



# NIRAS in Africa

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**A rich history of partnership  
and collaboration**



# Building Sustainable Societies in Africa

**Africa is on the move. With more than 45 years of continuous presence across the continent applying integrated and innovative approaches, NIRAS has helped facilitate this journey to a sustainable future with inclusive prosperity.**

Owned by a foundation, the NIRAS Group is an international multidisciplinary consultancy firm with Nordic roots and values. We design, implement, and manage projects and investments that bolster economic development, enhance livelihoods, reduce inequality, improve education and health, and build environmental resilience. Our vision is twofold: to be the partner of choice for our clients and the employer of choice for professionals with the know-how and drive to help fulfil our mission. Today, we deliver technical assistance in over 100 countries across the globe, but Africa remains the heart of our international development focus.

Over the past decade, visionary governments in Africa have taken the development agenda – underpinned by the SDGs and Agenda 2030 – into their own hands, but progress has been a patchwork quilt on such a vast and diverse continent. Populations grow faster than economies, and, even in countries with sizeable middle-classes and healthy economic growth, job creation cannot keep pace. Marked inequalities between and within households, gender and age groups remain unaddressed. Poverty is not only measured by income or consumption: it is also about poor health, nutrition, security and access to basic services such as water and sanitation and education, where much remains to be done.

## Why is sharing prosperity so important?

The consequences of uneven wealth and access to services are no longer 'local' issues: people are increasingly mobile. They migrate to ever-growing cities, move across borders and look for a better future in other countries and even

outside the continent. These are often the talented youth Africa needs to build its nations. Governments are challenged to offer credible long-term prospects for all their citizens, and only strong institutions that guarantee rule of law will attract globally mobile investors.

## What are the possible solutions?

More investment and know-how in transformational change is needed to create inclusive growth in Africa. NIRAS recognises that sustainable development requires a deep understanding of local context and integrated, cross-sector approaches. As a knowledge-driven organisation, we provide extensive expertise, policy advice, and proven results-based management to large complex projects. Our interdisciplinary teams combine economic, environmental, and social sciences with approaches that recognise the power of markets and adapt to political realities.

Our ambition is to become an innovator where we work and an inspirational role model for our high-quality results and professional integrity.

NIRAS has the broad thematic expertise and ability to work across disciplines that is needed to realise the interconnected Sustainable Development Goals.

## Cultivating a local presence

We are committed to building long-term partnerships, capabilities, and active local participation where we work and will keep nurturing talent and fostering an inspiring and positive workplace that values people. NIRAS has invested in an ever-growing number of country offices across the continent, staffed by experts with years of field experience and skills. This presence enables us to understand local contexts but also regional dynamics. We are thus well positioned to advise line ministries, the private sector and civil society as well as well-established pan-African institutions – like the AU, SADC, UEMOA or EAC – and various sector-specific regional entities that

As a company owned by a Foundation, NIRAS reinvests earnings into the organisation. This enables us to focus on long-term investments in growth, competence, and relevant innovative research and policy dialogue rather than aiming for short-term gains.

increasingly develop bankable projects and channel development aid to deliver value for money.

Through the more than 2,000 projects that NIRAS's pool of experts help implement in well over 100 countries on an annual basis, we contribute to the SDGs. We understand our clients' communication needs and help make results visible: all reporting on NIRAS's projects is linked to their contributions to one or several of the SDGs. As a signatory to the UN Global Compact and member of the International Federation of Consulting Engineers (FIDIC), we are committed to upholding globally recognised principles of integrity, accountability, and transparency.

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

The project cases and stories in this brochure illustrate how NIRAS has assisted countries across this great continent unlock the potential of its diverse people and rich resources on the journey towards shared prosperity. We celebrate what has been achieved and welcome continued collaboration in creating sustainable solutions for Africa's future societies.

## Letter from the Director

Africa has benefited from technical innovation and digital communication that gives its people access to information and helps transform key development sectors. Observers have described Africa as the next "growth frontier" and anyone visiting its thriving cities can appreciate the progress of recent decades.

Most African nations own their development agendas and wish to contribute to the SDGs. Yet work is far from complete in ensuring that least developed and middle-income countries continue to reduce unacceptably high poverty rates, overcome conflict and achieve political stability. Good governance is needed to reduce human rights violations and promote gender and social equality. It also helps secure investments in sectors where much-needed jobs are created. Only good governance can end unsustainable natural resource exploitation, remove trade barriers, and ensure better education and health services.

The impacts of climate change and resulting famine and conflict already threaten progress made in critical sectors. Agriculture is particularly vulnerable. Increasing African societies' adaptive capacities and general resilience to shocks thus remains a priority.

For close to half a century, NIRAS has been assisting African countries to build and sustain development pathways leading to inclusive economic, social, political, and environmental prosperity. With renewed focus, we are consolidating and expanding our impact across the continent by establishing an *Africa Head Office* in Nairobi, while growing our presence elsewhere.

We will continue to offer tailor-made solutions and proactively promote sustainable development by applying innovative technologies, methods, and tools in partnership with the public and private sector. We aspire to the vision of stable and flourishing macro and micro economies powered by enabling political frameworks that offer inclusive social and environmental benefits for all Africans. Join us on our journey to build a bright and sustainable future for Africa's next generation.



*Irene Karani*

Irene Karani  
Director, NIRAS Africa



**In the 2000s, our strategy focussed on building long-term local partnerships, creating employment, strengthening capacity, and supporting local economic and social development. By ensuring tax compliance, we contribute to long-term sustainable development through our offices.**



# Cross-cutting competences supporting our work

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

## Managing:

- results-based, quality-assured, transparent and value-for-money project management incorporating latest knowledge in effective and efficient planning, implementation and reporting;
- three specialist units handling large, complex framework contracts valued at over EUR300M for the European Union, Nordic clients, as well as UKAID;
- ability to lead and manage large numbers of partners and sub-contractors.

## Innovating

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

## Learning & Sharing

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

## Training

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

## Analysis

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

## Monitoring, Evaluation & Learning (MEL)

NIRAS evaluation experts and our Evaluation & Results Unit contribute to a more transparent and accountable development cooperation through high-quality evaluation services. Minimising risks and improving results requires an understanding of what works and doesn't. We help clients worldwide to understand the effectiveness, efficiency, and impact of their work and direct funds to where they generate most benefit. Our demand-driven, rigorous evaluations and robust monitoring systems support adaptive management and learning, making critical decisions more evidence based. We help formulate objectives, strategies, and implementation frameworks for MEL, setting out the critical informational requirements at each level of a results framework.

Our core MEL strengths reflect our practical experience in designing and implementing assignments in thematic areas where we have a deep understanding of key drivers for successes, best practice and lessons learned. They are:

- experience from bi- and multilateral donors, governments, foundations & civil society;
- rapid response and mobilisation based on evaluation framework contract routines;
- dedication to credibility, independence and usefulness;
- rigorous internal quality assurance routines;
- global network of niche-sector specialists;
- management tools for large, multi-country studies;
- implementation support through global network of country offices.

### Addressing chronic climate vulnerability in Malawi

Running from 2011 to 2017, the Enhancing Community Resilience Programme (ECRP) was a +€30 million DFID-funded project supporting over 1.5 million people in vulnerable communities to manage, cope with, and recover from the impact of changes in weather patterns. Funding was mainly provided to NGOs in Malawi to scale up tried and tested interventions. LTS, part of the NIRAS Group, designed the theory of change, MEL frameworks, and learning and communications strategies. In addition, LTS assisted in the formulation of a working definition of resilience, developed an online MIS system to store programme monitoring data and carried out technical research to support learning and advocacy. Annual large-sample household surveys employing a two-stage sampling approach were carried out. The final evaluation used a quasi-experimental impact assessment approach using recall responses to attribute statistically significant improvements in climate resilience and asset values to the programme interventions. Recall responses were tested using programme baseline and secondary data, whilst impact estimates were calculated using both difference-in-difference and propensity score matching to increase confidence in the results. A cost-benefit analysis also assessed combinations of programme interventions.

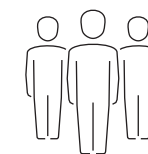


Photo: ECRP

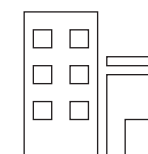


## NIRAS in numbers

### Sectors, markets and employees



2,400 employees



51 offices in 31 countries



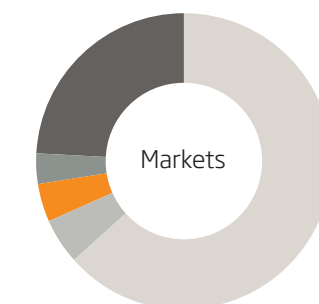
Revenue of EUR 286 million



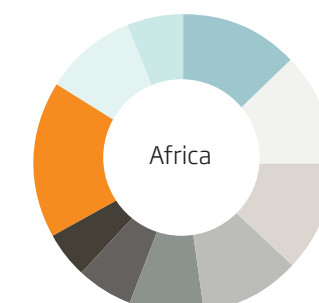
2,000 projects annually



Sectors distributed by revenue (EUR in m)	
Building	95
Development Consulting	64
Infrastructure	34
Environment, Water and Energy	27
Process Industry	31
Utilities	27
Informatics	8



Markets distributed by revenue (EUR in m)	
Denmark	182
Sweden	13
Norway	12
United Kingdom	10
Global project export	69



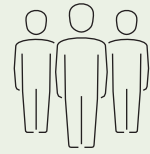
Contracts implemented in Africa, N=586 (% of total), 2011-2019. NIRAS Office*	
Kenya *	13%
Mozambique *	12%
Zambia *	12%
Tanzania *	11%
Ethiopia *	8%
Uganda *	6%
Malawi *	5%
West & Central Africa	17%
Rest of South & East Africa	10%
North Africa	6%



# Agriculture as the driver of rural economic development and stability

## SERVICES

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



+80 agriculture & rural development experts



Over 500 ongoing and past projects globally

37%

Sub-Saharan Africa's share of our total agri projects



AgroBIG is targeting 89 villages in eight districts along the Tana-Beles growth corridor in Ethiopia. The area produces maize, teff, wheat, rice, onions, potato, tomato, various other vegetables and fruit, and also milk, meat, and eggs.



PALWECO, a EUR16M Finnish-funded project that ran from 2010–2017 in Kenya, contributed to greater household food security for up to half a million people, increased land productivity and livestock production and increased marketing of prioritised value chains.

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

Agriculture can be a driver of rapid inclusive, green growth, and job creation. Where gainful agricultural production exists, conflicts are rare and people can lead decent lives. Efficient use of resources and adaptation of farming techniques raise productivity. Access to energy enables local processing while transport infrastructure connects farmers and markets. Food security enhances nutrition and learning in school. Commercial farming brings capital to remote rural areas and facilitates trade. Building local government's competence in land-use planning creates resilience and helps protect forests, watersheds and biodiversity.

In promoting good governance, NIRAS catalyses inclusive rural transformation via policy and institutional reforms, decentralisation and local empowerment. We strengthen the capacity of ministries and public and private actors to create enabling business environments and attract rural investments.

By enhancing the agricultural sector, NIRAS is helping rural populations across Africa lift themselves out of poverty, creating promising futures for generations to come.



Sida's Project for Agricultural Valourisation of Small Dams (ProValAB) promotes the agricultural use of water dams to increase incomes for the local population in Burkina Faso.

## Enhancing the competitiveness of agri value chain actors in Ethiopia

To help farmers and other agricultural value chain actors tap into the sector's huge potential, phase I of the *Agro-Business Induced Growth Programme (AgroBIG)* focused on encouraging value addition in certain profitable value chains, for instance by introducing higher-quality seeds, appropriate post-harvest handling, and improved farming techniques. Phase II, which began in 2017, continues to support farmers to improve productivity within the onion, potato, rice, maize, tomato, small ruminant rearing, milk, and poultry value chains. At the same time, entrepreneurs, processors, wholesalers, retailers, and consumer cooperatives are assisted with making sustainable linkages to suppliers, value addition, and the discovery of new market segments to boost competitiveness and profitability. To attain these goals, AgroBIG provides funding such as matching grants and loans, and supports capacity building through training and business coaching. AgroBIG also has a specific revolving loan fund for women and youth. Local savings and credit cooperatives are harnessed to manage this loan fund.

**Client:** Finnish Ministry for Foreign Affairs  
**Duration:** 2012–2017 and 2017–2021  
**Value:** EUR20.7M (phases I and II)

## Networking, exchange, and knowledge transfer of farming innovations

Part of the German Government's "ONE WORLD – No Hunger" initiative, the Green Innovation Centres for Agriculture and Food Sector Project in Mozambique's Sofala and Manica provinces aims to use agricultural and nutritional innovations to increase small farmers' incomes, employment, and food supply. Focusing on specific value chains – pigeon pea, organic rice, and baobab – NIRAS is working with smallholder farms to identify and promote suitable innovations and training lead farmers in sharing the learnings further. We are also enhancing partnerships among the farmers themselves and working with the private sector to empower up- and downstream enterprises and improve the organisation of all stakeholders, including state institutions and civil society, within the targeted value chains. Transborder exchanges of experiences are also encouraged to spread innovations. Under the broader "ONE WORLD – No Hunger" initiative, similar approaches are being taken in Ethiopia, Benin, Burkina Faso, Ghana, India, Cameroon, Kenya, Malawi, Mali, Nigeria, Zambia, Togo, and Tunisia.

**Client:** GIZ  
**Duration:** 2017–2020  
**Value:** EUR2.2M



# Enabling growth while protecting the environment and adapting to climate change

## SERVICES

- + EIAs and environmental assessments
- + Environmental information systems
- + Green growth / green economy
- + Solid waste and wastewater management
- + Climate change adaptation in the water, land, agriculture, and forestry sectors
- + Climate resilient infrastructure
- + Climate strategies, policies, and plans
- + Disaster risk management
- + Training & capacity building, including education, networking, and awareness building



PREPARED, which provides bankable and costed investment packages to realise the objectives of conservation strategies, developed conservation investment plans for the Mara Wetlands of Tanzania.

Well-functioning ecosystems are the basis for all major forms of life and crucial to public health.

The state of the environment and climate change are serious concerns for society today. The unsustainable use of natural resources and impacts of human activities on the environment are well-documented. It is widely recognised that new approaches and solutions are needed if we are to adapt to climate change. The balance between the environment and nature, on the one hand, and the need for development and growth, on the other, presents a serious challenge but also offers new opportunities.

NIRAS recognises that people, livelihoods, and ecosystems must all be taken into consideration for the successful management of natural resources and the environment. We advocate a holistic and interdisciplinary approach that seeks to maximise synergies between economic, social, and environmental objectives while minimising trade-offs. Together with the key stakeholders, we analyse the often-complex situations. We emphasise socially acceptable solutions and the analysis of opportunities and alternatives.

### Integrating climate change measures into Mozambique's national policies

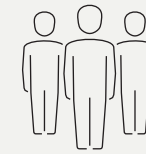
Ranked among the world's top ten countries most vulnerable to climate change, Mozambique is in a race against time to save its coastal cities – drivers of economic growth – from rising sea levels and extreme weather. As part of the Environment Sector Programme Support (ESPS), NIRAS worked with the government to develop a national climate change strategy and build environmental management capacity at the institutional level. We recently supported the implementation of the strategy through pilot projects such as affordable low-energy housing, early warning systems, drought-resistant crops, and multi-use solar powered water supply, among other initiatives. We also helped decentralise climate change adaptation via five-year local adaptation plans identifying key interventions that were approved by local authorities and based on community consultations.

**Client:** DANIDA  
**Duration:** 2010–2017  
**Value:** EUR2.7M

### Getting East Africa PREPARED through biodiversity interventions

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

**Client:** USAID  
**Duration:** 2013–2018  
**Value:** US\$2M



+400 NIRAS staff trained in environmental management & planning



+200 ongoing projects directly related to SDG 13 (climate action) and SDG 15 (life on land)



Global warming of 2°C would put over 50% of Africa's population at risk of undernourishment



During phase II of the Environment Sector Programme Support in Mozambique, 54 districts were able to elaborate and approve local adaptation plans for climate change. The experience from Mozambique is now being replicated in São Tomé e Príncipe in a three-year EU-funded project to reduce climate vulnerability.



If Ugandan coffee farmers do not change their farming practices, their yield and income can decrease significantly as a result of climate change. NIRAS trains small-scale farmers in a Nordic Development Fund project (2017–2019) on both climate change adaptation and mitigation practices: firstly, how to protect coffee plants from the effects of climate change, and secondly, how to reduce emissions in coffee production.

Ugandan coffee farmer James Musule and Henrik Borgtoft Pedersen from NIRAS. Photo by Deus Nuwagaba



# Land management, forests, and biodiversity: finding the right balance



Ensuring the interaction between cultural, environmental, and economic aspects is a guiding principle of our work

30%

Amount of the earth's surface covered in forest

## SERVICES

- + Land administration & registration, customary land registration, and tenure security
- + Institutional development
- + Land policy and legislation
- + Landscape, catchment, and site-level planning
- + Earth observation tools
- + Conflict resolution
- + Participatory and multipurpose forestry management
- + Prevention of erosion, and water and nutrient loss
- + Creation of value chains for forest products
- + Forestry information systems
- + Biodiversity conservation

NIRAS is committed to protecting and promoting the sustainable use of terrestrial ecosystems. We view people as the central element of the landscape and support local communities, policy reform, and the implementation of sustainable land management to help protect the landscape-based livelihoods on which so many depend.

Our forestry services aim to balance environmental, social, and economic benefits from the use of land. We pursue integrated, participatory, and multipurpose forest management as an essential instrument in climate change mitigation as well as the reduction of poverty through income generation. Our recipe for improved forest governance calls for comprehensive stakeholder involvement, transparency, and accountability in decision-making.

In addition to reducing conflict and increasing investments in land, land governance projects enhance land productivity, income, and gender equality. Our holistic approach considers the rights of local people as well as a nation's history and economic vision. We support governments in the development of cost-effective land administration systems that meet national objectives and conform to international standards. These systems are adjusted to local conditions and developed within the capabilities of the country's national administration.

An estimated 20% of Liberia's forested area was lost between 2000 and 2014. The Development of the National REDD+ Strategy, funded by the World Bank, aimed to support the Forest Development Authority in designing a socially and environmentally sound national strategy to reduce emissions from deforestation and forest degradation (REDD+). The NIRAS-LTS Consortium led consultations with REDD+ stakeholders with in-depth analytical work to assess and develop the strategy in an inclusive and transparent manner, including a roadmap for its implementation.



The main goal of the EU Forestry Policy Support Programme (PAPS-Forêts) was to strengthen the sustainable management and protection of Morocco's forest resources. NIRAS was instrumental in supporting the authorities in putting together strategies on wood, energy and silvopastoralism.



The "fit-for-purpose" approach offers a fast, cost-efficient, and participatory way of registering land rights. It scales well and doesn't need expensive technology, making it suitable for remote areas. NIRAS has helped international bodies like the World Bank and FIG (Fédération Internationale des Géomètres) to develop and adapt the method. Today, we are among the leading practitioners implementing the approach in large-scale projects in Africa.

We apply a holistic approach based on local people's rights as well as the country's history and economic development objectives.

### Improving land tenure security (and economic opportunities) in Ethiopia

NIRAS is currently involved in two projects focusing on land tenure security for Ethiopians, something that is crucial if the Government of Ethiopia is to achieve its goal of becoming a lower-middle income country by 2025. Funded by the Finnish Ministry for Foreign Affairs in two phases (2011–2017 and 2018–2021), Responsible and Innovative Land Administration of Ethiopia (REILA) developed a systematic registration method that the government has formally adopted to register rural lands all over the country. REILA has also developed an IT system called NRLAIS to manage the land registry and transaction processes. NRLAIS is currently being rolled out country-wide. The project also engages in training and education.

NIRAS is also a partner in the DFID-funded and DAI-led Land Investment for Transformation (LIFT) project 2014–2020, which is implementing systematic land registration on a massive scale to register 14 million parcels in rural Ethiopia. LIFT has also developed a method to use the land registration certificates to guarantee loans and for rental agreements, providing farmers with capital and improved financial security.

### Cutting edge data improves methods for tropical dry forest landscapes and forest degradation assessments

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

**Client:** World Bank  
**Duration:** 2016–2019  
**Value:** US\$1.06M



# Infrastructure connecting Africa's future societies

## SERVICES

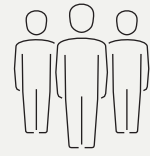
- + Roads and bridges
- + Ports and harbours
- + Railways
- + Airports
- + Climate-resilient and sustainable urban environment
- + Energy
- + Coastal erosion and protection, sea flooding

People are constantly on the move, and goods are transported daily between local communities and cities, as well as across national borders. This could not take place without efficient infrastructure. With more than half the world's population living in cities, we face an urgent need for improving infrastructure and public service provision.

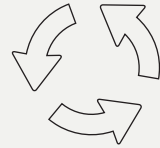
NIRAS responds to our client's infrastructure needs by creating new sustainable solutions and upgrading existing ones. Our work is often a combination of multiple technical fields ranging from planning to construction. Our services cover the full project cycle, from the preparation of master plans and technical and financial analysis, through design and tendering, to supervision, commissioning, operation, and maintenance.

We have significant experience on the African continent in infrastructure, particularly in port and marine terminals. We have been involved in green- and brownfield ports along most of the African seaboard. For the past few years, together with large and small fishing ports, our portfolio has comprised container terminals in Togo, Guinea, and Kenya; ore terminals in Guinea and Liberia; and oil terminals in Kenya and Tanzania. Port masterplans have been drawn up on a national level in Liberia, Nigeria, and Ghana. In addition, planning and design related to the marine environment have been part of our coastal stabilisation projects in The Gambia and Egypt.

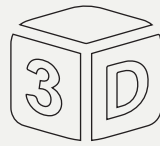
NIRAS's involvement in the African transport sector also includes upgrading of road systems in Liberia, Kenya, Tanzania, and Ethiopia. This involved developing detailed feasibility studies, including road engineering surveys, traffic surveys, forecasts, and socio-economic analyses as well as risk analyses.



+300 in-house infrastructure experts to help you to achieve your projects



Full lifetime solutions, including decommissioning



Latest 3D design



In Mozambique, we are supervising several rural infrastructure projects – such as markets, roads, mini bridges, slaughterhouses, and small hospital centres – which are having a significant positive impact on local communities.



We worked with the urban programme SymbioCity, in the small town of Kiminini in Trans Nzoia County, Kenya, to strengthen the County's urban planning and development and improve cooperation across sectors and departments, as well as with town residents through a new participatory methodology.

*NIRAS has been an active partner in Kenya's main port in Mombasa for 15 years. The engagement began with planning and design of the rehabilitation and expansion of the container terminal. In 2013, NIRAS was assigned to investigate how the existing oil import terminal could be replaced with a larger terminal. The new terminal will handle four vessels of up to 170,000 DWT and also feature facilities for import of liquefied petroleum gas. Following the preparation of tender documents and tender assistance, NIRAS will assist the Port Authority in supervising the US\$400M construction contract. Simultaneously, NIRAS has been assigned to plan an expansion for Shimoni harbour in the south of the country and analyse a scheme for developing the harbour through public-private partnerships.*



Our infrastructure experts are committed to five key principles: professional expertise, client focus, responsibility, teamwork, and efficiency.

### Designing Kipevu oil terminal island to help secure Kenya's energy needs

In a first stage that began in 2014, NIRAS designed a large new island oil terminal with four berths that will replace the existing Kipevu Oil Terminal in Mombasa, Kenya. The new terminal will have the capacity to handle four vessels of up to 170,000 DWT (dead weight tonnage) and includes a liquefied petroleum gas (LPG) line that Kenya expects will stabilise gas supply. Following the preparation of tender documents and environmental scoping and specification for environmental impact assessments, NIRAS will assist the Kenya Port Authority in supervising the US\$400M contract, which has been awarded to China Communications Construction Company

**Client:** Kenyan Port Authority

**Duration:** 2014–ongoing

### Our role in East Africa's biggest crude oil pipeline

The East African Crude Oil Pipeline (EACOP) is an ambitious US\$3.5B investment to build a 1,443-km pipeline originating at Kebale, Uganda, and running eastwards through Uganda and Tanzania to a vessel-loading terminal located at Tanga on the east coast of Africa. Together with budgetary analyses to produce a Class 4 cost estimate, NIRAS designed and built the oil terminal load-out facility, which comprises a 28" crude oil export pipeline from a shore-based connection via a 2-km-long access jetty to a vessel-loading facility platform located offshore in Tanga Bay. The project included foundation, concrete, steel, piping, mechanical, electrical, and instrumental, and marine/navigational works.

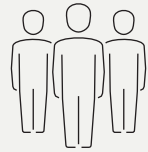
**Client:** Gulf Interstate Engineering Company  
**Duration:** 2016–2017



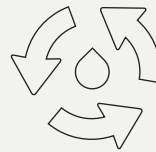
# Applying innovative and tested solutions to water management

## SERVICES

- + Rural and urban water supply
- + Wastewater management
- + Integrated water resource management
- + Training/capacity-building
- + Climate change adaptation and disaster risk management
- + River basin management
- + Sanitation & hygiene
- + Sector reform
- + Coastal management



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



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

*The Shire River Basin Management Project in Malawi is implementing an integrated multi-sectoral resource management plan that aims to see "prosperous families, green catchments, and healthy waterways in the Shire River Basin" by 2035.*

Water is essential to human life. Access to safe and affordable drinking water is a crucial human right, vital for economic development, social well-being, and the reduction of poverty. Due to the increasing occurrence of water stress and scarcity, increasing variations and uncertainties in weather patterns, deterioration in water quality, and the mismanagement of water, finding and implementing innovative technologies and solutions geared toward the future becomes a matter of urgency.

At NIRAS, we take an integrated and holistic approach to water management, access, and final domestic or income-generating use. Our expertise covers all aspects of planning, design, and implementation of water-related projects in a variety of fields and our team of specialists comprises engineers, biologists, environmentalists, geologists, socio-economists, and financial and institutional professionals.

Integrated water resource management takes full recognition of the multi-disciplinary tasks involved, and our consulting and advisory services cover the entire range of disciplines, including transboundary water resource management. Adaptation to extreme weather events and unpredictability also require technical expertise and state-of-the-art technologies specific to the environment in which they are to be applied. Projects must be administered wisely and be of economic benefit to society.



Stakeholder meeting of Community-Led Total Sanitation (CLTS) workers in Mapetet. The Water for East Equatoria State project in South Sudan has improved sanitation and access to drinking water for over 415,000 people.



Participants gather at Cairo Water Week 2018 to discuss an awareness-raising campaign on water conservation being developed as part of the EU's Water Sector Technical Assistance and Reforms Support (EU Water STARS), a 30-month project implemented by NIRAS. EU Water STARS supports the institutional reform of the water resources sector in Egypt and aims to improve the management and use of water resources through operational efficiencies.



## Securing water and food for South Sudan in conflict zone

Although today there is relative peace in South Sudan, years of civil war have taken their toll, particularly in Eastern Equatoria, the southern region of the newly independent state. Launched with an emphasis on improving water infrastructure, supply, and sanitation, the Water for East Equatoria State project has expanded its scope to develop quick-impact interventions to address the most urgent concerns, namely, insufficient food production and lack of income. The project improves water and food security through the implementation of an integrated and sustainable management plan for Kennet Watershed, a key water resource in the region. It also introduces conflict-sensitive, climate-smart measures for productive water use in agriculture, horticulture, fisheries, and livestock, while a third component ensures the availability of safely managed drinking water and improved sanitation services. Complementing the original objectives, short and medium-term interventions, such as cattle breeding, chicken farming, beekeeping, and stable food crop production, have been introduced to improve food security, nutrition, and livelihoods.

**Client:** The Kingdom of the Netherlands  
**Duration:** 2013–2019  
**Value:** EUR28.4B

## An integrated multi-sectoral plan for Malawi's Shire River basin

The Lake Malawi–Shire River hydrological system is Malawi's single most important natural resource system. Flowing for 520km, the Shire River faces significant human pressure from poverty and high population density (5.2 million in 2017 and projected to exceed 8 million by 2035), resulting in degradation of the surrounding lands and forests – the basin's natural resource base. In an effort to stem these threats, which are compounded by climate change, and ensure future investment plans are knowledge- and data-driven, NIRAS worked with local authorities to draw up a strategic and integrated plan for the basin's development and management, including thematic and sub-basin plans. A key focus was on increasing understanding of the system's biodiversity, climate, hydrology, natural resources, and investment options for water storage, hydropower, irrigation, rain-fed agriculture, watershed management, water supply, and environmental services.

**Client:** The World Bank  
**Duration:** 2014–2017  
**Value:** EUR1.6M



# Supporting inclusive growth through sustainable energy

## SERVICES

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



NIRAS adds value by leveraging its expertise in diverse sectors, including engineering, water resource management, finance, and urban or rural development, and collaborate with partners to develop innovative, state-of-the-art solutions.

## Market-based approaches and self-sustaining local energy markets create a lasting impact.

### Providing electricity where the grid can't go in Benin

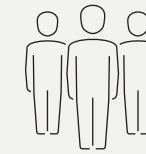
In Benin, 66% of the population has little-to-no access to electricity. The government struggles to keep pace with growing demands on the national grid, and expansion is hampered by a lack of finances and capacity. To spur investments in the electricity sector, the Millennium Challenge Corporation signed a US\$375M grant agreement with Benin. One of the main components is a US\$32M Challenge Fund – the Off-Grid Clean Energy Facility (OCEF) – for innovative and sustainable off-grid energy projects in rural and semi-urban areas. Using its SmartME fund management platform, NIRAS manages OCEF and applies a results-based financing approach to ensure effectiveness and increase the leverage of private capital support. OCEF supports grantees in reaching their break-even points and features four windows with various targets, including public infrastructure, community-based power generation, household energy services and energy efficiency measures.

**Client:** MCA-Benin  
**Duration:** 2017–2022  
**Value:** US\$40M

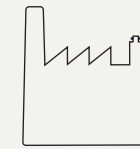
### Increasing energy efficiency and the use of renewable energy in Zambia

Zambian energy supply relies heavily on hydropower and, although recent rains have restored reserves back to reasonable levels, increasingly unpredictable weather patterns make this an unreliable source of power. With more than 95% of the rural population lacking access to electricity, renewable energy (RE) has the potential to play a big role in Zambia's bid for improved electrification. A four-year project led by AECOM, Enhancement of the Policy, Legal and Regulatory Environment, and Capacity Building for RE and Energy Efficiency (EE) in Zambia aims to increase access to clean, reliable and affordable energy and renewable energy generation. Through a participatory approach, NIRAS will work to strengthen public institutions in their capacity to revise energy sector policies and develop a country strategy for RE and EE. Through our work, NIRAS improves men and women's access to energy and the rural population's ability to participate in Zambia's growing economy.

**Client:** The European Union  
**Duration:** 2018–2022  
**Value:** EUR4M



+400 in-house energy and environment specialists



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



Today, 600M people in Africa still live without electricity



NIRAS is at the forefront of developing innovative energy finance schemes, ensuring the delivery of clean, affordable and sustainable energy to the world's poorest people. Pictured here: energy storage batteries for mini solar power plants at Grand Popo, Benin.

Based on the successful NIRAS-managed Energy & Environment Partnership in the Greater Mekong Subregion, the OCEF in Benin will apply a results-based financing approach to strengthen its results-orientation and increase the leverage of private capital.





# Ensuring enduring peace and inclusive prosperity for all

## SERVICES

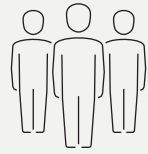
- + Democratic governance and rule of law
- + Gender mainstreaming and budgeting
- + Support to civil society and media
- + Institutional and organisational strengthening
- + Decentralisation and local authorities
- + Conflict prevention, reconciliation, peace, and stabilisation
- + Migration

The promotion of gender equality, human rights, and peaceful and inclusive societies for sustainable development is at the very core of NIRAS's work. We understand that, if we don't build societies that are open to everyone, offer just treatment to citizens, and provide effective, accountable, and participatory governing bodies, social peace may not last, violence can (re)surface, and most development achievements will be lost.

We have a long track record of supporting civil society and promoting dialogue with government authorities to enable community participation in decision-making and more transparent, accountable governance. NIRAS strengthens democratic institutions, the rule of law, and the integration of gender perspectives through numerous initiatives, including capacity development, effective M&E systems, and gender budgeting. In managing a response roster, we actively work towards security, peace, and stability in states dealing with conflict and fragility. Through several global training programmes, we build capacities of stakeholders in affected countries and regions with regards to human rights, gender, good governance, peace, and security.

Using methods such as the human rights-based approach and integrating a gender perspective throughout the project cycle in every sector – optimising outcomes for all beneficiaries – further enables us to base our work on international human rights standards and make our own actions accountable.

*The majority of Tanzania's poor and rural population are not granted equal access to justice. NIRAS ran the Danida-funded Legal Services Facility (LSF), which supported civil society organisations assisting individuals, groups, and communities to claim their rights. The LSF provided funding and capacity building of local legal aid providers, as well as general awareness-raising in communities about human rights and the importance of accessible legal services.*



Women's empowerment is a key driver of a nation's development



54% of people living in fragile and conflict-affected situations reside in sub-Saharan Africa

Our worldwide experience shows that societies which are free from violent conflict are much more likely to enjoy human and societal well-being and economic growth.



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



NIRAS developed and organised the Sida-funded International Training Programme (ITP) on the UN's Security Council Resolution (UNSCR) 1325: Women, Peace and Security, which aimed to contribute to an increased consideration of women's and girls' perspectives in peace processes and women's participation in peace-building. Women from the Democratic Republic of Congo (DRC), Liberia, and South Sudan participated.



## Support to parliament and media to strengthen governance in agri sector

KULIMA is an EU-funded combined grant and loan programme supporting sustainable agricultural growth in Malawi. NIRAS is implementing a component that focuses on strengthening governance in the agriculture sector through support to parliamentarians, civil society, and the media. The overall goal is to encourage rural populations to voice their needs more effectively to policymakers and for the latter to ensure such needs are addressed. The project will provide support to media (eg, TV, radio, print) as well as local agriculture opinion-makers to increase coverage focused on agriculture via multiple channels. Parliamentarians and media reps will receive training on agri-related issues, female farmers' empowerment – including training on assessing the situation for female and male farmers – food security, and nutrition-related policies and budgets. In addition to KULIMA, the project supports Afikepo Nutrition Programme, which promotes behavioural change and communication for maternal and child feeding and care.

**Client:** The European Union  
**Duration:** 2018–2023  
**Value:** EUR1.9M

## Strengthening civil society's contribution to the peace and reconciliation process in Mali

In 2012, Mali experienced a massive, multi-faceted crisis that revealed deep fractures in its society, culture, and politics and led to the disintegration of its government. Although the situation has improved, change is critical if political culture is to become more inclusive, sensitive to the divisions that exist, and responsive to the needs of the country's population. FAMOC – The Fund for Support to the Drivers of Change – is an innovative setup aiming at strengthening civil society in the context of Mali's political crisis and armed conflict by focusing on youth as agents of change. NIRAS manages the fund of EU-R10,5M and provides grants and capacity development to associations and media that promote citizenship and human rights and strengthen community resilience. Promotion of young women's participation and empowerment are key elements of the implementation strategy.

**Client:** Danida  
**Duration:** 2017–2022  
**Value:** EUR2.1M



# Developing skills and promoting employment to bolster growth

## SERVICES

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

Skills development and employment promotion play a key role in achieving countries' development aspirations.

Only real jobs offer young and mobile people a true perspective. Applying a holistic approach, NIRAS works to strengthen governance structures linking education and training with the labour market. We promote a lifelong learning perspective and consider skills development within the entire education system, be it school-based, in-company, cooperative or informal in nature. In supporting the development of conducive policy frameworks, we assist governments in drafting regulations to ensure that initiatives are based on a comprehensive strategy that aligns with national socioeconomic goals.

Inclusive and equitable skills development increases economic productivity and addresses inequality. Therefore our goal is to improve the quality of existing education and training systems. We do this by working closely with national counterparts to strengthen local structures and institutions in the context of existing socioeconomic conditions. We support the development of integrated labour market systems and provide guidance on better linking human resources with current and expected skills needs. NIRAS also actively engages the private sector and targets especially small and medium enterprises (SMEs) as an effective and efficient way to generate employment opportunities in development contexts.

### AUDA-NEPAD's Financing Facility for the Skills Initiative for Africa: Cameroon, Ethiopia, Ghana, Kenya, Nigeria, Togo, Tunisia & South Africa

The Skills Initiative for Africa (SIFA) is an initiative of the African Union Commission, implemented by the African Union Development Agency AUDA-NEPAD and supported by the German Government (Federal Ministry of Economic Cooperation and Development) to strengthen occupational prospects of young people in Africa. Under SIFA, a Financing Facility for skills development has been established, with financing from the German Development Bank (KfW). NIRAS provides fund management support under the guidance of AUDA-NEPAD. NIRAS's tasks include logistical and organisational arrangements for the call for proposals, the assessment of proposals submitted, the implementation of the best proposals as well as financial management and procurement in general.

**Client:** KfW

**Duration:** 2018–2022

**Value:** EUR 6.7M (total EUR 35M)

### Advanced professional training for more sustainable service provision

Achieving sustainable urban water and sanitation services (SUWAS) for everyone, everywhere is a key SDG that requires not only political commitment and leadership, but hard work, increased capacity, innovative ways of working, and new forms of collaboration between sectors and individuals. NIRAS implements the advanced SUWAS international training programme (ITP) on behalf of Sida and in partnership with WaterAid. Participants, all capable of driving change within their own organisation, are selected from Asian and African countries (Kenya, Rwanda, Tanzania, Uganda, and Zambia). The ITP – which contributes to improved planning and implementation of SUWAS, where the rights and needs of all citizens are taken into account – offers new knowledge, concrete problem solving, an extended professional network within and across countries, and a toolbox of methods and local support to drive change within organisations.

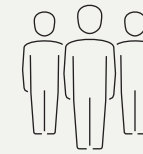
**Client:** Sida

**Duration:** 2016–2021

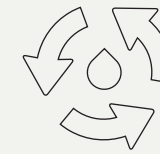
**Value:** EUR 7.2M



The 10-year, EUR 77M KfW investment programme for technical and vocational education training (TVET) in Ethiopia supports comprehensive reform, including improved teacher training, better practice-relevant training for technicians at selected TVET colleges, and strengthened agricultural training and technology transfer capacities.



+3,000 professionals from Africa and Asia have participated in our ITPs



44 TVET projects in 8 years worldwide



Our projects are results-driven



The NIRAS Young Professional Academy (NYPA) is a two-year on-the-job development consulting training programme for recent graduates and selected participants from NIRAS country offices. Participants learn about business development and project management as well as consultancy methodologies. The NYPA programme demonstrates our commitment towards cultivating a local presence and expertise. Yovan Muhsin Chemonges is the Business Development Manager for NIRAS Kenya in our Nairobi office. Originally from Kitale, an agricultural town in the western part of Kenya, he studied entrepreneurship at one of Kenya's largest universities. Yovan is in his second year of the training programme and, with a professional background in Enterprise Development, he is a great asset to the NIRAS family.

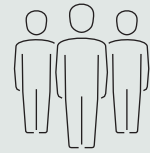
We apply an integrated approach based on the three interrelated pillars: (1) skills development, (2) labour market interventions, and (3) private sector development.

The Skills Development Fund (SDF) is a challenge fund providing a demand-driven response to critical challenges encountered by the productive sectors in Ghana.

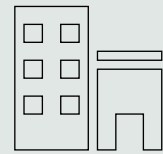




# Promoting a vibrant private sector to create jobs and grow economies



Unleashing the entrepreneurial potential of women and youth



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

## SERVICES

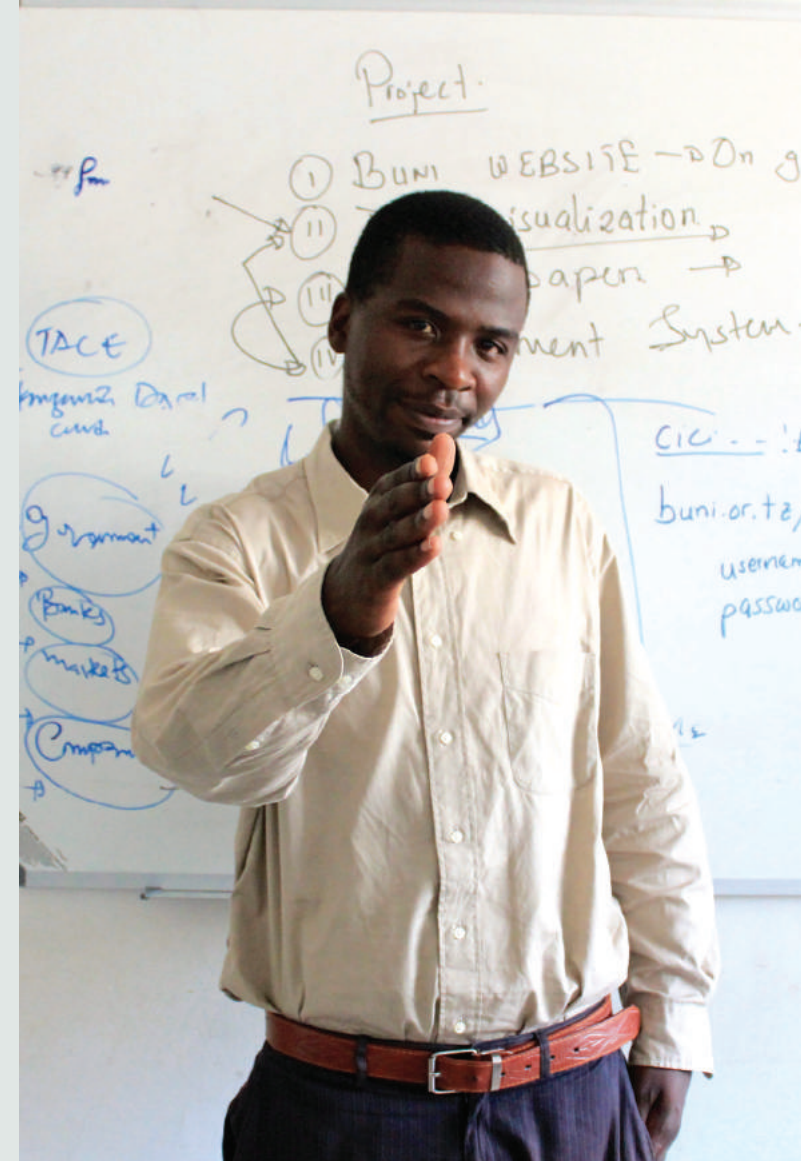
- + Private sector development & entrepreneurship
- + Science, technology & innovation (STI)
- + Inclusive business
- + Fund management and access to finance
- + Investment climate & public-private partnerships
- + Curriculum development
- + Policy analysis and market studies
- + Facilitating innovation linkages

Sustainable development cannot be secured without a sound revenue base, and a vibrant private sector is the engine to achieve this. Without economic perspectives, young people will leave home. Our approach to economic development is designed to benefit both local communities and investors. We provide technical assistance and skills transfers to the public and private sector (e.g., MSMEs, entrepreneurs, start-ups, farmers, processors and larger industries) as well as academia. Applying a “Making Markets Work for the Poor” socially inclusive approach, we include elements of business development services, value chain development, market linkage creation, and public-private partnerships (PPPs), without ever compromising on good governance.

Support to MSMEs is vital due to their potential for creating jobs and decent living standards. Our approach builds private- and public-sector capacity as we cover the spectrum from knowledge development via transfer and commercialisation to utilisation. We promote open innovations by linking clients to local and international expertise and facilitating knowledge exchange.

NIRAS also facilitates access to finance via various funding sources and new mechanisms with scalability potential. We do this by strengthening financial intermediaries and promoting customer-centric models.

We use the promotion of science, technology, and innovation as a platform to achieve wider impacts such as human capital development.



The Accelerated Growth of Micro, Small, and Medium-Sized Enterprises in Zambia project aims to boost the growth of SMMEs and make them more competitive.



Launched under the Finnish-Southern African Partnership Programme to Support the NEPAD SANBio Network (BioFISA), FemBioBiz is a business acceleration programme where women entrepreneurs in the Southern African biosciences sector take part in business training boot camps and pitching competitions.



Hyasintha Ntuyeko participated in business development training under TANZICT, a Finnish Ministry for Foreign Affairs programme in Tanzania. Today, she is proud owner of Glory Pads, a sanitary pad producer, and Hedhi Salama, a menstrual hygiene consulting firm.

## Enhancing innovation cooperation in Southern Africa

The Southern Africa Innovation Support Programme (SAIS) funds initiatives promoting early-stage entrepreneurship and understanding on what works in innovation ecosystems assisting entrepreneurs in the SADC region. In providing matching grants, the SAIS Innovation Fund is the key mechanism through which the programme supports the implementation of regional flagship initiatives. Presented in the form of projects selected on a competitive basis, initiatives target three areas: (1) developing institutional capacity for regional innovation cooperation (stronger ecosystems), (2) scaling enterprises through stronger innovation support organisations, and (3) inclusive innovations. SAIS is currently in phase 2, building on earlier achievements with new partners and a revised focus that emphasises youth entrepreneurship, inclusive innovation, and data-driven management of innovation.

**Client:** Ministry for Foreign Affairs Finland  
**Duration:** 2017–2021  
**Value:** EUR 8.7M

## Chicken, tea, and maize create jobs and growth in rural Mali

One of the poorest countries in the world, Mali has become a major transit point for migrants in the region, funneling people from West Africa to Europe. But the loss of its own people, especially young men seeking a brighter future elsewhere, is taking its toll as the country is slowly drained of its workforce. PACEPEP – Programme Supporting Economic Growth and the Promotion of Private-Sector Employment Creation – tries to create hope and employment for young people. Focusing on SMEs and organisations involved in value chains like poultry, maize, herbal tea, livestock, dairy products, greens, and handicrafts, it offered business advice and training, co-financing of investments, and loan guarantees. PACEPEP also developed infrastructure. In practical terms, this meant road construction and building crossings to enable farmers to bring their products to the market easier, and helping aspiring farmers finance their first investments in equipment.

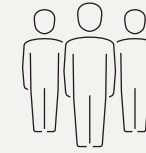
**Client:** Danida  
**Duration:** 2014–2018  
**Value:** EUR 40.3M



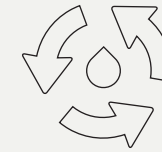
# We optimise your food & beverage processes and production facilities

## SERVICES

- + Advice on achieving operational excellence & sustaining capital
- + Definition and design of production facilities
- + Delivery of production facilities (CAPEX)
- + Sustainability and food safety
- + Food and beverage
- + Pharma and life science
- + Industrial production and packaging
- + Logistics and supply chain



More than 200 dedicated process industry experts



Innovation, sustainable solutions and best practices in quality and hygiene for food manufacturing



Advisor to the process industry for more than 40 years



Working for ABInBev, which is building a new brewery in Sagamu, north of Lagos in Nigeria, NIRAS was engaged as overall design integrator and provided other specialist services throughout the project.

The cross-disciplinary approach to our solutions integrates function, design, and economy with long-term development.

As food and beverage process specialists, we provide expert consultancy across all areas of the investment process, project execution, and strategic production optimisation. Our services cover the full range of decision support, project services, and operations services.

We transform visions and challenges into sustainable solutions – from the first idea through to full operation. Our experts' hands-on experience and specific industry knowledge is key to our successful track record. NIRAS consulting engineers bring in-depth knowledge and expertise directly from processing industries, encompassing all aspects of the food and beverage industry, the pharmaceutical and life sciences sector, as well as other process industries with complex utility installations.

NIRAS provides a complete range of services across the industry. In addition to defining, designing, and implementing new facilities and equipment and optimising production, we have profound product and industry knowledge in beverage, dairy, meat, poultry, and fish that covers environmental sustainability and food safety, packaging, as well as management decision support, logistics, and supply chain management.

### Guiding the expansion of one of South Africa's largest breweries

Owned by AB InBev, the world's largest brewery group, South African Breweries operates seven plants in South Africa with an annual production of 3.1 billion litres. It's a round-the-clock business, and thus plans to expand its Rosslyn brewery without interrupting production could only be trusted to a firm with a strong track record in leading the engineering and functional tendering of activities. NIRAS drew up a masterplan for increasing capacity in line with AB InBev's future growth projections, evaluated quotes, and assessed whether the solutions proposed were compliant with the tender specifications. The last of a three-phase expansion programme that has been ongoing for decades, the current stage involves building a third brewhouse with a capacity of 750 hl at 14 brews a day. The new brewhouse project also includes new raw materials handling capacity for malt and rice, a new wort line, increased yeast handling capacity, as well as new spent grains silos.

**Client:** AB InBev  
**Duration:** 2005–2018

### Reducing costs and enhancing dairy operations in West Africa

Nigerian-based Fan Milk is a manufacturer and retailer of ice cream, frozen and non-frozen dairy products with a leading position on the West African market. As part of an audit of Fan Milk's operations in Ghana, Togo and Nigeria, NIRAS identified large optimization potential and outlined a list of cost-reduction initiatives with low capital expenditure (CAPEX), which management accepted. Fan Milk received advice from NIRAS dairy engineers, who have in-depth knowledge of liquid and powder processing and packaging handling across all dairy products, including milk, cheese, butter, yoghurt, cream, ice cream, milk powder, whey powder, and ingredients. Our services to Fan Milk also included capacity evaluation in light of a large volume increase in sales forecast. NIRAS recommended the postponement of several high-cost projects, proposing instead better and more effective utilisation of the current equipment.

**Client:** Fan Milk  
**Duration:** 2012

Having designed and installed the original spirits plant in 2006, NIRAS recently worked with a global drinks producer in Africa again to carry out a plant upgrade that doubled production capacity with the installation of new vodka processing tanks and a new bottling line.

Production carries on as NIRAS provides advice on the process behind a new brewing facility in South Africa.






- N** = NIRAS offices
- N** = Representational associates
- = Projects




# NIRAS country offices and representational staff in Africa

Our decentralised structure ensures that we are always close to our projects. With 51 offices in 27 countries worldwide, we maintain strong local ties to clients, experts and organisations in all of our key markets. Building on our motto “we listen, we learn, we deliver”, NIRAS is proud to be a long-term partner in the pursuit of growth and prosperity for the countries in which we work. Our representations are staffed by professionals committed to building partnerships with local service providers and train and recruit local talent beyond the lifespan of individual projects. NIRAS sees this as a contribution to building sustainable and equitable future societies wherever we work. Contact our representatives to see how we can support your needs.




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**Join our team** of experts in our goal to alleviate global poverty. Register your CV on our database: <https://cv.niras.com>

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As a signatory to the UN Global Compact and member of the International Federation of Consulting Engineers (FIDIC), NIRAS upholds globally recognised principles of integrity, accountability, and transparency.



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Vice President  
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**Maija Hyle**  
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**Wolfgang Haag**  
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**Jelena Stamenovic**  
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**Anna Liljelund  
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