

**Dalberg**

# Economic development consulting services for the City of Douglas

Technical Proposal from Dalberg Advisors to  
The City of Douglas

February 7<sup>th</sup>, 2025







155 W 23rd St 6th floor | New York, NY, 10011, USA

Rene Rios, Procurement Specialist  
City of Douglas  
425 10th Street  
Douglas, AZ 85607

7<sup>th</sup> February 2024

Dear Rene and Team,

We are pleased to present this proposal to support the City of Douglas in advancing its economic development ambitions. With its prime location along the U.S.-Mexico border, Douglas has the potential to become a hub for nearshoring, trade facilitation, and investment attraction as well as tourism and events. As global supply chains evolve, the city is uniquely positioned to capitalize on cross-border connectivity, attract high-value industries, and drive long-term economic growth.

Dalberg brings the expertise and strategic insight needed to help Douglas seize this opportunity. With a proven track record in economic development, investment promotion, and cross-border trade, we specialize in crafting tailored strategies that unlock transformative growth. Our approach will not only position Douglas as a competitive player in nearshoring and logistics but also develop a high-impact tourism framework that strengthens its economic identity and long-term prosperity. Specifically:

- **We have proven expertise supporting local governments and organizations in economic development efforts, mainly in the U.S.** We have worked with the Southern Border Coalition (SBC) in California, the Greater Phoenix Economic Council (GPEC), the Los Angeles County Department of Economic Opportunity, Wakeland Housing and Development Corporation in San Diego, and the New York City Economic Development Corporation, among others, to create inclusive economic growth initiatives, investment attraction strategies, affordable housing projects, and workforce development programs tailored to local needs.
- **We bring specialized knowledge in place-based investment promotion.** Working with a broad range of clients, including Kern County (CA), Imperial County (on CA's southern border), the Mayors Migration Council, North Dakota's Department of Commerce, and the US Millennium Challenge Corporation, we have helped municipalities secure funding, build public-private partnerships, and implement best-in-class economic strategies that drive sustainable development. We have helped regional economies identify and optimize opportunities in advanced manufacturing, clean energy, and logistics, enabling them to attract high-value industries and create long-term job growth.
- **We maintain a strong on-the-ground presence and extensive networks across various sectors and key decision-makers in Mexico.** Dalberg formally launched its office in Mexico City in 2018 and currently has a team of over 20 professionals based in Mexico. We have collaborated with a diverse range of clients in Mexico, across the private sector, investors, government, and civil society, on initiatives focused on public-private investments, inclusive economic development, urban development, and more. Our work has enabled us to build strong networks with our clients, expanding our reach and impact across the country.

[Dalberg](#) will partner with [Solimar International](#) to lead the creative and marketing execution for tourism development, ensuring alignment with Douglas's broader economic strategy, which Dalberg will design. With

25+ years of experience in sustainable tourism across the U.S. and Mexico, Solimar has worked with Sullivan County, NH, the Colorado Tourism Office, and Arizona's Sedona Verde Valley, as well as regions in Baja, Chiapas, Tequila, and Boquillos in Mexico. Their expertise in stakeholder engagement, destination branding, and marketing will help position Douglas as a competitive tourism and investment destination while preserving its cultural and natural assets.

The pages below outline: i) our qualifications, experience, and references from past projects that demonstrate our ability to successfully support cities with investment attraction, nearshoring strategies, and economic competitiveness; ii) the team we have assembled to lead this effort; iii) our understanding of the economic context and opportunities for Douglas; and iv) our proposed approach to designing and implementing a tailored economic development strategy.

Please note that the approach detailed in this proposal represents our best estimate of how we can be most helpful to the City of Douglas, based on our reading of the RFQ and our experience with similar work, independent of budgetary or other constraints. We look forward to collaborating closely with you to refine our approach and ensure it fully aligns with the City of Douglas' vision and objectives. Please let us know how we can further tailor our proposal to best meet your needs.

Sincerely,

Signed by:  
  
5865A3B3AEC54F0...

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Partner

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I. FIRM IDENTIFICATION AND CONTACT INFORMATION

Name of the firm	Dalberg Advisors
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Please see [Annex 1: About Dalberg](#) for a detailed overview of Dalberg’s global presence, and service offerings.

## II. OUR QUALIFICATIONS AND EXPERIENCE

### Why Dalberg?

As a trusted advisor in economic development, investment promotion, and strategic consulting, Dalberg is well-positioned to support the City of Douglas in advancing its economic growth objectives. Our expertise in economic development, housing, workforce development strategies, tourism, cross-border trade, and investment strategies make us a strong partner for this engagement. In housing, we have worked with organizations like Wakeland Housing and Development Corporation on financing models and capital sources for affordable housing in California and with a confidential asset manager to conduct impact due diligence on a \$1B fund for equitable housing development across the U.S. In workforce development, we have partnered with the Southern California Association of Governments to identify barriers to job training and employment, the Sacramento Employment and Training Agency to develop a strategic plan for workforce and early childhood development, and the Sonoma County municipal government on workforce training initiatives. Additionally, through our partnership with Solimar International, we have designed and implemented tourism strategies, including a master plan for sustainable tourism in Baja, Mexico, and an initiative to enhance the economic value of the river in Verde Valley. Below, we outline the technical expertise, experience, networks, and partnerships we bring to this project.

### Proven expertise supporting local governments and organizations in economic development efforts, mainly in the U.S.

We bring expertise in designing and implementing programs that promote inclusive economic development, as well as environmental and health equity, and advance social equity across diverse contexts. We have supported municipalities and organizations in crafting comprehensive economic recovery frameworks, climate adaptation strategies, and inclusive growth policies that center historically marginalized communities. Our approach integrates both quantitative and qualitative insights, always grounded in the lived experiences of those we serve. Our work is deeply collaborative, developed in partnership with local stakeholders to reflect their unique needs and circumstances. While we tackle immediate challenges, our strategies are designed for long-term resilience and adaptability, ensuring lasting impact.

1. **Southern Border Coalition (SBC) - California Jobs First: Supporting SBC to finalize Regional Economic Development Plan Part 2.** Dalberg supported the SBC in refining the Regional Plan Part 2 for Imperial and San Diego Counties, focusing on economic development and quality job creation in high-impact sectors such as clean energy, manufacturing, tourism, life sciences, and logistics. The plan balanced state standards with community-driven priorities, securing future funding and advancing equitable, inclusive, and sustainable growth. Over eight weeks, we engaged 50+ community leaders for feedback, ensuring alignment with regional needs. Dalberg acted as an objective partner, bridging gaps between grassroots priorities and state requirements. The updated plan expanded local industries into SBC-wide strategies, added two tradable sectors, and strengthened data and language to meet state standards.
2. **Greater Phoenix Economic Council (GPEC) - Building Support for a Regional Innovation Strategy.** The GPEC engaged Dalberg to develop an inclusive innovation strategy that will deliver both topline growth and broad-based prosperity for the region. In Phase I, Dalberg (1) conducted a benchmarking assessment of the Phoenix innovation ecosystem vs. 13 peer regions, which included both quantitative analysis and interviews with Greater Phoenix innovation leaders, (2) developed a public-facing report to serve as a call-to-action for business and civic leaders across Phoenix to deepen investments in innovation, and (3) built a coalition of industry, civic and political leaders committed to this initiative. In Phase II, we convened the first Phoenix Innovation Roundtable, laying the foundation for the Greater Phoenix Next Economic Frontier (NEF) project. Co-created with industry and civic leaders, NEF focused on addressing innovation challenges and embedding equity to drive shared prosperity. In Phase III, Dalberg developed a roadmap to launch the NEF, outlining how to (i) establish a governance structure with key leadership roles, (ii) implement near-term initiatives to generate momentum, and (iii) create a long-term innovation strategy and infrastructure to position Greater Phoenix as a world-class innovation hub.

3. **Kern Community College District – California Jobs First: Regional Economic Development Plan Parts 1 and 2.** Dalberg supported the Kern Coalition in developing a regional economic development plan focused on clean energy, agriculture, advanced manufacturing, entrepreneurship, healthcare, and workforce development. We analyzed industry data on job quality and environmental impact, consulted 35+ local experts, and engaged ~800 residents through community meetings to identify priorities. Using a ‘listen-first’ approach, we refined strategies for equitable growth and job creation. The final plan, submitted to the California Jobs First program, positioned the Kern Coalition for future funding and investment opportunities.
4. **Los Angeles County Department of Economic Opportunity – InfrastructureLA Design and launch.** Over \$1B of infrastructure investments have been announced for LA County, creating a need for a robust talent pipeline of construction workers and an opportunity to shape a more representative and diverse workforce in a sector with significant inclusion challenges. To ensure that available federal dollars flow into the County and maximize the workforce and economic development (WFD/ ED) benefits of these dollars, the LA County Department of Economic Opportunity (DEO) is partnering with a collaborative of County infrastructure agencies called Infrastructure LA (ILA). As part of this effort, Dalberg worked with DEO to (1) develop a standardized framework and process to assess the inclusive WFD/ ED opportunities in infrastructure projects, (2) design a menu of in-house TA services to provide projects tailored support from grant writing to WFD program implementation, and (3) stand up a Workforce Subcommittee that convenes infrastructure and workforce stakeholders to solve ecosystem-level coordination challenges. The team engaged with stakeholders from across agencies, geographies, and levels of government to test, refine, and validate the TA service framework and service offering to ensure they are relevant, actionable, and scalable.
5. **FUNDESA - Developing an ‘Inclusive Growth’ strategy to spur the broader economic development of Guatemala with FUNDESA.** Dalberg worked with FUNDESA, a collection of leading Guatemalan businesspeople committed to the broader economic development of the country, and partnered with Stace Lindsay of the Aspen Institute and Professor Ricardo Hausman, Director of Harvard’s Center for International Development. Using a participatory and consultative approach, Dalberg’s Inclusive Growth strategy (i) developed 5 economic clusters (Agriculture, Forestry, ICT, Light Manufacturing and Tourism) strategies and investment plans for growth, (ii) designed 21 strategy roadmaps for productive sectors (iii) identified cross-cutting initiatives to address binding constraints to growth, and (iv) developed a set of shared-value solutions to improve private sector competitiveness and deliver broader social good, particularly addressing education, malnutrition and entrepreneurship.

### Specialized knowledge in place-based investment promotion

We have deep expertise in designing and implementing strategies that attract and direct investments to specific communities, fostering sustainable economic growth, local job creation, and long-term resilience. Our approach includes identifying opportunities, engaging stakeholders, and ensuring investments align with local priorities. We help drive industrial growth, enhance supply chains, and support innovation to create competitive and sustainable economies. With deep expertise in strategic policy and investment advising, we have worked with the leadership of key institutions, corporations, and governments to address global challenges and create meaningful social impact.

1. **Kern County – Subregional Economic Development Plan.** After supporting Kern County in developing a county-wide economic development plan (see above), the Kern Coalition – a consortium of five locally based nonprofit organizations – engaged Dalberg to develop a Subregional Economic Development Strategies (SEDS) for East Kern (Kern River Valley and California City), West Kern (Taft), and North Kern (Shafter) – all small communities with populations of 10k to 20k – as an addendum to the Kern County Regional Plan Part 2. These subregions have been – and/or will soon be – the sites of significant private investment. Dalberg conducted a comprehensive process that included: i) a context diagnosis through analyzing labor markets, industries (e.g., agriculture, clean energy, advanced manufacturing), climate, environment, health, and education; ii) an industry prioritization phase, identifying high-potential industries for each community based on regional assets, job quality, market signals, and community

desirability; and iii) the development of industry strategies, which outlined a vision for each prioritized industry, including economic development objectives designed to drive growth, improve job quality, and leverage local assets.

2. **US Agency for International Development Investment Support Program – Private Sector Partnerships Enduring Results.** Under a sole-source contract, Dalberg led the 5-year, \$60 million global Investment Support Program, designed to attract private investment in manufacturing, tourism, agriculture and other sectors into struggling economies around the world. As one small part of Dalberg's work under this engagement, we carried out the 'Enduring Results' study: USAID was interested in designing partnerships that lead to enduring and scalable results. It had operated under the assumption that partnerships with the private sector facilitate enduring activities and outcomes due to the private sector's long-term vision and commitment to specific markets/communities. Dalberg was asked to examine to what extent, in what ways, and under what conditions these partnerships achieve enduring results. Dalberg reviewed ~40 of USAID's private sector partnerships which ended in 2014 to assess how partnership design and implementation affected what endured 1-2 years after the agency's funding ended. The final report synthesized key learnings/insights from these partnerships alongside tools and frameworks to shape design, implementation, and evaluation of future partnerships with the private sector.
3. **Millennium Challenge Corporation (MCC) - Private Sector Opportunity Assessment (PSOA) for the Philippines.** The MCC engaged Dalberg to conduct a PSOA consisting of two main analyses: (1) Financial Sector Analysis (FSA) to determine if access to finance constrains private investment and entrepreneurship, with a focus on SMEs, infrastructure, and climate finance; and (2) Productive Sector Analysis (PSA) to offer a broad and comprehensive view of the current state of the economy, identify high potential sectors that could support inclusive growth, and the key constraints to their growth. Dalberg analysis enabled MCC to narrow down areas for further exploration, which included IT-BPO, tourism, and electronics manufacturing industry, and opportunities for collaboration with the existing ecosystem of development actors in the Philippines, optimizing for value-add to addressing underlying barriers to growth. This engagement built on similar work Dalberg had completed with MCC over 7 years in many countries including El Salvador, Guatemala, Mexico, Indonesia, and many others.
4. **Rockefeller Foundation - Municipal Financing Strategy.** Dalberg supported the Mayors Migration Council (MMC), a mayor-led coalition dedicated to accelerating global action on migration and displacement, in shaping the evolution of its municipal finance strategy. This strategy seeks to unlock resources to fund cities directly through the Global Cities Fund for Migrants and Refugees (GCF), rather than through global NGOs that often establish parallel non-governmental structures. Through interviews with experts and desk research, Dalberg supported the MMC team in strategically and operationally structuring the next phase of the GCF. This included influencing the client to consider MMC's role as a field catalyst in municipal financing, leveraging the GCF as the evidence base for systemic change. The team also completed a fundraising strategy sprint to identify priority funders and entry points.

## Strong on-the-ground presence and extensive networks across various sectors and key stakeholders in Mexico

Dalberg has established extensive networks in Mexico, reinforcing its role as a key advisor on economic development, infrastructure, and business strategies. Our Mexico City office, with a team of over 20 full-time staff, supports this on-the-ground presence. We have partnered with a diverse range of clients—including government agencies like SEMOVI (Ministry of Transportation) and Ministry for the Environment, investors and financial institutions such as FIRA, InterAmerican Development Bank, International Finance Corporation, and the U.S. federal government's Development Finance Corporation in addition to banking and non-banking financial institutions such as Banamex, Rabobank, Findeca, and ProMujer, multinational corporations like PepsiCo, Mars, Nestlé, Modelo, and global development organizations such as USAID and The Nature Conservancy—on initiatives spanning public-private investments, economic growth, and urban development. Our strong network across Mexico, and the broader Latin American and U.S. market, positions us as a valuable partner for companies seeking to capitalize on opportunities across various sectors.



1. **PepsiCo, Mars and Nestlé - Governance Refresh and Collective Secretariat function.** Dalberg was engaged by the Mexico Sugarcane Collective—a multistakeholder initiative comprising three major multinational food and beverage companies, sugar mills, and expert consultant organizations—to refresh its governance model, improve its capacity to achieve its goal of enhancing working conditions for cutters and farmers and serve as the secretariat of the collective. Through this project, (1) Dalberg developed a governance model to strengthen collaboration and effectiveness, (2) Facilitated the 2025 strategic planning process and (3) holds the secretariat function as the core coordinating body among brands, funders and implementing partners.
2. **Global Steering Group for Impact Investing - AIIMx Advocacy Diagnostic and Strategic Recommendations.** Dalberg was commissioned to create a high-level advocacy diagnostic and strategic recommendations for the Mexican Chapter (AIIMx) of the Global Steering Group for Impact Investment (GSG), aimed at raising awareness of the importance of impact investing for the public sector and improving the ecosystem. We collaborated with key actors across the investment sector including AMEXCAP, BIVA, Fondo de Fondos, GIZ, Alphamundi, etc. The diagnostic included the analysis of the current gaps in the Mexican impact investing ecosystem and potential lines of action to address them. Likewise, Dalberg identified potential partnerships with federal government agencies and local governments for future projects. Dalberg proposed and prioritized six initiatives to address gaps in the ecosystem and developed high-level action plans and identified key audiences and messages for each one of them. Dalberg also developed recommendations to improve AIIMx general strategy and service delivery.
3. **UK Pact, Metrobus and SEMOVI - Accelerating Fleet-wide Electrification of Public Transport in Mexico City.** Dalberg was engaged by UK PACT to support Metrobús, Mexico City's Bus Rapid Transit system, and the Secretariat of Mobility of Mexico City through technical and financial analyses, to inform their efforts to accelerate the transition to electric mobility in the city's public transit systems. For Metrobús, the Dalberg team performed a landscape analysis of Public-Private Partnership electric mobility projects in developing markets, interviewed investors and electric mobility experts, mapped relevant blended finance instruments that could enable Metrobús to crowd in additional private capital, and developed financial models to analyze the financial viability of projects in three prioritized bus lines. For SEMOVI, the Dalberg team analyzed the viability of implementing electric trolleybuses in a currently informal transportation corridor and analyzed the potential gender equity and social inclusion benefits of the proposed project in support of Mexico City's Gender and Mobility Strategy. Dalberg also facilitated two joint training sessions with the Metrobús and SEMOVI teams to support skill development in two key topic areas: (i) Financial analysis of electric mobility projects; and (ii) Blended finance and transaction structuring.
4. **World Economic Forum - National Plastics Analyses and Modeling.** Dalberg conducted a plastic pollution analysis and developed an action roadmap to support Mexico City to transition to a circular plastics economy. The team conducted a gap analysis of existing plastics data, mapped key partners, and established a task force of 8–20 experts to review datasets and analysis. Dalberg collected and prepared data for the NAM tool, deployed it for baseline analysis and scenario modelling, and identified a System Change Scenario. Based on this, an action roadmap was developed, outlining solution levers and their impacts on waste, pollution, costs, GHG emissions, and jobs. Findings were presented at a roadmap launch event with high-level partners. Dalberg also reported learnings to global teams, ensured gender-inclusive engagement, embedded a social impact framework with a focus on marginalized communities, and contributed to the ongoing development of the NAM tool by identifying improvements and additional features.

### III. REFERENCES AND PAST PERFORMANCE

Below are our client references; additional references can be provided upon request.

<b>Project name</b>	<b>California Jobs First: Supporting Southern Border Coalition To Finalize Regional Plan Part 2</b>
<b>Organization</b>	Southern Border Coalition (SBC)
<b>Name</b>	John McMillan
<b>Affiliation</b>	AVP of Economic Development at San Diego State University
<b>Email address</b>	<a href="mailto:jmcmillan@sdsu.edu">jmcmillan@sdsu.edu</a>
<b>Project description</b>	Dalberg supported the Southern Border Coalition (SBC) in refining the Regional Plan Part 2 for Imperial and San Diego Counties, ensuring alignment with state economic development standards while preserving community-driven priorities. The plan emphasized cross-border trade, workforce integration, and investment attraction, positioning the region as a key economic hub along the U.S.-Mexico border. A core focus was prioritizing high-impact sectors such as clean energy, manufacturing, tourism, life sciences, and logistics to maximize regional competitiveness and secure future state funding.
<b>Services provided</b>	<ol style="list-style-type: none"> <li>1. Prioritized key economic sectors, aligning them with regional assets and market trends</li> <li>2. Engaged with 50+ community leaders, ensuring local priorities were integrated into the plan</li> <li>3. Developed strategies to strengthen binational trade, investment, and workforce linkages</li> <li>2. Refined the Regional Plan Part 2 to meet California state requirements while maintaining grassroots priorities</li> </ol>
<b>Measurable outcomes</b>	<ul style="list-style-type: none"> <li>- Developed a community-driven economic plan positioning the counties for state funding under California Jobs First</li> <li>- Expanded sector focus to include five high-impact industries, ensuring long-term economic resilience</li> <li>- Positioned San Diego and Imperial Counties as key trade and industry hubs, reinforcing their role in nearshoring and binational economic growth</li> <li>- Engaged community stakeholders and industry leaders to shape a development plan reflective of regional priorities and community necessities</li> </ul>

<b>Project name</b>	<b>Building Support for a Regional Innovation Strategy</b>
<b>Organization</b>	Greater Phoenix Economic Council
<b>Name</b>	Kathleen Lee
<b>Affiliation</b>	Senior Vice President, Regional Initiatives
<b>Email address</b>	<a href="mailto:klee@gpec.org">klee@gpec.org</a>
<b>Project description</b>	Greater Phoenix Economic Council (GPEC), one of the top economic development organizations in the U.S., working to create quality jobs in the Greater Phoenix Area, engaged Dalberg to develop an inclusive innovation strategy that will deliver both topline growth and broad-based prosperity for the region. In Phase I, Dalberg assessed the region's innovation ecosystem against 13 peer regions, published a report to mobilize business and civic leaders, and built a coalition of key industry and political figures. On Phase II we launched the Phoenix Innovation Roundtable, leading to the

	Greater Phoenix Next Economic Frontier (NEF) strategy co-created with industry and civic leaders to address innovation challenges and embed equity. Lastly, on Phase III Dalberg developed a roadmap to launch the NEF, outlining governance structures, early initiatives, and a long-term strategy to position Phoenix as a world-class innovation hub.
<b>Services provided</b>	<ol style="list-style-type: none"> <li>1. Conducted a rapid benchmarking assessment of the Phoenix innovation ecosystem vs. 13 peer regions</li> <li>2. Developed a public-facing report to serve as a call-to-action for business and civic leaders across Phoenix to deepen investments in innovation</li> <li>3. Built a coalition of industry CEOs, unicorn founders, and other civic and political leaders committed to this initiative</li> <li>4. Developed the Phoenix Innovation Roundtable, serving as the launch pad for the development of a new inclusive innovation NEF</li> <li>5. Developed a detailed roadmap to launch the NEF</li> <li>6. Guided how to build the mobilization infrastructure needed for this group to work together effectively and deliver on near and long-term priorities</li> <li>7. Validated and launched near-term initiatives to build momentum and generate 'quick wins'</li> <li>8. Developed a long-term innovation strategy and institutional infrastructure to build a truly world-class innovation economy in Greater Phoenix</li> </ol>
<b>Measurable outcomes</b>	<ul style="list-style-type: none"> <li>- Consolidated insights from industry and sector leaders into a cohesive vision for Greater Phoenix's innovation economy</li> <li>- Developed a report that serves as the groundwork for unifying efforts to accelerate inclusive innovation in the region</li> <li>- Provided guidance on building the infrastructure needed for effective collaboration among stakeholders</li> <li>- Outlined steps to address both near-term priorities and long-term economic development goals</li> </ul>

<b>Project name</b>	<b>California Jobs First: Regional Plan Development</b>
<b>Organization</b>	Kern Community College District
<b>Name</b>	Norma Rojas-Mora
<b>Affiliation</b>	Associate Vice Chancellor Public Affairs & Development
<b>Email address</b>	<a href="mailto:Norma.Rojas@kccd.edu">Norma.Rojas@kccd.edu</a>
<b>Project description</b>	Dalberg was engaged by the Kern Community College District (KCCD), on behalf of the Kern Coalition, to develop a regional economic development strategy to support high-quality jobs for disinvested communities, across both tradable industries (e.g., agriculture, clean energy, advanced manufacturing) and non-tradable, foundational industries (e.g., healthcare, education, entrepreneurship). Additionally, as Phase 2 of this project, Dalberg developed Subregional Economic Development Strategies (SEDS) that support high-quality jobs and sustainable economic growth in East Kern (Kern River Valley and California City), West Kern (Taft), and North Kern (Shafter), with a focus on industries including agriculture, clean energy, and warehousing and transportation.
<b>Services provided</b>	<ol style="list-style-type: none"> <li>1. Conducted desk research and dataset analysis on the quality of jobs and social and environmental effects of a long-list of existing and emerging industries in Kern</li> </ol>

	<ol style="list-style-type: none"> <li>2. Consulted 35+ stakeholders and experts in Kern to inform best-in-class practices for equitable economic growth and job creation/improvement in specific industries</li> <li>3. Facilitated two rounds of in-person community meetings in various sub-regions of Kern County</li> <li>4. Conducted desk research, analyzing labor markets, industries, climate, environment, health, and education</li> <li>5. Identified high-potential industries for each subregion based on regional assets, job quality, market signals, and community desirability</li> <li>6. Developed industry strategies, which outlined a vision for each prioritized industry, including economic development objectives designed to drive growth, improve job quality, and leverage local assets</li> <li>7. Developed communication decks and City Manager memos to support effective dissemination of findings</li> <li>8. Provided guidance on translating the SEDS into actionable project proposals</li> </ol>
<b>Measurable outcomes</b>	<ul style="list-style-type: none"> <li>- Completed and submitted the regional economic development plan to the California Jobs First program</li> <li>- Developed and submitted the Subregional Economic Development Strategies (SEDS)</li> <li>- Enabled the Kern Coalition to apply for future funding and investments aligned with the plan's objectives</li> </ul>

<b>Project name</b>	<b>Governance Refresh and Collective Secretariat function.</b>
<b>Organization</b>	PepsiCo
<b>Name</b>	Sarah Mercadante
<b>Affiliation</b>	Global Lead Sustainable Sourcing and Livelihoods for Sugar
<b>Email address</b>	<a href="mailto:sarah.mercadante@pepsico.com">sarah.mercadante@pepsico.com</a>
<b>Project description</b>	Dalberg was engaged by the Mexico Sugarcane Collective—a multistakeholder initiative comprising three major multinational food and beverage companies, sugar mills, and expert consultant organizations—to refresh its governance model, improve its capacity to achieve its goal of enhancing working conditions for cutters and farmers and serve as the secretariat of the collective.
<b>Services provided</b>	<ol style="list-style-type: none"> <li>1. Conducted a governance diagnostic to identify misalignments in structure, roles, processes, and strategic direction</li> <li>2. Developed a refreshed governance model to strengthen collaboration and effectiveness</li> <li>3. Redesigned the governance structure to clarify roles and responsibilities while enhancing collaborative efficiency between partners</li> <li>4. Refined the Collective's code of conduct to improve partner's ways of working and improve ethical safeguards</li> <li>5. Provided high-level recommendations to improve monitoring, reporting, and learning processes, including KPIs and evaluation systems to track progress and enable collective learning</li> <li>6. Facilitated multiple discussions and alignment workshops across stakeholders</li> <li>7. Developed a 2024-2025 workplan to guide the implementation of prioritized initiatives within the new governance structure</li> </ol>
<b>Measurable outcomes</b>	<ul style="list-style-type: none"> <li>- Created governance and collaborative processes, enabling the collective to operate more effectively and strategically</li> </ul>



- Refreshed governance model and work plan, which provided a blueprint for improved coordination
- Developed recommendations on monitoring and reporting to track impact more efficiently

## Client Testimonials

According to our annual client survey results, **96% of Dalberg's clients are satisfied or highly satisfied with our work, more than 80% say that we outperform competitors, and 84% agree or strongly agree that our work "will deliver significant impact"**. Please see sample testimonials below:

### Box 1: Sample testimonials from previous projects

***We could not have launched this work without the Dalberg team. Thank you for your leadership, partnership, patience and of course, having a good sense of humor through it all. You make it look easy when we know it's not!*** - Los Angeles County Department of Economic Opportunity

*The Dalberg team was extremely responsive and worked effectively under tight timelines and with a wide range of stakeholders. The professionalism and thought leadership from Dalberg leads helped move work forward quickly and efficiently. **The Dalberg team has a strong understanding of economic and community development.*** - Kern Community College District

*The Dalberg team is outstanding, agile, and thoughtful. **Dalberg brings a wealth of knowledge and expertise to complex multi-stakeholder projects.** Really enjoyed working with Juan Felipe and the Dalberg team. They became part of our team, not just consultants.* - Greater Phoenix Economic Council

***I was so impressed with Dalberg's ability to actually provide deliverables ahead of schedule, take our feedback and incorporate it into their deliverables and also to take the time to teach our team about immigration processes and factors that we are all new to.*** - North Dakota Department of Commerce

***Dalberg was extremely well organized and kept the project on track, within a very tight timeframe. They were open to our feedback and concerns, met with Department staff to provide updates and adjusted as necessary, even interviewing additional stakeholders so the project would be better informed.*** - City and County of San Francisco

*Joe [Dougherty] led our strategic sustainability planning, with board, faculty, and staff, to a stellar plan during a challenging time of transition. **Dalberg delivered, beyond 5 stars,** and Joe's leadership made all the difference.* - Center for Social Sector Leadership, UC Berkeley

*After a year before the end of the Obama administration, we began the process of planning the transition of Reach Higher – Mrs. Obama's college access and completion initiative - from the White House to Civic Nation, a new non-profit. Without its support, we would have gotten off to a much rockier start. **Dalberg was thoughtful, responsive, and detail-oriented, reassuring and were great teachers.** It's been a blessing working with them.* – Office of First Lady Michelle Obama

*Dalberg kept the plan simple enough that every staff person and Board member can easily articulate our mission, vision, and goals... Dalberg helped us craft a document that resonates with Board members, staff, and donors. **I can't recommend Dalberg highly enough. Without their expertise, guidance and hard work, we would not be where we are today.*** - Barbara Bush Foundation

*Joe and Cassie have been a pleasure to work with throughout the entire strategic planning process. The quality of the consulting services was outstanding. **The team demonstrated deep expertise in strategic planning, and their methodologies were both effective and tailored to SETA's unique needs.** Joe is responsive and addressed any issues promptly. His professionalism and expertise set him apart. - Sacramento Employment and Training Agency*

*I was very fortunate and privileged to work together with such a strong team. It's hard to imagine that one can do better. **The setup was just harmonious – your experience, expertise, dedication and last—but not least—the personality of all team members made this project an unforgettable professional experience to me.** Thank you for your passionate work, you have helped a lot. – The Bill & Melinda Gates Foundation*

*Going into this process, I was not clear whether the PSIPSE would continue to exist beyond 2017. Funders were dropping out of the partnership and clear and compelling value proposition that Dalberg developed for the PSIPSE has re-energized donors. **The PSIPSE was left not only with an actionable strategic plan but with a sense of confidence among donors** about taking the PSIPSE to the next level. – Partnership to Strengthen Innovation and Practice in Secondary Education (PSIPSE), hosted by the MacArthur Foundation*

***Dalberg's work has been extraordinary, they bring a blend of technical expertise, political skills, and practical know-how. It is just tremendous.** - Global Partnership for Education*

*The **professionalism and dedication** of the team is infectious. Their level of detail, knowledge and commitment have been highly regarded and made the **partnership absolutely phenomenal.** The learning sharing and passion was surely an **impressive journey to everyone involved.** – Corporate client*

*From the **proposal to the day-to-day management of the project and the final delivery of outputs** everything was handled in the most professional and substantive manner - it was a pleasure working with the team and I have already recommended them to our colleagues in the region. – Financial Intermediary*

## IV. FIRM HISTORY AND PROPOSED TEAM

### Firm Overview

Established in 2001, Dalberg is a global consulting firm dedicated to fostering inclusive and sustainable development. With a presence in 29 locations worldwide, including offices in Mexico City and across the United States, we have partnered with clients in over 90 countries to advance economic development and investment strategies. Our Mexico City office, operational since 2018, serves as a regional hub for our work across Latin America, supporting governments, private sector actors, and multilateral organizations in designing policies, facilitating cross-border trade, and promoting investment opportunities that drive long-term economic growth.

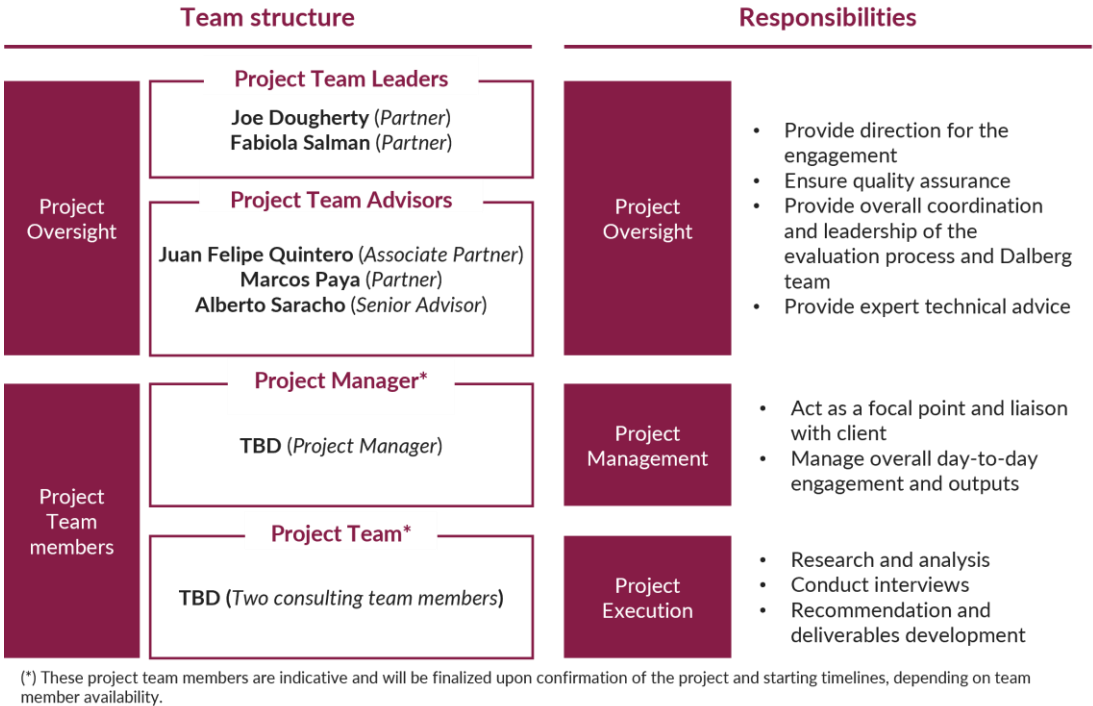
Our diverse team of over 600 professionals provides a comprehensive range of services, including strategic planning, investment guidance, research, data analytics, media production, and human-centered design. Dalberg specializes in economic development, energy transition, sustainable infrastructure, and investment promotion—aligning closely with the City of Douglas's objectives. Our work in Mexico and the U.S. has supported cities and regions in attracting high-value industries, optimizing business environments, and developing public-private partnerships that unlock capital for transformative projects.

Additionally, to enhance Douglas's tourism strategy and destination marketing efforts, we are partnering with **Solimar International**, a leading tourism consulting firm with over 25 years of experience in sustainable tourism and economic development. Solimar has worked extensively across the U.S. and Mexico, designing tourism strategies and executing marketing campaigns for destinations such as Baja and Chiapas in Mexico as well as Arizona's Sedona Verde Valley Region. By integrating market-driven development approaches with a deep understanding of regional dynamics, they consistently connect businesses and destinations to broader international markets, fostering sustainable tourism that drives economic prosperity. Their expertise in branding, destination development, and stakeholder engagement will ensure Douglas effectively positions itself as a tourism and investment destination while preserving its cultural and natural assets.

### Team Overview

Our envisioned project team brings a diversity of experience in economic development, cross-border trade, and investment promotion. As illustrated in *figure 1*, the project will be co-led by Joe Dougherty (Partner, San Francisco) and Fabiola Salman (Partner, Mexico City), bringing extensive expertise in economic strategy, public-private partnerships, and regional development. In addition, the team will be advised by Juan Felipe Quintero (Associate Partner), who brings deep knowledge of binational economic initiatives and private-public collaboration, Marcos Paya (Partner), who brings experience in sustainable and responsible investing in emerging and frontier markets, and Alberto Saracho, a Senior Advisor with extensive experience in economic development and innovation policy, including designing investment strategies that have positioned regions in Mexico and the U.S. as competitive hubs for trade and industry. Biographies for each proposed role are included below. Project leadership will be supported by a Project Manager and two consulting team members, ensuring seamless execution and stakeholder engagement.

Figure 1: Proposed team structure



Bios and key expertise of team members

JOE DOUGHERTY, PARTNER - PROJECT CO-DIRECTOR

Joe Dougherty is based in Oakland, CA, and has served as a trusted advisor to government agencies, foundations, corporations, and community-based nonprofits for nearly thirty years, having worked in more than thirty countries. Joe's work has focused on strategic planning and project management, primarily in the fields of economic development and public-private partnerships. Joe led Dalberg's California office for five years before serving as Managing Director of Dalberg Americas until 2019. He went on to serve as Dalberg's acting Global CEO through 2022.

Over the past five years, Joe has led economic development projects for a wide range of government and other organizations including: the Southern California Association of Governments (SCAG), Los Angeles County Department of Economic Opportunity, the City and County of San Francisco, New York City Economic Development Corporation, University of California Berkeley's Center for Social Sector Leadership, and the Cities of San Jose, Sunnyvale, and Richmond, CA as well as the US Millennium Challenge Corporation, the US Agency for International Development and, earlier, the Office of First Lady Michelle Obama as well as the Barbara Bush Foundation. He recently completed a strategic planning process for the Sacramento Employment and Training Agency (SETA).

Over the past year, Joe has also co-led the delivery of regional economic development strategies for Kern County, CA as well as the Southern Border Coalition (representing Imperial and San Diego Counties), under the auspices of California's \$600 million Jobs First initiative. Earlier, Joe oversaw the development of a strategic plan for the East Bay Economic Development Alliance, representing two Bay-Area counties, and led a federally funded Global Business Initiative for the University of North Carolina Wilmington, in partnership with the Chamber of Commerce and the NC Ports Authority. Early in his career, Joe served as an elected Commissioner in the District of Columbia.

In addition to his work at Dalberg, Joe is a member of the Board of Directors of the East Bay Community Foundation in Oakland, CA, Joe is also a member of the Professional Faculty at the Haas School of Business at University of California Berkeley, where he teaches a course on Leading Nonprofit Organizations as well as a graduate consulting practicum for government agencies, nonprofits, and foundations. Joe served two terms on the Private Sector Advisory Council of the US Millennium Challenge Corporation, a federal agency



that funds, designs, and implements inclusive economic development programs in Africa, Asia, and Latin America.

Before joining Dalberg, Joe worked for A.T. Kearney and Deloitte as well as Bank of Ireland's Enterprise Support Unit, Citibank, and the Federal Deposit Insurance Corporation, where he focused on housing finance.

Joe graduated *summa cum laude* from Loyola University in Maryland and went on to earn an MA, with a concentration in economic development, from The Johns Hopkins University School of Advanced International Studies (SAIS) as well as an MBA from the University of Pennsylvania's Wharton School of Business, with a specialization in Public Policy and Management. He speaks proficient Spanish and beginning Irish Gaelic.

### **FABIOLA SALMAN, PARTNER - PROJECT CO-DIRECTOR**

Fabiola Salman is a Partner, based in our Mexico City office, who leads Dalberg's work in Latin America. She has over fifteen years of experience working with private sector companies, governments, and nonprofits in the US, Latin America, and around the world to develop strategies for inclusive growth. Fabiola works across several sectors with the overarching focus of making systems more inclusive for women, historically marginalized populations, and all people. Her experience includes developing strategies to promote financial and economic inclusion and supporting the growth of small businesses, embedding gender and social considerations into the design of infrastructure projects and investments, and improving the design of health interventions.

With respect to economic and financial inclusion, Fabiola's experience includes partnering with financial institutions to design financial and non-financial products to support the growth of women-led businesses and smallholder farmers. She also assessed twelve public sector business support centers across Honduras for USAID to develop a strategy to strengthen their services provided and worked with Millennium Challenge Corporation to develop a strategy to promote economic inclusion through private sector investment in El Salvador. On a separate project she supported the development of an accelerator program focused on the affordable housing sector in partnership with Habitat for Humanity, and she also worked with the InterAmerican Development Bank to develop their strategy to support underserved small businesses owners.

Fabiola also has extensive experience working to support the development of inclusive infrastructure. Recently, she worked with KfW, Germany's development bank, to define an approach and a set of specific measures to ensure that infrastructure projects considered inclusion factors such as gender and other populations. She also co-led a project to develop commercial and financing models to support the expansion of e-buses in Latin American cities incorporating gender and social considerations into the plans. Fabiola also partnered with UNICEF to catalyze private sector technology solutions to address urban health challenges of women and children in Mexico City, Nairobi, and Jakarta.

Prior to joining Dalberg, Fabiola was one of the leaders of the innovation practice at A. T. Kearney where she worked with organizations in the consumer sectors to accelerate their path to market. In addition, Fabiola sits on the Board of Directors of MetLife Mexico and on the investment committee of Co\_Capital, an impact investment fund focused on Mexico. Fabiola holds a master's in business administration from Yale School of Management and a Bachelors in Industrial Design from Instituto Tecnológico de Monterrey. She has also pursued studies in International Development at NYU.

### **JUAN FELIPE QUINTERO, ASSOCIATE PARTNER - PROJECT ADVISOR**

Juan Felipe is an Associate Partner in Dalberg's Bogotá office and co-leads Dalberg's work in Colombia and Central America. In his more than 15 years working in the international development space in Latin America—in both government and management consulting—he has dedicated himself to helping clients design and implement strategies and public-private partnerships to spur economic development and maximize job creation.

Juan Felipe has extensive experience in building robust private-public partnerships to enhance economic growth and jobs generation in Latin America and in the United States. He has successfully led the design and

implementation of employment generation strategies, investment attraction programs, and export efforts in Guatemala, the Greater Phoenix Area, Kern County (CA), San Diego County (CA), and Imperial County (CA).

Recently, in Guatemala, Juan Felipe led the building of one of the most relevant public-private partnerships in the country to generate 2.5 million high-quality jobs in 10 years. This public-private partnership called *“Guatemala No Se Detiene”* developed a holistic economic strategy and built a comprehensive and detailed roadmap, focusing on key sectors in which Guatemala has both a competitive advantage and a substantial potential to generate more jobs through workforce development, such as Business Process Outsourcing (BPO), agriculture, healthcare, and tourism.

Before joining Dalberg, Juan Felipe was a Senior Engagement Manager at McKinsey & Company and one of the leaders of the public and social sector practice in Latin America. He was also Senior Policy Advisor to the President of Colombia, and Vice-Minister of Planning of Colombia,

Juan Felipe holds a B.A. in economics from Universidad de Los Andes as well as a Master of Public Policy from the University of California, Berkeley.

### **MARCOS PAYA, PARTNER - PROJECT ADVISOR**

Marcos Paya is a Partner in and Director of the Mexico City office. Marcos is a leader in Dalberg's Finance & Investment, Infrastructure and Latin America practices and is also the Global Staff Ombudsperson for our 800+ staff. For our clients, Marcos acts as an expert advisor in sustainable and responsible investing across the capital continuum in emerging and frontier markets drawing on his extensive experience in impact investing, blended finance, infrastructure investing, results-based financing, fund design, transaction, and post-transaction support. He works closely with institutional asset owners and allocators, development finance institutions, government agencies, investment managers, and investee companies.

Marcos leads Dalberg's work in blended finance and in particular focuses on supporting donors and development finance institutions on mobilizing private capital (specifically institutional investors like large pension funds) to emerging and frontier markets. Examples of recent work include the development of an SDG-themed blended finance facility for a leading innovative development finance institution, and the structuring of a large-scale investment mechanism for allocating impact capital to frontier and emerging market infrastructure. In addition, Marcos is a thought leader on climate finance and SDG investing globally, building from his long-term advisory relationship with UNDP's SDG Impact unit, particularly through leading the design, execution and scale-up of the SDG Investor Platform, a market intelligence platform for asset owners and investment intermediaries.

Prior to Dalberg, Marcos advised private equity investors on the Latin America region at Eurasia Group, a political risk firm, led resource mobilization work for the Inter-American Development Bank in Bogota and Washington, D.C., and was a Senior Consultant for the Monitor Group in London, where he helped governments, investors and large multinationals compete and grow in East and South Asia, North and Southern Africa, Latin America, and Europe.

Outside of Dalberg, Marcos is a Board Member at [INTRARE](#), an organization focused on generating employment and entrepreneurship pathways for refugees and migrants in Mexico. He is also an Advisor to the [Partnership for Central America](#), and a Strategic Committee Board Member of the Coa Blended Finance Platform, a blended finance platform focused on regenerative agriculture, hosted by [Nuup](#) in coordination with TNC, Dalberg and Aceli Africa, with support from USAID and the W.K. Kellogg Foundation.

Marcos holds a graduate degree from Columbia University and an undergraduate degree from the University of Cambridge. He speaks Spanish, Portuguese, French, and English.

### **ALBERTO SARACHO, SENIOR ADVISOR - PROJECT ADVISOR**

Alberto Saracho is a Senior Advisor at Dalberg, specializing in the Americas, where he helps public and private sector clients navigate challenges in generating social and environmental impact. His work focuses on economic development, innovation policy, and leveraging data and technology to drive holistic impact.

Before joining Dalberg, Alberto was a Partner at McKinsey & Company, where he led Mexico's Public and Social Sector practice, the Advanced Analytics function, and the Economic Development service line. His work spanned multiple industries, helping clients harness digital and analytics tools to drive transformation and social impact.

Alberto has a strong entrepreneurial background, having co-founded three organizations: Fundación IDEA, a public policy think tank; C230, a management consulting firm with offices in Mexico City and Bogotá; and Intelimetrica, a SaaS company focused on advanced analytics.

Throughout his career, he has led major economic development and innovation initiatives. He developed an investment strategy for a metropolitan region in Northern Mexico, now one of the country's top foreign direct investment (FDI) destinations. In the United States, he supported a city in creating a roadmap to position itself as the Water Innovation Capital of North America. He also designed and implemented the Global Innovation Policy Accelerator across Mexico, Peru, Chile, and Brazil in collaboration with NESTA UK and the UK Government's innovation agency. His work includes publishing Innovation Ecosystem Rankings for Mexico and Colombia, providing a comprehensive assessment of competitiveness and innovation. Additionally, he collaborated with CONACYT, Mexico's Science and Technology Agency, on the Advanced Technology Transfer Program, a strategic partnership with the University of Arizona to drive innovation.

Alberto holds a Master's in Public Policy from Harvard University and a Bachelor's in Public Administration from Universidad Iberoamericana in Mexico.

#### **SANTIAGO SEGURA – PROJECT MANAGER (ILLUSTRATIVE)**

Santiago is a Project Manager at Dalberg's office in Mexico City, with over six years of experience in management consulting, advising companies, public institutions, and non-profit organizations across the Americas. His work includes formulating long-term strategic plans and evaluating and designing corporate organizational models.

Santiago has worked with major organizations in Latin America, including Ecopetrol, Bancolombia, BAC Credomatic, ISAGEN, Marubeni, Grupo Proeza, SKY Mexico, PetroAmazonas, PetroPerú, Entel, Liberty Americas, and other confidential clients. He has advised prominent financial institutions such as KKR, Brookfield Infrastructure Partners, John Hancock, JP Morgan, Morgan Stanley, and Advent International. The projects he has led involve developing a restructuring strategy for a leading oil and gas company in Latin America, including comprehensive redesigns of the organization and business model. He also advised a leading regional banking conglomerate in establishing a new regional shared services center, requiring significant organizational restructuring of business units and regional divisions.

More recently, Santiago has advised major impact financing organizations, non-profits, multinational companies, and government agencies, including USAID, PepsiCo, Mars, Nestlé, The Rabobank Foundation, SwissContact, The Swiss Agency for Development and Cooperation, Builders Vision, and S2G Ventures.. He led the Impact Management and Measurement Strategy development for an impact platform with a \$3 billion commitment to projects spanning food and agriculture, oceans, and energy. This involved reviewing investments and understanding the impact dynamics within their Food and Agriculture portfolio, focusing on promoting regenerative agriculture, improving food production systems, and advocating for access to healthy food. Santiago also previously helped a leading philanthropic organization in Europe assess smallholder landscapes in Mexico and Colombia and map the Agtech landscape in both countries to identify opportunities to improve rural livelihoods through technology.

Before Dalberg, Santiago served as a Senior Consultant at Arthur D. Little and as a Portfolio Associate at the Development Bank of Latin America. Santiago holds a degree in Economics from the Universidad de los Andes and a degree in Business Administration from CESA.

#### **DENIS FIGUEROA – PROJECT TEAM (ILLUSTRATIVE)**

Denis Figueroa is a policy and strategy expert with over eight years of experience in strategic consulting and public policy, currently serving as a Senior Consultant with Dalberg. At Dalberg, she has collaborated on several high-impact social and economic development projects, partnering with public and private sector

organizations to drive sustainable growth. She recently played a key role in refining the Southern Border Coalition's (SBC) Regional Plan Part 2 for Imperial and San Diego Counties, focusing on prioritizing the manufacturing and clean energy sectors to align with regional strengths and emerging market opportunities. Her work emphasized cross-border trade, investment attraction, and workforce integration, ensuring the plan positioned the region to secure state funding and drive industrial growth along the U.S.-Mexico border.

Previously, Denis worked at Boston Consulting Group (BCG), where she led projects such as crafting a grant strategy for a major retailer, managing a renewable energy sourcing plan for an international electronics firm, and restructuring a prominent business association. She also has extensive public sector experience, advising the Mexican Ministry of Energy during the 2013 Power Sector Reform and supporting the Ministry of Finance on financial programs to reduce local government debt. At the OECD, she contributed to Mexico's engagement in climate change and energy transition policies, coordinating research and drafting proposals for environmental committees.

Denis is a Fulbright Scholar with a Master's degree in Public Affairs from the University of Texas at Austin and was a Fox International Fellow at Yale University, specializing in sustainable policy research. Her career has focused on aligning sustainability goals with business practices and advancing energy transition and regulatory reform through innovative solutions.

### **ALIYAH BEHIMINO – PROJECT TEAM (ILLUSTRATIVE)**

Aliyah Behimino is an Analyst at Dalberg based in Washington, D.C. At Dalberg, she has contributed to projects within the Justice, Equity, and Economic Mobility (JEM), Health, and Digital & Data practice areas, focusing on improving economic and health equity outcomes for underserved communities. Previous work includes working with the California Jobs First Southern Border Coalition to reframe their Regional Plan with strategies on how to improve good-quality job opportunities in San Diego and Imperial counties and supporting the Southern California Association of Governments in identifying barriers to job training and employment for underserved groups in Southern California. Other JEM project experience includes supporting the Greater Phoenix Economic Council in developing an implementation roadmap for the innovation industry in the Greater Phoenix area aimed at driving inclusive economic development and supporting Arena, a national Democratic training organization, to conduct a landscape and gaps analysis of the Democratic and Republican talent pipeline.

Before joining Dalberg, Aliyah served as a Research Assistant at the University of California, San Francisco, where she researched the impact of stress and racism on gestational health, particularly in Black and Latina communities in the California Bay Area. Her research discussed the importance of policy solutions to reduce preterm births. Aliyah also conducted research with Roatan Peer Health Exchange, evaluating the effectiveness of peer-led sexual and reproductive health education through cross-sectional knowledge, attitude, and practice studies.

Aliyah holds a B.A. in Public Health with minors in Public Policy and Global Poverty and Practice from the University of California, Berkeley.



## V. OUR APPROACH AND METHODOLOGY

### Our Understanding

The City of Douglas, Arizona, stands at a pivotal moment in its economic trajectory. Strategically located along the U.S.-Mexico border, Douglas has long played a significant role in cross-border commerce, with much of its economic activity driven by trade and consumer spending from Mexico. Now, with a historic \$400 million federal investment in port-of-entry infrastructure and shifts in global supply chains, the city has a unique opportunity to position itself as a key hub for nearshoring, trade facilitation, and investment attraction.<sup>1</sup>

The global trend toward nearshoring—relocating manufacturing and supply chains closer to end markets—has gained momentum due to supply chain vulnerabilities exposed by the COVID-19 pandemic and shifting trade policies. Mexico has emerged as a top destination for nearshoring investments, benefiting from its proximity to the U.S., cost competitiveness, and strong manufacturing base.<sup>2</sup> As a result, demand for industrial and logistics space along the U.S.-Mexico border has surged, with cities like Douglas poised to benefit from the economic opportunities this trend presents.<sup>3</sup>

Douglas is well-positioned to capitalize on nearshoring due to its strategic location and newly secured federal investments. The Douglas Two-Port Solution, which includes the construction of a new commercial port of entry west of the city and the expansion of the existing Raul H. Castro Port of Entry for passenger traffic, represents the largest federal investment in Douglas in over a decade. This infrastructure will play a critical role in attracting manufacturing, logistics, and cross-border business ventures.<sup>4</sup> However, without a structured strategy, Douglas risks losing out on the full economic potential of these investments.<sup>5</sup>

To fully leverage its competitive advantages, Douglas must address several structural challenges. While the Two-Port Solution is expected to enhance trade efficiency, complementary investments in transportation, warehousing, and industrial facilities will be necessary to support increased trade volumes. Additionally, Douglas must compete with larger border cities such as Nogales and Laredo, which already have well-established industrial clusters. A targeted investment promotion strategy will be essential to differentiate Douglas and secure high-value business investments.<sup>6</sup> The influx of new businesses will also increase demand for skilled labor and affordable housing, requiring proactive investments in workforce training programs and partnerships with Mexican institutions to create a sustainable talent pipeline.<sup>7</sup> Furthermore, economic success will require deep collaboration with Mexican stakeholders, including businesses, trade organizations, and government entities to facilitate cross-border partnerships and enhance trade efficiency.<sup>8</sup>

Beyond trade and investment, Douglas has the potential to diversify its economic base by developing a robust tourism sector. Cities of similar size and geographic positioning, such as Bisbee, Arizona, and

<sup>1</sup> Atlantic Council, *The Economic Impact of a More Efficient US-Mexico Border*, 2022. Available at: <https://www.atlanticcouncil.org/in-depth-research-reports/report/the-economic-impact-of-a-more-efficient-us-mexico-border/>

<sup>2</sup> James A. Baker III Institute for Public Policy, *Nearshoring in Mexico: Seizing Opportunities and Facing Challenges*, Rice University, 2024. Available at: <https://www.bakerinstitute.org/research/nearshoring-mexico-seizing-opportunities-and-facing-challenges>

<sup>3</sup> S&P Global, "Economic Research: Nearshoring in Mexico is Advancing Slowly; Obstacles to Speed it Up are Significant", 2024. Available at: <https://www.spglobal.com/en/research-insights/articles/economic-research-nearshoring-in-mexico-is-advancing-slowly-obstacles-to-speed-it-up-are-significant>

<sup>4</sup> Wilson Center, *Nearshoring, An Opportunity that is Mexico's to Lose*, 2024. Available at: <https://www.wilsoncenter.org/article/nearshoring-opportunity-mexicos-lose>

<sup>5</sup> Brookings Institution, "The Potential of Nearshoring in North America: The Case of Mexico", 2024. Available at: <https://www.brookings.edu/research/the-potential-of-nearshoring-in-north-america-the-case-of-mexico>

<sup>6</sup> Findings Press, *Nearshoring to Mexico and US Supply Chain Resilience as a Response to the COVID-19 Pandemic*, 2025. Available at: <https://findingspress.org/article/12345-nearshoring-to-mexico-and-us-supply-chain-resilience>

<sup>7</sup> Oxford Bibliographies, "Border Cities", 2025. Available at: <https://www.oxfordbibliographies.com/view/document/obo-9780199874002/obo-9780199874002-0210.xml>

<sup>8</sup> Arizona Indicators, *Arizona's Economic Development Landscape*, 2025. Available at: <https://arizonaindicators.org/economy/arizonas-economic-development-landscape>

Silver City, New Mexico, have successfully leveraged their unique histories, cultural assets, and outdoor recreation opportunities to attract visitors and stimulate economic growth.<sup>9</sup> Douglas, with its historic architecture, binational character, and proximity to natural attractions, can implement a targeted tourism strategy to differentiate itself from competing destinations. Bisbee, for example, transformed from a former mining town into a thriving arts and culture hub through a combination of historic preservation, boutique hospitality investments, and local business support.<sup>10</sup> Silver City, on the other hand, capitalized on its access to outdoor recreation and its vibrant arts scene to attract visitors seeking unique experiences.<sup>11</sup> Douglas can adopt similar strategies by revitalizing its historic downtown, strengthening binational tourism partnerships, and promoting cultural events that attract regional visitors. While the city itself can develop the strategic framework for tourism, marketing and promotional efforts should be undertaken by specialized destination branding experts.

In this evolving landscape, Douglas has a unique window of opportunity to establish itself as a premier nearshoring and trade hub while simultaneously cultivating a thriving tourism economy. A well-structured economic development strategy will be essential for attracting high-growth industries, implementing investment attraction policies, and positioning Douglas as a competitive alternative to larger border cities. At the same time, governance mechanisms must be put in place to ensure long-term execution, stakeholder alignment, and sustained economic impact. The steps taken today will shape the city's economic trajectory for decades to come. By leveraging federal investments, nearshoring trends, and cross-border partnerships, Douglas can establish itself as a leader in the next wave of North American trade, investment, and tourism.

## Our Guiding Principles

Successfully achieving the engagement goals will require adherence to a set of guiding principles for effective engagement. Drawing on our extensive experience and insights from previous projects, we have developed a set of principles that have consistently proven effective in driving impactful outcomes. By applying these proven methods, we can ensure that this effort is not only effective in the short term but also sustainable in the long run. Based on these insights, we have proposed the following principles to guide this initiative:

1. **Bring humility and listen first:** In our view, failing to listen well is the biggest mistake that outside consultants can make. We believe strongly in investing time up front to listen deeply to all relevant stakeholder groups and to pivot accordingly if / when we learn our approach may not be the best path forward
2. **Foster a collaborative and co-creative engagement.** An engagement is successful when it is done *with* the client, not when it is done *to* the client. We pride ourselves on our collaborative working style – indeed it is the reason clients come back to work with us – and we know that if we do not engage our stakeholders early and often, the entire engagement can be derailed. For this work to succeed, a participatory and generative approach is critically important. We encourage candid conversations and disagreement to foster an atmosphere of collective problem-solving and shared responsibility.
3. **Employ a data-driven and evidence-based approach:** The rigorous application of data and analysis is crucial to move thinking beyond baseline assumptions and reduce the risk of biased conclusions. We apply data and evidence to our work, disaggregated by relevant populations and other factors, to inform our approach and validate recommendations on program design and implementation.

<sup>9</sup> Smith, John. *Tourism and Economic Development in the U.S.-Mexico Border Region*. New Mexico State University, 2021

<sup>10</sup> Carlos, Ann. *Bisbee: Urban Revitalization in a Historic Mining Town*. University of Arizona Press, 2019.

<sup>11</sup> Walker, Elizabeth. "Small Cities, Big Impact: How Silver City and Bisbee Became Tourism Hubs." *Journal of Urban Development*, vol. 35, no. 2, 2020, pp. 45–67.

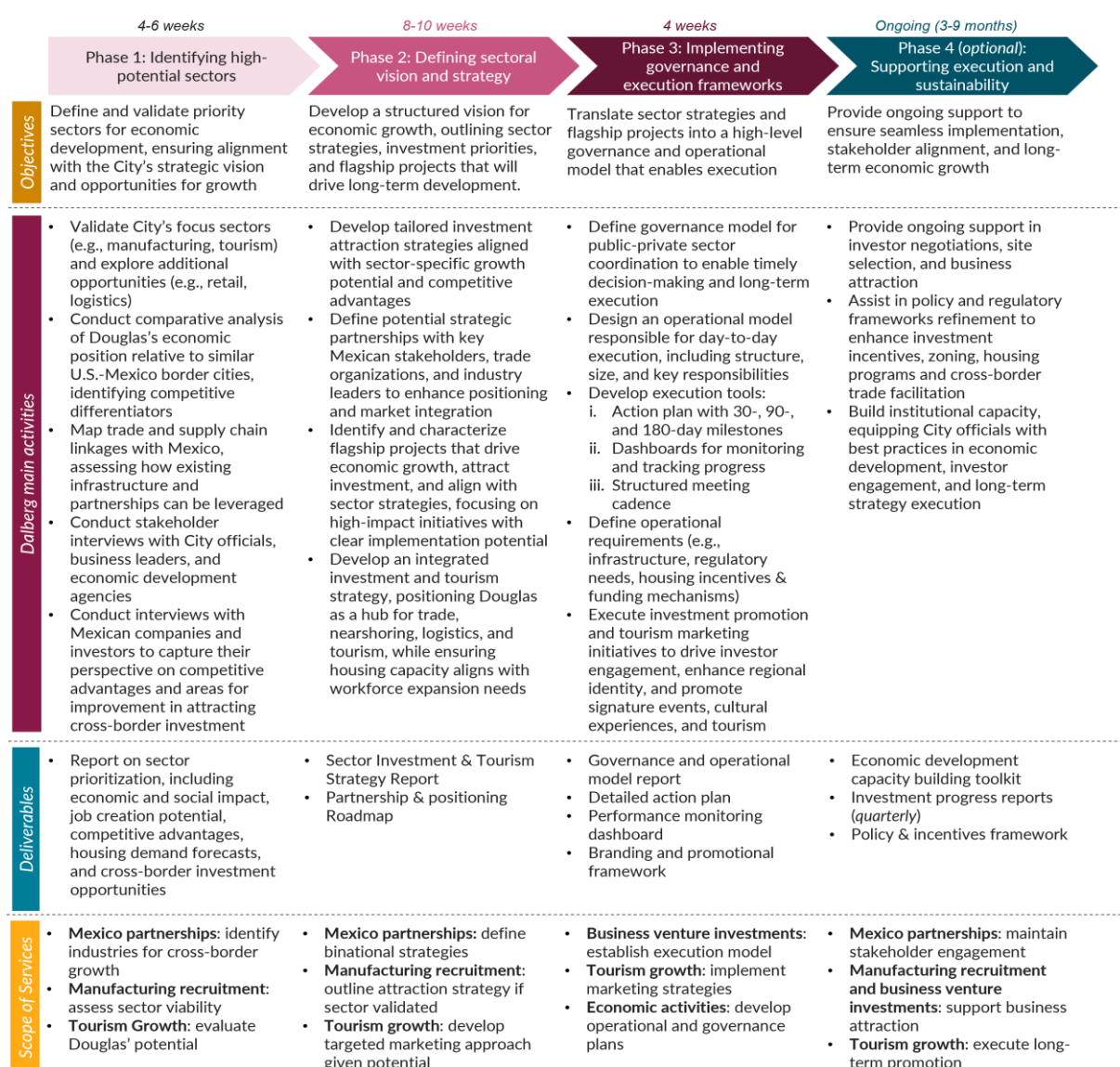
## Approach and methodology

The process follows a structured four-phase approach (see Figure 2) over 16-22 weeks for strategy definition, plus an optional 3-9 months for support and implementation, depending on your requirements. The timeline is subject to discussion based on what the City of Douglas finds appropriate. This approach ensures a data-driven, actionable, and sustainable economic development strategy aligned with the City's priorities, including Mexico Partnerships, Manufacturing Recruitment, Business Venture Investments, Tourism Growth, and Additional Economic Activities, as outlined in the lower section of Figure 2 (Scope of services).

Phase 1 identifies high-potential sectors, assessing economic impact, job creation, trade opportunities with Mexico, and tourism potential, directly supporting cross-border trade and investment strategies. Phase 2 defines sector visions, investment targets, and flagship projects, developing tailored strategies for attracting manufacturing businesses, securing investments, and positioning Douglas as a tourism and cultural hub.

Phase 3 focuses on execution by establishing governance and operational models, creating an action plan, and launching investment and tourism promotion initiatives. Phase 4 supports long-term sustainability through policy refinement, capacity building, and investment tracking, ensuring Douglas remains competitive for trade, business development, and tourism.

Figure 2: Overview of project approach, with key activities



## Phase 1: Identifying high-potential sectors (4-6 weeks)

**Objective:** Define and validate priority sectors for economic development, ensuring alignment with Douglas's strategic vision and opportunities for long-term growth. This phase will use data-driven analysis and stakeholder engagement to determine which sectors offer the most potential for investment, job creation, housing demands and economic resilience. The findings will guide future investment attraction efforts and sector-specific strategies.

### Key Activities:

1. Assess sector potential through economic data analysis, evaluating industries such as manufacturing, logistics, tourism, and retail based on growth trends, competitive advantages, and job creation potential.
2. Conduct comparative analysis of Douglas's economic position relative to similar U.S.-Mexico border cities, identifying competitive differentiators.
3. Map trade and supply chain linkages with Mexico, assessing how existing infrastructure and partnerships can be leveraged to attract investment.
4. Engage stakeholders, including City officials, business leaders, and economic development agencies, to understand local priorities and gather market insights.
5. Conduct interviews with Mexican companies and investors to capture their perspective on Douglas's competitive advantages and areas for improvement in attracting cross-border investment.
6. Synthesize findings into sector recommendations, highlighting the highest-impact opportunities for investment attraction, housing development needs and economic development (*see figure 3*).

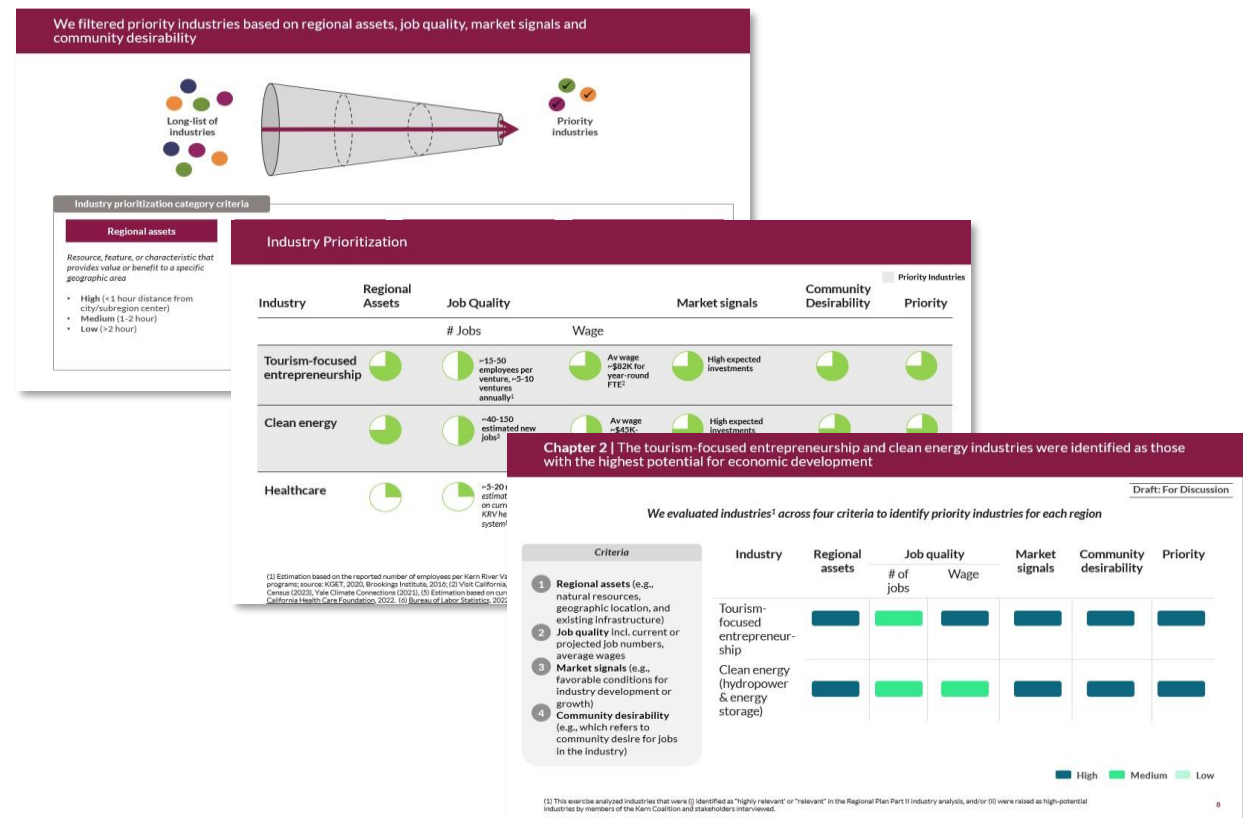
### Key questions to be addressed in the analysis:

- **Economic impact:** Which sectors offer the greatest potential for job creation, private investment, and long-term economic resilience in Douglas?
- **Competitive positioning:** How does Douglas compare to similar U.S.-Mexico border cities in attracting industry investment, and what unique factors can the city leverage?
- **Supply chain linkages:** What existing trade and supply chain connections with Mexico can Douglas utilize to strengthen its investment case?
- **Market demand:** Which industries show strong growth potential along the U.S.-Mexico border, and what incentives or infrastructure would make Douglas a more attractive location?
- **Infrastructure readiness:** What logistics assets, industrial parks, housing availability, utilities, and workforce capacity exist to support business expansion, and where are the gaps?
- **Investment interest:** What level of interest do Mexican companies and investors have in relocating to or partnering with Douglas, and in which sectors?



Figure 3: Illustrative process for highlighting the highest-impact opportunities for investment attraction

The industry prioritization process aimed to identify the sectors with the highest potential for economic development and quality job creation. This involved analyzing highly relevant industries based on regional plans and insights from local stakeholders. The analysis focused on four key categories: regional assets that support industry growth, job quality (including current or projected job numbers and wages), market signals indicating favorable conditions for development, and community desirability based on feedback from community and stakeholder interviews. Additionally, industries were assessed for their alignment with equity, climate, and regional strategies to ensure compliance or identify necessary steps for achieving compliance. The result was the identification of the industries with the greatest potential for economic and employment growth in the region.



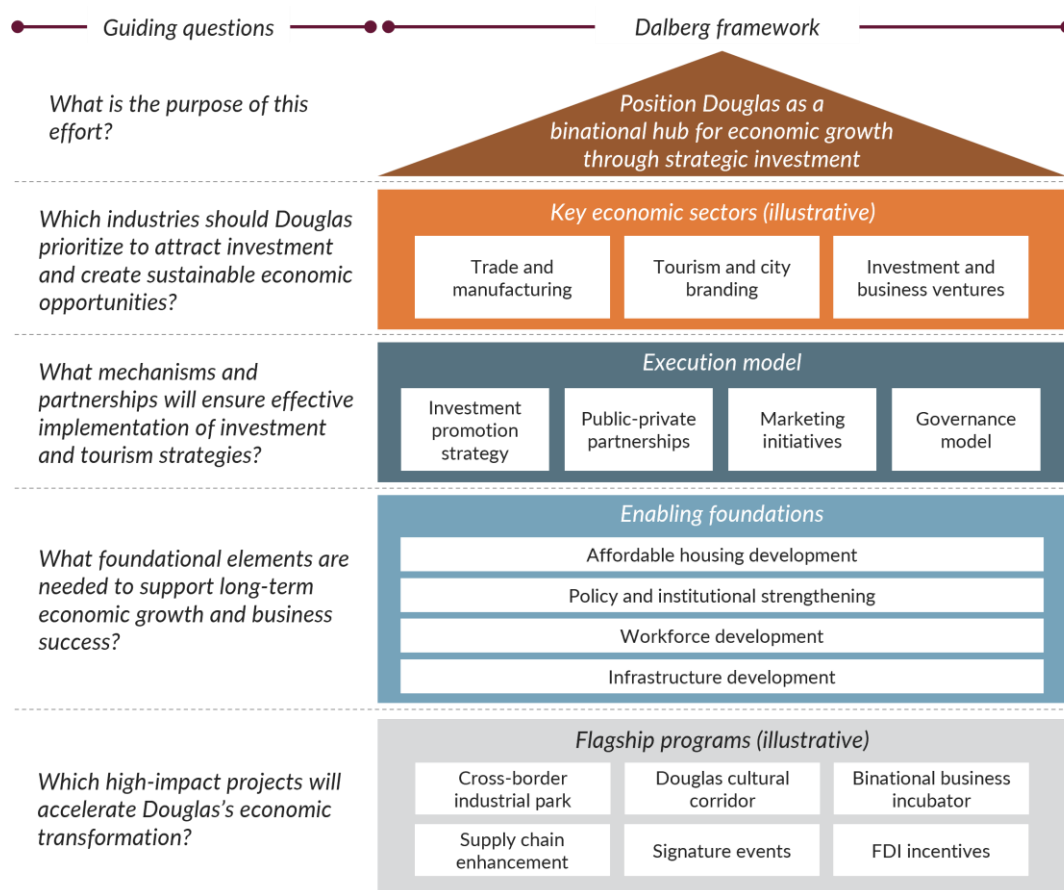
## Deliverables:

- **Sector Prioritization Report**, including economic and social impact, job creation potential, competitive advantages, housing demand forecasts and cross-border investment opportunities.

## Phase 2: Defining sectoral vision and strategy (8-10 weeks)

**Objective:** Develop a structured strategy for Douglas' economic growth, as shown in Figure 4, which serves as an illustrative blueprint for the city's development approach. The figure defines the overarching purpose of the strategy, outlining potential economic sectors that will drive investment and job creation. It also establishes the execution model required for effective implementation, including investment promotion, governance, and public-private partnerships. Additionally, the framework highlights the enabling foundations—housing, infrastructure, and institutional strengthening—that are essential to sustaining long-term success. Finally, Figure 4 identifies flagship projects, which serve as tangible, high-impact initiatives within each sector to generate early wins and momentum for Douglas' economic transformation. By structuring these elements in a clear and actionable way, Figure 4 ensures that Douglas' strategy is both comprehensive and practical, aligning high-level goals with the necessary conditions for successful implementation.

Figure 4: Strategic framework for Douglas' economic growth and investment attraction



## Key Activities

1. **Develop tailored investment attraction strategies** aligned with sector-specific growth potential and competitive advantages.
2. **Define potential strategic partnerships** with key Mexican stakeholders, trade organizations, and industry leaders to enhance Douglas's investment positioning.
3. **Identify and characterize flagship projects** that drive economic growth, attract investment, expand housing capacity and align with sector strategies, ensuring clear implementation pathways.
4. **Develop an integrated investment and tourism strategy**, positioning Douglas as a hub for trade, nearshoring, logistics, and tourism, while ensuring workforce housing is sufficient to support expected business expansion.

*Box 2: Description of flagship projects***What are flagship projects and why do they matter?**

Flagship projects are high-impact, tangible initiatives that serve as catalysts for economic transformation. They are carefully selected based on their visibility, feasibility, and potential to generate long-term economic momentum across key sectors. By prioritizing flagship projects, Douglas can:

- **Ensure focused implementation:** align efforts around concrete projects that drive measurable progress.
- **Create early wins:** deliver visible successes that build confidence and attract further investment.
- **Generate sustained momentum:** establish a foundation for long-term economic growth and competitiveness.

**Illustrative flagship projects for Douglas:**

- **Cross-border industrial park:** Strengthens trade and manufacturing by leveraging Douglas's binational location.
- **Douglas cultural corridor:** Showcases the city's heritage and tourism potential through signature events and branding.
- **Binational business incubator:** Supports startups and entrepreneurs, fostering cross-border investment.
- **Supply chain enhancement:** Improves logistics infrastructure to attract and retain businesses.
- **Signature events:** Positions Douglas as a destination for cultural and economic gatherings.
- **FDI incentives:** Encourages foreign investment through targeted incentive programs.

By integrating these flagship projects into Douglas's economic development strategy, the city can drive sustainable growth, enhance regional visibility, and solidify its position as a binational hub for trade, manufacturing, and tourism.

**Deliverables:**

- **Sector Investment & Tourism Strategy Report**, combining tailored approaches for trade, nearshoring, logistics, and tourism, along with the identification and characterization of flagship projects that will attract investment and position Douglas competitively.
- **Partnership & Positioning Roadmap**, outlining key stakeholders and cross-border collaborations to drive economic growth and investment.

## Box 3: Considerations on Douglas' Tourism Strategy Development

**Dalberg and Solimar will help lead the development of Douglas' tourism strategy** by conducting a structured market assessment, defining the city's competitive positioning, and integrating tourism into its broader economic development agenda. Our team will drive the research, and strategic framing—ensuring Douglas identifies the most viable tourism segments, learns from successful case studies like Bisbee and Silver City, and positions itself effectively for investment and visitor attraction. To do this, we will answer key strategic questions, including:

- What type of tourism should Douglas prioritize (e.g., cultural, heritage, binational tourism)?
- What competitive advantages does Douglas have compared to other border cities?
- How have cities like Bisbee and Silver City successfully revitalized their tourism sectors?
- How can Douglas integrate tourism into its broader economic development strategy to ensure that business expansion and tourism promotion are mutually reinforcing?

While Dalberg will spearhead strategy and positioning, we recognize that successful tourism promotion requires specialized branding and marketing execution. **To ensure high-impact implementation, we will partner with Solimar International, a firm with extensive expertise in tourism branding, campaign design, and destination marketing.** This collaboration ensures that Douglas benefits from world-class strategic insights while leveraging Solimar's proven track record in tourism promotion. Additionally, we will define an implementation roadmap, ensuring that while Douglas owns the strategic vision, Solimar leads branding and promotional efforts, maximizing the city's visibility and appeal as a tourism and investment destination. Please find below materials from previous work that has been completed.





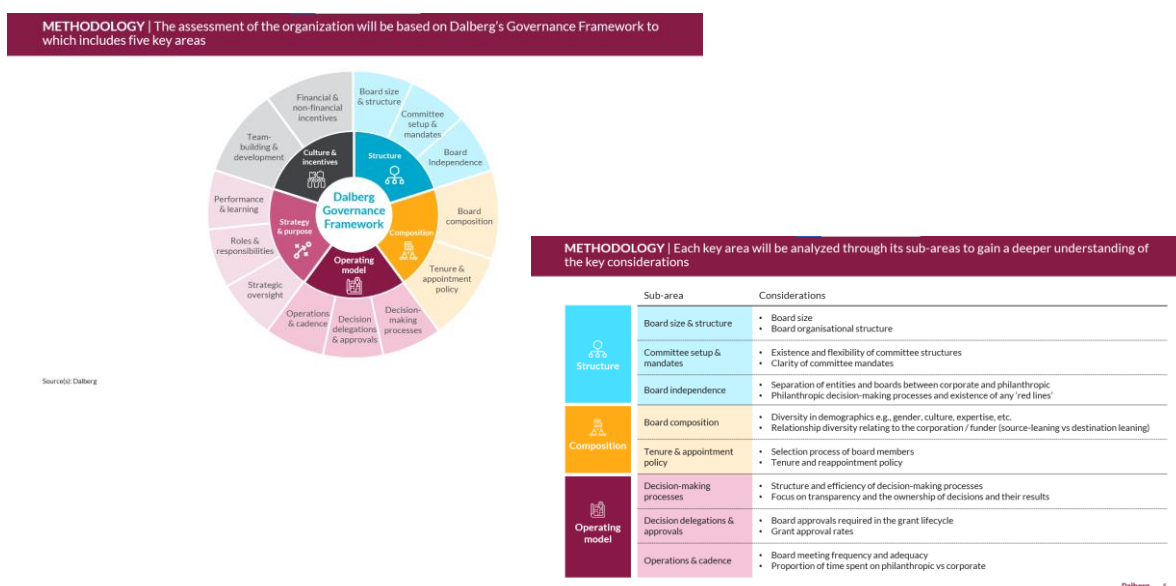
## Phase 3: Implementing governance and execution frameworks (4 weeks)

**Objective:** Translate sector strategies and flagship projects into a high-level governance and operational model that enables long-term execution and accountability. This phase ensures that investment attraction efforts are institutionalized and coordinated across public and private stakeholders.

### Key Activities:

1. **Define governance model** for public-private sector coordination, establishing clear roles and responsibilities for decision-making.
2. **Design an operational structure** responsible for day-to-day execution, including staffing, reporting structures, and key performance indicators, while also supporting the establishment of delivery units to ensure the effective implementation of each sector strategy (See figure 5).
3. **Develop execution tools**, including:
  - o Action plan milestones (30-, 90-, and 180-day benchmarks).
  - o Dashboards for tracking progress on investment attraction, business expansion, and tourism development.
  - o Structured meeting cadence to facilitate cross-sector collaboration.
4. **Define operational requirements**, such as infrastructure development, regulatory needs, housing incentives, and funding mechanisms.

Figure 5: Illustrative framework to develop governance structure and operational model



### Deliverables:

- **Governance & Operational Model Report**, outlining roles, structures, and decision-making processes.
- **Detailed Action Plan**, with execution milestones and tracking mechanisms.
- **Performance Monitoring Dashboard**, ensuring real-time tracking of progress.
- **Branding & Promotional Framework**, supporting investment and tourism marketing initiatives.

## Phase 4 (Optional): Supporting execution and sustainability (Ongoing, 3-9 months)

**Objective:** Provide ongoing support to ensure seamless implementation, stakeholder alignment, and long-term economic growth. This phase will focus on institutionalizing best practices, refining



regulatory frameworks, and sustaining investment attraction efforts over time, while ensuring Douglas has a long-term strategy to address workforce housing needs.

### Key Activities

1. **Provide advisory support** for investor negotiations, site selection, and business attraction.
2. **Assist in policy and regulatory framework refinement**, ensuring **investment incentives, zoning policies, and trade facilitation** remain competitive.
3. **Build institutional capacity**, equipping City officials with best practices in economic development, investor engagement, and long-term strategy execution.
4. **Monitor and report on progress**, ensuring continuous refinement of economic development initiatives.
5. **Execute investment promotion and tourism marketing initiatives**, reinforcing Douglas's brand as a competitive business and tourism destination.

### Deliverables

- **Economic Development Capacity-Building Toolkit**, equipping City officials with best practices in execution and stakeholder management.
- **Quarterly Investment Progress Reports**, tracking business attraction, tourism growth, and economic impact.
- **Policy & Incentives Framework**, ensuring Douglas remains competitive for long-term investment, while addressing workforce housing needs.

## Tailoring our approach to your needs

Dalberg's approach to Douglas's economic development strategy will be highly tailored to the city's unique positioning, challenges, and opportunities. Rather than applying a one-size-fits-all framework, Dalberg will leverage deep analytical research, cross-sector expertise, and direct stakeholder engagement to develop a customized roadmap that aligns with Douglas's binational trade dynamics, nearshoring potential, and tourism opportunities. For example, recognizing the importance of cross-border economic activity, Dalberg will integrate an investment attraction strategy that not only targets U.S. businesses but also establishes partnerships with Mexican trade organizations and investors, ensuring Douglas capitalizes on its role as a gateway for North American supply chains. Additionally, given the city's new federal port infrastructure investment, Dalberg will conduct a comparative analysis of similar trade and logistics hubs along the U.S.-Mexico border, identifying best practices in industrial development, workforce training, and regulatory facilitation that can be adapted to Douglas's specific context.

Beyond trade and logistics, Dalberg will take a targeted approach to tourism development, ensuring that marketing efforts are aligned with Douglas's cultural and economic strengths. Recognizing that Douglas is not a conventional tourist destination, Dalberg will focus on niche tourism segments, such as binational tourism, historic preservation, and event-based attraction strategies, drawing insights from cities like Bisbee, AZ, and Silver City, NM, which have successfully revitalized their tourism sectors. This will include defining comparative advantages relative to other border cities, outlining feasible tourism models, and ensuring that tourism growth complements—rather than competes with—Douglas's broader economic development strategy. By combining data-driven insights with local priorities, Dalberg will ensure the final strategy is practical, actionable, and fully tailored to Douglas's long-term vision for sustainable growth.

Most importantly, Dalberg *listens*. While we bring useful expertise and energy to this work, we understand that the City of Douglas must ultimately drive decision-making, and we will adapt our ways of working to support the City in every way we can.

## ANNEX 1: ABOUT DALBERG

### Firm Overview

**Dalberg works to build a more inclusive and sustainable world where all people, everywhere, can reach their fullest potential.** We serve foundations, communities, governments, nonprofits, and companies, providing an innovative mix of services – strategic planning support, investment guidance, primary research, data analytics, media production, and human-centered design – to create impact at scale. We support clients on both short and long-term engagements with highly experienced teams.

**Founded in 2001, Dalberg now has 28 offices worldwide and over 600 staff members globally as of August 2024.** The Dalberg Group consists of six distinct businesses, each approaching problems from a unique angle, yet all working together to achieve large-scale impact. This proposal is led by Dalberg Advisors, a strategic advisory firm that combines private sector strategy skills and rigorous analytical capabilities with deep knowledge and networks across emerging and frontier markets. We work collaboratively across the public, private, and philanthropic sectors to fuel inclusive growth and help clients achieve their goals.

Figure 6. Map of Dalberg offices and presences



### Our Experience

**We are fluent across many different issue areas and deliver unrivalled insight across all development and social impact sectors.** In each of these, we have a wealth of experience working across numerous subtopics, for multiple client types, across different geographies.

Figure 7. Dalberg's practice areas and service lines



## Our Businesses

The Dalberg group consists of six businesses. Each of Dalberg's businesses approaches problems differently, and all work together to have impact at scale.

### Dalberg Advisors

Dalberg Advisors is a strategic advisory firm combining the best of private sector strategy skills and rigorous analytical capabilities with deep knowledge and networks across emerging and frontier markets. We work collaboratively across the public, private and philanthropic sectors to fuel inclusive growth and help clients achieve their goals.

### Dalberg Data Insights

Dalberg Data Insights builds bridges between private data and important social problems. We create tools to interpret data and uncover solutions in international development, humanitarian action, and social impact.

### Dalberg Design

Dalberg Design engages people, communities and organizations to foster creative solutions to enhance economic opportunity and human potential. We combine the best skills in human-centered design, rapid prototyping and systems thinking to accelerate positive change in underserved communities around the world.

### Dalberg Media

Dalberg Media mobilizes and empowers people to solve global development challenges through collaborative action. We design communication strategies and execute campaigns to build awareness and drive agendas for social good. We invent physical and virtual experiences and deliver convenings, workshops and innovation labs to support people in developing impactful solutions. And through content creation, publications, and social media, we design compelling narratives to spark broad-based change for the world's most vulnerable populations.

## Dalberg Research

Dalberg Research provides research and analysis that offers clients actionable solutions to their problems. We are a full-service research agency answering questions about markets, consumers and lifestyles across more than 20 countries via quantitative and qualitative studies. We specialize in the inventory, collection, and analysis of primary research data for businesses, NGOs, governments and other institutions.

## Dalberg

Dalberg is not a finished product. We are constantly evolving internally and externally to achieve our mission. We are always looking for creative ways to combine what we know with what doesn't yet exist. Dalberg Pioneer businesses exemplify our entrepreneurial spirit, bringing together emerging businesses, ideas, and initiatives.

## Our Clients

We have successfully delivered more than 3,000 projects for over 1,000 clients in 120+ countries. Our clients are leaders across the private, public and philanthropic sectors, ranging from multinational corporations to philanthropic foundations, from impact investors to government leaders, and from international institutions to NGOs. Our clients come to us with some of the most difficult global problems, seeking solutions where the obvious ones have failed. We supply new ideas, drawing from a deep base of knowledge that cuts across sectors and geographies and is growing every day.

Figure 8. Dalberg's clients



## Our Commitments

**Dalberg is a carbon- and plastic-neutral company that is committed to reaching net zero by 2025.** Dalberg has pledged to adhere to the Paris Climate Agreement by ensuring we do not contribute to the warming of the planet beyond 1.5 degrees. We have also signed the UN Global Compact Business Ambition for 1.5 degrees to further our firm-wide climate action accountability.

**Dalberg is committed to advancing gender equality and women's rights.** Alongside UNICEF, CIFF, and Educate Girls, we are signatories of the 'Neutral is Not Enough' pledge. In this pledge, we commit to applying a gender lens as standard practice across every engagement. By this, we mean that every Dalberg project team has access to (i) a trained Gender Lens Advisor (ii) tools and resources (iii) a knowledge bank from prior projects. These resources support our teams in developing recommendations that reflect the diverse needs, realities, and aspirations of people with different gender identities.

**Dalberg is committed to diversity and inclusion across all facets of our organization.** Alongside 600+ global CEOs, Dalberg signed the 'CEO Action for Diversity and Inclusion' pledge in 2019. More broadly, we are committed to recognizing and addressing sexism, racism, homophobia and all other forms of discrimination in our work. These pledges build upon our long-standing ambition to build a more equitable and sustainable world.

**Our values fuel our commitment to building a more inclusive and sustainable world.** In practice, this means that Dalberg draws on a portfolio of climate, gender, and diversity lenses that enables us to intentionally consider power dynamics, inclusion, and sustainability in all our work. By highlighting the intersectional dimensions of each problem or opportunity, we develop solutions that account for the needs and realities of those most impacted. This analysis is contextualized based on the sector, client type, and project type, among other factors.

## Our Staff

**The diversity and gender balance of Dalberg staff reflects our ethos of openness and belonging.** Our people are unified by their commitment to the Dalberg mission, their top-tier education, professional experience, and their first-hand experience living and working in the communities we serve. In all other respects, they reflect the diversity of the places we work and the clients we serve:

- 58% female and 42% male global workforce, balanced relatively equally across all levels
- 59 nationalities
- Over 90 languages spoken

**Dalberg is as committed to gender equality in our internal operations as in our project work.** We are signatories of the Women's Empowerment Principles (UN Women) and additionally have undertaken a number of internal initiatives including:

- **Policies and Governance:** We periodically review and benchmark our parental leave policy to ensure it is at minimum competitive and ideally market-leading. We also support employee resource groups that help continue building the power of our female and non-binary colleagues (e.g., D. Parents for caregivers and GLAD for LGBTQ+ staff). Additionally, the firm has made region-specific investments to remove bias from our selection and interview processes.
- **Allyship:** Across our regions, we have run allyship trainings focused on male allyship and unconscious bias trainings for our management team. More recently, we have launched an ally network to support our LGBTQ+ community within Dalberg, which is a complement to GLAD.
- **(Wo)mentorship:** We continue to place a strong emphasis on enhancing the role-models and support available to our female colleagues. In the past year, we launched a pilot leadership coaching program for managers, based on feedback shared by women leaders and alum across the world.