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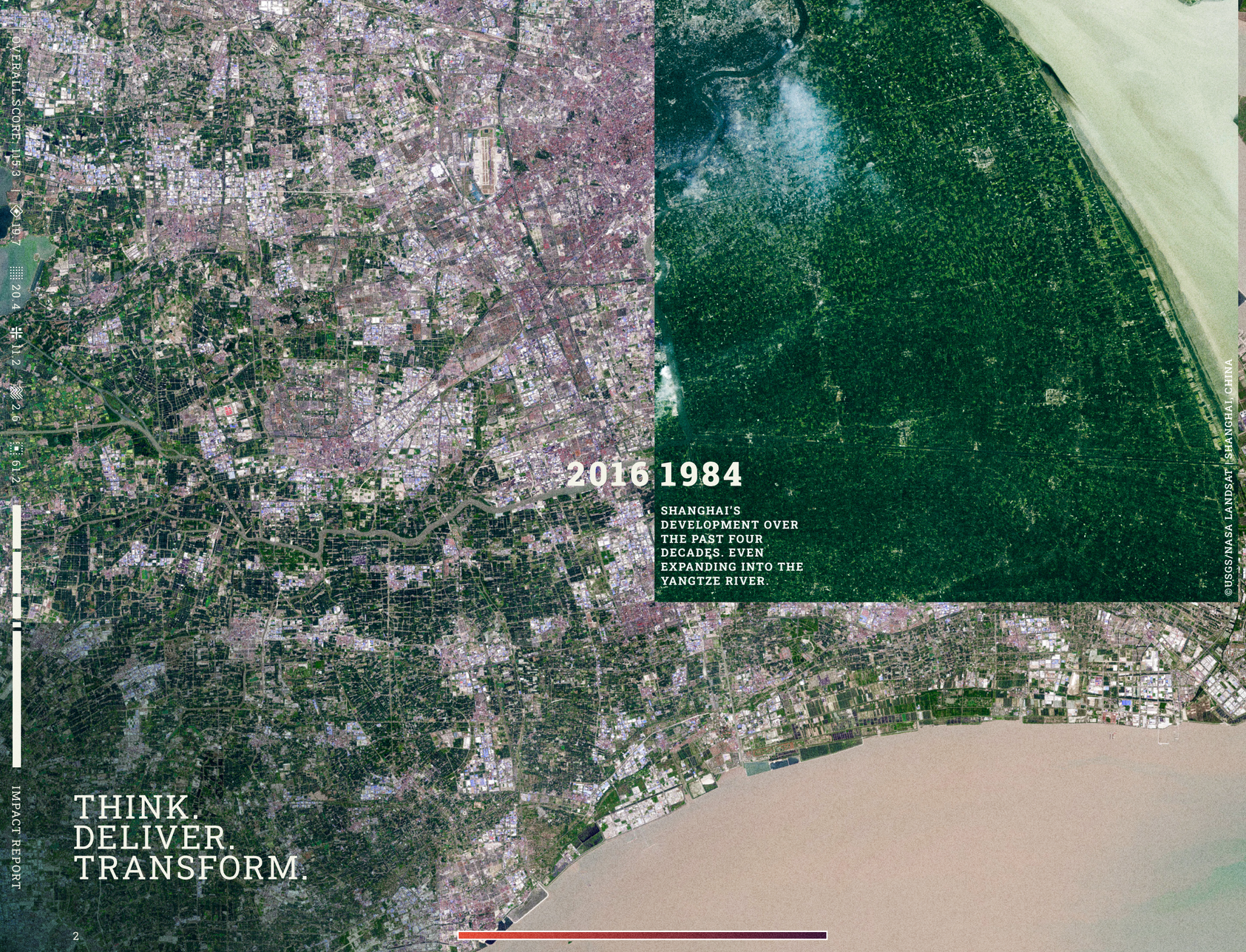
IMPACT REPORT

2025

Certified B Corporation

This company meets the highest standards of social and environmental impact

THINK.
DELIVER.
TRANSFORM.



SHANGHAI'S DEVELOPMENT OVER THE PAST FOUR DECADES. EVEN EXPANDING INTO THE YANGTZE RIVER.

©USGS/NASA LANDSAT | SHANGHAI, CHINA

We are a proud Certified B Corporation, recognised for verified performance, accountability, and transparency. Our impact is evaluated across five key areas:

GOVERNANCE

Assesses ethics, transparency, and stakeholder engagement.

WORKERS

Evaluates employee support, including financial security, career development, and well-being.

COMMUNITY

Measures engagement with communities, focusing on diversity, inclusion, and responsible supply chains.

ENVIRONMENT

Reviews sustainability and environmental practices in operations and supply chains.

CUSTOMERS

Assesses our service quality and how we address social challenges.

These verified impact areas reflect our commitment to creating a positive social and environmental legacy, as you'll see highlighted throughout this report.

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2
IMPACT REPORT

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DEAR READERS

2025 HAS BEEN A YEAR OF BOTH INSPIRING PROGRESS AND PROFOUND CHALLENGES.

Global budget cuts to aid and development reshaped the landscape in which Adam Smith International (ASI) operates – requiring sharper focus, new ways of working, and a renewed commitment to ensuring support reaches those who need it most. Rising conflict, economic instability, and climate shocks – from devastating floods in East Africa to record-breaking heatwaves in South Asia – placed immense strain on communities and systems already under pressure. In many parts of the world, the gap between urgent needs and available resources has rarely felt wider. Amid this backdrop, ASI has not only delivered but adapted – remaining focused on meaningful, long-term impact.

In Pakistan, our Sustainable Energy and Economic Development (SEED) programme has advanced sustainable, clean energy in Khyber Pakhtunkhwa, building local capacity to protect livelihoods and ecosystems while creating economic opportunities. Through our Revenue Mobilisation, Investment and Trade Programme (REMIT), we've supported innovative approaches to revenue mobilisation, helping governments strengthen fiscal resilience and provide essential public services, including through AI-powered systems. We know that the growing reliance on technology must be balanced with environmental sustainability and equity, and our work seeks to ensure innovation strengthens rather than undermines resilience.

In the borderlands between Kenya, Somalia and Ethiopia, our Deris Wanaag project (Somali for 'good neighbourliness') has worked at the community level and with formal and informal institutions to reduce conflict, improve governance, and create pathways for more inclusive local decision-making.

In Asia-Pacific, our Partnerships for Infrastructure (P4I) initiative has helped governments plan and deliver sustainable, climate-resilient infrastructure, enabling stronger trade links and greener growth. And in Vanuatu, our support to the new Public Roads Strategy, developed with government and partners, is already bringing change: township upgrades, safer junctions, and rural connections opening up, all part of a long-term vision for a safe, resilient and affordable road network to 2040.

Our impact has not been confined to projects alone. We have embedded sustainability more deeply into our operations, setting ambitious but realistic targets for reducing our carbon footprint, and working closely with suppliers to align with science-based climate goals. We have strengthened our approach to diversity, equity, inclusion and belonging – with staff-led initiatives shaping how we recruit, collaborate, and learn from one another.

Through it all, one constant remains: our focus on working with – not just for – communities, and our commitment to leading with purpose. Whether in the field or at policy level, we measure our success not only in outputs delivered, but in the resilience, opportunity, and stability we help foster.

To our staff, associates, and partners — your skill, adaptability, and commitment have been the driving force behind our success. Thank you for demonstrating that we can achieve lasting impact, and do so in a manner that is grounded, human, and inspiring.

Warm regards,

Jalpa Patel

JALPA PATEL,
CHIEF EXECUTIVE OFFICER

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

SYRIA

Rebuilding Northern Syria After the Regime's Fall

KHYBER PAKHTUNKHWA, PAKISTAN

Revolutionising Roads: Pakistan's First AI-Driven Asset Management System Goes Live

VIETNAM

Shaping Smarter Cities: How Vietnam Is Building Transit-Oriented Growth

SOMALIA

From Symbolic to Systematic: Giving Oversight and Public Voice a Real Place in Somalia's Justice Sector

MALAWI

Unlocking Trade Potential between Malawi and the UK

THE IMPORTANCE OF INTERNATIONAL DEVELOPMENT

As aid budgets face continued scrutiny, the future of development will depend on harnessing the strengths of public-private partnerships to drive sustainable impact. Governments alone cannot tackle today's global challenges: collaboration with businesses, investors and local communities is essential to delivering long-term solutions. With more than 30 years' experience as a trusted UK partner, ASI demonstrates that with the right expertise, funding constraints don't have to mean diminished impact, just the need for innovative, results-driven partnerships that deliver value for both the UK and its global partners.

Scan the QR code to explore our work to transform lives by making economies stronger, societies more stable, and governments more effective.

- Sustainable Infrastructure
- Inclusive Growth & Job Creation
- Climate Change & Nature
- Governance & Accountability
- Public Financial Management (PFM)
- Integrated Security
- Conflict, Stability & Humanitarian Support
- Public Service Delivery
- Programme Design & Insights
- Fund Management
- Cross Cutting

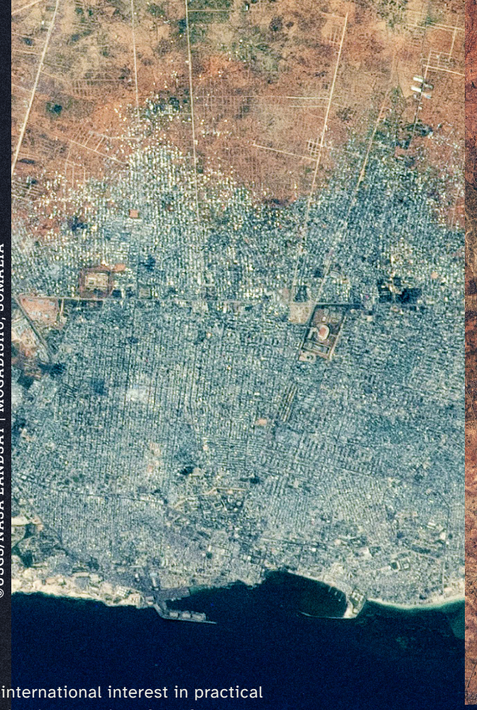
STAFF
350+

PROJECTS
60+

ASSOCIATES
1000+

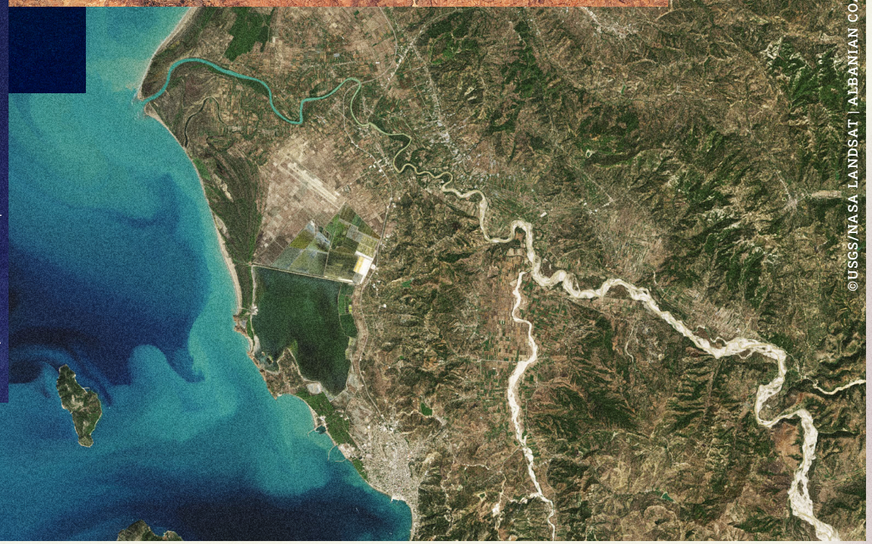
REGIONAL HUBS
7

COUNTRIES
50+


©USGS/NASA LANDSAT | MOGADISHU, SOMALIA

©USGS/NASA LANDSAT | SOLOMON ISLANDS

©USGS/NASA LANDSAT | IRRAWADDY RIVER, BURMA


©USGS/NASA LANDSAT | ALBANIAN COAST

WHO WE ARE

ASI's story began in 1992, in response to growing international interest in practical advice on economic and government reform, including in countries of the former Soviet Union, helping them build functioning market economies and responsive and accountable states after the fall of communism. What started as technical assistance for urgent reform has grown into a global operation – but the goal remains the same: to make economies stronger, societies more stable, and governments more effective.

More than three decades later, we work across the full spectrum – from fragile states to middle-income countries – helping to deliver practical change at scale.

As a certified B Corporation, we hold ourselves to high standards, not only in what we deliver but in how we operate. Our commitment to social and environmental responsibility is part of what defines us – and we're proud to be part of a global community using business as a force for good.

Our current portfolio spans a broad set of challenges: climate change, anti-corruption, infrastructure, stabilisation, education, governance, public finance, and private sector development. We work across Africa, South Asia, Asia Pacific, Southwest Asia & North Africa (SWANA), and Europe – and our impact is shaped through close partnerships with governments, businesses, and communities, combined with the skills and experience of our global teams.

WHO WE ARE

Adam Smith International (ASI), founded in 1992, is a global advisory company that partners with governments, foundations and other organisations to drive economic growth, governance reform, and institutional strengthening, especially in fragile states. Employee-owned and B Corp certified, we emphasise social, environmental, and financial impact through programmes that improve governance, stability, and development across nearly 100 countries.

OUR CULTURE

OUR APPROACH

WHAT WE DO

Currently, we have a portfolio of projects covering a wide range of technical subjects, such as climate change, anti-corruption, infrastructure reform, development of the private sector, stabilisation, education, governance, and public financial management in multiple geographies, including Africa, Asia Pacific, South Asia, SWANA, and Europe.

OUR MISSION

OUR VISION

OUR VALUES

WHY WE DO IT

Our mission is to transform lives by making economies stronger, societies more stable, and governments more effective. From Pakistan to Panama, and Somalia to the Solomon Islands, our projects are thoughtfully designed to address the unique needs of the communities we work with. We aim to create lasting change, focusing on sustainable solutions that empower individuals and foster long-term progress. Every project is more than a temporary fix; it's a step towards a brighter, more resilient future for those who need it most.

OUR IMPACT

Our work in the development sector is driven by a clear purpose: to deliver projects that genuinely improve lives, particularly in some of the world's most challenging environments. Our values - impact, creativity, and partnership - guide us as we design and implement solutions that address the real needs of the communities we serve. For us, delivering these projects isn't just about meeting targets or ticking boxes; it's about making sure that what we do has a lasting, positive effect on people's lives. Whether we are working in conflict zones or remote regions, the heart of our mission is to ensure that our efforts lead to meaningful change.

IMPACT REPORT
OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2

©STEN-ÅKE STENBERG | FORMER SOVIET UNION

JUL 1992

ASI IS FOUNDED

Founded after the fall of the Soviet Union, ASI began with a clear purpose: to support sustainable growth, ethical governance, and inclusive development in countries navigating complex transitions.

JAN 1, 2017

BEGINNING OUR B CORP JOURNEY

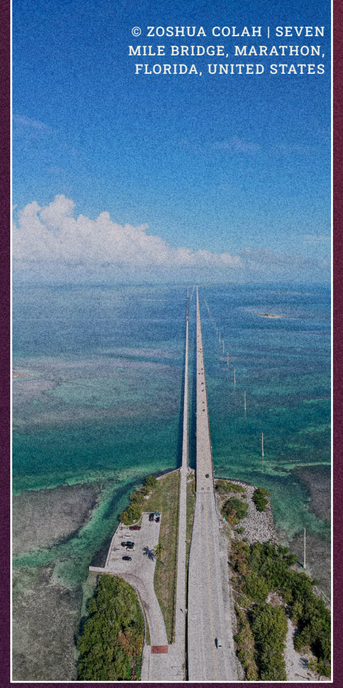
We formally began the process of becoming a B Corporation t– a step that prompted deep internal reflection on how to embed purpose more fully into how we work and operate.

SECTION 02

JOURNEY TO CERTIFICATION

Becoming a B Corp in 2019 was just the starting point for us. Since then, our focus has been on embedding the values behind the certification into the way we work – not as a label, but as a standard we hold ourselves to every day. That means consistently reviewing how we design, deliver, and learn from projects, especially in the fragile and complex places where we operate.

Over the past year, we've taken a closer look at what it means to lead with purpose – from improving our internal policies and practices to setting higher expectations for ourselves around impact, inclusion, and innovation.


© ZOSHUA COLAH | SEVEN MILE BRIDGE, MARATHON, FLORIDA, UNITED STATES

SEP 17, 2019

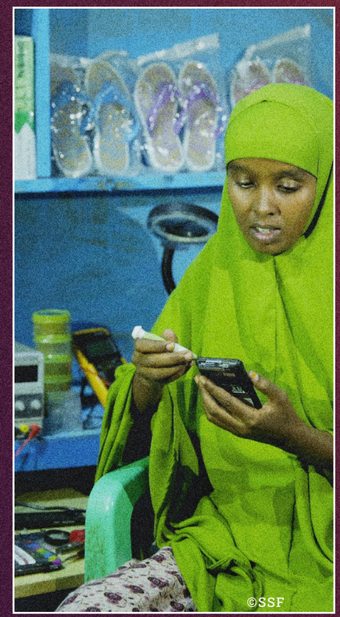
B CORP CERTIFICATION

ASI became one of the first 300 companies in the UK to achieve B Corp status – number 226 in the registry.

In both 2021 and 2022, ASI was recognised amongst the top 5% of B Corps globally for our impact on customers and workers – earning 'Best for the World' awards in both categories for two years running.

RECOGNISED AS 'BEST FOR THE WORLD'

JUL, 2021 & 2022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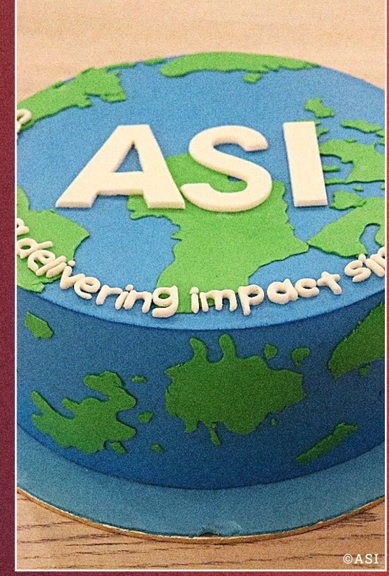


JUL, 2022

CELEBRATING 30 YEARS OF GLOBAL IMPACT

We marked three decades of global delivery, reflecting on the journey from our origins in post-Soviet reform to a global portfolio spanning governance, climate, inclusive growth and more.

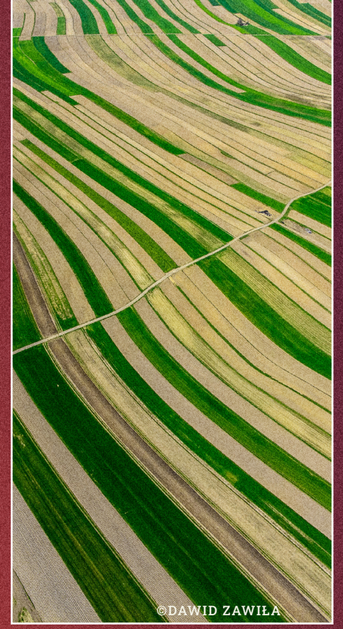
OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2 IMPACT REPORT

We embarked on a strategic partnership with International SOS, aiming to create even bigger impact in the areas of health and medical services.

STRATEGIC PARTNERSHIP WITH INTERNATIONAL SOS

FEB 3, 2023

©ERIKA-FLETCHER


©DAWID ZAWIŁA

MAR 1, 2023

B CORP COMMUNITY GROWTH

The B Corp community has grown to nearly 1,000 companies in the UK and around 7,000 globally. Joining us in this impactful community were prominent names like The Guardian, The Body Shop, Patagonia, Tony's Chocolonely and several other industry leaders dedicated to balancing profit with purpose.

We successfully recertified as a B Corp, achieving an overall B Impact Assessment score of 115.3. Particularly noteworthy was our exceptional performance in the 'Customers' category, one of the highest in the world – a significant achievement given to only 1 in 8 companies who successfully recertify.

RECERTIFICATION AS A B CORP

JUN 30, 2023

© ASI

©TOMAK

2024

GROWTH IN A CHALLENGING YEAR

Despite a turbulent global environment, ASI grew by 30% in 2024. A sharpened strategy, new partnerships, and focused delivery helped us stay on course and amplify our impact.

With development budgets under pressure, we expanded our partnerships in the Gulf region and the private sector, while continuing to deliver in some of the most complex operating environments. We remain clear-eyed and committed to impact, even in a shifting global aid landscape.

STAYING THE COURSE

2025

©MOHAMED-UZAIN

©CHRIS ANDRAWES

ONGOING

LOOKING AHEAD

We continue to push for progress – not only in how we deliver our work, but in how we lead as a responsible, purpose-driven business. Our focus remains on creating long-term, meaningful change – for the people we serve and the systems we support.

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2 IMPACT REPORT

ASI IMPACT SCORE

80 QUALIFIES FOR B CORP CERTIFICATION

50.9 MEDIAN SCORE FOR ORDINARY BUSINESSES

115.3

OUR SCORE

IMPACT REPORT 61.2 2.6 11.2 20.4 19.7 | OVERALL SCORE: 115.3

ASI IMPACT SCORE
IN DETAIL

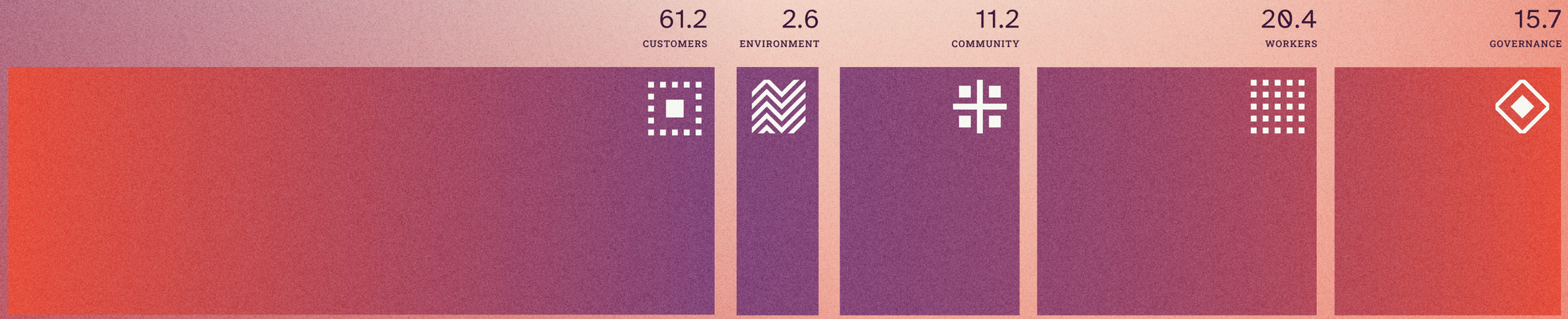
CUSTOMERS | Questions answered 36/36

ENVIRONMENT | Questions answered 32/32

COMMUNITY | Questions answered 43/43

WORKERS | Questions answered 50/50

GOVERNANCE | Questions answered 31/31



IMPACT REPORT OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2

SECTION 03

THE IMPACT OF OUR PROGRAMME DELIVERY

At the core of our work is a simple goal: to deliver projects that make a real difference in people's lives – especially in places where the challenges are greatest.

Our values – Impact, Creativity, and Partnership – shape how we approach every context we work in. From conflict-affected areas to remote communities, we focus on solutions that are practical, grounded, and responsive to local needs.

We care about outcomes that last – strengthening systems, supporting communities, and laying the groundwork for long-term progress. That principle sits behind every project we deliver – and it's what drives how we partner, how we innovate, and how we measure success.

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

©USGS/NASA LANDSAT | SALT FARM IN SENEGAL, WEST AFRICA

©USGS/NASA LANDSAT | SALT FARM IN SENEGAL, WEST AFRICA

CUSTOMERS

The people and communities we serve are at the centre of everything we do. From Pakistan to Papua New Guinea, and Somalia to Syria, we design our programmes to reflect local priorities and realities – not just technical goals.

Our focus is on solutions that last: building skills, strengthening systems, and creating the conditions for long-term progress. Each project is an opportunity to make meaningful change, shaped by trust, collaboration, and a deep understanding of context.

WHAT WE SAID

A. Structured Programme Reviews: We will implement structured reviews for at least ten programmes to enhance positive impact for customers and beneficiaries.

B. Aggregate Impact: We will aggregate and quantify more customer impact from across our programmes.

C Enhanced Tools: We will enhance tools available for programme delivery to drive customer impact.

WHAT WE DID

A. So far this year, we have successfully completed eight of our ten planned programme reviews. Each review has been participatory, engaging programme teams and involving our clients directly in the process. This inclusive approach has generated valuable insights, enabling us to strengthen programme design, respond proactively to learning, and align more closely with evolving policy priorities. We are on track to complete the remaining reviews over the year, further deepening our evidence base and impact.

B. We have developed a pilot company-wide process for quantitatively measuring impact across projects and are currently trialling it in three programmes. The pilot concluded at the end of October, after which we will refine the approach based on learning and roll it out more widely across the business. This will enable us to capture and aggregate impact data more systematically, strengthening our ability to demonstrate value and inform decision-making.

C. We have developed new guidelines and supporting tools for core delivery management processes, equipping our teams to better manage quality and address issues as they arise. These tools are already helping to embed greater consistency in delivery management across the complex environments in which we operate, and will continue to strengthen our capacity to deliver impact for our customers. Building on this foundation, we will further evolve and expand the toolkit to meet emerging needs and ensure our teams are equipped for excellence.

PLANS FOR THE NEXT 12 MONTHS

Measuring Impact with Greater Depth and Accuracy: We will expand and refine our measurement of impact to create a more accurate picture of the way in which we are driving change globally.

Equipping Teams with Evolving Tools for Complex Delivery: We will continue to evolve our delivery management toolkit, adding new guidance and digital solutions to respond to emerging challenges and ensure our teams remain equipped to deliver consistently high-quality results in complex environments

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

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IMPACT STORY 001

NAVIGATING COMPLEX TERRAINS

THE DERIS WANAAG PROJECT IN THE HORN OF AFRICA

Strengthening Peace and Stability in the Borderlands of Kenya, Somalia, and Ethiopia

The border areas between Kenya, Somalia, and Ethiopia is a region fraught with complexities. Marked by porous borders, this area is often a hotspot for conflict, exacerbated by a mix of socio-economic challenges, political instability, and environmental stresses such as droughts and floods. These issues are compounded by the movement of people and goods, both licit and illicit, across the borders, leading to heightened tensions and competition for resources. The region is also home to diverse communities with different ethnic and cultural backgrounds, making it a melting pot of differing interests and grievances. Initiatives that foster peace, stability, and socio-economic development in these borderlands are welcome.

Deris Wanaag, which means “good neighbourliness” in Somali, is an ambitious initiative aimed at enhancing peace and stability while strengthening social and economic dynamics in the Kenya-Somalia-Ethiopia border areas. It seeks to promote sustainable, lasting change, beyond its completion by working closely with national and sub-national partners, hard-to-reach communities, and civil society, to design interventions which will collectively build peace and reduce instability.

LOCATION: KENYA, SOMALIA, AND ETHIOPIA
NAME: THE KENYA-SOMALIA-ETHIOPIA BORDERLANDS PROGRAMME (‘DERIS WANAAG’)
CLIENT: UK INTEGRATED SECURITY FUND (ISF) AND THE MINISTRY OF FOREIGN AFFAIRS OF THE NETHERLANDS
DURATION: MAR 2023–FEB 2026
PEOPLE REACHED **DIRECT:** 53,132 **INDIRECT:** 159,396

Launched to address the unique challenges of this volatile region, Deris Wanaag supports political coordination and policy dialogue in Kenya, Somalia and Ethiopia, working with national and sub-national stakeholders to identify opportunities and priorities for cross-border cooperation, to address insecurity more effectively.

Recognising the complex socio-economic dynamics and trust deficit between communities, as well as between security actors and authorities (both internally and between the three countries), Deris Wanaag works to strengthen existing conciliation mechanisms and build a shared understanding of security priorities in a way that drives mutual benefit. Bringing political coordination and policy dialogue to the border areas in a tangible way, for example supporting licit cross-border trade and strengthening community-security relationships, increases opportunities for the economic empowerment of communities living along the border and their trust in security providers.

Security and resource dynamics are key to strengthening the social contract deficit in the border areas. Deris Wanaag supports communities to better understand their role in political decision-making in relation to resource distribution and meeting their security needs.

Deris Wanaag works closely with civil society and existing structures to fund locally-led initiatives that enhance resilience to the impact of conflict and historic vulnerability for both communities and individuals. A granting facility implements interventions which are designed jointly with community stakeholders and addresses the needs across groups within society, with the objective of countering terrorism – with a focus on strengthening access to economic opportunities and livelihoods, support conflict resolution and mediation processes, improve community-security trust, mitigate against the impact of climate change, and enhance Gender Equality and Social Inclusion (GESI) outcomes.

Throughout, the project has a strong commitment to advancing GESI. Since its inception, the project has mainstreamed GESI considerations across all areas of engagement, tailoring its approach to address inequalities in the border regions and introducing targeted interventions informed by an understanding of the individuals and groups most vulnerable and disproportionately affected by conflict.

© ABDULKADIR HIRABE | HARGEISA, SOMALIA

One of the project's defining features has been its agility in responding to emergencies. This was notably evident during the severe floods that devastated the borderlands, killing over 170 people and displacing more than 700,000. Deris Wanaag quickly mobilised the Rural Agency for Community Development and Assistance (RACIDA) to provide aid to approximately 22,400 of the most vulnerable individuals across eight locations. This swift response not only showcased the project's operational flexibility but also its dedication to supporting affected communities, earning it widespread praise.

In order to ensure that design and delivery addresses drivers of conflict and instability and is able to learn from and adapt to an evolving political, security and operational context, Deris Wanaag is informed by research and analysis. Deris Wanaag has employed a multi-faceted approach to Political Economy and Conflict Analysis (PECA), sharing preliminary findings with key stakeholders to shape strategy and update contextual understanding. A baseline perceptions survey conducted among approximately 3,500 residents across the target areas has provided valuable insights into community grievances, governance challenges, and peacebuilding priorities. This analytical framework has been instrumental for designing targeted interventions, supporting partners, and producing policy analysis, capturing the attention of donors and the international community.

The Deris Wanaag project stands as an important initiative for countering extremism in a comprehensive and holistic way in one of the most challenging regions of the world. Its focus on GESI, robust research, and strategic collaborations have positioned it as a critical player in enhancing stability and socio-economic conditions in the borderlands between Kenya, Somalia, and Ethiopia. Through its comprehensive and adaptive approach, Deris Wanaag continues to pave the way for sustainable peace and development in the region.

IMPACT

Achievement of critical security outcomes in line with UK counter terrorism priorities and CONTEST strategies: In collaboration with Kenya's Ministry of Interior and National Administration (MoINA), Deris Wanaag supported county administration and security agencies in Garissa, Wajir, Mandera, and Lamu to enhance detection, disruption, and deterrence capacities against Al-Shabaab threats along the border with Somalia through community-based initiatives tackling key radicalisation drivers such as youth unemployment, local grievances, and marginalisation, in partnership with county peace structures delivering livelihood and mentorship interventions for at-risk youth.

Deepening of community security engagement through inclusive dialogues with local leaders, youth, women, and civil society to promote grassroots ownership of security initiatives and counter extremist narratives. These interventions collectively contributed to reducing the operational space for terrorist groups and preventing recruitment within vulnerable communities.

Deris Wanaag evidence and research helped shape Kenya's national Women, Peace and Security agenda: The project successfully influenced the inclusion of gender-responsive borderland priorities in Kenya's third National Action Plan (KNAP III) under UN Security Council Resolution 1325, ensuring the perspectives of historically marginalised communities were heard. This marks a major step toward institutionalising inclusive development in Kenya's peace and security architecture. This achievement underscores Deris Wanaag's strategic leadership in promoting locally grounded, gender-aware policy reform.

Deris Wanaag research and analysis on borderlands conflict drivers (through monthly context updates, Political Economy and Conflict Analysis, geographic deep dives, and timely Policy Briefs) inform wider donor and international community thinking. Notably, Deris Wanaag has shaped the World Bank's Horn of Africa Initiative (HoAI) approaches to investments in the region's borderlands

Enhancing information sharing: Evidence of strengthened community-security relations and trust has led to improved reporting and intelligence sharing.

Enhancing government presence along the border: For example, in Wajir, communities reported that for first time in over five years, senior officials including the Minister of Education and the Minister of Health visited their area following a shift in perceptions of safety and improved local stability.

Reducing entry points for al Shabaab: Evidence of greater inclusion of women, marginalised groups, young men and young women in local level economic and political decision making and participation – in particular in peace committees such as in Diif, Konton, Kutulo and El Wak. Combined with reconciliation investments, this has contributed to more effective dispute resolution.

AS influence reduced through boosted school enrolment in Wajir: Konton Primary School, once on the verge of closure due to insecurity and low enrolment caused by AS attacks, has seen a dramatic increase in enrolment – from 74 to 179 pupils within six months, with the ECDE class growing from 7 to 65 students.

Providing access to services through alien card registration in Kiunga, Lamu East: One Deris Wanaag initiative provided a significant improvement in service accessibility for 156 individuals, who can now renew or obtain their Alien Cards locally. This enables them to access government services, open bank accounts and seek education contributing to enhancing resilience to recruitment in the area. CT partners advise replication of the initiative along the whole border.

Reducing clan tensions through mediation: through its grass-roots networks and government counterparts, DW received early warnings of escalating clan conflicts in border communities and delivered rapid responses to mitigate tensions through successful dialogues with key parties. Cohesion was further sustained through inclusive peace agreements that involved clan elders and local officials.

©SAMEER AL-MAAFAZY | UNGUJA, TANZANIA

©ROWEN SMITH | ZANZIBAR, TANZANIA

> "Since I was nominated to be a member of the women for change, I was among the eminent persons engaged in the recent peace dialogue initiatives between the Murrule and Degodia clans being from the neutral clan 'Gurreh'."
>
> **A MEMBER OF THE WOMEN FOR CHANGE FORUM IN MANDERA**

IMPACT REPORT
OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2

©AMISOM | SOMALIA

> "You have numerous challenges together — drought, resource conflicts, armed proliferation, terrorism — but you also have so much that is good and positive together, and it is that we want this programme to help bring on".
>
> **THEN BRITISH HIGH COMMISSIONER TO KENYA JANE MARRIOT SAID ABOUT THE PROGRAMME DURING ITS LAUNCH.**

©ARON MARINELLI | STONE TOWN, ZANZIBAR, TANZANIA

LESSONS LEARNED

Changing political dynamics affect project strategy, while at the same time creating opportunities. There were several notable political shifts observed during Year 1 that had significant implications for delivery. In some cases, this requires a pivot in engagement strategies to rapidly influence decision-making on the ground, while in others it creates opportunities to engage with affected communities to mitigate conflict drivers and generate peace dividends.

Enhancing GESI capacity of partners requires substantial support and mentorship. Grantees had GESI as a focus to varying degrees, but it was evident that all partners needed substantial GESI training and continued mentorship support to be able to consider how their activities could be more GESI-focussed. This has led the project to enhance its planning around technical support to grantees in this area.

Grant mechanisms must be designed to balance compliance with localisation. Deris Wanaag established a small grants mechanism to procure locally led initiatives. Stakeholder mapping exercises and organisational capacity assessments identified the need for greater support to potential grantees to boost their ability to meet client compliance requirements and delivery standards across a range of institutional capacity metrics.

Conflict sensitivity requires more deliberate beneficiary selection and women's engagement. Participants noted that often they rely on local gatekeepers to identify activity participants, rather than selecting based on criteria to include marginalised and minority groups, flagging the need for more robust selection criteria. Including women and minority groups in activities does not guarantee equal voice. Work was needed to go beyond participation quotas, to ensure that women, minority, and marginalised groups were empowered to proactively engage in grant activities. Lessons included structuring the structure and agenda of dialogues and workshops to facilitate their active participation.

Collecting incident data in the relevant project geographies requires an innovative and multi-source approach. Neither media reporting nor existing incident databases sufficiently or accurately cover Kenya's Northeast, Jubaland and the Somali region of Ethiopia. The project has designed a data submission system to ensure that stakeholders are able to submit information on a regular basis. This information is collated with data from risk management providers and the media.

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2
IMPACT REPORT

LOCATION: SOUTHEAST ASIA INCLUDING, CAMBODIA, INDONESIA, LAOS, MALAYSIA, PHILIPPINES, THAILAND, TIMOR-LESTE, VIETNAM AND THE ASSOCIATION OF SOUTHEAST ASIAN NATIONS (ASEAN).

NAME: PARTNERSHIPS FOR INFRASTRUCTURE

PRIME SUPPLIER: ERNST AND YOUNG (EY)/

CLIENT: AUSTRALIA'S DEPARTMENT FOREIGN AFFAIRS AND TRADE (DFAT)

DURATION: PHASE 1 DEC 2020-DEC 2025

PEOPLE REACHED

109 AUSTRALIAN ORGANISATIONS AND 64 SOUTHEAST ASIAN COUNTERPART AGENCIES SUPPORTED

3,000+ INFRASTRUCTURE PROFESSIONALS PER YEAR

80% GOVERNMENT OFFICIALS

©RIFKI KURNIAWAN | CENTRAL JAKARTA CITY, INDONESIA

©USGS/NASA LANDSAT | JAKARTA, INDONESIA

IMPACT STORY 002

BUILDING BRIDGES FOR SUSTAINABLE GROWTH IN SOUTHEAST ASIA

CONNECTING POLICY, PEOPLE, AND PROJECTS ACROSS THE REGION

With Southeast Asia set to become the world's fourth largest economy by 2040, the development of quality infrastructure will be key to ensuring its growth is sustainable and inclusive. Closing the region's estimated US$3 trillion infrastructure investment gap will require significant and sustained effort from Southeast Asian governments and their partners. The Australia – Southeast Asia Regional Development Partnership Plan 2024–2028 commits Australia to sharing its infrastructure know-how and experience to support the region's efforts to invest in quality, sustainable and inclusive infrastructure. Launched in 2020, Partnerships for Infrastructure (P4I) is supporting partners' efforts to improve infrastructure policy and regulation, build a pipeline of investable projects, attract quality financing and enhance infrastructure productivity.

P4I is delivered in partnership between Australia's Department for Foreign Affairs and Trade (DFAT), EY, Adam Smith International, The Asia Foundation and Ninti One.

P4I is Australia's flagship regional infrastructure development initiative in Southeast Asia, spanning Cambodia, Indonesia, Laos, Malaysia, Philippines, Thailand, Timor-Leste, Vietnam and ASEAN. Funded through Australia's development programme, P4I is supporting partners to manage and deliver new infrastructure worth over A$50 billion annually. Building on long-standing engagement across the region, P4I brings together Australian and Southeast Asian government counterparts, independent regulators, utilities and infrastructure operators to share technical and policy advice, and specific infrastructure investments advice. P4I works with partners across transport, energy, telecommunications, and public investment management. Its approach is both top-down and bottom-up—supporting broader policy reforms while also addressing investment barriers faced by businesses and investors. By removing bottlenecks and improving infrastructure decision-making, P4I helps unlock new opportunities for investment, innovation, and sustainable growth across the region.

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2
IMPACT REPORT

Raising awareness of Australia's infrastructure experience, expertise and offerings in Southeast Asia; and raising Southeast Asian literacy among Australian government agencies (109 Australian organisations supported to engage in direct technical and policy exchanges with 64 Southeast Asian counterpart organisations).

Building capability on infrastructure policies, practices, processes and systems through technical advice, training, coaching and mentoring, and co-development of procedures, tools and frameworks (over 3,000 Southeast Asian participants in P4I-supported workshops, training and study tours).

Removing blockages that constrain the development and financing of quality infrastructure – from policy and technical reforms through to financing and procurement strategies and approaches, and project-level support.

Deepening investment in quality infrastructure in the region – including the mobilisation of greater Australian investment where possible (coordinating closely with the Australian Government's Investment Deal Teams and Southeast Asia Investment Financing Facility, and with Australia's blended finance platforms and partners).

Transport: Drawing on Australia's own experience, P4I is expanding its work with governments and port authorities on maritime decarbonisation strategies. This work includes greening port facilities, transitioning to low-carbon fuels, and the development of potential green shipping corridors within the region and with Australia. Australia's experience in delivering high quality land transport networks in a way that is both cost effective and utilises innovative financing has led to several high impact activities.

©P4I | THE SHIPPING INDUSTRY HAS A CRITICAL ROLE IN THE GLOBAL PATH TO NET-ZERO. THERE IS GREAT DEMAND AND NEED FOR AUSTRALIA'S EXPERTISE IN TRANSITIONING OUR OWN SHIPPING INDUSTRY AND ESTABLISHING GREEN CORRIDORS ACROSS SOUTHEAST ASIA. PORT OF MELBOURNE IS COLLABORATING WITH MALAYSIA'S PORT OF TANJUNG PELEPAS (PTP) ON RESEARCH TO SUPPORT PTP TO BECOME A REGIONAL GREEN SHIPPING HUB

Energy: The transition to a clean energy economy is both the most significant challenge and an opportunity for Southeast Asia and Australia. Australia has the expertise and technology to assist the region with its transition needs, and there is scope to attract investment to support Australia's clean energy manufacturing objectives. P4I is supporting partner governments to develop efficient energy markets, establish the required policy and regulatory architecture, and build the technical capacity necessary to integrate higher levels of renewable energy into the region's energy systems while addressing energy access, reliability and security.

Telecommunications: Australia's open, competitive and technologically innovative telecommunications market, delivery of services in challenging environments, and leading approach to development and safeguarding undersea cable network assets is well regarded. This is underpinning interest from partners in Southeast Asia to work with P4I on telecommunications.

Quality financing: Australia is recognised for delivering high-quality infrastructure across a challenging domestic geography, utilising innovative financing models. Drawing on this experience, P4I has responded to high demand for support to strengthen infrastructure planning, prioritisation and procurement, and to improve access to more diverse and better-quality infrastructure finance.

Inclusive and Accessible Infrastructure: Inclusive design and accessible infrastructure is at the heart of building resilient, equitable societies. For infrastructure to serve all members of a community, they must address the diverse needs of women, persons with disabilities, ethnic groups, and other vulnerable groups. P4I embeds inclusive design principles across its activities.

Climate and Disaster Resilient Infrastructure: The impacts of climate change are already evident across Southeast Asia. Increased frequency of extreme weather events, such as floods, droughts, and typhoons, disrupt infrastructure, affecting millions of people. For P4I, ensuring that climate resilience and adapation is embedded in infrastructure decision making, policy planning and reform is core business.

RESULTS

P4I partnered with Austroads to develop Cambodia's national standards for roads and bridges, to be used across its US$1.6 billion road infrastructure pipeline.

P4I's collaboration with Malaysia's Sarawak Energy is helping reshape its future investment planning involving a potential fourfold increase in its renewable energy capacity.

Thailand's first large-scale procurement of 1,500 EV buses metrics adopted P4I financing recommendations as well as P4I's gender and accessibility metrics.

Indonesia has commissioned a 12-month hydrogen generator trial with an Australian firm as a direct result of a P4I supported technical exchange with Australia.

P4I's work with Vietnam enabled the adoption of Vietnam's new Electricity Law and Power Development Plan VIII, which will unlock 44 gigawatts of renewables capacity by 2030.

P4I is working with the Philippines' Public Private Partnership Centre to bring to completion new legislative reforms on public-private partnership deployment and financing approaches. Expanding public private partnerships is key to addressing the Philippines' US$69 billion infrastructure investment gap.

Bringing together Timor-Leste, the Northern Territory Government and Indigenous landholders, P4I is helping Timor-Leste to improve power access in remote communities. Using the Northern Territory model of renewable-powered microgrids will in some cases increase electricity access from 14 hours a day to 24-hour power.

P4I and the Laos' Ministry of Public Works and Transport co-developed Laos' multimodal transport strategy. This has already unlocked projects worth a combined US$12.5 million Work on broader funding and financing reform options is now underway.

©P4I | REPRESENTATIVES FROM AUSTRALIA'S INFRASTRUCTURE AND COMMERCIAL ADVISORY OFFICE DURING A SITE VISIT OF A PUBLIC-PRIVATE PARTNERSHIP PROJECT IN MANILA, PHILIPPINES.

©P4I | P4I BRINGS TOGETHER AUSTRALIAN AND SOUTHEAST ASIAN GOVERNMENT COUNTERPARTS TO PARTNER ON QUALITY INFRASTRUCTURE DEVELOPMENT.

LESSONS LEARNED

Australia's Southeast Asia Economic Strategy to 2040 provided P4I with a stronger framework for articulating its role and service offering in the region, as well as a clearer basis for prioritising its portfolio around sustainable impact.

P4I has deepened its understanding of both the needs of Southeast Asian beneficiaries as well as its own comparative strengths and value-add. This has supported the replication of successful work across multiple countries and a more thematic approach to programming. A prominent example is the growing portfolio in maritime decarbonisation.

Building on this recalibration, P4I introduced a series of structural adjustments in 2025 to better align with evolving programme needs, clarify roles, and separate strategic functions from implementation.

In July, P4I finalised its first comprehensive portfolio pipeline, marking a transition from operating primarily as a flexible and responsive facility to one increasingly focused on clear sectoral and thematic priorities, in areas where engagement has proven effective and P4I's impact has been demonstrable.

Management arrangements were also strengthened. The expansion of the Programme Executive has broadened perspectives in decision-making and improved information flow. Within the Programme Office, all country portfolios are now managed by a single Country Engagement Manager (CEM). While the role existed previously, it has been significantly strengthened — resourcing was bolstered, responsibilities clarified, and budget oversight added as a core function.

Engagement with DFAT Posts has been reinforced as critical to delivery. DFAT's locally-engaged staff in recipient countries remain central to effective coordination between DFAT and P4I's in-country activity teams. To improve information sharing and alignment, P4I established a DFAT Steering Committee and increased opportunities for Posts to contribute knowledge and insights to activity design and implementation.

Where P4I has been able to generate demand for GEDSI activities among beneficiary partners, it has achieved tangible results. Notable examples include scaling up women's leadership initiatives, embedding accessibility into transport infrastructure, and mainstreaming GEDSI considerations through the integration of key criteria into refreshed procurement legislation.

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

©USGS/NASA LANDSAT | THE PHILIPPINE SEA FROM SPACE

LOCATION: GLOBAL SOUTH
NAME: INTERNATIONAL CLIMATE FINANCE MITIGATION OPTIONS
CLIENT: UK DEPARTMENT FOR ENERGY SECURITY AND NET-ZERO (DESNZ)
DURATION: DEC 2020 – DEC 2025
PEOPLE REACHED DIRECT UK DESNZ OFFICIALS AND ANALYSTS STAKEHOLDERS IN 16 PRIORITY MITIGATION SECTORS ACROSS THE GLOBAL SOUTH POLICY AND FINANCE EXPERTS CONSULTED THROUGH DEEP DIVES AND CASE STUDIES
PEOPLE REACHED INDIRECT: GOVERNMENT INSTITUTIONS IN LMICS AND MICS SUPPORTED THROUGH ICF GLOBAL CLIMATE FINANCE COMMUNITY VIA STRATEGIC GUIDANCE COMMUNITIES BENEFITING FROM STRENGTHENED ICF INVESTMENT DESIGN

IMPACT STORY 003

GLOBAL CLIMATE MITIGATION INVESTMENT OPTIONS FOR UK

GUIDING STRATEGIC CLIMATE FINANCE ALLOCATION ACROSS TRANSFORMATIVE MITIGATION PRIORITIES

In 2024, the UK's Department for Energy Security and Net-Zero (DESNZ) commissioned an updated review of global mitigation investment priorities to inform the strategic allocation of its International Climate Finance (ICF). This project, conducted by ASI, responded to the evolving mitigation landscape and the need for greater value-for-money (VfM) in public climate finance.

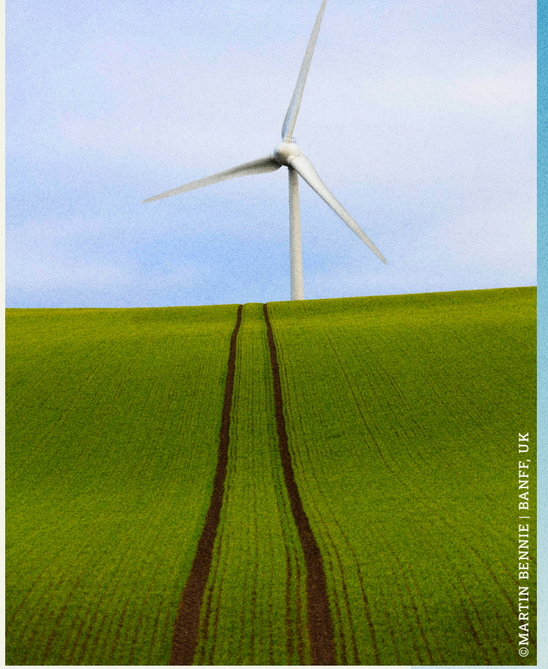
Building on a 2020 study, the assessment incorporated the latest insights from IPCC AR6 and real-world mitigation programme experiences to identify the most impactful and strategic areas for ICF investment. The team applied a rigorous multi-criteria analysis, evaluating 36 potential intervention areas against mitigation potential, cost effectiveness, development impact, barriers, and UK additionality.

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2
IMPACT REPORT

Sixteen priority options were selected for deep-dive analysis, including solar and wind power, energy storage, mass transit, climate-smart agriculture, green finance, and just transitions. These spanned technical, sectoral, and cross-cutting themes. The research highlighted how renewable technologies have rapidly scaled, but also noted persistent barriers in governance, financing, and implementation, particularly in lower-income contexts. It recommended that UK ICF should continue evolving from grant-based approaches to blended finance and risk instruments to mobilise private capital in more mature sectors like renewables and EVs, while supporting foundational work in sectors like forestry, heavy industry, and hydrogen.

The final report offered practical guidance on designing a balanced ICF mitigation portfolio – one that addresses near-term emissions reductions and lays the groundwork for longer-term transformation. It provided clear direction on how to target funds, enhance UK additionality, and increase catalytic impact through country-led, systems-based approaches.

©MOSTAFIJUR RAHMAN NASIM | FLOATING FARMING IN BANGLADESH



©MARTIN BENNIE | BANFF, UK

RESULTS

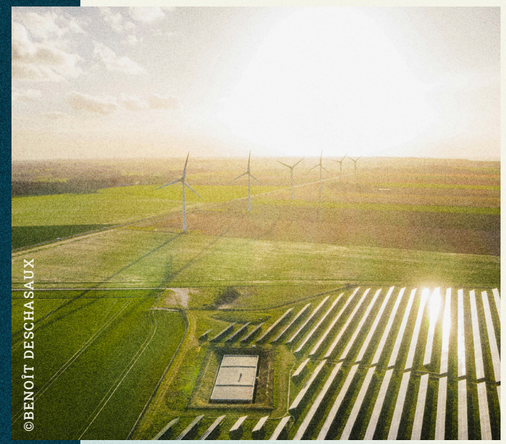
16 priority mitigation investment areas identified through robust value-for-money scoring

Enhanced UK policy direction for strategic climate finance allocation in the 2025–2030 cycle

Framework to assess transformational change, aligning with global donors and best practices

Evidence-driven guidance on funding models and instruments, balancing concessionally with leverage

Insight into sectoral readiness and enabling environment needs across EMDEs



©BENOÎT DESCHASAUX

LESSONS LEARNED

Market maturity does not guarantee investability — regulatory and political barriers remain significant - sectors like renewables and EVs face major barriers in EMDEs, including enabling environments, financing, and regulation.

Scaling transformational impact requires tailoring approaches to sectoral and country-specific readiness.

Technical assistance is critical, especially for early-stage technologies and policy-driven sectors - mix of capital and TA, especially for emerging tech and enabling environment reforms.

Mitigation efforts must now integrate social justice and distributional equity to maintain legitimacy and impact.

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2 IMPACT REPORT

© AMISOM | BURHAKABA, SOMALIA

LOCATION: SOMALIA
NAME: SECURITY, JUSTICE, GOVERNANCE, ACCOUNTABILITY PROJECT (SJGAP)
CLIENT: EU
DURATION: NOV 2022 – NOV 2026
PEOPLE REACHED DIRECT
STAFF AND LEADERSHIP OF FGS-LEVEL INSTITUTIONS
PARLIAMENTARY COMMITTEES AT FGS-LEVEL
REGIONAL-LEVEL COUNTERPARTS IN SELECTED FEDERAL MEMBER STATES (FMS)
PERSONNEL FROM JUDICIARY ENTITIES
PEOPLE REACHED INDIRECT:
CITIZENS OF SOMALIA
VULNERABLE GROUPS INCLUDING WOMEN, YOUTH, AND MINORITIES
CIVIL SOCIETY ORGANISATIONS AND LEGAL PROFESSIONALS
BROADER GOVERNMENT STAKEHOLDERS

IMPACT STORY 004

STRENGTHENING SOMALIA'S INSTITUTIONS

BUILDING STATE CAPACITY AND ACCOUNTABILITY FOR HUMAN SECURITY AND SUSTAINABLE PEACE

The Security and Justice, Governance and Accountability Project (SJGAP) is a flagship EU-funded initiative designed to strengthen Somalia's security and justice institutions. Operating in a context marked by decades of conflict, fragile governance, and deep-rooted mistrust, SJGAP aims to build institutional resilience, promote human security, and foster sustainable peace. At its core, SJGAP supports federal and state-level institutions, namely the Ministries of Justice, Internal Security, and Defence, as well as parliamentary oversight bodies. The project works to enhance their core management capabilities, improve internal and external accountability, and ensure that security and justice services respond to the real needs of Somali citizens.

The project's dual-track approach bridges federal and state levels, promoting coherence across Somalia's emerging federal architecture. By developing shared systems, tools, and procedures, SJGAP helps institutions collaborate more effectively, reducing duplication and improving service delivery. This includes tailored support to Federal Member States such as Jubaland and Southwest, where ministries often operate with limited resources and capacity.

A key innovation of SJGAP is its emphasis on institutional ownership and sustainability. Experts are embedded within ministries and parliamentary committees, working side-by-side with Somali counterparts to co-design and implement work-plans. These plans focus on strengthening human resources, financial governance, legal drafting, strategic planning, and digital transformation. The project also supports the development of legislation, such as the Police and Defence Bills, and facilitates public consultations to ensure laws are inclusive and locally relevant.

Oversight is another cornerstone of SJGAP's work. Parliamentary committees have received targeted support to improve their legislative review, budget analysis, and facility monitoring functions. Through structured tools and mentoring, MPs are now better equipped to hold ministries and agencies accountable, enhancing transparency and public trust. Importantly, SJGAP places citizens at the centre of its efforts. By improving institutional responsiveness and promoting inclusive governance, the project helps rebuild the social contract between the state and its people. Special attention is given to women, youth, and marginalised groups, ensuring their voices are heard in legislative processes and oversight activities.

Despite operating in a volatile political and security environment, SJGAP has demonstrated adaptability and resilience. Its flexible delivery model allows it to respond to shifting priorities and emerging challenges, while maintaining momentum across its workstreams. Ultimately, SJGAP is more than a technical assistance programme, it is a strategic investment in Somalia's future. By strengthening the institutions that underpin rule of law and human security, the project contributes to a more stable, accountable, and inclusive Somali state. Its impact is already visible in the improved performance of ministries, the growing confidence of parliamentary committees, and the increasing engagement of citizens in shaping their justice and security systems.

©SJGAP | SJGAP-SUPPORTED ACTIVITIES TO STRENGTHXEN OVERSIGHT, ACCOUNTABILITY, AND CITIZEN PARTICIPATION IN SOMALIA'S JUSTICE SECTOR.

> "We have developed an annual work plan with regular monthly and quarterly field visits in 2025. SJGAP are supporting us with the data collection and reporting tools."
>
> **SENATOR SAID AWKE, MOGADISHU, SOMALIA**

RESULTS

INSTITUTIONAL STRENGTHENING:

Developed and operationalised core management systems (HR, finance, planning, legal) across MoJCA, MoIS, and MoD.

Supported the creation and validation of strategic plans for MoJCA, MoIS, and MoD, aligning them with national priorities and sectoral mandates.

Introduced digitisation initiatives, including ICT procurement, digital case management systems, and foundational IT infrastructure.

LEGISLATIVE DEVELOPMENT:

Supported drafting and revision of key legislation including the Police Bill, Defence Bill, Legal Aid Bill, and Juvenile Justice Bill (+ FGS Delineation Regulation).

Developed a Legal Drafting Manual and conducted multi-stakeholder training workshops to improve legislative quality and coherence.

Facilitated public hearings and consultations, embedding citizen and expert input into legislative processes.

OVERSIGHT AND ACCOUNTABILITY:

Strengthened parliamentary committee functions through training, mentoring, and development of oversight tools and templates.

Introduced multi-tiered oversight mechanisms including budget review, facility monitoring, and legislation implementation tracking.

Supported internal accountability reforms such as SOPs, internal audit frameworks, and performance management systems.

FEDERAL-STATE COHERENCE:

Co-developed Institutional Strengthening Plans (ISPs) with ministries in Jubaland and Southwest State, initiating tailored support at FMS level.

SUSTAINABILITY AND ADAPTATION:

Embedded experts within institutions to ensure ownership and continuity of reforms.

Adapted delivery modalities to respond to deteriorating security conditions and political shifts.

Established a Technical Assistance Facility (TAF) to respond to emerging priorities and quick wins.

LESSONS LEARNED

PROGRAMME DESIGN AND DELIVERY

Embedded expertise builds trust and traction: Long-term, embedded experts within ministries and parliamentary committees proved essential for building institutional ownership and sustaining reform momentum.

Flexibility is critical in fragile contexts: The ability to adapt delivery modalities in response to political instability, security deterioration, and shifting partner priorities was vital to maintaining progress.

Cross-ministerial support enhances coherence: Moving from siloed, ministry-specific support to cross-cutting technical assistance improved consistency, reduced duplication, and promoted shared standards that are compliant with relevant GoS legislation.

Regular information sharing builds trust: Ministries responded positively when SJGAP shared progress reports, draft deliverables, and planning documents in real time. This transparency helped clarify expectations and fostered mutual accountability.

PLANNING AND IMPLEMENTATION

Delays in expert mobilisation impact delivery: Prolonged vacancies in Key Expert and SNKE roles disrupted workplan implementation and strained partner relationships.

Synchronising planning with contracting processes is essential: Misalignment between workplan development and EU budget approval cycles created bottlenecks and raised partner expectations prematurely.

Interim support mechanisms can maintain momentum: Early deployment of interim ToRs or short-term experts could have mitigated delays during contractual transitions.

Involving ministries in drafting ToRs boosts ownership: When ministries were consulted on the design of Phase II work-plans and ToRs for embedded experts, they were more likely to endorse and actively support implementation.

Joint selection of embedded experts strengthens buy-in: Ministries that participated in the recruitment or onboarding of Non-Key Experts (NKEs) demonstrated greater commitment to approving deliverables, and integrating reforms.

Co-development of work-plans improves alignment: Collaborative planning sessions helped ensure that SJGAP's support matched ministry priorities and absorptive capacity, reducing friction and improving uptake.

INSTITUTIONAL CAPACITY AND ABSORPTIVE READINESS

Foundational HRM systems are a prerequisite: Weak HR structures limited the sustainability of institutional strengthening efforts; prioritising job descriptions, staffing matrices, and performance frameworks is essential.

Partner absorptive capacity varies widely: Ministries and FMS institutions differ significantly in their ability to absorb support; tailored pacing and realistic work-plans are needed.

Staff continuity and leadership buy-in are critical: High turnover and inconsistent leadership engagement slowed implementation and undermined institutional memory.

COORDINATION AND COLLABORATION

Intergovernmental tensions affect delivery: Political disputes between FGS and FMS (e.g. in Jubaland) disrupted planned activities.

Mandate overlaps require clarification: Conflicts between MoJCA and parliamentary committees over legislative consultation roles highlighted the need for clearer coordination mechanisms.

Parliament can serve as a platform for cross-institutional collaboration: Using parliamentary committees to convene multi-stakeholder workshops proved effective for legislative coherence and oversight alignment.

Cross-component collaboration is essential but underdeveloped: While SJGAP is designed to complement other components of the EU's "Promoting Human Security in Somalia" programme (e.g. Nabadgelinta), coordination has been mostly informal and ad hoc. There is scope to strengthen structured collaboration, especially in overlapping geographies like Jubaland and Southwest State.

Resumption of Project Steering Committee is necessary for strategic alignment: With Key Experts now in place and Phase II underway, reinstating the PSC will be vital to ensure cross-institutional coordination and donor alignment moving forward.

MONITORING, EVALUATION AND LEARNING

Tracking systems improve accountability: The introduction of institutional strengthening trackers and quarterly reporting mechanisms helped monitor progress and identify bottlenecks.

Peer learning and replication drive efficiency: High-quality STPRD tools developed in one institution can be adapted and replicated across others to accelerate delivery.

Monthly reporting matrix improves accountability: The introduction of a structured monthly reporting matrix for NKEs has significantly improved visibility over progress. Experts now report against specific activities and deliverables, allowing for more precise tracking and early identification of delays or gaps.

©SJGAP

> "We need more of these trainings. If 6 Senators are trained as ToTs then another 48 Senators and 26 technical staff could benefit from internal trainings delivered by the 6 ToTs."
>
> **SENATOR ALI GA'AL, MOGADISHU, SOMALIA**

IMPACT REPORT 61.2 2.6 11.2 20.4 19.7 | OVERALL SCORE: 115.3

©URGURHAN | DAMASCUS, SYRIA

LOCATION: SYRIA

NAME: AID FUND FOR SYRIA

CLIENT: FCDO (MULTI-DONOR POOLED FUND WITH CONTRIBUTIONS FROM US, FCDO, GERMANY, FRANCE, NETHERLANDS, QATAR, AND JERSEY)

DURATION: JUN 2022 – MAR 2030 (EXPECTED)

PEOPLE REACHED

DIRECT: 5.88 MILLION BENEFICIARIES, INCLUDING 2.75 MILLION WOMEN AND GIRLS

INDIRECT: 79 PROJECTS IMPLEMENTED BY 41 PARTNERS ACROSS 5 ALLOCATIONS TO DATE

IMPACT STORY 005

CATALYSING RECOVERY IN A NEW SYRIA

HOW THE AID FUND FOR SYRIA ENABLED LOCALLY LED ACTION AFTER A HISTORIC POLITICAL TRANSITION

Following the historic fall of the Assad regime in December 2024, Syria has entered a transitional phase marked by profound political, social, and economic uncertainty. The country faces a complex array of challenges, including fragmented governance, weakened state institutions, lingering sanctions and economic issues, persistent and acute humanitarian needs, and the painful legacy of thirteen years of conflict.

Syrian civil society remains one of the country's greatest assets in this transition. Throughout the conflict, local organisations and community-based actors have played a central role in the humanitarian response, service delivery, and governance support. Many of these organisations have developed expertise in responding to humanitarian and basic needs and community engagement, often operating in areas where international actors have had limited access and contributing to lifesaving activities. These actors remain essential in ensuring that assistance is contextually relevant, responsive to local realities, and aligned with evolving governance structures.

Established in December 2022 as the Aid Fund for Northern Syria (AFNS) before later evolving into the Aid Fund for Syria (AFS) in January 2025, the fund was originally designed to address urgent needs and critical gaps in northern Syria through a localised approach while serving as the contingency mechanism for the UN OCHA Syria Cross-border Humanitarian Fund.

Within just four days of the regime's collapse, AFS channelled US$7.5 million to rapidly respond to humanitarian needs in frontline areas formerly held by the regime that had previously been beyond the reach of AFS – recognising the urgent need to maintain critical support for communities across Syria amid ongoing uncertainty. In close consultation with local actors on the ground, the Fund supported seven early recovery-focused projects, all implemented by Syrian NGOs deploying a locally led, resilience-building, area-based approach. These projects are reaching 2.2 million people through the delivery of community-wide services that advance recovery and foster social cohesion. Later, following the escalation of hostilities in Syria's As-Sweida governorate in September 2025, AFS swiftly mobilised over $650,000 to provide emergency humanitarian assistance. Delivered through four Syrian partners, the support reached over 18,000 affected individuals, providing medical trauma support, clean water and sanitation, cash assistance, and critical non-food supplies.

RESULTS

AFS has received $127 million in donor contributions to date from seven institutional donors; the UK, USA, Germany, France, Netherlands, Qatar, and Jersey.

79 projects, worth a total of $102 million, have been implemented by 41 partners with AFS funding

77% of all funding, amounting to over $78 million, has been channelled directly to Syrian NGOs to date

Over 5.88 million beneficiaries across eight governorates have been reached so far, including 2.75 million women and girls and 152,000 persons with disabilities

AFS has provided support across key sectors including health, early recovery and livelihoods, food security, shelter and non-food items, education, WASH, protection, nutrition, and camp coordination and camp management. This includes assistance to 78 health facilities, 335 schools, and 131 WASH facilities.

LESSONS LEARNED

AFS's strong emphasis on localisation and working through local partners has been critical to delivering faster, more contextually relevant and sustainable assistance. Local organisations' access to and acceptance in communities, combined with their awareness of local priorities and needs, means they are most often best positioned to respond rapidly and effectively during crises.

The Fund's humanitarian-development-peacebuilding (HDP) nexus approach offers a constructive framework for driving meaningful recovery. By strengthening local resilience and supporting national technical structures and civil society, AFS ensures that lifesaving humanitarian assistance supports early recovery, service restoration, and livelihoods.

AFS's agile governance structure and framework allows it to rapidly adapt its programming, thereby directing aid where it is most needed in a volatile environment.

SCAN THE QR CODE TO VIEW THE AFS PUBLIC PROGRESS DASHBOARD

©PEXELS AHMED AKACHA

©ASI | ANDREA QUADEN EXECUTIVE DIRECTOR, GOVERNANCE & STABILITY

> "The AFNS meets and exceeds localisation agenda objectives via its localisation strategy and Anchor Organisation modality, setting the standards for others to follow".
>
> – FCDO

©NAJMUL-HASAN | FAISAL MOSQUE, ISLAMABAD

LOCATION: PAKISTAN

NAME: REVENUE MOBILISATION, INVESTMENT AND TRADE (REMIT)

CLIENT: FCDO

DURATION: NOV 2021 – FEB 2027

PEOPLE REACHED

DIRECT: GOVERNMENT OFFICIALS TRAINED, PRIVATE SECTOR REPRESENTATIVES ENGAGED, POLICY-MAKERS SUPPORTED

INDIRECT: TAXPAYERS BENEFITING FROM TAX REFORMS, CITIZENS IMPACTED BY MACROECONOMIC STABILITY MEASURES, PHARMA SECTOR EMPLOYEES BENEFITING FROM INVESTMENTS.

IMPACT STORY 006

DRIVING HIGH-VALUE REFORMS

A MORE STABLE AND COMPETITIVE PAKISTAN

How REMIT delivered systemic reform impact through persistence, adaptability, and trusted partnerships

Pakistan's economy has long been characterised by cycles of growth followed by instability. In the past 50 years, reforms have too often stalled before delivering their full benefits, leaving structural weaknesses unresolved. The COVID-19 pandemic deepened these challenges, slowing growth, weakening productivity, and increasing fiscal stress.

The Revenue Mobilisation, Investment and Trade (REMIT) programme was launched in November 2021 to help break this cycle. Funded by the UK's Foreign, Commonwealth and Development Office (FCDO) and delivered by Adam Smith International (ASI), REMIT works closely with key government partners – including the Federal Board of Revenue (FBR), Board of Investment (BOI), the Ministry of Finance, the Ministry of Commerce, and provincial authorities – to design and implement reforms that lock in macroeconomic stability and create the conditions for sustained growth, investment, job creation, and poverty reduction.

REMIT has been operating in one of Pakistan's most politically and economically volatile periods in recent history. Since 2022, the country has seen four changes of government, frequent turnover in senior leadership, and an increasingly challenging fiscal environment. These shocks were compounded by UK ODA budget cuts, with only 15.8% of the £23 million allocation spent by the end of 2023. Despite this, the programme has maintained reform momentum and delivered systemic change across multiple policy fronts.

By strategically focusing on high-leverage "policy mega-buys", REMIT concentrated resources on reforms with the greatest potential for long-term impact. This approach underpinned the Cabinet approval of the State-Owned Enterprises (SOE) Policy as an IMF structural benchmark, unlocking USD 700 million and introducing a new governance and performance framework for state-owned assets. In the pharmaceutical sector, REMIT's technical support facilitated critical regulatory changes that not only attracted £1.25 billion in private investment commitments and £3.95 billion in projected exports, but also resolved backlogs in drug registration and reformed pricing systems to boost industry competitiveness.

At the same time, REMIT supported the development and Prime Ministerial approval of the National Investment Policy, National Electric Vehicle Policy, and Women's Economic Policy—setting strategic directions for investment climate reform, green mobility adoption, and women's economic empowerment. Gender-responsive tax analysis was embedded into fiscal reforms, ensuring that macroeconomic change addresses women's participation in the economy.

On climate finance, REMIT institutionalised Climate Budget Tagging at the federal level, enabling governments to better align public resources with climate resilience priorities. Trade facilitation related work advanced through targeted diagnostics and policy design to improve readiness for the National Single Window, while regulatory bottlenecks were tackled through the Pakistan Regulatory Modernisation Initiative to simplify compliance and improve the ease of doing business.

Digitalisation of core revenue systems progressed through the integration of e-filing, CRM tools, and data sharing protocols at the FBR, while Invest Pakistan was equipped with operational strategies to attract foreign investment. Capacity building for regulators and tax officials was delivered at outstanding value for money, with large-scale trainings costing as little as £2 per participant.

Throughout, REMIT sustained trust-based partnerships by providing consistent, non-partisan technical assistance across political cycles. The Steering Committee, co-chaired by the Finance Minister and UK High Commissioner, ensured high-level ownership and rapid problem solving, while joint planning workshops and strategy retreats fostered consensus across federal and provincial counterparts.

By combining embedded expertise, political economy insight, and adaptive delivery, REMIT has demonstrated that in even the most resource-constrained and volatile environments, it is possible to deliver reforms with lasting economic and institutional impact.

©REMIT | ON THE SIDELINES OF LONDON TECH WEEK, REMIT CONVENED A PIVOTAL ROUNDTABLE WITH PAKISTAN'S MINISTRY OF IT & TELECOM LEADERSHIP AND LEADING PAKISTANI DIASPORA OF THE TECH ECOSYSTEM BASED IN THE UK

> The SOE Policy is not just a document; it is a commitment to better governance and efficiency. REMIT's support was critical in making this happen."
>
> **– MINISTRY OF FINANCE REPRESENTATIVE**

RESULTS

Over £1 billion in new revenue measures (FY22–23): REMIT-supported tax policy proposals adopted in the FY22 and FY23 Finance Bills contributed to more than £1 billion in new annual revenue, representing a significant and recurring fiscal gain for Pakistan's public finances

$700 million IMF disbursement enabled by SOE Policy: The State-Owned Enterprises Policy, drafted with REMIT's technical assistance, was approved by the Cabinet as a structural benchmark under the IMF Stand-By Arrangement, directly enabling a $700 million disbursement.

£1.25 billion private investment commitments in pharmaceuticals: Regulatory reforms facilitated by REMIT – covering pricing, registration, and legal processes – prompted the pharmaceutical industry to commit £1.25 billion in new private investment.

Pharmaceutical exports are projected to grow by £3.95 billion, driven by reforms that deregulated non-essential drug pricing and streamlined approval processes. During the reporting period, the sector achieved approximately 25% growth, with export targets now set at around £3.95 billion.

Climate Budget Tagging institutionalised at federal level: REMIT supported the Federal Ministry of Finance to integrate climate budget tagging into the national Budget Call Circular and tag thousands of cost centres across three years of federal budget data – laying the groundwork for measurable increases in climate-related allocations.

Procurement integrity maintained under delivery pressure: Despite tight deadlines and high delivery demands, REMIT upheld rigorous procurement and fiduciary controls, ensuring due process was followed in all contracting, partner management, and expenditure approvals.

LESSONS LEARNED

High-value reforms need strategic persistence – focusing resources where political traction and economic returns align.

Adaptive delivery safeguards momentum – shifting models (e.g., secondments) to avoid reform paralysis.

Strong governance and embedded partnerships drive reform sustainability.

Political economy intelligence ensures interventions are both technically sound and politically feasible.

> "Even in times of political change, REMIT has been a steady partner – ready to adapt, but always focused on delivery."
>
> **– FCDO PAKISTAN**

IMPACT REPORT
OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2

©SHAZAF ZAFAR | LAHORE, PAKISTAN

©LAWRENCE KROWDEED | LONDON, UK

IMPACT STORY 007

ENHANCING CROSS-BORDER CRIME COOPERATION

TACKLING THE UK AND PAKISTAN'S SHARED SECURITY THREATS THROUGH SYSTEMIC REFORM AND CROSS-BORDER COOPERATION

Cross-border crime continues to pose a serious threat to both the United Kingdom and Pakistan, undermining national security, the rule of law, and economic stability. In response to these shared challenges, the UK-Pakistan Serious Crime and Law Enforcement-2 (UPSCALE2) programme was launched in March 2023, funded by the UK's Foreign, Commonwealth & Development Office (FCDO) through the British High Commission in Islamabad. Building on the success of the initial UPSCALE programme, this second phase aims to institutionalise long-term cooperation between British and Pakistani authorities to address serious organised crime (SOC) through systemic reform.

UPSCALE2 is focused on delivering sustainable and institutional change. The programme is structured around four core workstreams: Information and Evidence Exchange and Offender Transfer (IEEOT); Illicit Finance (IF); Border Management (BM); and Sex Offender Management (SOM). These areas reflect the breadth and complexity of the threat landscape and the need for a multi-pronged approach to law enforcement and justice reform.

Among the programme's most notable achievements is the establishment of Pakistan's first National Sex Offenders Register (SOR). Delivered with technical support from the UPSCALE2 team under the Anti-Rape (Investigation and Trial) Act, 2021, the SOR provides a critical tool for monitoring high-risk individuals after their release from prison, helping to reduce reoffending and better protect communities. This is a landmark moment in Pakistan's criminal justice landscape.

LOCATION: PAKISTAN
NAME: UK-PAKISTAN SERIOUS CRIME AND LAW ENFORCEMENT (UPSCALE) PROJECT
CLIENT: FOREIGN, COMMONWEALTH AND DEVELOPMENT OFFICE (FCDO)
DURATION: MAR 2023 – MAR 2025
PEOPLE REACHED
DIRECT: TECHNICAL CONSULTANTS – OVER 10 PAKISTANI COUNTERPART INSTITUTIONS INCLUDING FIA, FMU, ANF, MOI, MOLJ – LAW ENFORCEMENT AND JUSTICE PERSONNEL TRAINED ACROSS ALL 8 INTERNATIONAL AIRPORTS
INDIRECT: SURVIVORS AND COMMUNITIES AT RISK OF SEXUAL EXPLOITATION AND ABUSE – GENERAL PUBLIC THROUGH IMPROVED CRIME PREVENTION AND JUSTICE SYSTEMS – UK AND PAKISTANI CITIZENS THROUGH REDUCED SHARED CROSS-BORDER THREATS

In parallel, UPSCALE2 has worked to improve border management by extending safeguarding protocols and oversight mechanisms to all eight major international airports in Pakistan, up from four in the previous phase. Dedicated focal points have been appointed and trained at each airport, enhancing their ability to identify high-risk individuals and to respond more effectively to issues involving vulnerable deportees, particularly women and children.

On the legal and procedural side, the programme has developed a data management tool for the Ministry of Interior to track Mutual Legal Assistance (MLA) and extradition cases. This system enhances inter-agency coordination, improves processing times, and supports evidence-based policy decisions. It also enables greater accountability by linking justice system outputs to institutional performance.

UPSCALE2 also facilitated a technical assessment of Pakistan's response to child sexual exploitation and abuse (CSEA), conducted by Childlight. This included a thorough review of the legal framework, stakeholder consultations, and a nationwide field mission. The findings will inform policy and operational improvements for better protection of vulnerable children.

In tackling illicit finance, the programme has seen measurable gains. Pakistan's outgoing financial intelligence requests to the UK increased by 80%, and the quality of inter-agency coordination continues to improve through regular reporting, training, and engagement.

Crucially, UPSCALE2 is fostering a culture of collaborative governance and institutional resilience. Through its working groups, cross-agency cooperation, and emphasis on gender and inclusion, the programme is shifting the UK-Pakistan relationship from transactional exchanges towards one grounded in shared objectives and mutual trust. As it moves into its final phase, UPSCALE2 is on track to leave behind lasting structures that enhance both national and bilateral capacity to counter serious and organised crime.

> "UPSCALE2 is helping us create permanent structures, not just short-term fixes. The SOR is just one example of sustainable reform."
>
> **– OFFICIAL, MINISTRY OF INTERIOR, PAKISTAN**

©MUHAMMAD AMIR | KARACHI, PAKISTAN

RESULTS

Sex Offender's Register (SOR): The launch of Pakistan's National Sex Offenders Register (SOR) was made possible by the UPSCALE2 programme. The SOR will aid law enforcement in monitoring convicted offenders post-release, helping to prevent reoffending. UPSCALE team worked closely with the Government of Pakistan to establish this framework under the Anti-Rape (Investigation and Trial) Act, 2021.

Border Management (Irregular migration): Safeguarding efforts were expanded beyond the four select airports to all (eight) key international airports across Pakistan. This included the designation of focal persons at each of these airports and an initial training session to increase their understanding of the role.

MoI - (Delivery Unit): UPSCALE initiated efforts to set up a Delivery Unit (DU) within the MoI to monitor and track the government's efforts to curb irregular migration. The team is currently working on defining the proposed direction, scope of work, and potential indicators for the DU to track.

Child Sexual Exploitation and Abuse (CSEA): UPSCALE managed and facilitated a technical assessment of Pakistan's response to child sexual exploitation and abuse conducted by Childlight. The technical assessment included legislative and policy reviews and a two-week field visit that included engagements with all relevant federal and provincial-level counterparts.

IEEOT: UPSCALE has developed a data management tool for MoI to track the progress of MLA requests and Extradition cases, which has been shared with the MoI as well. UPSCALE will help MoI operationalise the tool to optimise the Working Group and the monitoring of MLA and Extradition cases.

LESSONS LEARNED

Holistic systems change—across legal, technical, and human resources—yields longer-term institutional resilience. SOR required legal provisions to formalise reforms, nationwide technical capacity-building of justice sector actors, and dedicated resources for performance management. This has enabled system owners to actively maintain and sustain the use of SOR themselves.

Local ownership is strengthened when reforms are co-created through inclusive working groups with clear KPIs. The working groups on information-exchange KPIs are now led by system owners themselves, with monthly progress reported to the system leadership.

Technology and digital systems are critical enablers of faster, more transparent law enforcement cooperation. Digital case management system in counter-narcotics now enables digital case registration, replacing handwritten registers with case information available across narcotics police stations nationwide.

Safeguarding in migration and offender management must integrate gender and vulnerability considerations from the outset. In migration, interventions promoted awareness of vulnerable groups during deportee processing (women and children), appointment and training of designated female officers to manage these cases.

> "We've gone from person-to-person cooperation to system-to-system cooperation. That's a game changer."
>
> **– UK LAW ENFORCEMENT LIAISON**

OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2
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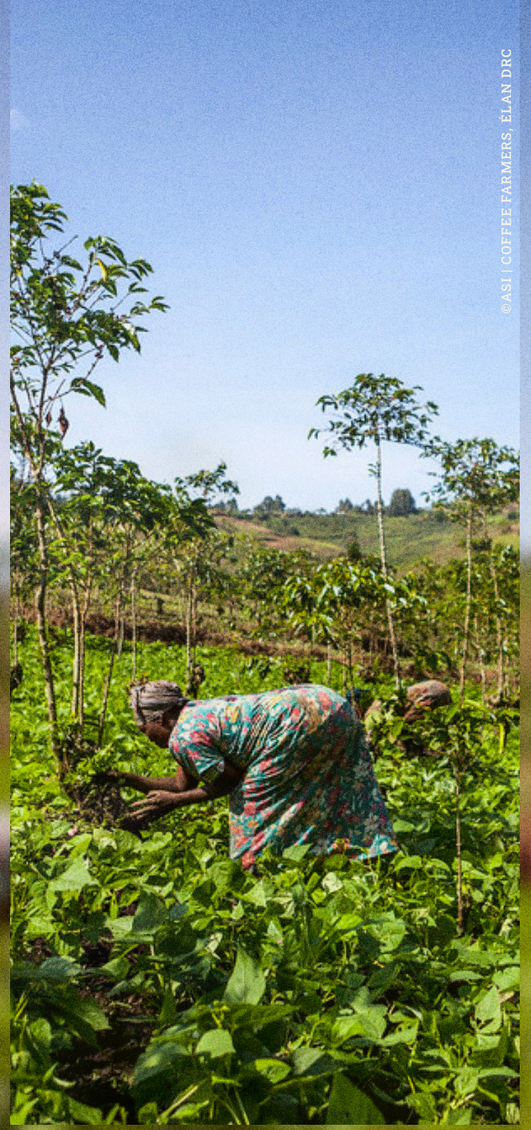

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IMPACT STORY 008

UNLOCKING RURAL LIVELIHOODS

THROUGH ACCESS TO FINANCE AND ENTERPRISE SUPPORT

ASI's Contribution to Strengthening Food Security and Economic Resilience in Kasai, DRC

In the heart of the Kasai province in the Democratic Republic of the Congo, the Tudienzele project is a beacon of transformation in a region burdened by poverty, isolation, and food insecurity. Launched in September 2023 under the leadership of Adventist Development and Relief Agency (ADRA) and funded by Bureau for Humanitarian Assistance (BHA), the project spans five years and is driven by a multi-stakeholder consortium including John Hopkins, Action Contre la Faim, Femmes Main Dans La Main Pour Le Développement Integral (FFMDI), and ASI.

ASI leads the Access to Credit and Capital workstream and cross-cutting economic growth initiatives, expanding access to financial services and strengthening market systems to improve rural livelihoods.

Kasai is one of the most underserved provinces in the DRC, where fewer than 5% of households have electricity, and only a fraction can access formal financial services. Agricultural productivity is low due to poor soils, limited inputs, and the growing effects of climate change. To tackle this, ASI began with a comprehensive mapping of Financial Service Providers (FSPs) in Kamonia and Tshikapa territories, revealing only six institutions actively providing services in the area. ASI followed this with a diagnostic of existing Village Savings and Loan Associations (VSLAs), laying the groundwork for expanding financial literacy and service access.

In the first year, ASI rolled out a financial education campaign in 10 villages, reaching 750 VSLA members. This initiative helped open 188 savings accounts – 65% of them for women – and introduced tailored financial products such as mobile money-based savings, group-guaranteed microloans, and micro-health insurance schemes.

LOCATION: KASAI PROVINCE, DEMOCRATIC REPUBLIC OF THE CONGO
NAME: TUDIENZELE
CLIENT: ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA)
DURATION: SEPT 2023 – SEPT 2028
PEOPLE REACHED
DIRECT: 750 VSLA MEMBERS (65% WOMEN) – 30 VILLAGE SAVINGS AND LOAN ASSOCIATIONS (VSLAS) ENGAGED
INDIRECT: 2.6 MILLION PEOPLE IN FOOD-INSECURE AREAS (POTENTIAL REACH THROUGH IMPROVED FOOD SYSTEMS AND FINANCIAL ACCESS) – HOUSEHOLDS BENEFITING FROM INCREASED ACCESS TO CREDIT, TRAINING, AND ENERGY INFRASTRUCTURE IMPROVEMENTS

ASI is also laying the foundation for broader economic empowerment by engaging energy providers like ANSER, who have installed 300 KW of photovoltaic power in the zone. This partnership aims to enable IGAs (Income-Generating Activities) and MSMEs by alleviating power shortages that have long hampered productivity.

Moreover, the project is building linkages between financial institutions and local entrepreneurs. Partnership Agreements have been signed or are in progress with Equity, Advans, and FINCA to pilot rural agent networks and de-risk lending to local enterprises.

ASI has secured a significant uplift ($1.5m) in Economic Growth interventions, targeting business incubators and Business Development Services (BDS), seed voucher systems, and for an SME grant portfolio, setting the stage for intensive enterprise development, particularly for youth and women.

© ASI | DRC

© ASI | COFFEE FARMERS, ÉLAN DRC

RESULTS

Conducted a comprehensive financial services mapping exercise.

Reached 750 VSLA members, with 188 new savings accounts (65% women).

Developed 3 new financial products tailored to rural and informal clients.

Initiated a rural agent pilot in partnership with FINCA.

Built foundations for BDS and incubator systems in Kamonia.

Reached 30 out of 75 VSLAs with financial education modules.

Identified five high-potential value chains for economic growth

LESSONS LEARNED

Financial literacy must be contextualised to local education and digital access levels.

Partnerships with energy providers like ANSER are vital for enabling productive IGAs.

Strong linkage between VSLAs and formal institutions boosts financial inclusion.

Incubators and BDS require tailored local engagement strategies for sustainability.

IMPACT REPORT
OVERALL SCORE: 115.3 | 19.7 | 20.4 | 11.2 | 2.6 | 61.2

BEST IN BRITISH BUSINESS

RECOGNISING ASI'S ROLE IN DELIVERING IMPACT FOR THE UK AND THE WORLD

ASI was proud to be featured in The Independent and Business Reporter as part of their Best of British Business series – an initiative spotlighting UK-based organisations making a difference globally. As the international development sector navigates funding pressures and political scrutiny, this feature came at a critical time to reinforce the real-world value of effective aid.

In a conversation hosted by broadcaster Georgie Frost, ASI's CEO Jalpa Patel, Director of Risk & Operations Ben Fetton, and Senior Manager for Climate Change & Nature Annika Burke reflected on the organisation's impact – from tackling transnational threats to creating climate and trade opportunities – while ensuring value for money for the UK taxpayer.

> "Programmes that deliver for communities overseas often deliver for the UK too – by reducing instability, supporting climate goals, or opening up new markets for British trade. We need to shift how we think about aid and recognise that humanitarian assistance and international development aren't just the right thing to do – they're also the smart thing to do."
>
> **– JALPA PATEL, CEO**

LOCALLY LED, GLOBALLY CONNECTED

Up to 90% of ASI's staff are based in the countries where we work. This hybrid delivery model allows us to combine international expertise with local knowledge, ensuring impact is sustainable, context-sensitive, and more effective.

DELIVERING FOR THE UK

Our work supports the UK Government's objectives – from reducing irregular migration and transnational crime to bolstering climate resilience and opening economic opportunities. Programmes also create space for future UK trade and investment in fragile markets.

LOOKING AHEAD

As funding pressures mount and public debate around aid continues, we remain committed to delivering development programmes that are both principled and practical. That means working hand-in-hand with local partners, measuring what matters, and ensuring every investment leads to meaningful, lasting change – at home and abroad.

SCAN THE QR CODE TO READ MORE

CELEBRATING THE BEAUTY OF WHERE WE WORK

ASI'S END-OF-YEAR PHOTO COMPETITION 2024

Every year, our end-of-year photo competition invites colleagues across ASI to share the places, people, and moments that shape their work. The 2024 edition brought in over 300 submissions – from quiet reflections to dynamic snapshots of life on the move.

There's no single way to show what our work looks like. But these images offer a glimpse of where we spend our time, who we work alongside, and the world as seen through our colleagues' eyes.

WINNER

AISHA RYAN - MANAGER, PROGRAMMES & PARTNERSHIPS – PAKISTAN | PUNJAB, PAKISTAN

"A man looks out from a train, holding his lunch in a pail. This photo was taken from a train moving in the opposite direction, southbound from Islamabad to Karachi."

Judge's reasoning: Aisha's photo captures a fleeting moment of stillness amidst the motion of a busy train journey in Pakistan. Taken from a moving train, the image beautifully contrasts the traveller's quiet gaze with the bustling rhythm of life on the go, telling a compelling story of routine, reflection, and the pace of everyday life.

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RUNNER UP

HIMICA DABAS - ASSISTANT MANAGER, PEOPLE AND TALENT | NEW DELHI, INDIA

"This is the perfect display of blend of unity and hard work, despite the harsh surrounding they stand strong together."

Judge's reasoning: Himica's vibrant photo captures the resilience and strength of women working together on a construction site, challenging stereotypes and breaking barriers. This striking image celebrates unity, hard work, and the determination to rise above adversity.

RUNNER UP

RITIKAA KAILA | MAHMUDABAD, INDIA

"In the dining room of the Mahmudabad fort in India."

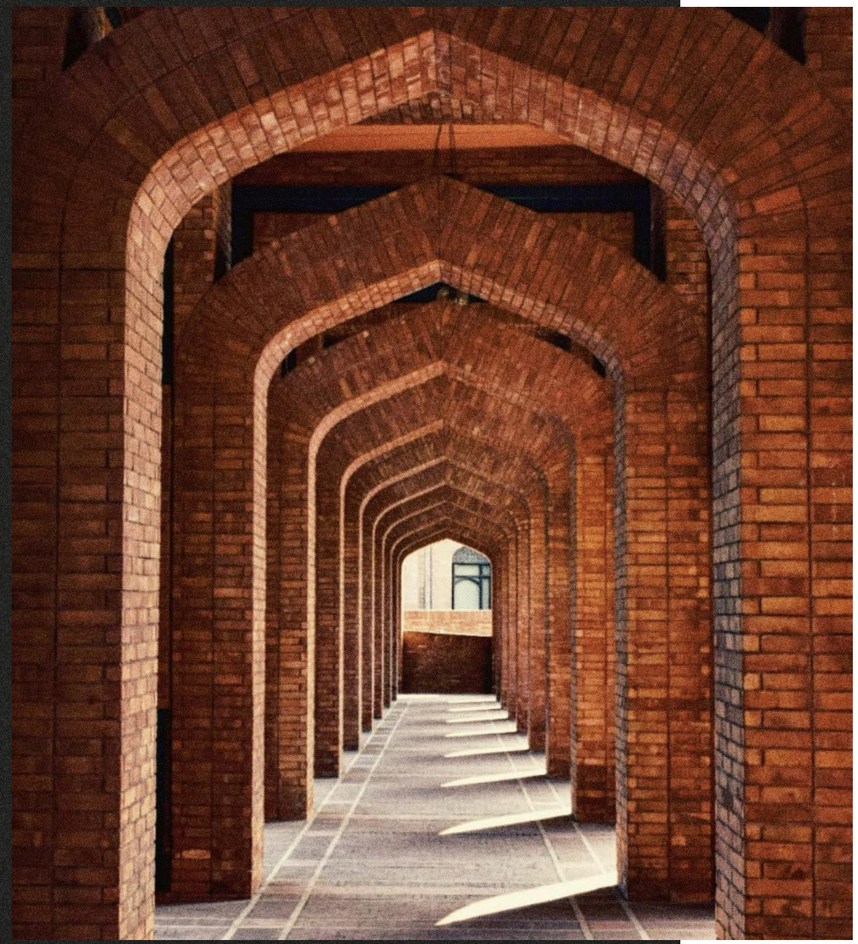
LOOKING AHEAD

The ASI Photo Competition has become a much-loved tradition – offering a creative space to reflect on our collective journey each year. We'll continue to celebrate the stories behind the images, and the people behind the lens, as part of how we document and share our global impact.

RUNNER UP

NAMRA ASGHAR - PROGRAMME SUPPORT ASSISTANT, UPSCALE II | LAHORE, PAKISTAN

"A step in a series of dominoes. Bahria Mosque, Lahore"



RUNNER UP

ZAHRA GARDEZI - MANAGER, ECONOMIC DEVELOPMENT - PAKISTAN | COPENHAGEN, DENMARK

"An abandoned car by a festival venue in Copenhagen, Denmark; the car has become a sort of art-relic, in which anyone is welcome to contribute to! (Hence the stickers)"

©USGS/NASA LANDSAT | AQUACULTURE IN ANDHRA PRADESH INDIA

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

SECTION 04

THE IMPACT OF OUR OPERATIONS

How we work matters. From our internal systems to how we support staff in the field, we're committed to running ASI in a way that reflects our values – responsible, inclusive, and impact-focused.

This means reducing our environmental footprint, investing in staff well-being, and ensuring our teams can operate safely and effectively – even in the most complex settings. We've continued to strengthen the foundations that make this possible: smarter systems, safer operations, and a workplace culture that values care, flexibility, and accountability.

Strong operations make strong delivery possible. They provide the foundation that allows our work to thrive, both for the people we work with and the places we work in.

©USGS/NASA LANDSAT | ARGENTINIAN COAST

GOVERNANCE

Good governance underpins everything we do – from how we make decisions to how we stay accountable to our staff, partners, and the communities we serve.

Since becoming a B Corp in 2019, we've worked to strengthen governance across the organisation, embedding impact into our structures, policies, and leadership practices. Over the past year, we've continued to evolve – refining how we manage risk, assess performance, and ensure our decisions are aligned with our values.

We remain focused on raising the bar – building a governance model that's not only responsible, but genuinely purpose-driven.

WHAT WE SAID

A. Improve Internal Communication: We will strengthen internal communication on programme impact to engage leadership and staff across geographies..

WHAT WE DID

A. We improved how we communicate across the organisation – with more frequent updates, clearer coordination, and a wider range of formats, from all-staff meetings and Lunch & Learns to short written briefs. We also made it easier to access key information by organising internal messages through our internal knowledge management systems better.

This year also saw more intentional engagement from leadership and stronger links between programme delivery and internal messaging – helping teams feel more connected to impact, wherever they're based.

PLANS FOR THE NEXT 12 MONTHS

Strengthening Company Communication from Leadership: Over the next 12 months, the Executive Team and CEO will provide more regular performance updates across the company, ensuring staff can clearly see progress against our strategy and understand how their work contributes to it.

Building Leaders for Today and the Future: We will continue to provide opportunities for staff to enhance their leadership knowledge, skills and experience – ensuring opportunities are available for our current leaders to thrive and for our future leaders to grow.

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ASI WOMEN

BUILDING A GLOBAL NETWORK FOR SUPPORT, SOLIDARITY, AND LEADERSHIP

> "We're building a community of women across ASI who are bold about shaping global change – and equally bold about supporting each other along the way."
>
> **– ANNIKA BURKE, ASI WOMEN COMMITTEE LEAD**

In 2025, ASI launched **ASI Women**, a new network to support and connect women across our global offices – staff and long-term associates alike. Rooted in solidarity, openness, and shared learning, the initiative is designed to create a safe and inclusive space for dialogue, leadership, and advocacy.

Driven by a global committee of volunteers, ASI Women provides a platform to explore issues that matter to our professional and personal lives – from female leadership and imposter syndrome to energy management, life transitions, and other important topics. The network is open to all colleagues who believe in supporting women's leadership and shaping a more equitable workplace culture.

The launch of ASI Women reflects a broader commitment to listening, learning, and evolving. Through regular facilitated discussions, peer learning, and regional chapters, the network offers community, inspiration, and space for collective action.

In its first year, ASI Women is prioritising listening and building trust - through a baseline survey, themed events, and local meet-ups. As the network grows, it aims to shape broader cultural shifts across the organisation; advocating for inclusive policy, leadership and a supportive environment for women to thrive - and lead.

PEER-LED, GLOBALLY ROOTED

With a committee drawn from diverse regions and roles, ASI Women reflects the lived realities of staff across the organisation – fostering connection across offices, career stages, and cultural contexts.

THOUGHTFUL & INCLUSIVE DESIGN

The network is intentionally non-hierarchical and open to all genders. It embraces intersectional feminism, encourages self-reflection, and centres wellbeing and leadership as collective, not individual, goals.

LOOKING AHEAD

In its first year, ASI Women is prioritising listening and building trust – through a baseline survey, themed events, and local meetups. As the network grows, it aims to shape broader cultural shifts across the organisation: advocating for better policy, inclusive leadership, and a more supportive environment for women to thrive – and lead.

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WORKERS

Our people are central to everything we do. In a year marked by uncertainty and change, we stayed focused on supporting staff – through fair pay, professional growth, and creating space for leadership at all levels.

We've continued to invest in building a workplace where people feel trusted, valued, and part of something meaningful – no matter where they're based or what role they hold.

WHAT WE SAID

A. Career Development Framework: We will finalise and roll out a revised Career Development Framework and performance management process.

B. Tailored Training: We will design and deliver tailored training for staff e.g. on leadership, line management, project delivery, business development, and other areas.

C. Diversity and Inclusion: We will relaunch the Diversity & Inclusivity Committee to better align with the evolving needs of our global workforce, including the next phase of our Women in Leadership programme.

WHAT WE DID

A. We committed to finalising and rolling out a refreshed Career Development Framework and performance management process, and this year we delivered. The framework was updated, our online system enhanced, and managers received targeted training to embed the changes. The framework provides a structured path to advancement for staff and is a useful tool to assist managers in coaching and supporting their team members, fostering a culture of continuous learning and contributing to employee engagement across the business.

B. This year we launched a robust annual learning and development plan shaped by staff feedback. Clear deliverables included the launch of the Professional Development Scheme and Intermediate Training, alongside new coaching opportunities, and a targeted Leadership Programme. We also ensure there are a number of 'on-the-job learning by doing' development opportunities and chances to learn across programmes.

C. We strengthened our commitment to DEIB (Diversity, Equity, Inclusion and Belonging) through a number of new initiatives, including the renewed DEIB Committee. We have continued to build our strategic relationships with myGWork (the business community for LGBTQ+ professionals, graduates and inclusive employers), encouraged diversity in our recruitment practices and guidance. We have continued to enhance our focus on Women leadership through the Women in Leadership Programme and the launch of the Women's Network.

PLANS FOR THE NEXT 12 MONTHS

Diversity and Inclusion: We will ensure our commitment to equity is backed by data-driven action. We will publish our Gender Pay Gap Report and continue to embed DEIB principles across our operations.

Career Development: We will enable managers to support staff in their careers through enhancements to our new Performance Management System and Career Development Framework.

Development Opportunities for Staff: We will provide targeted development opportunities for staff to ensure our technical and programmatic skills remain cutting edge. This will include a newly developed Programme Management Skills series.

IMPACT REPORT 61.2 2.6 11.2 20.4 19.7 | OVERALL SCORE: 115.3

DIVERSITY IN ACTION

STRENGTHENING DIVERSITY, EQUITY, INCLUSION, AND BELONGING ACROSS THE ORGANISATION

In 2025, we relaunched our internal DEIB (Diversity, Equity, Inclusion, and Belonging) Forum – a space for learning, dialogue, and accountability.

Guided by a cross-office volunteer committee, the Forum brings together staff and associates to help shape a workplace that is fair, inclusive, and open to difference – across gender, nationality, ethnicity, religion, sexual orientation, background, and more. The goal is to ensure that every member of ASI's global team feels valued, heard, and supported.

This year, the DEIB Committee committed to a dual approach: celebrating diversity and understanding the data. This included a programme of activities marking key moments on the diversity calendar. On the data side, it included a review of existing engagement data, identifying information gaps, and laying the groundwork for a more consistent approach to demographic data collection.

CENTRED ON LISTENING AND LEARNING

The DEIB Forum was relaunched not as a top-down initiative, but as a collaborative space to hear from staff, identify barriers, and explore what inclusion means in different contexts across the organisation.

TURNING INSIGHT INTO ACTION

By pairing data with lived experience, the committee is helping shape more informed conversations on culture and equity at ASI – with plans underway for stronger reporting, clearer targets, and ongoing engagement.

LOOKING AHEAD

With early initiatives now in motion, the focus in the year ahead will be on building momentum – with regional engagement, a formalised DEIB calendar, and a more robust understanding of where ASI stands. The Forum will continue to work with leadership, the People & Talent Team, and staff across the organisation to turn commitment into action, and reflection into change.

> "Building a more inclusive workplace takes time, but it starts with being honest about where we are – and deliberate about where we want to go."
>
> **– NELLY WANGANGA, ASI DEIB COMMITTEE LEAD**

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33 YEARS OF ASI

FROM THE EARLY DAYS OF REFORM TO TODAY'S GLOBAL REACH – A MOMENT TO PAUSE AND CELEBRATE

In July 2025, ASI marked 33 years since its founding. From our first projects in the early 1990s to a portfolio that now spans over 50 countries, it's been a journey defined by complexity, commitment, and constant evolution.

Since 1992, we've worked in more than 120 countries – supporting governments and communities through crisis, transition, and long-term reform. And while the global context continues to shift, our core focus remains the same: getting things done in challenging places, in ways that last.

This milestone is a chance to reflect – not just on the scale of our delivery, but on the people and partnerships that make it possible. From colleagues who've been with us for decades to those just joining, this moment belongs to all of you.

We would like to take a moment to thank of all of our staff, partners and associates – past and present – for the energy, care, and purpose they bring to this work.

©ASI | SUPPORTING THE MINISTRY OF HEALTH CONTAIN EBOLA, SIERRA LEONE | 2014

©ASI | 12M+ CHILDREN IN PAKISTAN BENEFITED FROM IMPROVED EDUCATION. KHYBER PAKHTUNKHWA EDUCATION PROGRAMME | 2016–2022

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HERE'S TO THE NEXT CHAPTER.

> "I started working in development to support reform and help rebuild countries after crisis. That drive – to deliver lasting impact – is something we still share at ASI."
>
> **– JALPA PATEL, CEO**

OVERALL SCORE: 115.3 | 19.7 20.4 11.2 2.6 61.2 IMPACT REPORT

PRIORITISING MENTAL HEALTH & WELLBEING AT ASI

STRENGTHENING SUPPORT IN CHALLENGING CONTEXTS

Operating in fragile and high-pressure environments means ASI must not only protect the wellbeing of its people but actively foster it. In 2025, our Mental Health Champions network advanced this commitment by enhancing both the availability and visibility of mental health support for staff and associates worldwide.

Key initiatives included developing a crisis response framework to ensure immediate access to specialist support in emergencies, mapping mental health benefits across all ASI locations to identify and close gaps, and improving the signposting of global resources such as the Employee Assistance Programme and Thrive platform.

Recognising the strain that complex project delivery can place on teams, the Champions also prioritised measures to prevent burnout, encouraging better uptake of annual leave and wellness afternoons and promoting healthy workload management. These steps are helping ensure that ASI's people – wherever they work – have the resilience and support they need to deliver impact in some of the world's most demanding settings.

MENTAL HEALTH AWARENESS MONTH 2025

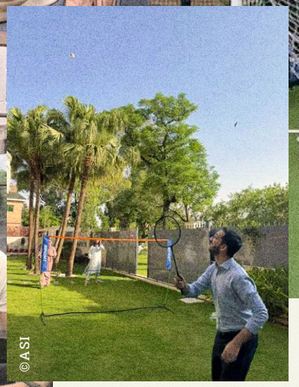
In May, ASI joined global efforts to mark Mental Health Awareness Month under the theme "Step Out, Reach Out". Across our offices, teams organised activities designed to boost wellbeing, encourage connection, and normalise open conversations about mental health – all vital for sustaining high-performing, resilient teams in complex environments.

GAZIANTEP, TÜRKİYE

COLLEAGUES EMBRACED THE CITY'S OUTDOOR SPACES, COMBINING MOVEMENT, FRESH AIR, AND TEAM CONNECTION

LONDON, UK

FROM THE LAUNCH OF ASI FC'S FIRST INTER-GENDER FRIENDLY FOOTBALL MATCH, TO COFFEE MORNINGS AND WALKING TOURS, LONDON-BASED STAFF EMBRACED THE MONTH AS A CHANCE TO STEP AWAY FROM SCREENS, STRENGTHEN RELATIONSHIPS, AND FOCUS ON PERSONAL WELLBEING.



ISLAMABAD, PAKISTAN

BADMINTON MATCHES BROUGHT COLLEAGUES TOGETHER TO STAY ACTIVE, RECHARGE, AND CONNECT OUTSIDE DAILY PROJECT PRESSURES.

BANGKOK, THAILAND

THE BANGKOK OFFICE WELCOMED THERAPY DOGS FOR A WELLBEING BOOST, HIGHLIGHTING THE ROLE OF POSITIVE, SHARED EXPERIENCES IN MAINTAINING MORALE.

> "If we want to deliver real impact, we have to look after our people first. Mental health isn't a side issue – it's part of how we work. Supporting our colleagues to stay well, especially in challenging environments, is essential to the quality and sustainability of what we do."
>
> **– MARIA TOMÀS-RODÓ VALLS, MENTAL HEALTH CHAMPIONS COMMITTEE LEAD**

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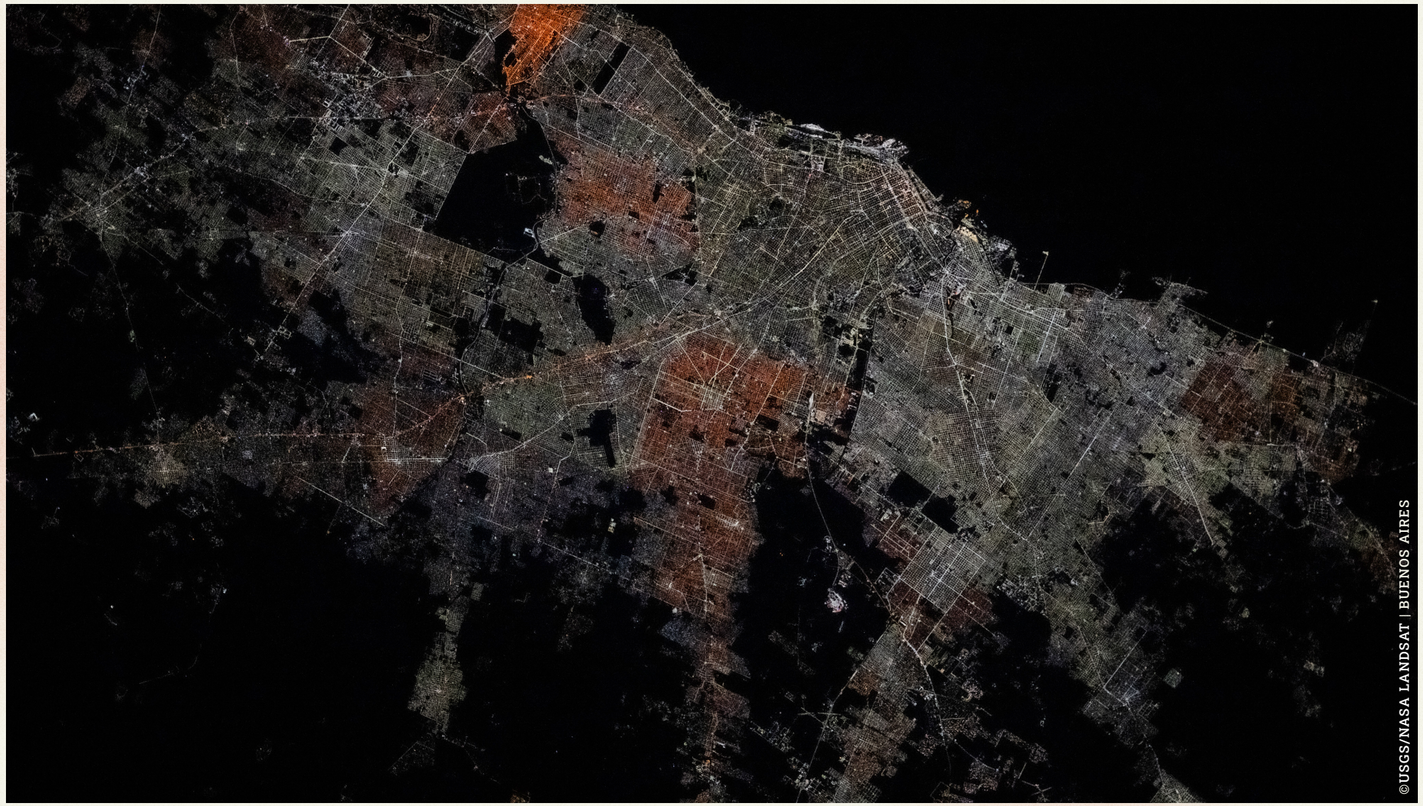
IMPACT REPORT

COMMUNITY

Our focus remains on working with – not just for – communities. Whether through local partnerships, civil society engagement, or direct programme delivery, we prioritise relationships built on trust, respect, local ownership and shared purpose.

In contexts where challenges are complex and change takes time, these connections are key to delivering work that is grounded in the local realities, relevant, and lasting.



©USGS/NASA LANDSAT | BUENOS AIRES

WHAT WE SAID

A. Localised Partnerships: We will enhance partnerships with local organisations to ensure programme interventions are locally owned and driven.

WHAT WE DID

A. We believe we can achieve more in partnership with others than if we act alone, and throughout our programme portfolio we have prioritised those with local partners.

- Our Revenue Mobilisation, Investment and Trade Programme (REMIT Pakistan) project partnered with the Small and Medium Enterprises Development Authority (SMEDA) to advance the cause of women-led businesses across Pakistan.
- Under our DFAT funded To'os ba Moris Di'ak (Farming for Prosperity) programme in Timor-Leste, we have negotiated and managed more than 30 grants and subcontracts valued at AUD 15 million with local organisations and low-capacity delivery partners, while championing locally-led approaches and building partner capacity through specialist training.
- In the Solomon Islands we have established partnership agreements with almost 50 local businesses and community partners, including women-owned enterprises, focused on developing growth markets. To date, this has led to incomes of over 20,000 households and small enterprises being raised by more than SBD 12 million and nearly 500 new jobs have been created.
- Our Sustainable Energy and Economic Development (SEED) programme carried out extensive community consultations and focus groups with local men and women to design road and bridge projects to replace infrastructure damaged in the 2022 floods in Khyber Pakhtunkhwa.
- Under the Kenya-Somalia-Ethiopia Borderlands programme (Deris Wanaag), we worked with both national, sub-national and local government actors, and with a total of 37 local partners to co-create initiatives that advance joint security priorities between communities and local administration and security actors, ensuring that gender equality, social inclusion and conflict sensitivity principles were embedded throughout.
- ASI works with 48 partners on the Aid Fund for Syria (AFS), the majority of whom (close to 70%) are national NGOs. The AFS has programmed GBP 102+ million in grants to implementing partners to provide critical lifesaving humanitarian assistance and early recovery support across Syria, reaching nearly 6 million people. Prioritising work through local organisations with strong contextual knowledge, has enabled the AFS to respond rapidly, flexibly and cost-effectively to emerging needs.

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PLANS FOR THE NEXT 12 MONTHS

Continue to Prioritise Local Partnerships across our Programme Portfolio: Across our projects and clients we will prioritise local organisations when looking for delivery partners over international ones wherever feasible.

Overcoming Barriers: We will look to overcome barriers to local engagement in the design of our programmes.

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A YEAR OF EXCHANGE AND REFLECTION

ASI EVENTS 2025

Across 2025, ASI hosted a series of events – from public-facing policy forums to informal internal sessions – to deepen learning, share insight, and connect our work across teams and geographies.

These events are part of how we stay sharp, grounded, and connected. They offer space to reflect on what's working (and what isn't), bring in external voices, and strengthen the links between programme delivery, policy debates, and the lived experience of our teams.

They also highlight the bigger picture: how our collective work drives impact on issues like climate, equity, governance, and economic opportunity – and how partnerships, both within ASI and beyond, help us contribute to global progress.

UNLOCKING EXPORT POTENTIAL: ARE AFRICAN BUSINESSES GETTING THE MOST OUT OF TRADE DEALS?

AUGUST 2025 | ONLINE

Drawing on ASI's work supporting AfCFTA implementation and Malawi's engagement with the UK's Developing Countries Trading Scheme (DCTS), this webinar examined how trade agreements can better translate into real opportunities for African businesses. The conversation highlighted the need to bridge the gap between policy and practice to unlock growth.

Speakers: Natasha Stotesbury (FCDO), Dode Seidu (Africa Trade Academy), Rajiv Sharma (Trade Expert), and Rihan Badr (N Gage Consulting). Moderator: Connor Russell (ASI).

SOCIAL CONTRACTS IN FRAGILE STATES

JUNE 2024 | NAIROBI & ONLINE (CHATHAM HOUSE RULE)

This panel explored how fragile states can rebuild trust between governments and citizens, particularly where legitimacy is contested and non-state actors wield significant power. The discussion underscored why an effective social contract is central to stability and service delivery in fragile contexts.

Speakers: Steen Sonne Andersen (Royal Danish Embassy), Christopher Pycroft (FCDO Somalia), Mohamud Yasin Jama (World Bank), and Ayan Mohammed (Somalia Stability Fund). Moderator: Suvojit Chattopadhyay (ASI).

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GETTING THE BEST VALUE FROM UK CLIMATE FINANCE

AUGUST 2025 | ONLINE

Hosted to mark the launch of ASI's report for the UK Department for Energy Security and Net-Zero (DESNZ), this panel examined where climate finance can have the greatest impact under budget constraints. The session stressed the importance of evidence-based investment to maximise both development benefits and value for money.

Speakers: Matt Savage (Lead Author), John Ward (Economist), Lindsey Hibberd (Carbon Trust), Lindsey Napier (DESNZ). Moderator: Annika Burke (ASI).

ASI LUNCH & LEARNS

ALL YEAR | ONLINE

Throughout the year, our internal learning series brought colleagues together to share insights, skills, and experiences from across ASI and beyond. Topics ranged from influencing policy through programme delivery, to digital storytelling in fragile contexts, to intergenerational collaboration in diverse teams (marking International Youth Day). Other sessions explored ASI's rich project work across public financial management, governance, security and stability, conflict resolution (amongst others) and lessons from working in complex operating environments – helping to strengthen both our technical expertise and our sense of connection across offices.

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ENVIRONMENT

Tackling the climate crisis requires more than setting targets – it demands action in how we run our business, deliver our work, and choose our partners.

This year, we made progress on our Net-Zero Plan by strengthening how we track emissions, building sustainability into supplier relationships, and prioritising practical steps over box-ticking. We're supporting partners to align with Science-Based Targets and looking at where corporate and programme choices can move us closer to long-term decarbonisation.

It's a work in progress – but one we take seriously, recognising that responsible delivery also means reducing our environmental impact.

©USGS/NASA LANDSAT | SOUTHERN POLAND

WHAT WE SAID

A. Net-Zero Implementation and Operational Plan: Following the finalisation of the Net-Zero Action Plan, we will prepare a detailed and costed implementation and operational plan with a management structure led by ASI's finance and operations teams, in partnership with country platforms. This includes enhancing our supplier partnerships with a focus on environmental stewardship, promoting sustainable and eco-friendly practices throughout our supply chain.

B. Environment Policy Revision: We will undertake a comprehensive review and update of our current Environment Policy covering resource use not covered by the Net-Zero Plan to reflect the evolving demands and best practices in environmental management.

C. Embed environmental objectives and communications: We will convene senior ASI staff to raise awareness across the company and provide guidance for staff and associates globally on our recommended Net-Zero, environment and social agenda. We will convene and coordinate with global platforms and programmes concerning Net-Zero plans, actions, operations and budgets via online communications and roundtables. We will incorporate specific environmental objectives and responsibilities into job descriptions and performance reviews to further instil a culture of environmental responsibility across the organisation.

WHAT WE DID

A. We have completed our 2024 GHG emissions report, which will be published on our website in August 2025. This was a collaborative effort between ASI's finance team, which led data collection and analysis, and our environment team, which guided and assured quality.

Laying the groundwork for the Net-Zero Implementation and Operational Plan, we conducted an assessment of all ASI programmes globally in which each programme identified where and how it will reduce scope 1, 2 and 3 GHG emissions, looking for example at building heating and cooling, domestic vehicles and air transport. This data will be fed into regional and targets and be used in implementation planning at regional level in line with 2035 and 2050 targets.

In order to enable delivery of targets, we are transferring responsibility for net-zero implementation to our global operations team and have appointed a new Africa Regional Operations Manager, with a SWANA equivalent soon to start.

B. We have decided to postpone this objective till 2026 in order to finalise net-zero planning and embed it into programmes and regional platforms.

C. We have now filled all Environment Manager posts globally, after a set of departures in 2024. Environment managers, a part-time position in ASI's structure, play a crucial role in raising awareness, communicating objectives, responding to questions from programmes and operational teams, and supervising net-zero pathways at programme and regional levels. We have an environment communications working group in place and will launch communications efforts in the second half of 2025.

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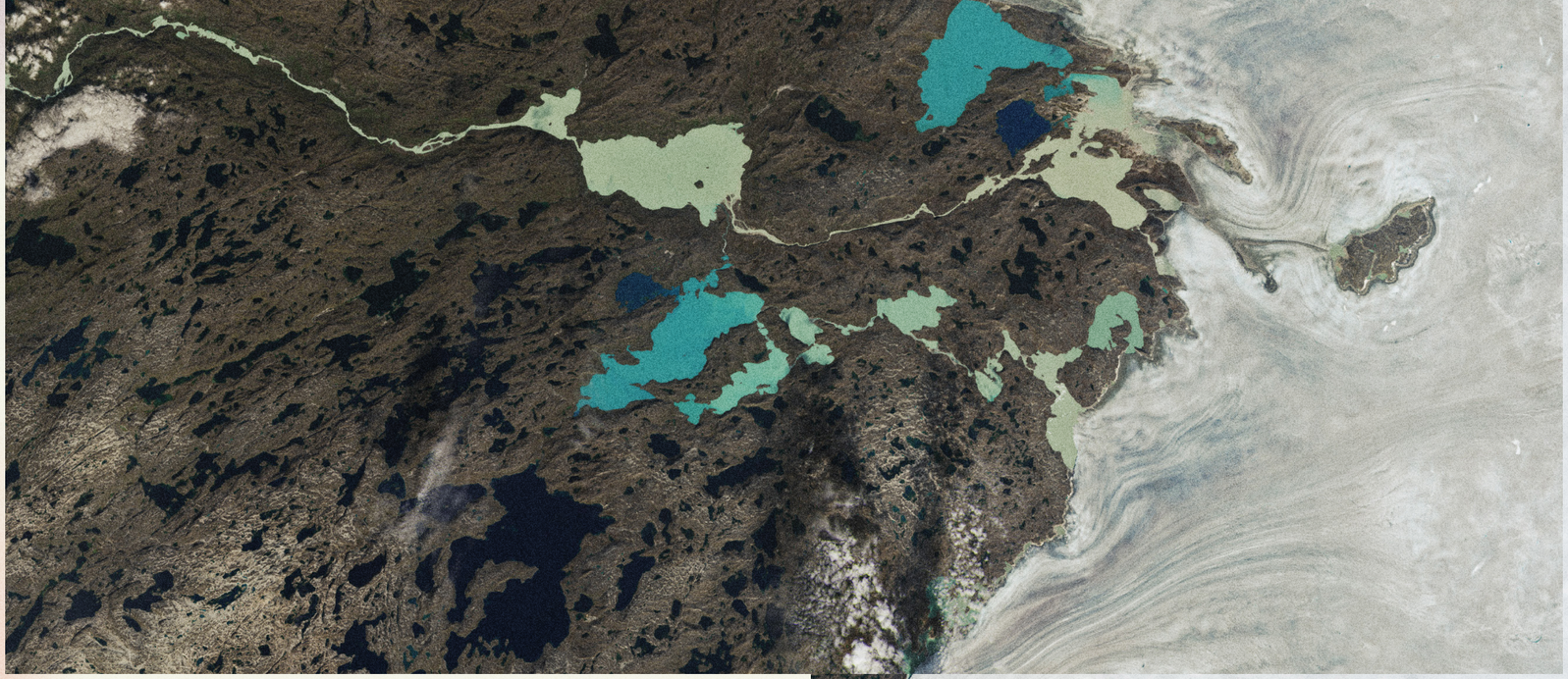
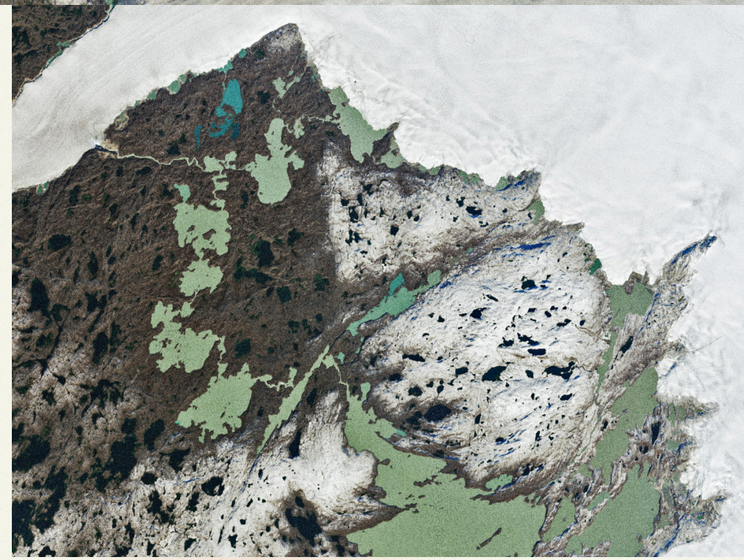


©USGS/NASA LANDSAT | GREENLAND, FORMING THE LARGEST ICE SHEET ON EARTH OUTSIDE OF ANTARCTICA. EACH SUMMER, ITS SURFACE BEGINS TO MELT UNDER THE WARMTH OF THE SUN, INTENSIFIED BY THE SEASON'S LONG DAYLIGHT HOURS AND SOMETIMES FURTHER ENHANCED BY CLOUDS AND RAIN.

PLANS FOR THE NEXT 12 MONTHS

Net-Zero Planning: We will strengthen a detailed, costed Net-Zero Implementation and Operational Plan and prepare the global operations team and regional directors and managers to lead and manage its implementation.

Environment Communications: We will relaunch ASI environment communications via ASI Newsletters and Green Times and hold workshops to raise awareness of the targets and implementation of the Net-Zero Action Plan across ASI platforms and staff.



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THE UK'S CLIMATE FINANCE OPPORTUNITY

SHOWCASING ASI'S LEADERSHIP ON CLIMATE RESILIENCE AND STRATEGIC AID

In October 2024, ASI was featured in Prospect Magazine's special edition Climate: the UK's New Green Priorities, in an article titled "The UK's Climate Finance Opportunity." The piece spotlighted our work tackling climate fragility and building resilience in places like Pakistan and Somalia – regions on the front lines of global climate shocks.

With international development increasingly viewed through a geopolitical lens, the article explored how climate finance can be a powerful tool for both humanitarian outcomes and UK strategic interests. Our work alongside local governments, civil society, and international donors was showcased as a model for impact that is locally led, technically sound, and globally relevant.

SCAN THE QR CODE TO READ MORE

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> "There's a strong case for UK leadership in this space. Not just because it's morally right, but because climate fragility contributes to migration, conflict, and economic disruption – all of which affect the UK too."
>
> **–NICK HASLAM, HEAD OF CLIMATE CHANGE AND NATURE**

SMART CLIMATE FINANCE:

From rebuilding flood-hit infrastructure in Pakistan to climate-proofing livelihoods in Somalia, ASI's work demonstrates how well-targeted investments can reduce long-term costs, mitigate risks, and strengthen stability.

LOCAL LEADERSHIP, GLOBAL PRIORITIES:

Our climate finance approach is grounded in local partnerships – helping communities adapt to climate change while contributing to the UK's global leadership on resilience, security, and sustainable growth.

LOOKING AHEAD

The next chapter of climate finance will demand more than pledges – it will require delivery in fragile, high-risk contexts where communities are already experiencing the effects of climate breakdown. ASI remains focused on supporting frontline adaptation, strengthening local systems, and making sure UK-backed finance translates into real outcomes where it matters most.

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THINK.
DELIVER.
TRANSFORM.

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