Engineering Innovation and Research Center.



Internally, we continued to champion our core global values—integrity, responsibility, excellence, and global citizenship—among our staff. We achieved this through initiatives such as the All-Staff Retreat and annual ethics training, reinforcing our commitment to enhancing productivity and excellence in service delivery.

Leadership in Quality and Excellence

DAI in Nigeria was issued the ISO 9001:2015 certificate and badge in 2022. 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 are happy to say that in 2023, we were successful in the yearly surveillance audit and sustained the certification.

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Fiscal Year 2023 was remarkable for us as we repositioned our business for continued growth and recorded several successes. Despite the challenging operating landscape, DAI in Nigeria demonstrated exceptional performance, which was marked by significant top-line growth in our local business. We met and exceeded all our predetermined targets for the year, a testament to the team's unwavering commitment to executing our integrated strategies excellently.

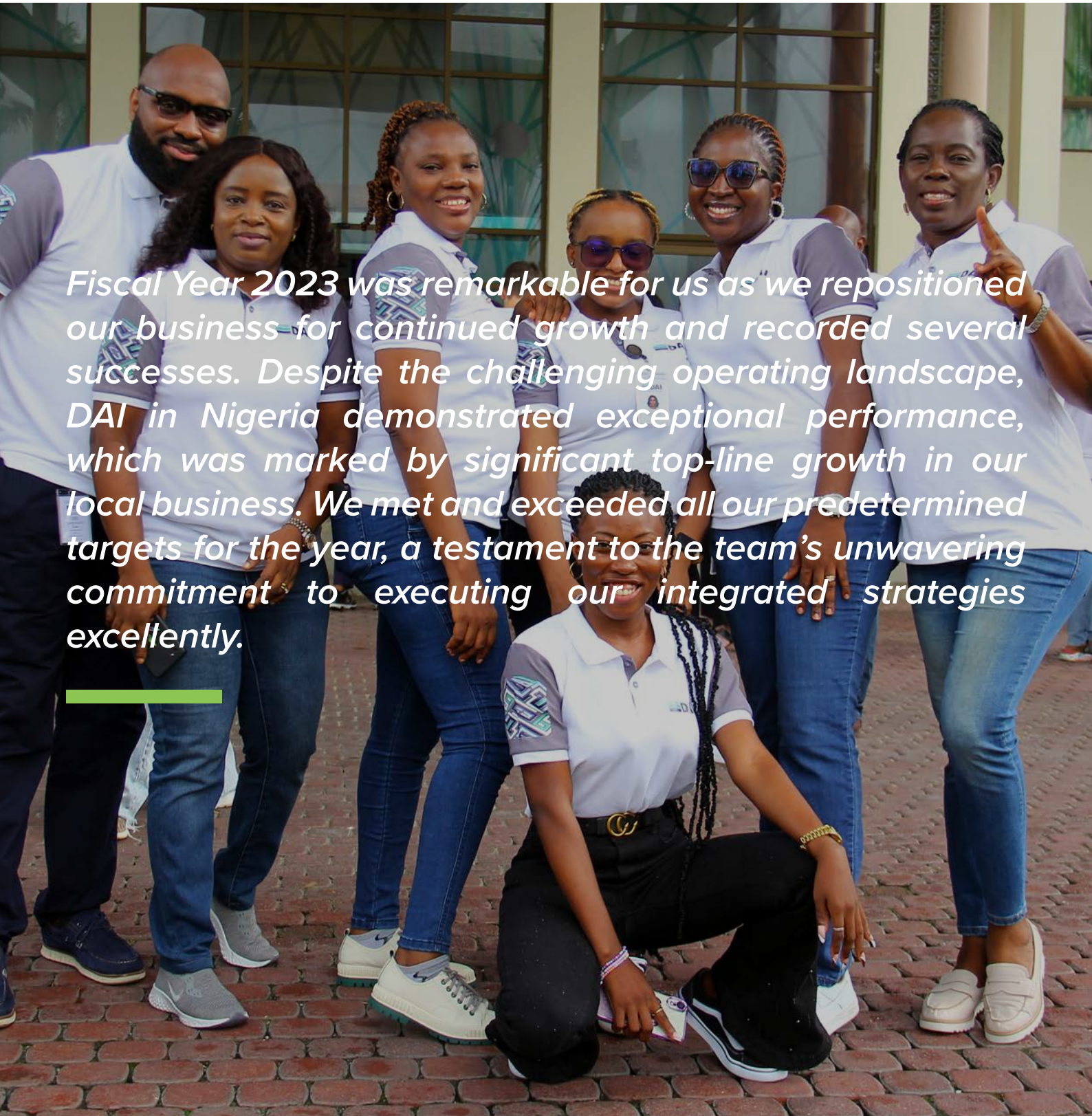
Nationally and globally, we actively contributed to various events, sharing our expertise in institutional reforms to strengthen public service leaders' capabilities to drive governance enhancements. Additionally, I am delighted to share that I have been appointed as a Visiting Fellow of Practice at Oxford University. This is a light-touch commitment that draws on practical experience to support research and learning at the Government Outcomes Lab at the Blavatnik School of Government.

Looking Forward

I extend my heartfelt gratitude to our clients and stakeholders for their unwavering support throughout this transformative year. I am particularly encouraged by our dedicated team members who have driven the projects and initiatives outlined in this report. The DAI in Nigeria team's talent, passion, and sense of purpose have been key to our success. With our ongoing commitment to exceptional service, operational excellence, and innovation, I am confident in our ability to drive sustained growth and profitability.

In 2024 we will consolidate on our strengths while building our capabilities in new areas, such as health, economic growth, energy and the capital markets.

We appreciate your continued trust in DAI, and we eagerly anticipate a productive 2024. As we embark on the new financial year, you can be sure of our unwavering commitment to excellence.



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DAI ETHICS & VALUES



Integrity

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

Responsibility

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



Excellence

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

Global Citizenship

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





Shaping a more livable world.



DAI offers consulting services to a broad spectrum of clients, including individuals, teams, and organizations operating in diverse sectors such as international development, public sector entities, and private firms. Our strength lies in harnessing the extensive expertise of both our employees and consultants within our expansive global network. Through collaborative efforts, we meticulously craft, oversee, and execute projects, initiatives, and technical solutions tailored to the unique needs of our clients.

OUR SECTORS



With over 50 years of experience in global development, we recognize the interconnected nature of development challenges. Our specialists bridge technical disciplines to create integrated solutions that deliver transformative results.



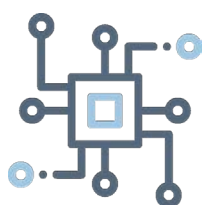
CLIMATE

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



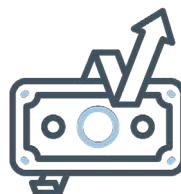
DAI CAPITAL

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.



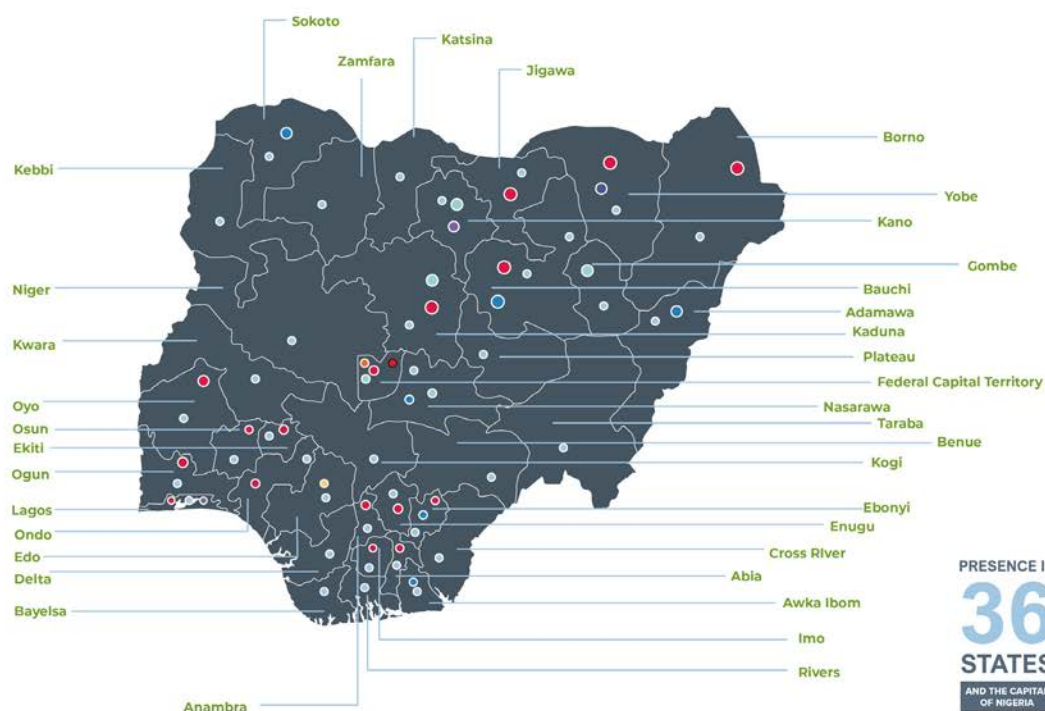
SUSTAINABLE BUSINESS

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

DEVELOPMENT IMPACT IN NIGERIA



FOOTPRINT 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+) ●

*HCD+ is a regional hub with offices in Sierra Leone, Senegal and Kenya





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

European Union
2020-2024

The EU-PFM program assists Yobe State in building 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.

2023 Impact

- **Broadened Yobe State Fiscal Space and Grew Internally Generated Revenue (IGR):** At the project inception, the narrow fiscal space with Yobe State IGR contributed less than 10% of the total budget despite the state's potential for generating independent revenues. By 2023, the project successfully contributed to narrowing the gap between Internally Generated Revenue (IGR) and recurrent expenditure in Yobe State. The state's nominal IGR increased significantly, thus broadening the fiscal space, with IGR rising from NGN6.8 billion in 2020 to NGN 8.1 billion in 2021 and then to NGN 9.9 billion in 2022.
- **Improved Fiscal Discipline and Resource Allocation:** Support by the EU-Yobe PFM project has helped the state to maintain a credible budget position with an annual average budget position over the three-year period 2020-2022 with an overall average budget performance rate of 91%. Nominal IGR increased by 46% between 2020 (base year) and 2022. Yobe State has also demonstrated progress in aligning budgetary resources with service delivery, especially for the project's five focal sectors of agriculture, education, health, infrastructure, and water supply. However, there are challenges concerning the actual release of funds to service delivery agencies.
- **Increased Budget Inclusion:** The budgeting process in Yobe State is becoming progressively inclusive, reflecting citizens' needs and priorities. In 2021 citizens' input constituted 11% (NGN4.732 billion) of the state's capital budget. This increased to 15.5% (or NGN11.416 billion in 2022).

Increased
Internally
Generated
Revenue

N6.8B

In the year 2020



N8.1B

In the year 2021



N9.9B

In the year 2022

2024 Focus

In 2024, EUPFM will focus on the development of the Local Government Policy and Result Framework for three new pilot Local Government Areas. In addition to enhancing the knowledge and capacity of the Yobe State Department of Statistics staff in conducting surveys to inform policy and decision-making. Despite the inevitable challenges and valuable lessons gained along the way, the project has made commendable overall progress, establishing a solid foundation for ongoing development and resilience in the region.



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

**European Union
2020-2027**

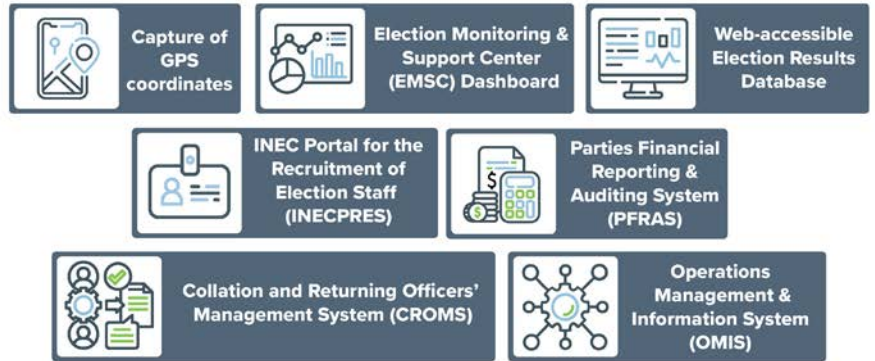
The European Union-funded Support to Democratic Governance in Nigeria (EUSDGN) Programme, Phase II, works to facilitate a peaceful and fair electoral process that advances the country's political and economic development. DAI leads activities under Component 1 of the program—Support to the Independent 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.

2023 Impact

- **Reinforced INEC's Institutional Capacities, Electoral Administration and Strengthened Strategic Planning and Operations:** The 15 Non-Key Experts recruited by DAI/EU-SDGN provided high level technical support and advise to the Commission, on election security, legal framework, procedures, political party finance monitoring, communications, and capacity building. This culminated into the development of the Commissions' new electoral regulations, guidelines, manuals and policy papers to inform strategic engagement with stakeholders; and consolidate the electoral legal framework as well as electoral offenses and penalties.
- **Strengthened INEC's Internal Communication and External Engagement with Stakeholders:** The Project deepened INEC's voter education efforts by facilitating production of explainer videos on the Bimodal Voter Accreditation system, the INEC Result Viewing Portal, INEC Voter Enrollment Device and geolocation of Polling Units, in all major languages (English, Pidgin, Yoruba, Igbo, and Hausa). These were widely disseminated nationwide through four major TV stations and various FM radio stations with an estimated harmonized reach of 50 million people. A digital media monitoring application developed by the project has enabled the INEC Media Monitoring Unit to transition away from manual scanning of newspapers for election-related news, thereby enabling it to promptly identify instances of misinformation or fake news.
- **Enhanced INEC's Electoral Infrastructure:** The EU-SDGN project deployed staff across all 36 states to geo-map 119,974 newly created polling units. Approximately 90% of these units were successfully geo-mapped before the general elections and utilized by INEC for operational and voter education purposes. The remaining percentage primarily corresponds to areas

inaccessible to geo-coding teams due to security concerns. INEC feedback underscores the significant utility of geo-mapped polling units, evident in the development of the “Know Your Polling Unit” application for the 2023 general election, which nearly 2,000,000 voters utilized. Going forward, INEC plans to leverage geo-mapped polling data for the forthcoming constituency delineation exercise after the National Population Census.

7 Technology innovations have been developed



2024 Focus

In 2024, the project will build upon the substantial achievements of the past 18 months, focusing on key strategic initiatives. These include bolstering transparency and accountability in campaign finances by mandating political parties, candidates, and third parties to establish designated bank accounts for donations, revenues, and expenditures. While enforcing strict accounting, reporting, and public disclosure regulations throughout campaign periods, backed by robust penalties for non-compliance.





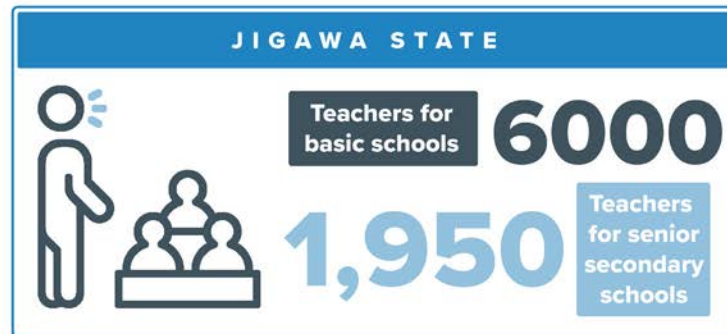
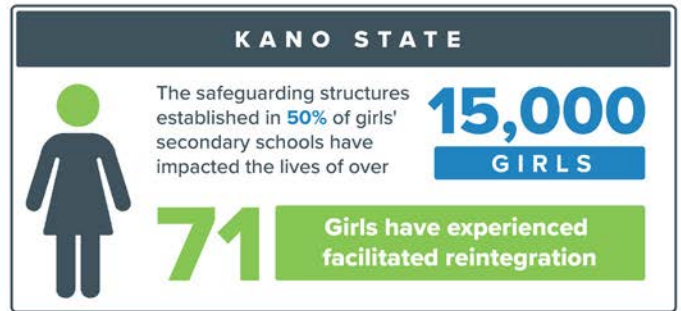
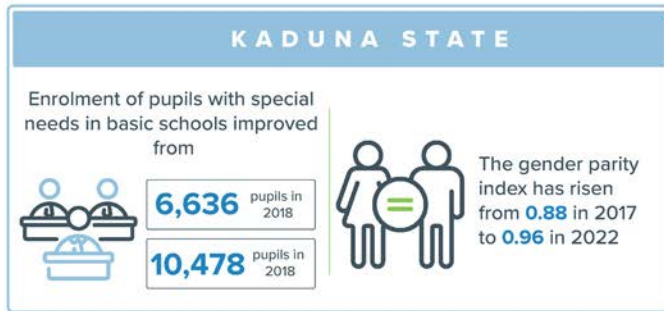
PERL-ARC: Partnership to Engage, Reform, & Learn-Accountable Responsive, and Capable Government

**FCDO
2016-2024**

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.

2023 Impact

- **Improved Systems for Government Transitions:** The country witnessed a smooth transition at the Federal level due to the structured framework overseeing Presidential Transitions led by the project. PERL contributed to successfully implementing the Federal Government's Delivery System with 45 Ministers and their Permanent Secretaries signing performance bonds.
- **Strengthened Capacity of Middle-Level Government Officials:** New administrations in Kaduna, Kano and Jigawa are adopting institutional arrangements, policy frameworks and strategies such as the Medium-Term Revenue Strategy. This has resulted to enhancements in domestic revenue, regular debt review and sustainability assessments, and sustaining linkages in the state plans, policies and expenditure frameworks in budget preparation, execution, and regular reporting. PERL was able to achieve this through the use of policy briefs/advisory notes and its investment in the strengthened capacity of middle-level government officials over the years.
- **Strengthened Governance Systems Around Education in the Three Partner States:** This has led to improved inclusiveness, retention, completion and pass rates. The safeguarding structures established in 50% of girls' secondary schools have impacted the lives of over 15,000 girls and facilitated the reintegration of 71 girls in Kano. The gender parity index rose from 0.88 in 2017 to 0.96 in 2022, and enrolment of pupils with special needs increased from 6,636 in 2018 to 10,478 pupils in 2022 in Kaduna. In Jigawa, the implementation of the Teachers Recruitment and Deployment and Replacement (TRDR) policy and the Girls Education Policy led to the recruitment of over 6,000 teachers for basic schools and an additional 1,950 teachers for senior secondary schools.



2024 Focus

As PERL prepares to exit core interventions at the Federal level and Kaduna, Kano, and Jigawa (KKJ) states, the project will focus on consolidating reforms by building partner capability, ensuring transition to successor governance programs, and institutionalizing performance management processes. Specific interventions include consolidating ongoing reforms in these states, supporting central government agencies in performance management, sustaining momentum around local governance reforms, providing quality assurance support for institutionalized frameworks and tools.

PERL will work with the Central Delivery Coordination Unit to refocus delivery systems at the federal level to align with administration priorities, and tracking Ministerial deliverables. Including also assisting the Office of the Vice President in designing and delivering the 2024 National Economic Council (NEC) Conference. This is expected to provide a roadmap for NEC focus areas for the next four years.





State2State: State Accountability, Transparency, and Effectiveness

**USAID
2020-2025**

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



2023 Impact

- Improved the Efficiency of Subnational Government Operations:** Throughout the year, State2State successfully executed 238 interventions, including training sessions, workshops, forums, roundtables, meetings, and dialogues, engaging a total of 6,128 participants (4,493 men and 1,635 women). These participants comprised government officials at both state and local levels, civil society organizations (CSOs), Persons with Disabilities, and other key stakeholders. State2State concentrated on optimizing subnational government operations, resulting in significant strides towards accountability, transparency, service delivery enhancement, and fiscal management strengthening.
- Enhanced Subnational Government Responsiveness to Citizen Needs and CSOs' Engagement:** The project enhanced government-citizen engagement on state and Local Government Areas' annual budgets through public consultations in six states and four Local Governments for the 2023 and 2024 budgets. Citizens advocated successfully for increased allocations to education, health, and Water Health, Sanitation, and Hygiene(WASH)sectors in the 2023 state budgets, with ongoing support from State2State for the 2024 budgets. Notably, State2State supported interventions and advocacy efforts in Sokoto state, leading to

increased allocations to priority sectors. In education 17% ,14% for health, and 5% for WASH in the 2023 budget. While below the Abuja Declaration's 15% benchmark for health, these allocations align with UNESCO's 15-20% benchmark for education and show a year-on-year improvement in WASH. State2State has been advocating for increased WASH allocations since 2020, resulting in a progressive increase from 2.9% in 2021 to 5% in 2023.

- **Improved Citizen-Led Budgeting and Legislative Empowerment Drive Governance Enhancements:** The Community Charter of Demand process in six partner states and LGAs has integrated citizens' priority needs into budgets, improving service delivery in education, health, and WASH, evident in the 2023 budgets. Akwa Ibom included 78 citizen-identified projects, while Ebonyi allocated N318 million for CCD-generated projects. Additionally, 159 newly elected State House of Assembly (SHoA) members received capacity building, enhancing legislative effectiveness and fostering collaboration with State2State for improved governance.

2024 Focus

In 2024, State2State plans to expand its scope to include Kebbi State, specifically focusing on health financing. Additionally, it will strengthen tuberculosis agencies in Akwa Ibom and Bauchi, two of its existing partner states, and with malaria agencies in five states (Akwa Ibom, Bauchi, Ebonyi, Kebbi, and Sokoto). The Activity will also engage with states' contributory health management agencies across seven states, starting with initial organizational capacity assessments. In Year 4, the CSOs will continue to engage with the Ministries , Departments and Agencies to ensure that the citizen needs submitted to them are included in the 2024 budget that the state governors will present to the SHoA as the 2024 appropriation bill.



EDUCATION

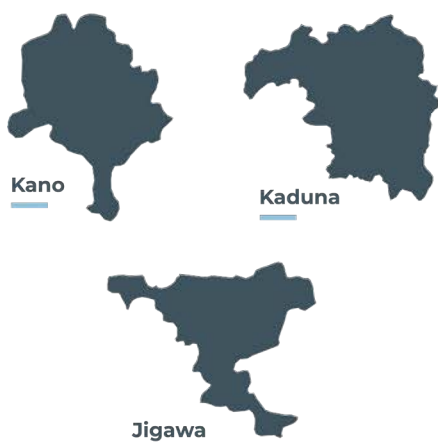
PLANE: Partnership for Learning for All in Nigerian Education

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.

2023 Impact

- **Improved Zero Tolerance of Violence and Abuse in Schools:** PLANE has supported states to domesticate the National Policy on Safety, Security, and Violence-Free Schools (NPSSVSFS). As part of implementing the NPSSVSFS, 2,487 schools have created safeguarding plans and referral pathways, providing opportunities for learners to identify and report safeguarding concerns and fostering a more conducive and safe learning environment for learners and teachers.
- **Increased Use of Evidence for Decision-Making:** States are leveraging findings from the project studies and policy guidelines to enhance education delivery. In Jigawa State, over 5000 additional teachers have been employed to improve the quality and quantity of educators available. Kaduna State has expanded the Graded Assessment pilot to encompass a Whole School Development Approach for private and public primary and secondary schools, with assessment outcomes informing school development planning. Additionally, Kano, Kaduna, and Jigawa are pursuing financial inclusion initiatives and providing financial literacy training for non-state schools.
- **Increased States Focus on Foundational Skills:** The project states now prioritize ensuring basic literacy and numeracy skills in Hausa for all children in basic education schools through foundational and accelerated learning support. PLANE facilitated Kano State's implementation of an Accelerated Learning program for 113,472 Primary 4 to Primary 6 students in seven local government areas, utilizing Teaching at the Right Level and British Council Dual Language methods. The initiative led to a 15% increase in pupils able to read and perform foundational mathematics at grade 1 level, while reducing the number unable to read basic words and recognize 2-digit numbers by 25%. Kaduna and Jigawa states have also adopted accelerated learning alongside foundational learning efforts.



113,472



Accelerated Learning program for pupils of Primary 4 to Primary 6 in Kano State

15%



Increase in pupils able to read and perform foundational mathematics at grade 1 level

25%



Reduction in pupils unable to read basic words and recognize 2-digit numbers

2024 Focus

In addition to other activities, PLANE will continue to provide refresher training, additional foundational learning materials for schools, and refresher training for headteachers and teachers. As well as a new batch of teaching and learning materials for teachers and pupils in 1,455 schools, reaching 425,352 learners through 4,115 teachers across the three states. In addition, the programme will engage and provide capacity for the National Commission for Colleges of Education to support Colleges of Education in implementing the Nigerian Certificate of Education reform. The reform aims to improve the preparation of new teachers (pre-service) for the basic education system.





YPEA4H: Youth-Powered Ecosystem to Advance Urban Adolescent Health

USAID
2020-2025

YPE4AH aims to empower youth to 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.

2023 Impact

- **Empowered Adolescents for Healthy Futures:** The project reached 27,267 adolescents with tailored life skills programs designed to enhance decision-making, challenge gender norms, and promote financial literacy, including those with disabilities. Furthermore, 25,012 adolescents accessed family planning (FP) services through Youth Hubs and Spoke facilities, marking a notable of its family planning targets for the first time. This success underscores the culmination of effective collaborative learning and adaptation (CLA) strategies employed to ensure adolescents' access to critical FP and reproductive health services, ultimately empowering them to make informed choices and plan for healthier futures.
- **Improved Livelihood of Adolescents:** In 2023, the project continued to engage various private organizations and cooperations to link adolescents to the workforce, gain livelihood skills, and improve their overall livelihood outcomes. A total of 343 adolescents were related to various skills across both states. From these collaborations, the project leveraged an additional \$69,940 through the private sector engagements, bringing the total cost to \$176,536 (towards the \$1,500,000).
- **Strengthened Local Capacity Development:** The YPE4AH team successfully managed and supported the three local implementing partners to lead and manage 25 percent of key project activities (as the team aimed towards significant transition in FY24); supported through capacity improvement trainings, hands-on support on critical areas (including resource mobilization plan). Annual Organization Capacity Assessments and Organization Performance Index assessments showed remarkable evidential improvements; the newly approved work plan shows 75 percent of project activities now positioned to be managed by partners, further proving readiness to manage project funds.

YOUTHS EMPOWERED ADOLESCENTS FOR HEALTHY FUTURES



37,979

Adolescents have received counselling for Family Planning



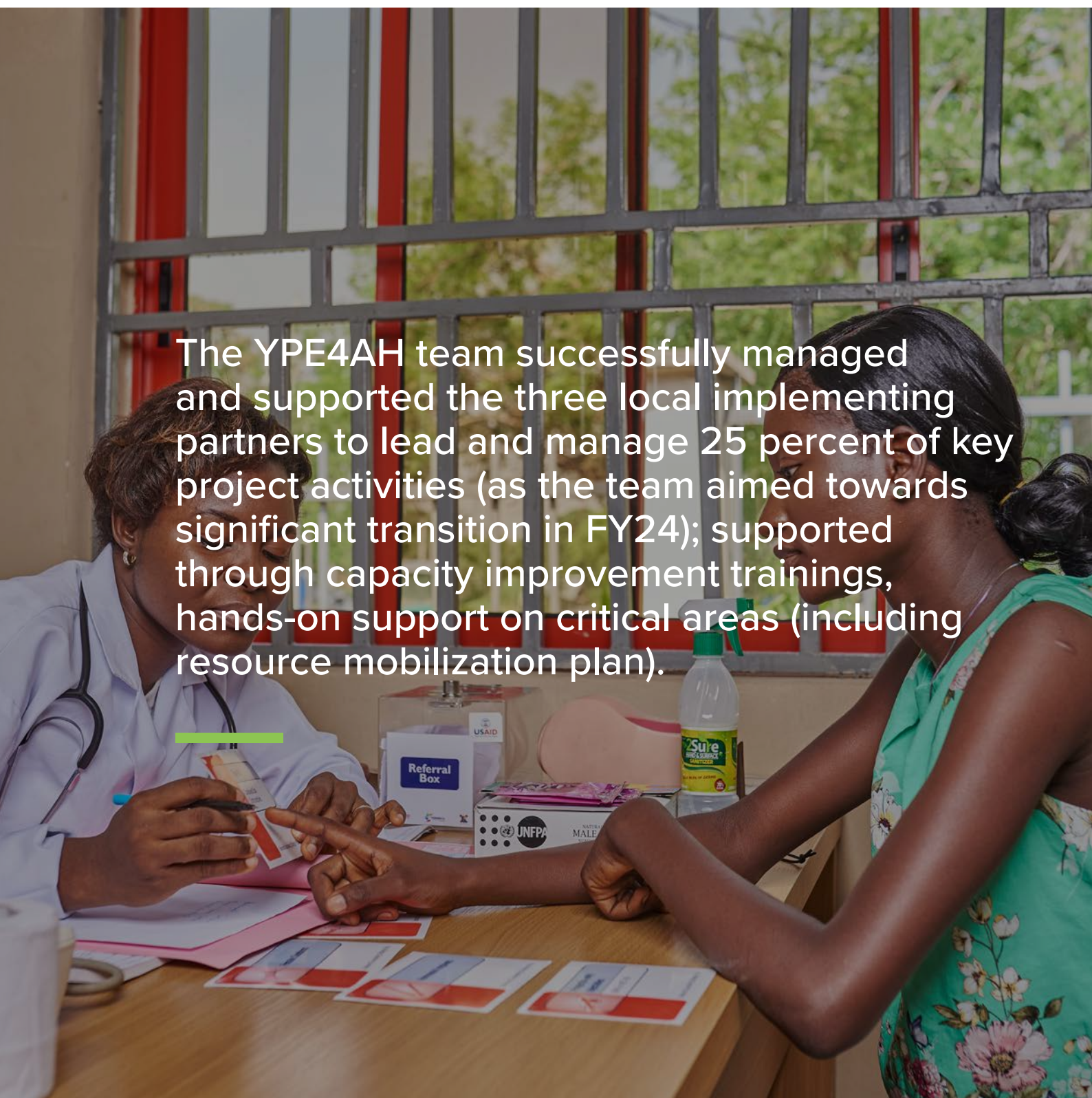
31,718

Adolescents received family planning service

2024 Focus

In 2023, the Project forged strong partnerships with state and local governments in Lagos and Kano, focusing on sustainability and knowledge transfer. The project also enhanced its visibility through various means, including social media, outreach events, and engagement with government officials. In 2024, the project aims to create a sustainability plan, maintain its visibility, and foster collaboration with other projects on a broader scale. Visibility in 2024 on the project speaks to intentional publicity of activities conducted across all relevant platforms, strategic communication on reaching potential partners and participation in more state and global scale implementations.

As the project winds down, the success stories across all Lagos and Kano state components are tools for promoting the impact attained in the lives of beneficiaries and stakeholders. It will catalog all project learning, technical expertise, and success stories into a series of documents that will be preserved with the DAI knowledge bank and printed for stakeholders.



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

European Union
2019-2023

The Support to West Africa Integrated Maritime Security (SWAIMS) programme was a multi-country intervention, covering member states of the Economic Community of West African States (ECOWAS) under the European Union-West Africa regional Indicative Programme—Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo, as well as Mauritania with a specific focus on coastal countries.

Our project supported the SWAIMS programme to improve maritime security and safety in the Gulf of Guinea. Among its successes, the project strengthened integrated maritime governance, facilitated joint operations in Gambia and Sierra Leone, and helped finalize Liberia's Maritime Security Strategy. SWAIMS' maritime security workshops trained more than 300 professionals.

2023 Impact

- **Strengthened Integrated Maritime Governance, Policies, Laws and Systems to Support Maritime Security:** SWAIMS Technical Assistance Team strategy organized joint operations to support maritime security in Gambia and Sierra Leone, resulting in the apprehension of seven trawlers. SWAIMS also assisted in finalizing Liberia's National Maritime Security Strategy. Workshops were held to adopt standardized procedures for ECOWAS Maritime Centers and review the ECOWAS Integrated Maritime Strategy's Action Plan.
- **Improved Coordination with the Private Sector and Participation of Civil Society in Fighting Maritime Insecurity:** SWAIMS has led the way in adopting a comprehensive approach to maritime security, involving civil society and the private sector, thus enhancing project impact. Workshops in Mauritania and Senegal focused on civil society engagement, acknowledging its strategic significance. Additionally, SWAIMS supported events such as the CRESMAO Open Day in Côte d'Ivoire, showcasing the Yaoundé Architecture, and participated in the G7++ Friends of the Gulf of Guinea event in Senegal, highlighting the importance of civil society in maritime security.



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LOCAL PROJECTS

In 2022, the Edo State Government contracted DAI to establish the John Odigie Oyegun Public Service Academy in Benin city by developing procedures, programs, strategy, and a sustainability roadmap that meets the present and future needs of the state public service. In this first phase, the team established the Academy's necessary building blocks, including a strategic roadmap and service offerings; governance and organizational structure; standard operating procedures; credible

faculty; competent staff; necessary infrastructure; linkages to key training institutions; fit-for-purpose programs; and a visibility and branding structure. The Academy was officially launched in August 2023 and trained over 5,000 public servants.



**John Odigie Oyegun
Public Service
Academy
(JOOPSA)**

Strengthening Institutions through Capacity Building



In August 2023, the Edo State Governor – His Excellency Godwin Obaseki, officially commissioned the Academy. It was a high-level event, and DAI was recognized as the “best partner” to work with. We have been contracted to start the second phase of the project, in this phase of implementation, we will work to consolidate the Academy's operations and sustainability mechanisms—including linkages to HR systems, State administration processes, and other relevant processes in the Public Service—and enhance partnerships with local and international learning institutions. Taking a collaborative approach, we will work closely with the Academy leadership and the new staff, providing evaluation and support services to ensure the sustainability of the organization.



2022

Edo State Government contracted DAI to establish the John Odigie Oyegun Public Service Academy



2023

John Odigie Oyegun Public Service Academy officially launched



5,000+

**Public
Servants
Trained**

DAI supported the incubation of African 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 worked with the HCD+ Chief Executive to set up the organization and start to position it as 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.



HCD+ is now a fully registered, staffed, and functional organization.



Ethiopia



Burkina Faso



Kenya



Nigeria

The Foundation envisions an intercontinental human capital development advocacy platform & technical assistance hub that will increase commitments, accountability, enabling policy and best practices for scaling up programs.



**Fully
Registered**



**Adequately
Staffed**



**Optimally
Functional
Organization**

The Bill and Melinda Gates Foundation has contracted DAI in Nigeria to establish and strengthen national coordination mechanisms within the water, sanitation, and hygiene (WASH) sector, working across five countries spanning three African regions. DAI will work within the sanitation subsector in these countries—yet to be determined—to boost collaboration between stakeholders, facilitate inclusive policy reform, improve data systems, and increase accountability in the sanitation sector.

DAI will align its work to the African Sanitation Policy Guidelines implementation framework and develop a platform to provide subgrants in these five countries. The resulting mechanisms will bolster government leadership and coordination while

aligning the work of utilities, development partners, civil society organizations, and other critical stakeholders around sanitation objectives.



Platforms to provide subgrants in



5

African
Countries

Bolster government leadership and coordination



Aligning key stakeholders around sanitation objectives



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DAI supported the African University of Science and Technology in developing a strategic business plan that underpins the improvement of the university's performance. 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.

In February 2023, DAI concluded work with the University by developing a Strategic Business Plan that clarifies AUST's vision, sets new goals, prioritizes service offerings, and outlines the capacity and management systems the University needs to deploy for success.

We assessed the institution's current situation, including its mission, vision, and objectives, and delineated the competitive advantages it can leverage to generate impact. The Strategic Business Plan will position the University as an Engineering Innovation and Research Center.



DAI Supported AUST to develop a Strategic Business Plan



**Clarified Vision,
Mission &
Objectives**



**Set new
Goals**



**Prioritize Service
Offerings**



**Outlined the
capacity
& management
systems for success**



**Positioning AUST as an
Engineering Innovation
and Research Center**



CORPORATE OFFICE SERVICES

DAI in Nigeria has a highly competent team that consists of individuals with a diverse array of skills and backgrounds. This diversity has been a cornerstone of our ability to deliver exceptional services across all operations sectors. By leveraging each team member's unique talents and perspectives, we have consistently met and exceeded our clients' expectations. Our commitment to fostering an inclusive and collaborative work environment has strengthened our team dynamics and contributed significantly to our overall effectiveness and success in delivering high-quality services to our valued customers.

Technical Solutions

DAI offers consulting services to a broad spectrum of clients, including individuals, teams, and organizations operating in diverse sectors such as international development, public sector entities, and private firms. Our strength lies in harnessing the extensive expertise of both our employees and consultants within our expansive global network. Through collaborative efforts, we meticulously craft, oversee, and execute projects, initiatives, and technical solutions tailored to the unique needs of 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 communicating, engaging, and managing 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 develop 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 optimizing and managing an engaged and efficient professional staff. We provide expertise in process audits, competency mapping, and job analysis. We help organizations operationalize performance management frameworks to ensure the delivery of organizational goals.

Monitoring and Evaluation

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

Startup Services

DAI offers bespoke expertise that enables clients launch project operations quickly and compliantly—allowing them focus on delivering results and development impact.

Compliant Operations

- Local entity registration and set up
- Tax and other statutory requirement compliance
- Immigration compliance—visa and work permit sponsorship and processing
- Federal and state requirement compliance

Recruitment

- Recruitment of nationals and expatriates from database of qualified candidates
- Due diligence—credential and reference checks
- Placement of high-profile executive and specialized experts

Security Monitoring

- Security reporting and analysis
- Creating emergency response procedures
- Development of security protocols and guidance

Human Resources

- Development of employee procedures and policy manuals
- Contracting and management of staff and consultants
- Compensation and benefits management
- Statutory registration and remittances

Setting Up in Country

- Rapid set up for offices in Abuja and Lagos
- Vetted vendors for major services
- Procurement services

Connect IT

- Local, vetted service provider
- Basic IT infrastructure guidance and implementation



Human Resource Outsourcing Services

DAI offers end-to-end employment and advisory services to companies on how to optimize and manage an engaged and efficient professional staff.

Recruitment

- Recruitment for open positions by leveraging our database of qualified candidates
- Due diligence and reference checks to vet candidates
- Verification of educational qualifications
- Placement of high-profile executive candidates and specialized experts

Payroll and Tax Management

- Provide payroll, salary transfers, provide pay slips
- Provide statutory remittances (tax, pension, NHF, NSITF, ITF)
- Provide employee tax certificates

Contracting

- Employment agreements for staff and consultants

Human Resources Advisory

- Development of employee procedures and policy manuals
- Staff audits, performance management frameworks
- Competency mapping and change management initiatives

Onboarding

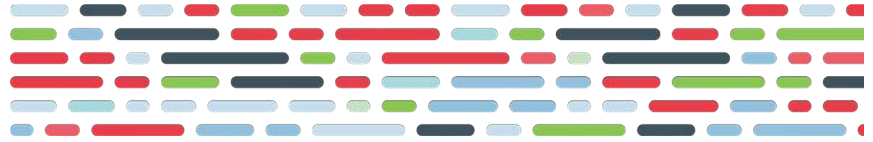
- Employment overview: orientations
- Ethics training
- Salary, benefits, statutory requirements

Project Closeout and Management

- Talent acquisition and management
- Inventory and asset management



KEY MOMENTS IN 2023



Dr Joe Abah joined a panel at the Nigeria Economic Outlook 2023 event to discuss citizens' responsibilities toward the 2023 elections.

DAI Country Director – Dr. Joe Abah delivered a keynote speech at the 2023 Africa Innovate Conference hosted at the Massachusetts Institute of Technology, where he spoke on 'Building Resilient and Strategic Leadership in Africa'. The annual event brings together industry, academic, investment, and policy leaders from within and outside Africa to discuss key innovation and business development issues.



Dr Joe Abah gave a keynote address during a technical session at the "From Elections to Governance and Performance" seminar organized by Nextier. The seminar convenes leading scholars and practitioners in Nigeria to outline a public service reform philosophy and the pragmatic steps for transitioning from electoral promises to results.

Dr Joe Abah participated in the Nigeria Governor's Forum on the 15th of May 2023. It is a retreat for the incoming and outgoing Nigerian governors with the theme "Making the Most of Your Transition." He moderated a panel with four (4) former governors: Kayode Fayemi of Ekiti, Simon Lalong of Plateau, Dave Umahi of Ebonyi, and Badaru Abubakar of Jigawa. The former US Governor of Virginia gave the keynote speech for this session. Dr Joe Abah also facilitated a Q&A Session with the Governors Elect.





DAI Associate Director, New Business Nigeria , Esther Adegunle and DAI Director of Finance Nigeria, Oluwapelumi Joseph participated in the “Investing for Development” Conference convened by USAID and ChapelHillDenham (a leading Nigerian financial advisory firm). The conference brought together experts in finance and development seeking to collaborate on the best ways to invest in reducing Nigeria’s infrastructure deficit. We attended as partners for the US-INVEST program.



Dr Joe Abah led the USAID State2State team to meet with the Governor of Ebonyi State, His Excellency Francis Nwifuru, to discuss ways to attract more development opportunities to Ebonyi State.

DAI in Nigeria hosted Jim Boomgard, Larry Campbell, Joley Lewis, Robert Bardusch, Ethan Rhoad, Hunter Keith, and Stephen Rahaim from the 13th-18th of August. The visiting team met with Corporate office team members in Lagos and Abuja, Project Leads, and Heads of Donor and Client Agencies in Nigeria, including the EUD Acting Head of Development Cooperation and the Country Director of the Bill and Melinda Gates Foundation. Jim and the team also visited the project offices, the Mission Director, the US Embassy, and the Nigeria UK High Commissioner

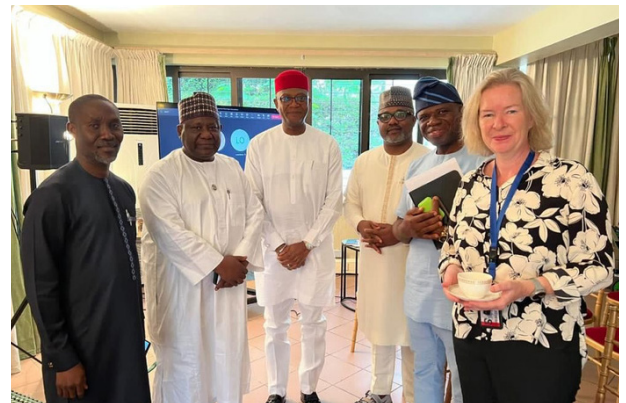


The Edo State John Odigie Oyegun Public Service Academy, which DAI operationalized in Nigeria, was commissioned by the Edo State Governor Commissioned on Saturday in the State. It was a high-level event, and DAI was recognized as the “best partner” to work with.



DAI CEO, Jim Boomgard, was honored to receive a plaque from Dr. Kadri Obafemi Hamzat, Lagos State Deputy Governor's Office, in recognition of the impact made by the Youth-Powered Ecosystem to Advance Urban Adolescent Health Project.

Dr Joe Abah participated as a panelist in a Foreign, Commonwealth & Development Office -FCDO led discussion for partners in Nigeria on the International Development White Paper. The FCDO Development Director, Dr.Chris Pycroft, moderated the panel discussion.



Dr Joe Abah participated in the Social Outcomes Conference hosted by the Oxford Blavatnik School of Government. It is an annual convening of the world's leading researchers, policymakers, and practitioners to improve social outcomes. He joined the Formal Relational Contracting session to discuss how procurement can be approached in a non-adversarial way in public sector contracting.

Dr Joe Abah moderated the entire first day of the Cabinet Retreat for Ministers, Permanent Secretaries, and CEOs of Agencies. Nigeria President H.E. Bola Tinubu was also in attendance. The Retreat focused on ensuring members' comprehensive understanding of essential Government processes, such as procurement, budgeting, the anti-corruption drive, the Federal Executive Council's functioning, and the roles of Ministers and Permanent Secretaries in managing their Ministries.



DAI in Nigeria All Staff Retreat in Uyo



OUR CLIENTS



USAID
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THE WORLD BANK



Department
of Health &
Social Care

BILL &
MELINDA
GATES
foundation



NASCP
National AIDS, HIV Infection and STI Control Programme
Federal Ministry of Health



MacArthur
Foundation



Foreign, Commonwealth
& Development Office



gain
Global Alliance for
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SHAPING A MORE LIVABLE WORLD.

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