



NIRAS  
International  
Consulting

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**Half a century contributing  
to sustainable societies**

## NIRAS FOR THE NEXT GENERATION

# Your partner in building sustainable societies around the globe

**Applying integrated and innovative approaches achieves a higher level of stable human development, equitable economic, and social empowerment as well as progress toward societies that are more inclusive, well-governed, and climate-smart.**

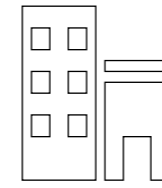
Since the signing of our first development cooperation contract around 50 years ago, NIRAS has stayed true to its core vision of being the most inspiring company contributing to a better, more equal, and stable world in line with the Sustainable Development Goals (SDGs). We do this by delivering tailored, innovative, value-creating, and results-driven solutions to enable you, our client and partner, to achieve your goals. We strive to provide transformative support for positive change, addressing root causes, and magnifying impact through flexibility in implementation, capturing SDG-linked results, and celebrating successes.

As part of the larger NIRAS Group – a global multi-disciplinary consultancy firm – NIRAS International Consulting is committed to building long-term partnerships, strengthening our local presence in several countries by establishing permanent country offices, and continuously improving our capabilities in the work we do. As a knowledge-driven organisation, we provide extensive expertise, policy advice, and proven results-based management to large complex projects, while integrating economic, social, and technical science in broad-based sustainable solutions in a variety of fields.

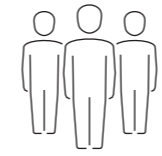
NIRAS implements large framework contracts for the European Union and Nordic clients as well as international training programmes and help desks, and we have become a front runner in terms of gender mainstreaming and human rights. With the integration of LTS International into the NIRAS family, we are cementing our reputation as a powerhouse in monitoring, learning, and evaluation, while our fund management capacity continues to grow. Over the past 13 years, we have implemented more than 50 challenge fund projects for a variety of clients and managed funds of approximately EUR341M. Together with Adalia – we have developed an efficient and transparent online fund management and monitoring and evaluation (M&E) system: SmartME. (Find out more at [www.smartme.global](http://www.smartme.global)).

As a company owned by a foundation and a portion of our staff, NIRAS reinvests the gains from our activities back into the organisation to further develop our competences, fund relevant innovative research, and strengthen our role in policy dialogue to ensure long-term growth.

Our technical competences today encompass a broad range of centres of excellences and knowledge, reflecting both the nature of the SDGs and our acknowledgement of the need for integrated, holistic approaches to develop sustainable solutions. This is also the nature of our knowledge-based set-up. At our core, NIRAS International Consulting is a flat “networking expert community organisation”. This structure has led to a business that encourages joint approaches to solve challenges, as illustrated by the trend that most of our important growth centres have emerged from cross-science and multi-sectoral collaboration. Examples include our fund management team facilitating the linking of private sector funds to infrastructure investments; projects that embed climate change resilience into urban development while creating youth employment; and efforts to integrate gender knowledge and human-rights-based approaches into national budgeting processes.



**Global presence**  
51 offices in  
27 countries



~400 permanent staff  
+25,000 external experts in our network

### What do we value?

Collaboration  
Excellence  
Efficiency  
Inclusivity  
Integrity

After decades of learning and adapting, NIRAS has transformed into an agile and innovative organisation. We have effectively applied our state-of-the-art project management system to large, long-term assignments, using integrity, accountability, and transparency as guiding principles. From the first stages of planning and programming through to the final steps of evaluation and learning, our experts generate value for money, pinpoint opportunities for scaling up, and facilitate buy-ins from investors.

Through the 300 or so projects that NIRAS International Consulting's pool of experts helps implement in well over 100 countries on an annual basis, we contribute to the SDGs. We understand our clients' communication needs and help make results visible: all NIRAS project results reporting is linked to their contributions to one or several of the SDGs. As a signatory to the UN Global Compact and member of the International Federation of Consulting Engineers (FIDIC), we emphasise accountability and ethics in our day-to-day operations, utilising an integrity management system as a tool to prevent any kind of corruption. NIRAS is committed to upholding globally recognised principles of integrity, accountability, and transparency.

As recognised by the SDGs, building sustainable future societies requires integrated holistic solutions and cross-sector collaborative approaches.”

As you will read on the following pages, our story is that of the achievements of our clients and how we share, learn from, and build on knowledge generated within the projects we facilitate. We are proud of the contribution NIRAS makes in developing sustainable solutions, but we always have the ambition to do more. We constantly strive to demonstrate how projects can be scaled up or carried over to other markets and continue to introduce new services, tools and approaches for the benefit of our customers and the communities in which we operate.

## From the leadership

In the half century that NIRAS has been working with development, impressive progress has been achieved in making the world a better place. The late Professor Hans Rosling, NIRAS World Prize for Integrated Development Laureate in 2016, often emphasised the positive global development trends that have occurred within a lifetime in relation to almost all SDG indicators. Most people are unaware, for example, that 50 years ago, 1 in 5 children died before the age of five. Today, the figure has declined to 1 in 20.

At NIRAS, we believe people need several things at the same time in order to ensure sustainable development: public investments such as education, health, and infrastructure; market opportunities; information; healthy, sufficient food; employment; and human rights. The values we live in the projects we manage around the globe have been closely linked to the building of sustainable societies in Europe's Nordic countries and based on democratic participation and fair sharing of wealth for a common good.

Paradoxically, despite positive change and progress in development levels, the world today is considered to be a more unequal, dangerous, and unpredictable place. The fundamental values and principles that have been the foundation of our work for decades, such as democracy, freedom of speech, and basic human rights, are being challenged like never before. As such, our work is more important than ever. In addressing these new challenges, we launched the Young Professionals Academy Programme – currently in its third cohort – to build capacity and empower a new generation of experts to continue our efforts in what we believe is good development and the foundation for a better and more sustainable world.

Thanks to the work of our passionate staff as well as the capabilities we are building locally through our physical office presence and long-term partnerships, we are optimistic about the future. After reading about the work we do and how we do it, we believe you will be too.

Tor Lundström  
Vice President

Anne Vest Andersen  
Deputy Vice President

Scott Geller  
Deputy Vice President

# NIRAS presence around the world

**Around 300 projects** implemented annually

**N** indicates a NIRAS office.

**N** indicates multiple NIRAS offices.



NIRAS provides an **Advisory Service** (2017-2022) to the European Commission on institutionalising the monitoring of the EU's Gender Action Plan. We also run the **EU Help Desk** (2018-2020) for EU delegations on applying a gender-aware rights-based approach in all project development in accordance with EU policies.



In Mali, the **Programme Supporting Economic Growth and the Promotion of Private-Sector Employment Creation (PACEPEP)** brought hope and employment to young people. Focusing on SMEs and organisations involved in value chains like poultry, maize, herbal tea, livestock, dairy products, greens, and handicrafts, PACEPEP offered business advice and training, co-financing of investments, and loan guarantees.  
**Client:** Danida  
**Duration:** 2014-2018



The **Integrated Forest Management for Sustainable Production in the Amazon** aims to incentivise sustainable use of forests and reduce deforestation, allowing wildlife habitats to remain intact.  
**Client:** KfW  
**Duration:** 2014-2020



The **African Union Skills Initiative** to provide young people with improved employment prospects has two key elements: the provision of practically orientated education and training and a Financing Facility for Skills Development (SIFA). Launched in seven countries (Cameroon, Ethiopia, Kenya, Nigeria, Togo, Tunisia & South Africa), SIFA is designed to upscale and disseminate local best practices and support innovative and sustainable approaches, fostering youth and women employment and entrepreneurship.  
**Client:** KfW  
**Duration:** 2018-2022



The **Civil Society Support Facility – Civica Mobilitas** – strengthens the capacity of civil society and facilitates the creation of a civil space for mutual interaction in Northern Macedonia.  
**Client:** SDC  
**Duration:** 2013-2022



NIRAS has managed more than 400 km of coastline in the last 20 years in places like Denmark, The Gambia, Egypt, and Sri Lanka.



Targeting Malawi, Uganda, and Nepal, the **Commercial Agriculture for Smallholders and Agribusiness (CASA)** EUR34.8M programme seeks to increase investment in emerging agribusinesses that trade with smallholder farmers, connecting the latter to commercial markets and improving the lives of 565,000 subsistence farmers.  
**Client:** DFID  
**Duration:** 2019-2024



LTS International, part of the NIRAS Group, has managed the UK Government's **Illegal Wildlife Trade Challenge Fund** since its inception in 2014. With the goal of putting an end to the illegal trade in wildlife and their products, 75 projects have been funded through the scheme to date, with a total value of over £23 million.  
**Client:** DFID  
**Duration:** 2014-ongoing



Under the **Energy and Environment Partnership (EEP)**, NIRAS managed a results-based challenge fund supporting mainly private project developers bringing renewable energy and energy efficiency solutions to rural parts of the Greater Mekong Subregion (Cambodia, Lao PDR, Myanmar, Thailand and Viet Nam).  
**Client:** Ministry for Foreign Affairs, Finland  
**Duration:** 2009-2012; 2014-2018 (two phases)



The EUR4M **Integrated Urban Environmental Management Project in the Tonle Sap Basin** aims to enhance urban climate change resilience including flood protection, basic public services and physical and non-physical infrastructures, through integrated urban environmental management and community mobilisation.  
**Client:** ADB  
**Duration:** 2016-2022.



The **Participatory Mapping and Planning Project** in Indonesia saw the mapping of 83 village boundaries in Riau Province in only 42 weeks. The project team designed a process to enable all local stakeholders to participating in creating a new map with buy-in from all sides.  
**Client:** MCA - Indonesia  
**Duration:** 2017-2018

# Cross-cutting competences supporting our work



**NIRAS adds value through its cross-sectoral expertise and ability to deliver successful outcomes in large, complex projects. These strengths are not easily categorised but deserve special attention:**

## Managing

- Results-based, quality-assured, transparent and value-for-money project management incorporating latest knowledge in effective and efficient planning, implementation and reporting;
- Three specialist units handling large, complex framework contracts valued at over EUR30M for the European Union, Nordic clients, as well as UKAID;
- Ability to lead and manage a large numbers of partners and sub-contractors.

## Innovating

- Leadership in mainstreaming gender, gender budgeting, and human-rights-based approaches, including help-desk contracts for EU and Nordic clients;
- Strong record in fund management, combining expertise in various funding facilities with thematic knowledge, innovative systems and services, and capacity-building to create bankable projects.

## Learning & Sharing

- Large in-house specialist unit on monitoring, evaluation and learning;
- Capacity building in data collection and analysis for counterpart organisations;
- Design of communication strategies to make results visible and more accessible for the public.

## Training

- Implementation of long-term international training programmes targeting key influencers in Africa and Asia on topics such as sustainable urban water and sanitation and strategic environmental assessment.

## Analysis

- Political economy analysis tools and approaches used from micro to macro levels to assess structures, bargaining processes, stakeholder interests and relationships as well as incentives and trade-offs.

*NIRAS has been managing EU Framework Contracts (FWCs) since 2000. We understand that speed and a strong service mentality matter. The members of our dedicated Framework Unit, working in Denmark, Serbia, Germany, Colombia, and the Philippines, are highly familiar with EU procedures and respond to client requests around the clock. We have deployed about 1000 experts for project formulation, technical support projects and final evaluations in agriculture, environment, human rights, peace and stabilisation, infrastructure, trade, and job creation. In the most recent EU FWC, NIRAS is leading international consortia for Lot 1: Sustainable Management of Natural Resources and Resilience and Lot 3: Human Rights, Democracy and Peace. We are an active partner in three other consortia (Lot 2: Infrastructure, Sustainable Growth and Jobs, Lot 4: Human Development and Safety Net, and Lot 6: Innovative Financing for Development).*



NIRAS holds two help-desk contracts with the EU Directorate-General for International Cooperation and Development, providing technical assistance to the Commission and EU delegations on gender mainstreaming and human-rights-based approaches. The help desks support the implementation of the EU Gender Action Plan II at all levels of EU development cooperation, monitor progress, and disseminate lessons learned within the EU system. They also facilitate development of a shared vision and methodology for gender mainstreaming and rights-based approaches through capacity-building and support to EU staff. Five key experts and additional short-term experts work in both of these two-year contracts.

**“ NIRAS has a great team of experts delivering trainings to staff at EU-delegations in three languages.”**



Christine Lundberg, Quality Management Officer, Rights-Based Approach, International Cooperation and Development, European Commission



# Fund Management

Innovative approaches and real-time monitoring of investments and results

Compared to traditional activity-based development aid, fund management is an effective vehicle to finance the SDG agenda as it facilitates the support of private actors and their project ideas (investment proposals), and involves the strategic use of development funding to mobilise additional capital, especially from the private sector, for project development. For over a decade, NIRAS has been setting up and managing different types of funding facilities, from simple grant funds to more complex challenge funds as well as limited fund companies that engage in lending through credit lines or guarantees.

In 2017, we launched a dedicated Fund Management Unit to consolidate and catalyse our experience in this area in response to the growing use of such facilities and mechanisms as an efficient way to distribute public development funding. We engage institutional and private investors to provide advice and support for securing funding and financing for SDG investments.

Our objective is to gather tried-and-tested fund management experience accumulated over the years and create well-defined services – such as selection procedures, fund administration, capacity building for applicants, reporting and bankable project development – and state-of-the-art approaches, like the SmartME online fund management and monitoring and evaluation (M&E) system, all of which can be customised for a variety of clients and markets.

At NIRAS, we nurture a network of fund management experts, creating a community of practitioners with experience in different kinds of funds and their application in a variety of sectors and thematic areas. Our experts draw on NIRAS's extensive in managing development projects all over the globe. We currently deliver fund management advisory and implementation services in the fields of agriculture and agribusiness; governance; TVET and skills; science, technology, and innovation; and energy.



**€341 million**  
in funds managed over  
13 years in  
more than 50 funding  
facility projects



*SmartME is a comprehensive solution that covers the grant facility processes from application submission, review and approval of grant applications, through to distributed M&E and reporting. It increases efficiency by automating many aspects of the process and providing users with easy access to all relevant information. SmartME moves the focus from administrative details to delivering the goals of the project.*

*Users are more committed to the process as SmartME makes it easy to track and manage multiple applications, include partners in the process, ask advice, lodge concerns, receive feedback, and deliver reports. One of its most significant benefits is the financial and business integrity control mechanism. The system is transparent and minimises the risk of fraud or other conflicts of interest. All actions are trackable, guaranteeing a fair and open process.*

NIRAS brings together fund management expertise with thematic knowledge, innovative systems and services, and capacity-building expertise to create bankable projects.

“Having managed matching challenge funds and experienced the effort required to execute basic tasks such as registering applications, reviewing and sending feedback, forwarding proposals to evaluators, and receiving input, I recognise the significant productivity gains brought about by our deployment of the SmartME integrated portal. We have reduced the number of staff involved in the grant cycle by about 60% and decreased costs (in paper and time) by over 80%.”

Ebenezer Ato Simpson, Fund Manager of Skills Development Fund, Ghana which had provided training for close to 3000 individuals by early 2019.



*NIRAS is engaged in a developmental evaluation of the Ford Foundation's Building Institutions and Networks (BUILD) initiative. Over five years, BUILD will provide core funding to around 300 civil society organisations in the US and the global south. Different types of case studies examine the BUILD value proposition and assess the extent to which it is making a difference, while balancing both accountability and learning purposes.*

## Monitoring, Evaluation, and Learning (MEL)

Analysing evidence, reducing risks, and optimising outcomes

NIRAS evaluation experts deliver high-quality services worldwide for a more effective, transparent, and accountable development cooperation. Our demand-driven, rigorous evaluations and robust monitoring systems support adaptive management and learning, leading to more evidence-based critical decisions.

We enable our clients – bi- and multilateral donors, governments, foundations and civil society – to understand the effectiveness, efficiency, and impact of their work so they can direct funds to where they generate the most benefit. We help formulate objectives, strategies, and implementation frameworks for MEL based on critical informational requirements. We not only measure results and impact but also build capacity of actors to improve their organisational performance. We also offer the tools to increase visibility of results and active sharing of learning.

Minimising investment risks and improving results requires an understanding of what works and doesn't. Our MEL practitioners benefit from experience in designing and implementing long-term assignments in all the thematic areas presented in this brochure. In the field, we gain a deep understanding of key drivers for success,

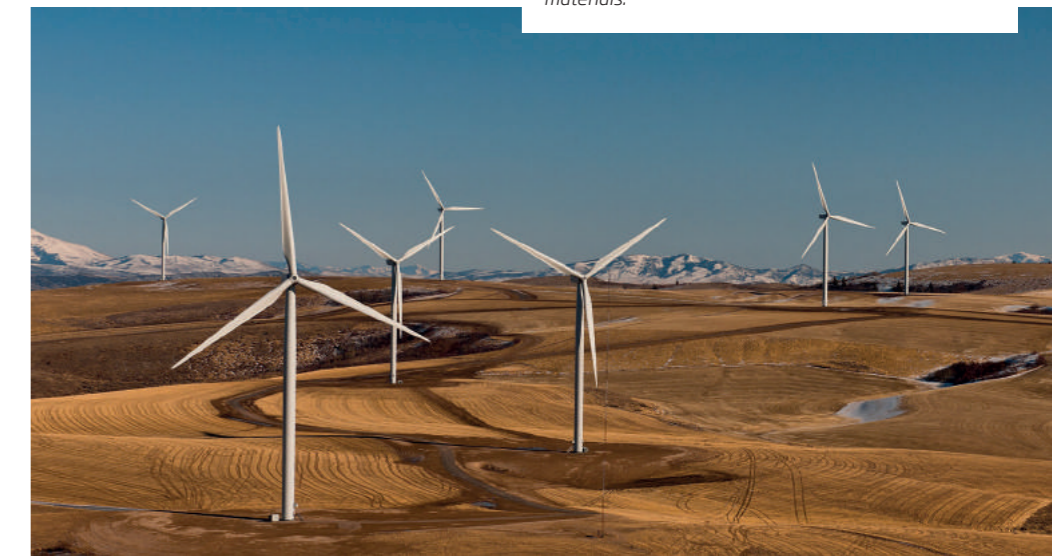
best practice and lessons learned. We offer:

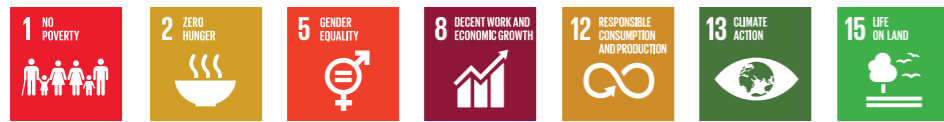
- Adaptive and tailor-made approaches guided by best practice;
- Rapid response and mobilisation based on framework contract routines;
- Dedication to credibility, independence and usefulness;
- Rigorous internal quality assurance;
- Global network of specialists;
- Collaboration with academic institutions and think tanks;
- Management tools for large, long-term and multi-country studies;
- Implementation support through our global network of NIRAS country offices.



Around 400 MEL assignments completed in the last five years

*Together with its partner CPI, LTS – part of the NIRAS family – designed and implemented a theory-based M&E programme to assess the long-term impacts of investments under the 3-year DFID/DECC funded Climate Private Public Partnership (CP3). CP3 funded two commercially run private equity funds to promote greater financial leverage and drive low carbon climate resilient growth in developing countries. Portfolio level analysis paired with case studies generated evidence for the contribution and additionality of the UK investment. The assignment piloted an innovative way to measure attribution and transformation in the context of UK climate finance. Results from this study will inform the design of future climate investment projects. The evaluation will deliver a range of products including investment-level deep dives, light touch case studies, thematic portfolio-level evaluative synthesis reports, and a suite of communications and learning materials.*





### SERVICES

- + Agronomy and agribusiness development
- + Food safety and quality systems
- + Food security and nutrition
- + Mainstreaming climate-smart practices
- + Access to finance and fund management
- + Livestock
- + Land-use planning
- + Fisheries, aquaculture, and mariculture
- + Capacity development
- + Value addition and state-of-the-art processing
- + Market system and value chain development
- + Trade, export, and bio-security

## Land Governance

Key to socially and environmentally just development



Land and tenure, management and administration projects have substantial impacts on gender equality as they improve women's access to land ownership. They also increase investments in land by providing long-term prospects for owners and stabilise livelihoods. In addition, land projects enhance land productivity, income, access to credit, and reduce conflicts.

Within the past ten years, NIRAS has implemented 13 land governance projects in Africa, Asia, Europe, and Latin America as lead company. Each project has had a budget of between EUR1–12M. Most of the projects included national level land

administration information system development, systematic land registration, institutional development of land administration bodies, and a capacity-building element. Some projects have also included educational system development, village boundary demarcation, land use licensing land policy, and the drafting of land laws.

NIRAS's practice is to have in-house experts in all project teams to ensure knowledge exchange. These experts are active networkers and share their findings in professional fora around the globe. Our home office also provides strong backstopping services and technical support to the

project team leaders to ensure the technical and policy solutions are sound.

When implementing land governance projects NIRAS uses a holistic approach based on the rights of local people, as well as the history and economic development objectives of the country. NIRAS supports governments in the development of cost-effective land administration systems, which meet specific national objectives and conform to international standards. The methods and technologies are always adjusted to local conditions and developed within the capabilities of the country's national administration.

## Agriculture, Food, and Rural Development

Without food security, there is no sustainable development

With almost 50 years of experience, NIRAS has a proven capacity to successfully implement large, multi-sector programmes covering agriculture, food security, nutrition, and rural development in challenging and fragile working environments. We provide technical expertise for both crop and livestock production, from farm to table, combining consumers' interests and agri-business into viable and sustainable value chains.

We recognise the role of agriculture as a driver of inclusive and green growth, in particular through improving the efficiency of resource use, reducing environmental impact, and encouraging R&D and new technologies

to improve productivity. Our land sector experts assist in ensuring tenure security and aim to encourage investment in productive land use. When women gain land rights, households become more food secure, which in turn leads to better nutrition and learning results in school.

Demand-oriented commercial farming also attracts capital to remote rural areas, reduces pressure on over-used lands, and helps protect forests and watersheds. Our aim is to improve rural livelihoods and create employment in the green sector. NIRAS has extensive experience in successfully supporting rural policy and institutional reforms all over the world.

We strengthen the capacity of ministries and public and private actors at all levels and support sustainable, long-term land use planning and creating enabling business environments for rural investments.

We have successfully implemented over 500 projects focused on agriculture and agribusiness (including value chains), rural SMEs, water usage, soil conservation, climate change adaptation and mitigation and access to finance. In addition, NIRAS engages in activities to improve food quality and safety standards worldwide, while our in-house food and beverage experts offer value additions to production through state-of-the art processing plants.

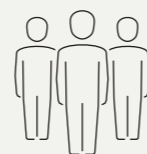


NIRAS has been implementing the Responsible and Innovative Land Administration of Ethiopia (REILA) project since 2011 with a total budget of EUR19.6M. The current contract ends in 2021. REILA focuses on enhancing farmers' land tenure security, including women, and developing the institutional framework for the transparent, sustainable and service-oriented land administration. Its benefits cross over to other sectors such as agriculture and forestry. REILA has resulted in an efficient land registration method, which the Ethiopian Government adopted as the formal procedure for registering rural land throughout the entire country. Of the 400,000 parcels registered in REILA until 2017, 23% were registered to female-headed households, 17% to male headed households, and 57% were jointly registered by husband and wife. There is empirical evidence that more secure land use rights, as a result of land registration, increases forest planting. Land registration also improves land rental markets and enables the use of land holdings as a guarantee for microfinance loans. In addition, REILA has developed a National Rural Land Administration and Information System (NRLAIS) and a TVET land administration course, both of which are being scaled up. Its work is also being shared in another NIRAS-led project: Agro-Business Induced Growth (AgroBIG), which aims to enhance job creation and increase incomes of agricultural households in the Amhara regional state. NIRAS is also a partner in the DFID-funded and DAI-led Land Investment for Transformation (LIFT) project, which is implementing systematic land registration on a massive scale to register 14 million parcels in rural Ethiopia. LIFT builds on the method developed by REILA, promoting the use of land registration certificates to guarantee loans and for rental agreements, providing farmers with capital and improved financial security. Photo @Gladys Savolainen



“ We have water supply now for our farm the whole year and, together with the new practices we have learned, this means steady earnings for our family.”

Sen Thoi, farmer and beneficiary of the Core Agriculture Support Programme (CASP II) in Cambodia. Supported by the Asian Development Bank, CASP II aims to shift the focus of agriculture in the Greater Mekong Subregion from production of high-intensive products to value chain supply of environment-friendly agricultural products.



+80 agriculture & rural development experts



Over 500 ongoing and past projects globally



The Core Environment Programme and Biodiversity Conservations Corridor Initiative aims to improve biodiversity conservation and climate resilience across the Greater Mekong Subregion. Supported by the Asian Development Bank, this initiative strengthens the capacity and fosters ownership to manage environmental and social risks jointly and across borders. National environmental policies and strategies have been supported, such as the Cambodia National Environmental Strategy and Action Plan and Lao PDR Pollution Control Strategy. Furthermore, the first wild elephant conservation plan in the region has been developed between China and Lao PDR. Capacities in climate change adaptation and mitigation continue to be bolstered, and sound environmental management tools for EIAs and land-use modelling have been developed.

## Forests and Biodiversity

Promoting the sustainable use of terrestrial ecosystems

NIRAS addresses the complex challenges in managing ecosystems and conserving biodiversity, particularly through effective conservation and sustainable natural resource management to ensure that interlinked ecosystems are kept productive for generations to come. Biodiversity loss threatens ecosystem integrity, functioning, and resilience. Healthy ecosystems are vital for economic growth and poverty reduction but are often taken for granted. Many communities in developing countries are directly dependent on the environment and the resources it provides.

We integrate technical expertise on sustainable forestry, biodiversity conservation, climate investment, sustainable commodities, GIS and remote sensing, as well as governance and management of natural resources, protected areas, landscapes and ecosystems. Technological solutions for monitoring and management also play a critical role in our work. Our global exposure, knowledge, and expertise enable us to blend social, economic and environmental considerations into sustainable development within forests, landscapes, and biodiversity.

People are a central element of the landscape and thus we aim to balance environmental, social, and economic benefits and well-being from the use of forests and land. We promote participatory and multipurpose management of forests and land, which incorporates conservation of global and local biodiversity and management and protection of fragile ecosystems.

NIRAS's experience in developing forest information systems and knowledge sharing platforms provides new tools for efficient forest resource management and monitoring, improved governance and inclusive decision-making. Our expertise in developing transparent and fair value chains for forest products and services can generate new income and employment opportunities to all stakeholders.

### SERVICES

- + Biodiversity management and conservation
- + Nature restoration and protection
- + Prevention of erosion, water and nutrient loss
- + Earth observation tools
- + Participatory and multipurpose forestry management
- + Creation of value chains for forest products
- + Forestry information systems

Integrated forest management is an essential instrument in climate change mitigation and provides opportunities for communities to unlock new sources of income and thereby reduce poverty.



Nature matters, and the Darwin Initiative continues to support hundreds of projects that restore and enhance wildlife and nature. These schemes are helping nature and our wider environment and delivering clean air and water, sustainable food supplies, and recovery and resilience to natural disasters."

UK Environment Minister Thérèse Coffey at the launch of the 25<sup>th</sup> round of funding of Darwin Initiative projects. Since its establishment in 1992, the Darwin Initiative has funded 1,155 projects in 159 countries, with over £161M awarded by the UK Government. LTS International, now part of the NIRAS family, has managed the Darwin Initiative since 2003, overseeing as many as 743 grant applications per year and monitoring and evaluating more than 100 live projects at any given time.

## Environmental Management

Balancing growth with preservation

The state of the environment is a serious concern for society today. The unsustainable use of natural resources and impacts of human activities on our planet are well documented.

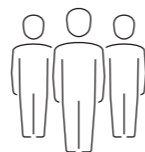
It is widely recognised that new approaches and solutions are needed. The balance between the environment and nature, on the one hand, and the need for development and growth, on the other, present a serious challenge but also offer new opportunities.

NIRAS recognises that people, livelihoods, and ecosystems must all be taken into consideration to ensure the successful management of natural resources and the

environment. We advocate a holistic and interdisciplinary approach that seeks to maximise synergies between economic, social and environmental objectives, while minimising trade-offs.

Together with the key stakeholders, we analyse the often-complex situations with dedication. We emphasise socially acceptable solutions and the analysis of opportunities and alternatives.

This approach has earned NIRAS a reputation for delivering cost-efficient environmental advisory services of the highest quality that adhere to an agreed framework and criteria for public and private clients.



+400 NIRAS staff trained in environmental management & planning

30%

Amount of the earth's surface covered in forest

The tropical dry forest biome is estimated to cover about 6M km<sup>2</sup>, about 4% of Earth's ice-free surface and 12.3% of the total land surface in Africa. Since 2016, the World Bank's Satellite Monitoring for Forest Management (SMFM) project has been developing new and enhanced satellite Earth Observation (EO) approaches to improve monitoring of dry forest landscapes, including degradation assessments, for sustainable forest management and REDD+ activities. SMFM supports Mozambique and Zambia in developing their EO capacity and technical knowledge. The project, run by LTS part of the NIRAS Group, has been developing and testing methods to process and analyse satellite-based data, providing: 1) semi-automated pre-processing of optical data for land use/cover classification; 2) annual forest biomass change and degradation mapping; 3) dense time-series analysis for continuous, near-real-time, change monitoring of forest change proxies; and 4) machine-learning methods to remotely identify causes and drivers of forest change using EO.

### SERVICES

- + Environmental assessments
- + Environmental education, networking & awareness building
- + Environmental information systems
- + Environmental due diligence
- + Green growth / green economy
- + Marine & coastal zone management
- + Contaminated soil and water
- + Solid waste & waste water management
- + Indoor climate
- + Terrestrial and aquatic environment





*Danida Fellowship Course - Sustainable Cities. Training fellows use Copenhagen as a living lab to showcase sustainable urban solutions in public transport and mobility, water resource management, spatial planning, housing and municipal governance.*

## Urban Development

Managing growth and keeping cities liveable

Well-functioning and productive cities are fundamental to achieve inclusive economic growth and a strong social fabric. Urban centres keep attracting the young and mobile. With more than half the world's population living in cities, we urgently must improve urban infrastructure, public service provision, good governance, and overall liveability in line with the New Urban Agenda.

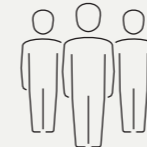
NIRAS's approach to working in urban settings is rooted in the interdisciplinary nature of the challenges impeding cities from becoming productive, resilient, and liveable settlements. Our work is often a combination of technical fields such as private sector development, competitive-

ness and job creation, gender equity and inclusiveness, institutional capacity-building, urban water resource management, climate change adaptation, and energy efficiency. When addressed in tandem, these are some of the core areas of intervention for achieving a paradigm shift in response to rapid urbanisation.

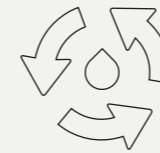
NIRAS draws on its extensive know-how and experience and tailors international best practices and lessons learned to the context of each city in which we engage. We always strive to embed our projects in structures with strong local ownership and take pride in engaging our country offices as well as local expertise when implementing assignments.

### SERVICES

- + Rural and urban water supply
- + Wastewater management
- + Integrated water resource management
- + Climate change adaptation and disaster risk management
- + River basin management
- + Sanitation and hygiene
- + Sector reform
- + Coastal zone management



+250 in-house water professionals collaborating with +500 external water sector specialists



NIRAS applies tested, yet innovative, methodologies and relies on experience we have acquired on a large number of water-related assignments across the globe

## Water Management

Applying innovative and tested solutions

NIRAS takes an integrated and holistic approach to water management. Our expertise covers all aspects necessary for the planning, design, and implementation of water-related projects. Access to safe and affordable drinking water is a crucial right, vital for development and the reduction of poverty. Without reliable access to water, agricultural production cannot meet growing populations' demands. Clean water is a precondition for public health. The ever-growing extraction of natural resources for human activities must be balanced with nature's own requirements. Due to increasing water stress and scarcity, growing variations and uncertainties in weather patterns, the deterioration in water quality, water losses due to aging infrastructure and the mismanagement of water, there is an urgent demand for innovative solutions.

Private, agricultural, or industrial consumers expect the supply of water to be efficient, safe, and of high quality and hence utility

companies must be highly skilled and have the technical expertise and network capacity required to deliver this service. Integrated water resource management fully recognises the multi-disciplinary tasks involved, and NIRAS covers the entire range of disciplines, including transboundary water resources management. Also adaptation of land use practices to extreme weather events benefits from NIRAS technical expertise and state-of-the-art technologies, specific to the environment in which they are to be applied.

The optimisation of sanitation, conveyance of sewage, and satisfactory treatment of waste water needs to be done in an integrated manner, taking in account a broad perspective and encompassing factors such as storm water, waste water drainage, treatment processes, effluent handling, and the absorptive capacity of receiving waters.



*Recognising Cambodia's susceptibility to climate change and natural disasters, in its second phase, the ADB-funded programme on rural water supply and sanitation received a separate and sizeable component concentrating on climate change adaptation (CCA) and disaster risk mitigation (DRM) in the rural WASH sector. Accordingly, NIRAS has developed a new, comprehensive capacity development programme integrating CCA and DRM in the water, sanitation, and hygiene (WASH) sector. The project, which improves water supply and sanitation for up to 400,000 residents in 400 villages, has five key outputs: (1) improved community health and hygiene practices; (2) rehabilitated, upgraded, and new water facilities; (3) improved public and household sanitation; (4) strengthened sector planning and development; and (5) enhanced capacity for project implementation.*

### SERVICES

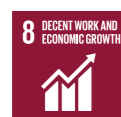
- + Integrated and participatory urban planning
- + Urban climate change adaptation
- + Institutional strengthening and public management
- + Environmental management
- + Competitiveness and local economic development
- + Urban-rural linkages
- + GIS and spatial planning
- + Urban design, public space and housing development

*In the Mandalay Urban Services Improvement Project, NIRAS is creating sustainable environmental improvements through better solid waste management, working directly with communities on local infrastructure through Ward Resilience Committees and resilience plans. This is increasingly important since effects of climate change are rapidly becoming a bigger challenge for the urban population, and especially the urban poor in Myanmar. The project explores the potential for recycling, composting, and sludge management. It seeks the best approach for community-based solid waste management and strengthened capacity for urban services.*



The AIRBM C2 project is a very technically complex project. NIRAS has provided valuable advice and assisted in expanding and sustaining the Department of Meteorology & Hydrology's (DMH's) meteorological and hydrological observation networks and enhancing the services DMH delivers. NIRAS has been instrumental in the modernisation process of DMH."

Lai Lai Aung, Director of the Myanmar Ayeyarwady Integrated River Basin Management (AIRBM) project, Component 2 (C2). AIRBM has modernised DMH's operations and improved the quality of its products and services, particularly where they support disaster reduction, water resources management, agriculture, transport, environmental protection, and other sectors.







# Sustainable Energy

Fuelling human development everywhere—in a smart way

As a pioneer in solar energy in Denmark, NIRAS has been providing advisory services for sustainable energy solutions since the 1980s. Our capacity-building expertise enhances the ability of local government institutions to keep up with new actors and developments in the energy sector while ensuring good governance. Over the last four years, governments in more than 20 countries have turned to NIRAS for support in fostering the development of sustainable energy.

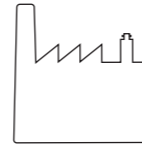
Today, we offer advice in the areas of policy, finance, regulation, institutional development and fund management. NIRAS-managed energy funds multiply finance from public sources through private investors and ensure long-term goals are attained.

The growing demand for energy intensifies the climate change challenges many countries are facing. At the same time, however, the cost of renewable energy (RE) has decreased dramatically while innovations in smart grids

and storage technologies have eased the shift towards green energy sources. Mindful of global best practice and local conditions, NIRAS assesses and further develops countries' RE support schemes. We evaluate whether regulatory frameworks are conducive to RE and identify low-cost, high-impact solutions to facilitate further investment.

We also offer a broad portfolio of energy efficiency (EE) services, including energy audit programmes and energy management systems, strengthening the policy and regulatory framework (setting of standards, labelling, certification) as well as the financial engineering of EE projects.

Today, one billion people still live without electricity while about three billion rely on traditional, polluting fuels to cook or heat their homes. To reach those without access to modern energy, we concentrate on market-based approaches and support the creation of self-sustaining local markets for long-lasting impacts in rural electrification.



We improve energy efficiency and reduce CO<sub>2</sub> emissions

## SERVICES

- + Renewable energy policy, planning and technologies
- + Energy efficiency in buildings and industrial environments
- + Institutional development and capacity building
- + Energy fund management and innovative finance schemes
- + Inclusive access to sustainable energy
- + Off-grid supply
- + Regulatory reform



After electrification of their village, rural dwellers in Nicaragua invest in productive businesses, creating decent jobs locally. They no longer need to leave their family and friends in the community to find employment in cities, which has a knock-on effect on overcrowding and other urban challenges. Photo ©Wolfgang Diederich / meerfoto.de



In Benin, 62% of the population has no access to electricity. The NIRAS-managed Off-grid Clean Energy Facility (OCEF) is on a mission to change this. Supported by the Millennium Challenge Corporation, the OCEF challenge fund designates EUR 27M for innovative and sustainable clean, off-grid energy projects in rural and semi-urban areas. Co-funding is available to private sector operators, NGOs, decentralised local authorities, public and parapublic sector operators and international organisations with promising business plans.

“ A special thank you to the Government of Finland for creating this opportunity for women to enter the renewable energy sector. EEP Mekong supported us with knowledge and gave me the power to build a project that will transform domestic waste into electricity. I was also motivated to support the installation of rooftop solar panels for rural residents in Viet Nam.”



Dinh Thi Minh Thai, Director of the Micro-Finance and Community Development Institute, Vietnam. MACDI was one of the more than 100 project developers supported by Energy and Environment Partnership in the Greater Mekong Subregion. Over the course of two phases (eight calls for proposals), the EEP directly and indirectly supported 55 waste-to-energy, biogas, biomass, solar, and hybrid projects with a total value of EUR 28.9M in funding (EPP grant and private financing), benefitting almost 250,000 people living in the region.



Lake Victoria Basin (LVB), the largest tropical lake in the world, is crucial to the economies of the surrounding five East Africa states (Burundi, Kenya, Rwanda, Tanzania, and Uganda). And yet it is an area where biodiversity is under threat from habitat loss, unsustainable harvesting, pollution, invasive species, and environmental change. To counteract these threats, the Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development (PREPARED) project, funded by USAID, developed a regional cross-sectoral and landscape-scale approach that enhanced the resilience of this transboundary freshwater ecosystem to cope with increasing risk and uncertainty. Part of the NIRAS group, LTS led the biodiversity conservation component of this project, which included, among others, an ecosystem profile assessment to identify priority conservation interventions. Conservation investment plans were drawn up helping to articulate the most applicable conservation strategies for different vulnerable regions.

# Climate Change

## Adaption and mitigation

Climate change is global, but its impacts are often felt locally. NIRAS works with stakeholders at all levels to design and implement effective adaptation strategies in some of the world's most vulnerable places. We have extensive experience in working with climate change adaptation in fields ranging from water supply, natural resources management, forestry, agriculture, and food security to coastal zone protection, infrastructure development, and urban flood management.

We are also deeply involved in the development of sectoral and cross-sectoral policies, strategies and plans for climate change adaptation at municipality/city level to regional and national level. Our work with

disaster risk reduction focusses on reducing the risks of extreme weather impacts on people, infrastructure, livelihoods, and the environment through effective and innovative preventive measures.

NIRAS plays a role in many joint adaptation and mitigation actions, including climate-smart agriculture, REDD+, and forestry projects where trees and shrubs have a role in sequestering and storing carbon while at the same time improving soil fertility, helping to increase water retention and reducing disaster risks linked to flooding and landslides. Other projects involve the used of solar-powered electric pumps in water supply and irrigation projects, thus addressing both mitigation and adaptation.



+200 ongoing projects directly related to SDG 13 (action to combat climate change)

## SERVICES

- + Adaptation in water, agricultural and forestry sectors
- + Climate-resilient infrastructure
- + Coastal zone protection
- + Urban storm water management
- + Climate strategies, policies and plans
- + Disaster risk management
- + Training and capacity building
- + Joint adaptation and mitigation options
- + CO<sub>2</sub> reduction and international -climate change policies
- + Carbon footprint

# Gender & Human Rights

Empowering both men and women to reach their full potential

Gender equality and human rights are key elements in all sectors in which NIRAS operates. Nobody should be excluded from actively contributing to and shaping the development of the society he or she lives in. Our work in the human rights sector focuses on empowering people to be aware of and exercise their rights of equal access to basic services such as education, healthcare, and the justice system. We also work with responsible institutions to develop their capacity to provide access to services for all.

We help clients integrate a gender perspective throughout the project cycle by use of gender-aware approaches such as 4R. Gender analysis enables a better understanding of beneficiaries, which is needed to optimise project outcomes. By challenging social and gender norms and promoting equality, both women and men are able to reach their full potential as individuals. Our work in the gender sector includes

capacity-development for civil society, provision of technical advisory services to development partners, and improvement of state institutions by establishment of gender institutions and gender-responsive budgeting processes. In 2018, NIRAS began running the European Commission's Help-Desk on gender mainstreaming.

In the agri-sector, we have applied the household approach, a participatory method that encourages the husband and wife to share division of labour equally and make joint decisions about production and expenditures. In land reform projects, we help secure women's access to and ownership of land leading to improved livelihoods for thousands of women and their families. We promote women's economic empowerment through the facilitation of savings groups, microfinance, improved access to financial institutions and support for female-owned micro, small and medium-sized enterprises.



## SERVICES

- + Women's economic and political empowerment
- + Gender mainstreaming
- + Gender budgeting
- + Women, peace and security
- + Men and boys



Governance is fundamental to every sector in which we operate just as human rights principles are essential means to reach all the SDGs.

# Governance

Promoting rule of law for just and inclusive societies

NIRAS contributes to just and inclusive societies by pursuing a broad range of approaches promoting good governance and democratic processes. By providing support to and strengthening democratic institutions, we help increase responsive, inclusive, and participatory planning and representative decision-making at all levels – thus contributing directly to SDG 16.

We provide a wide variety of services including capacity-building and the optimisation of government authorities' management and policy development processes, oversight of district and community development planning, the promotion of national achieve-

ments with regards to global development goals, and the introduction of M&E systems for national institutions. Even countries with low labour costs have to compete for global investors. Strengthening the rule of law is a precondition for attracting serious investors prepared to enter into long-term commitments that create jobs and generate domestic tax revenue.

By promoting freedom-of-speech initiatives and building capacities of public institutions, we make citizens, academia and decision-makers better informed, leading to more inclusive, transparent, and accountable governance. In providing

## SERVICES

- + Democratic governance & rule of law
- + Support to civil society and media
- + Public sector development
- + Institutional and organisational strengthening
- + Decentralisation and support to local authorities
- + Peace and stabilisation

support to civil society and promoting dialogue with government, we facilitate citizens' participation in decision-making. A strong civil society also promotes adherence to human rights. Linked to this are our contributions to reducing corruption. Applying methods such as the human-rights-based approach in all the sectors we operate enables us to make international human rights standards the foundation of our work.

“ [Gender-responsive budgeting] is about understanding that we should not stick to [a] unified approach. It is not about how to spend more money on women; it is about how to provide the service for women, men, children, elderly people, and people with special needs properly.”

Ukrainian Finance Minister Oksana Markarova in an interview with PF International concerning the Gender Responsive Budgeting (GRB) project (2013-2020), which NIRAS implements on behalf of Sida. Ukraine is among 90 countries working on GRB; this project is the largest of its kind in the world. The project was designed to run concurrently on the national and oblast state levels to improve the understanding of GRB and encourage its implementation at all levels of the Ukrainian Government.



In Bosnia-Herzegovina, NIRAS helps prepare agriculture value chain actors to meet EU quality and food hygiene standards.

# EU Integration

A reliable and trusted partner on the path to EU membership

NIRAS is actively involved in providing technical assistance to countries neighbouring the EU and those aspiring to become member states. In particular, we have focused on the adaptation of policies and strategies as well as legal and institutional frameworks to meet the EU standards in the NIRAS core sectors of expertise.

Our work crosses multiple sectors but is well recognised in agriculture and rural development, the environment, water and waste management, renewable energy, and regional and social development. We maintain our position as an important partner to the European Commission and governments working toward meeting EU regulatory requirements.

In particular, NIRAS continues to be a reliable and competent partner to the EU in its support of the implementation process of the Eastern Partnership. This flagship initiative supports SME's needs, provides external stimulus to growth and employment, supports environmental governance, strengthens energy security, and promotes good governance.



As part of a GIZ programme strengthening governance and civil society, NIRAS's work in the Civil Society in Uganda Support Programme (2019-2021) aims to increase horizontal and vertical connections within civil society by fostering exchanges between the state and CSOs. NIRAS and our local partner the African Capacity Development and Research Institute (ACADRI) have been contracted to develop educational materials based on the needs of the civil society sector and deliver training courses across the country. The intention is to improve the knowledge and skills of civil society players (including but not limited to CSOs, trade unions, and informal youth civil society groups) so they can become more efficient at what they do.



Funded by the EU, the Promote Access to Land in Bangladesh Project (2012-2017) supported the government in promoting new land policies and reforms, introducing a modern and efficient land management system, and strengthening access to land and property rights for all citizens. Studies were conducted on the land rights of vulnerable people with the aim of identifying restrictive policies as well as cultural, traditional, and institutional barriers to land ownership. The project worked on two levels, building an official land ownership registration system with the Ministry of Land and establishing an authoritative land record on the upazila or sub-district level. Photo @Fardouse Lomat Jahan Rumpa

# Migration

Addressing root causes and mitigating impact

The number of refugees and migrants worldwide who have left their homes, either by force or voluntarily, creates new demographic challenges. With increased human mobility comes complex interrelationships between migration, refugees, and development aid, bringing new challenges on how to establish sustainable conditions in migrant origin, transit- and hosting countries.

With limited abilities to absorb uncontrolled migration, development partners face the challenge of finding ways to create

living conditions that encourage the educated, young, and mobile to stay in their home countries.

Aid policies face a critical challenge in balancing a focus on poverty reduction with mitigating the conditions that produce refugees, while at the same time interacting more constructively with migrant diasporas, asylum seekers, and their transnational practices. The combination of increased human mobility, violence, war, and economic insecurity, has resulted in a new migration environment. Consequently, more focus is directed towards the

well-being of women and children in refugee camps, risks with human trafficking, (re)integration and in particular on employment creation and institutional capacity building in migrant origin- and hosting countries.

NIRAS's comprehensive knowledge and experience in gender equality, rural development, income generation, decentralisation, human rights, TVET, and employment creation goes in line with these new trends and provides important expertise when offering advisory services within the migration-development nexus.



*KfW's Refugee Response Fund was set up to help Uganda handle the huge influx of refugees from South Sudan. The EUR10M fund, which will be replenished to continue to help vulnerable refugee populations, is initially responsible for a major water, sanitation, and hygiene project as well as an education project, both implemented by partner NGOs.*

## Tackling the roots of irregular migration

The International Organisation for Migration estimates that the number of refugees and migrants worldwide who left their home—either by force or voluntarily—was around a quarter of a billion people in 2017. The surge in human mobility, security challenges and conflict combined with economic insecurity in the EU's neighbouring areas, has prompted the EU and other donors to increase the focus on and resources dedicated to migration and its results, outcomes, risks, and opportunities. NIRAS remains committed in all our programmes to address the root causes of irregular migration and displacement through targeted interventions in different sectors that affect migration, such as climate change adaptation, peace and security, poverty reduction, agricultural development, and human rights to name a few.

“The project shows that resilience programming can work. For a long time, the people of South Sudan have only received relief aid, which does not allow them to develop new skills to improve their living environment. Despite difficult circumstances in the past, project beneficiaries have shown a yearning to shape their own future. And understandably so, as restoring self-reliance gives people a sense of dignity and control over their lives.”

Marc Mazairac, First Secretary, Development Cooperation, Embassy of the Kingdom of the Netherlands in South Sudan, in reference to the Water for Eastern Equatoria State project that the Dutch Embassy has funded and NIRAS has managed since 2013, bringing safe water to more than 250,000 and sanitation and hygiene education to over 120,000 South Sudanese.



## SERVICES

- + Peace-building and stabilisation
- + Conflict prevention and mediation
- + Conflict analysis / sensitive programming
- + Logistical support & duty of care
- + Support to civil society organisations and government
- + Promote peaceful and fair election
- + Security sector reform, rule of law, and transitional justice
- + Institutional and organisational strengthening in fragile settings

For the past 20 years, NIRAS has worked extensively in conflict and post-conflict zones around the world. This experience informs our belief that we must build societies that are open to all, offer just treatment to their citizens, and provide effective, accountable, and participatory governing bodies. Without these elements, peace will not last and most development achievements will be lost.

The field of peace- and security-related development cooperation is growing. Most donor countries expect that by 2030 around 70% of the world's poorest populations will live in fragile and conflict-affected areas, sharing characteristics such as weak governance structures, extreme poverty, limited capacity to deal with shocks from both con-

# Peace and Security

Peace is more than the absence of war

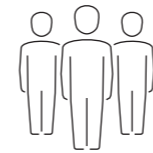
flicts, irregular migration, and natural disasters exacerbated by global warming.

As a result, development cooperation interventions increasingly address topics such as conflict prevention and resolution, migration, mediation, as well as state and peace-building. We understand that these challenges require expertise and experience in working both on and in the midst of conflict. While attention rests too often on short term immediate goals,

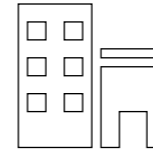
we understand that peace is not necessarily achieved by political treaties and handshakes among leaders. Our approach is to analyse and implement based on the root causes of conflict, bringing all relevant stakeholders together from the grassroots to policy level. Development interventions have the unfortunate potential to escalate conflicts, and we carefully assess the role we play, the change we drive, and the assumptions we make in order to have a positive impact where we work.



*The Peace and Stabilisation Response (PSR) is an emergency roster comprising 500 civilian experts who are deployed on international stabilisation, conflict prevention, peacekeeping, and democracy-building missions in conflict-affected areas worldwide (including Libya, Mali, Niger, Somalia, Ukraine, Georgia, Palestine, and Iraq) coordinated by the EU, OSCE, and UN. NIRAS manages the roster on behalf of the Ministry of Foreign Affairs of Denmark and deploys an average of 160 experts per year. Photo © EUMM/Adam Møller*



Unleashing the entrepreneurial potential of women and youth



We promote innovative Smart City solutions and city-to-city collaboration

# Science, Tech and Innovation

Supporting innovative solutions as a platform to achieve wider impacts

NIRAS has played a key role in developing innovative societies through our long-term engagement in science, technology and innovation (STI) projects. Our work has included, for example, in-depth studies of STI and national innovation systems, assessment of STI data infrastructure, development of e-platforms, drafting of legal and policy frameworks for technology transfer, and investment in start-ups as well as innovation acceleration.

Ultimately, STI programmes strengthen innovation policies, promote human capital development, improve institutions, help reduce poverty, and enable socially inclusive growth. Our approach builds private and public sector capacity as we cover the spectrum from knowledge development via transfer and commercialisation to utilisation. We promote open innovations by linking clients to local and international expertise and facilitating knowledge exchange.

# Private Sector Development

Building a sound revenue base to drive economic growth

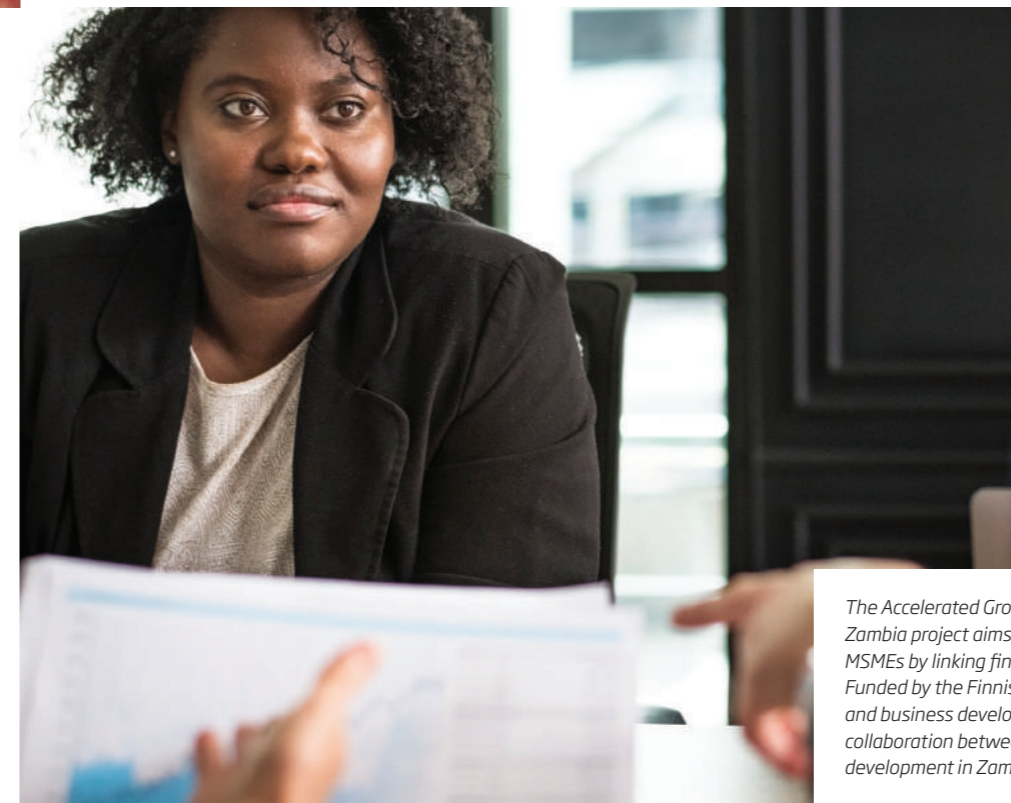
Sustainable development cannot be secured without a sound revenue base, and a vibrant private sector is the engine to achieve this. Our approach to economic development is designed to benefit both local communities and investors. We provide technical assistance and skills transfers to the public and private sectors (e.g., MSMEs, entrepreneurs, start-ups, farmers, processors and larger industries) as well as academia. Applying a “Making Markets Work for the Poor” socially inclusive approach, we include elements of

business development services, value chain development, market linkage creation, and public-private partnerships (PPPs), without ever compromising on good governance.

Support to MSMEs is vital due to their potential for creating jobs and decent living standards. In enterprise development, we pay special attention to the marginalised, especially women and youth. Technology commercialisation has been our focus in many programmes, and we have provided advice for the preparation of technology

transfer and start-up laws and supported partnership creation between companies to develop commercially viable technologies.

We also facilitate access to finance via various funding sources and new mechanisms with scalability potential. We do this by bolstering financial intermediaries and promoting customer-centric models. Our support for the creation of enabling business environments emphasises an improved investment climate for MSMEs and stronger business support organisations.



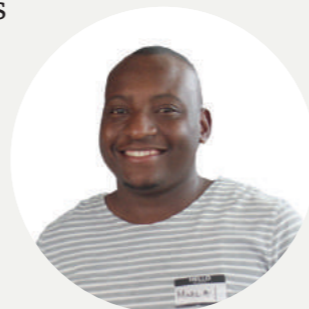
## SERVICES

- + Inclusive business
- + SME, youth, and women's entrepreneurship
- + Fund management and access to finance
- + Investment climate and public-private partnerships
- + Curricula development
- + Coaching and business planning advice
- + Policy analysis
- + Market studies
- + Facilitation of market linkages
- + Innovative SmartCity solutions and city-to-city collaboration

*The Accelerated Growth of Micro, Small, and Medium-Sized Enterprises (MSMEs) in Zambia project aims to create jobs and a more diversified economy through competitive MSMEs by linking finance, capacity building, academia, and international business. Funded by the Finnish Ministry for Foreign Affairs, the project offers access to finance and business development training and services, while fostering innovation and collaboration between various sector stakeholders. The goal is to stimulate economic development in Zambia and foster trade cooperation with Finland.*

SAIS introduced us to coaching that was beneficial in refining our business and taking it to another level – from how we present ourselves as a company to tapping into the investor mindset and putting the interests of our customers first. The programme helped us really define our purpose all the way till we got to SLUSH GIA finals in Finland, where we took first place.”

Mwila Kangwa, CEO of AgriPredict, a Zambian start-up supported by the Southern Africa Innovation Support Programme (SAIS), which funds initiatives promoting early-stage entrepreneurship and understanding on what works in innovation ecosystems assisting entrepreneurs in the SADC region. The programme's approach integrates three main components – an Innovation Fund, capacity building, and knowledge and networking – into activities delivered as interlinked projects.



NIRAS ran the Innovation Partnership Programme (IPP) in Viet Nam for almost ten years, accelerating success for private sector start-ups while strengthening the national innovation system through capacity building and public-private partnerships. Extensive training-of-trainers programmes, especially in entrepreneurship and innovation, lay at the heart of the IPP. A two-phase project (2009-2014 and 2014-2018), the IPP's grant instrument, which funded new enterprises and innovation-support consortia, was tailored to Vietnamese needs but drew from best practices in Finland. Two major calls for proposals led to the selection of 18 startups and 14 innovation and entrepreneurship ecosystem development projects.



# Skills Development and Employment Promotion

Improving social integration, social stability, and overall economic development

Skills development and employment promotion play a key role in achieving countries' development aspirations. They are essential for promoting inclusive, sustainable, low-carbon economic growth at country level while addressing global challenges. Sustainable Development Goals 1, 4, and 8 recognise the importance of skills development and employment promotion for successfully addressing global challenges. NIRAS works to support the translation of the SDGs into practice in development projects across the world.

Only real jobs offer young and mobile people true prospects. Applying a holistic approach, NIRAS works to strengthen governance structures linking education and training with the labour market. We promote a lifelong learning perspective and consider skills development within the entire education system, be it school-based, in-company, cooperative, or informal in nature.

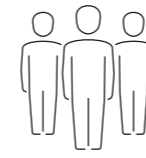
In supporting the development of conducive policy frameworks, we assist governments in drafting policies and regulations to ensure that initiatives are based on a comprehensive strategy that aligns with countries' socioeconomic goals. We also assist with national education and training reform processes, establish education management and information systems, and develop national qualification frameworks along with quality assurance mechanisms.

Inclusive and equitable skills development increases economic productivity and addresses inequality. Therefore our goal is to improve the quality of existing education and training systems. We do this by working closely with national counterparts to strengthen local structures and institutions in the context of existing socioeconomic conditions. Some of the services we offer in this area include development and implementation of curricula and training

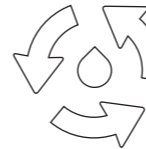


programmes, sustainable financing systems for training institutes and support to work-based learning and on-the-job training through "seed" money (e.g., skills development funds).

We support the development of integrated labour market systems and provide guidance on better linking human resources with current and expected skills needs through establishment of labour market information systems and career guidance centres, for example. NIRAS also actively engages the private sector to articulate their labour needs, and we target especially small and medium-sized enterprises (SMEs) as an effective and efficient way to generate employment opportunities in development contexts. We provide capacity development for business service providers, in-company training of trainees, and often initiate public-private partnerships to develop dual cooperative training.



+4,000 professionals from around the globe have participated in our ITPs



44 TVET projects in 8 years worldwide



Our projects are results-driven

## Capacity building for sustainable development

NIRAS specialises in planning, preparing, and conducting training programmes, courses, seminars, and study tours within our main fields of expertise. We design both intense short courses and extensive training programmes, working with broad sector programmes as well as tailored courses for specific target groups. Our pedagogic approach is active adult learning including a strong personal responsibility for exchange and participation.

Over the years, we have been assigned the task of organising a number of international training programmes (ITPs) for different stakeholders from developing countries and transition economies on behalf of Sida and the Danida Fellowship Centre. Many of the ITPs focus on environment and natural resource management, but we also have programmes that address peace and security as well as media and democracy, among others.

Through the ITPs, NIRAS has worked with government agencies, civil society organisations, academia, and private enterprises in more than 60 countries with the explicit aim of strengthening institutional and organisational capacity. More than 4000 individuals have participated in the ITPs, and the alumni engage in professional networks and continue to act as agents of change within their organisations, sectors, and countries.



Definitely this has been the best training I have received in my life and an excellent experience and opportunity to acquire new knowledge and consolidate that which I already had. There was a good exchange of experiences with participants from different parts of the world, and I learned from all the speakers. I also appreciated the opportunity of getting to know the urban and country environment of Sweden. It was an unforgettable experience!"

Pablo Mazariegos, Guatemala.  
Participant in the Environmental Impact Assessment ITP

## SERVICES

- + Development of conducive policy frameworks
- + Technical and vocational and educational training
- + Development of curricula and training programmes
- + Training of trainers
- + Labour market information systems
- + Private sector development and engagement
- + Set up and management of skills development funds
- + Support to national employment service centres
- + International training programmes (ITPs)

We apply an integrated approach based on three interrelated pillars: (1) skills development, (2) labour market interventions, and (3) private sector development.

In the From Education to Employment (E2E) project in Serbia, we support evidence-based development of youth employment policies and work to facilitate employment and learning opportunities for young Serbians. By working with five local partners, E2E creates new opportunities for young people to learn skills that are required in the local market. Through engagement with the private sector, the Opportunity Fund (€1.5M) promotes modern methodologies for in-company training, career counselling, innovative employability models, and other labour market measures especially for hard-to-place youth (e.g. traineeship placements). In its first round, the fund supported 43 projects in 20 municipalities, with the participation of more than 60 companies and 30 partners from the public and civil society sectors. Almost 300 work-based learning participants completed training; 350 hard-to-place youth received support with close to 100 undergoing in-company training and 192 finding employment.



The NIRAS Young Professional Academy (NYPA) is a two-year on-the-job development consulting training programme for recent graduates and selected participants from NIRAS country offices. Participants learn about business development and project management as well as consultancy methodologies. The NYPA programme demonstrates our commitment to cultivating a local presence and expertise among our younger staff.

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# Be part of creating tomorrow's societies

**We are expanding our network of professionals and putting out a call for the most driven, passionate, and knowledgeable development practitioners to join us on our journey to create tomorrow's sustainable societies.**



## Why join our network?

### NIRAS is global

With 51 offices in 27 countries, there's a good chance that we have a local or regional presence to support you on location. Most recently, we expanded to Colombia and the Philippines.

### Supportive and collaborative

Our practitioners are valued colleagues and receive the support and resources needed to succeed. Project managers work to provide prompt payment of salaries, technical backstopping, and collaboration on projects.

### Safety and wellbeing is vital

When you work with us, you have access to our travel security system, including a travel security app and a 24/7 emergency response service.

### Ensuring satisfaction

Results from our 2018 annual survey show that more than 95% of practitioners who have worked with us say they would again. We're constantly looking to improve and incorporate feedback to ensure your satisfaction.

### Staying connected

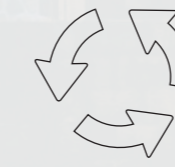
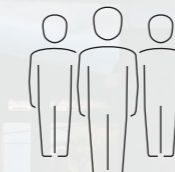
Many of our practitioners work on multiple consecutive projects because a good partnership should lead to further cooperation.

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