Foreword
I was very pleased to be asked to provide this foreword, as I am delighted with the way Accenture Development Partnerships has grown and the great progress it has made over the last year. It is extremely well placed to provide more innovation, impact and leadership success in emerging economies, as well as bring together alliance partners from across business, government and civil society to tackle vital development challenges. We are increasingly seeing our clients in the commercial sector collaborate with Accenture Development Partnerships’ NGO and donor clients on critical business issues such as new market growth and value chain innovation. A recent example of the innovation and success that such collaborations can accomplish is our work with Vodafone and Oxfam to develop a mobile technology strategy to enable improved productivity and economic value for small-holder farmers in 26 markets across Africa, Asia and Latin America.

Our strategy in action
Accenture Development Partnerships is an essential part of the Accenture proposition and is at the forefront of Accenture’s business in emerging economies. It demonstrates the character of Accenture in an exceptional way—by helping to improve the way the world works and lives.

Investing in our people
The goal is also to offer a valuable professional experience for our high performing employees—who want to make a difference to how the world works and lives. It offers a great opportunity to build and expand global mobility and leadership skills and tests resourcefulness to the limit. I see this type of experience as a key differentiator for our top talent, who gain exposure to emerging markets and senior-level client relationships under challenging working environments. This model also helps Accenture Development Partnerships’ clients to get our best people on their projects.

In closing, the innovative and collaborative work we do at Accenture Development Partnerships delivers impact for our clients and the communities they serve, and also yields benefits for our people and our business.

Sander van’t Noordende
Group Chief Executive of Accenture Management Consulting, has responsibility for the company’s capabilities and services across Strategy, Analytics, Customer Relationship Management, Finance & Enterprise Performance, Operations, Risk Management, Sustainability, and Talent & Organization. He is also a member of Accenture’s Global Management Committee.
Introduction
We work with all of the top 20 largest development NGOs in the world.

Our uncompromising focus on delivering innovation and impact for our clients and the communities they serve helped Accenture Development Partnerships to grow by 28% in Fiscal 2011. We are well positioned to maintain this growth, having expanded the global footprint of the Accenture Development Partnerships core team to include a presence in Australia, India, South Africa, Kenya, Tanzania, Switzerland and Canada in addition to our US and UK offices.

We continue to attract new clients and expand relationships with existing clients, and now work with all of the top 20 largest development NGOs in the world. Our focus is on helping clients address critical business issues by leveraging market-based solutions, innovation and experience – from evaluating the market for clean and more efficient household cooking solutions on behalf of the Global Alliance for Clean Cookstoves to helping PharmAccess with the strategy and implementation of its Health Insurance Fund initiative.

We draw on Accenture's unparalleled management and technology consulting capabilities from our offices around the world to help our international development sector clients address these challenges by adapting and applying relevant leading practices from the private sector to their organizations.

A growing proportion of our work is where economies converge—where our core development sector clients and Accenture’s commercial clients are increasingly coming together to participate in new and more innovative business and delivery models that tackle some of the world’s most challenging development problems. Examples of these cross-sector alliances include working collaboratively with government, private sector and donor stakeholders to launch a groundbreaking Medicines Patent Pool, and helping to transform CARE Bangladesh’s Rural Sales Program into a more innovative, commercially viable social business that will create employment for thousands of rural women as well as offer new market entry opportunities to private sector partners.

This report provides a snap-shot of the innovation and impact we strive to achieve in the international development sector, as well as key learnings and best practices from clients for engaging in these new and exciting cross-sector alliances.

Gib Bulloch
Executive Director, Accenture Development Partnerships
Global Programs Update

Converging - The growing role of the private sector

This year we have seen exciting growth in the new cross-sector convergence space. It is exciting to see the private sector, civil society and the public sector uniting in meaningful partnerships to tackle some of today’s most crucial development challenges. We see this as an area where we can drive real impact and add value through our unique weight of experience and insight working across all sectors worldwide.

Engaging - Donor management and social media upsurge

A challenging and volatile economic environment has triggered increased demand for assistance with donor and supporter management. Optimising the processes underpinning donor engagement and attracting and retaining supporters is now increasingly vital to an organization’s survival. Organizations are looking closely at the technology needed to strengthen these processes. Significant growth in social media is presenting an exciting opportunity here. The challenge is to understand how best to leverage this fast moving area where supporters are increasingly demanding real time information.

Driving - Innovations in mobile technology

Our clients are paying more attention to how technology can be harnessed to drive innovation in program delivery. Particularly exciting is the growing potential of mobile technology to offer pioneering solutions to a wide range of challenges in program delivery. You will see some interesting examples of this potential in our case studies where technology underpins positive advances in e-learning solutions and humanitarian aid distribution.

Louise James
Executive Director of Global Programs, Accenture Development Partnerships

Highlights

Louise James
Global Operations Update

Collaborating – For sustainable impact across the international development sector

We have continued to focus on our core mission—to partner with clients to help them become high performing organizations. With this goal in mind, we have applied Accenture’s business and technology expertise to help 120 clients maximize their impact on over 600 projects. Particularly exciting is our diversified global pipeline of wide-reaching and sustainable alliances. Key highlights include our strategic partnership with the Rockefeller Foundation and our ICT Skills Academy with NetHope in Haiti, which is now going global. Our deep client relationships and global footprint have resulted in a strong track record of growth, delivering a compound annual growth rate for Accenture Development Partnerships of 40 percent from 2003 to present. The breadth and depth of our impact in the international development sector is evident in our client facts and statistics section. We are very proud of this track record and are confident that there is much to inspire us as we continue to grow.

Expanding – Work with governments in emerging economies

Solid expansion in our work with emerging governments across a number of African countries has been an important highlight for us. This work has included a number of strategic transformational programs to help modernize and strengthen government systems and processes. This work is especially valuable in the context of limited resources and human capacity.

Investing – Strengthened client relationships across sectors

We have continued to invest in high impact client-centric programs. Our strategy of working more closely with our commercial clients in innovative cross-sector partnerships is a key component of this objective. We have also seen great success in the tailoring of Accenture offerings and methodologies for sector-specific programs, including investments in technology alliances, and innovation and research such as off-grid distributed learning tools and mobile technologies for banking and healthcare.

Roger Ford
Executive Director of Global Operations, Accenture Development Partnerships
Talent Update

Mobilizing – Accenture employee participation continues to expand

Over the past year, we have directly engaged a total of 310 employees from 21 countries across the Accenture organization. These employees, with the support of resources across the wider Accenture organization, have led work on client assignments across the world. We have also hosted 11 interns from top universities and business schools across the USA and Europe. These interns have had the opportunity to contribute their energy and enthusiasm to projects with clients across Asia and Africa, providing them with a real chance to widen their global perspectives and gain firsthand experience of the international development sector.

Reaching Out – The success of our model reaches more Accenture geographies

We have exciting and ambitious plans for 2012. Accenture Development Partnerships will be extending the program to employees in a number of other countries across the Accenture organization. We are particularly excited to announce the inclusion of many emerging economies including Brazil, China, Nigeria and Korea. This will significantly broaden our geographic diversity, enabling us to offer the very best mix of skills and knowledge from around the globe and across Accenture.

Collaborating – Breaking sector boundaries through new partnerships

Over the coming months we are trialing a pilot program whereby employees from Accenture’s corporate clients work alongside our project teams to bring additional industry insights and experience. The aim of this initiative is to share cross-industry thinking among all stakeholders. It is expected that this innovative initiative will pave the way for pioneering new alliances in the future.

Angela Werrett
Human Resources Business Partner, Accenture Development Partnerships
Mission Statement

Our mission is to have a significant impact on global development challenges by:

- Providing more international development sector clients with access to Accenture’s top people, knowledge, assets and global network
- Collaborating with our clients to help them become high performance organizations, and applying Accenture’s business and technology knowledge to help them maximize their impact
- Advancing more innovative solutions to international development challenges which are scalable, sustainable and outcome oriented
- Fostering collaboration and alliances between the public, private and non-profit sectors in order to help address global development challenges
In 2011, Accenture Development Partnerships led 126 different projects for clients around the world, bringing the total since we began to 640. Of these 126 projects, 48 involved cross-sector collaboration and came under our Partnership Services offering.

Total number of hours spent on projects in the last 12 months exceeds 157,000. In our last financial year, we had an average of 1,344 man hours per project.

### Accenture Development Partnerships projects by offering

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<th>Offering</th>
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<td>Strategy</td>
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<td>Finance</td>
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<td>Supply Chain</td>
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<td>Talent &amp; Organization</td>
<td>9</td>
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<td>Technology</td>
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### Accenture Development Partnerships projects by client service group

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<tr>
<th>Client Service Group</th>
<th>Projects</th>
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<tbody>
<tr>
<td>NGO</td>
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<tr>
<td>Donor</td>
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<td>Private Foundation</td>
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<td>Academic Institute</td>
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<td>18 Other</td>
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### Countries where Accenture Development Partnerships has worked by geographic region

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<th>Geographic Region</th>
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<td>Africa</td>
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<td>Asia-Pacific</td>
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<td>Eastern Europe</td>
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<td>OCED (OECD)</td>
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<tr>
<td>Other</td>
<td>6</td>
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C-Suite Priorities in International Development

New approaches to entrenched global challenges

The global challenges we face today are too complex and entrenched for any single sector to address alone. If real progress is to be made in tackling these development imperatives, the knowledge, resources, reach and commitment of all sectors needs to be mobilized.

Cross-sector convergence, where business, government and civil society are collaborating in meaningful ways to help tackle international development challenges, is leading to the creation of totally new and innovative business, financing and delivery models. Faced with the rapid pace of global change, executive leaders across all sectors are moving cross-sector collaboration up their agendas as an essential enabler for more sustainable developmental outcomes, service delivery and business growth.

Experience across sectors gives Accenture Development Partnerships a valuable vantage point to help transform the convergence trend into viable, scalable solutions that support international development goals.

For more information on cross-sector convergence, please refer to our point of view 'Convergence Economy: Rethinking International Development in a Converging World', which was developed in conjunction with many of our NGO and commercial clients. It can be found at www.accenture.com/adp.

Non-profit organizations

The challenge

Even the most efficient organizations in the non-profit sector face significant financial pressures and uncertainty. As the funding environment becomes increasingly stretched and competitive, there is growing concern that organizations are forced to chase short-term funds at the expense of their long-term international development focus. Faced with these conflicting priorities, as well as significant client demographic shifts and changes in public policy across the bilateral and multilateral donors, the need for non-profit organizations to seek new relationships with the private sector and alternative approaches to help deliver their outcomes is becoming increasingly vital.

The opportunity

Non-profits can no longer just view the private sector as charitable supporters, they are critical partners in affecting change through core business activities. With their capacity for innovation, their local knowledge and reputation of trust among beneficiaries, there is substantial opportunity for non-profits to form impactful alliances with business and government to transform their ability to accomplish sustainable and more holistic outcomes for international development. These pioneering partnerships also offer new approaches to more sustainable funding structures and an increased pool of resources and knowledge.

Critical success factors

Whilst the appetite and need for cross-sector convergence is clearly present, important challenges remain. The central challenge revolves around the construction of a working relationship based on trust and open communication. From our experience across sectors we understand that successful alliances require:

- Reorientation of the relationship between sectors
- Careful planning and facilitation
- Strong governance
- Clearly defined outcomes, roles and responsibilities for all stakeholders
- Effective processes for monitoring and evaluation
Our recent work with CARE and Danone Communities highlights the powerful opportunities for innovative alliances to achieve wide-ranging development outcomes.

Care Bangladesh – Rural Sales Program

Employment opportunities for women living in rural Bangladesh areas are limited and these rural communities often don’t have easy access to basic personal hygiene and nutritional food products. At the same time, these communities represent a growing, untapped market for retailers selling these essential products.

To help address these issues, CARE and Danone Communities got together with Accenture Development Partnerships to help transform CARE’s established rural sales program into a more innovative, commercially viable social business to help create employment for thousands of rural women as well as offer new market entry opportunities to private sector partners.

How we helped

The objective was to rapidly upscale the current operations of 80 distribution hubs to 400 hubs, thereby helping increase the number of rural sales ladies six-fold and creating meaningful employment for 12,000 women. We helped to:

• Design and implement an operating model that would help support rapid expansion
• Design the governance structures to help support the alliance model
• Define the supply-chain, performance monitoring and financing capabilities to assist rapid growth

The results

This innovative cross-sector alliance has successfully demonstrated the power of multi-stakeholder collaboration in the effort to achieve high impact development outcomes with shared value. Private sector partners have been able to expand market coverage into otherwise unchartered rural areas whilst at the same time providing the rural poor with important income generating opportunities and advancing important development outcomes such as gender equality and sustainable livelihood creation.

Importantly, the project also offers a highly scalable and replicable template for future social enterprises.
Governments in emerging economies

The challenge
Governments in emerging markets are faced with the challenge of balancing conflicting priorities such as the regulation of the free-market, promotion of foreign investment, social inclusion and environmental protection with the provision of essential public services on an increasingly over-stretched budget. There is growing recognition that government institutions in isolation may not always be best placed to implement service delivery, especially with limited resources and in poor, rural communities.

The opportunity
Governments in emerging economies are recognizing the potential of ‘base of the pyramid’ mass markets as sources of economic growth and development. They are increasingly seeking partnership opportunities to mobilize the power of the private sector where appropriate, as well as opportunities to tap into the knowledge and strong community-links of non-governmental organizations to meet increasingly conflicting development challenges.

Critical success factors
For governments in emerging markets, the central objectives are to build local capacity and foster the regulatory and policy environments in which convergent economies can flourish. While the need for this is clear, fundamental challenges need to be considered and knowing when to partner is crucial.

The guiding principles below are important for emerging market governments to help cultivate successful cross-sector participation in alliances for international development:

- Provide better incentives—encourage business involvement in international development through better access to funding
- Facilitate good governance—commit to ongoing efforts to foster the enabling environment for cross-sector collaboration
- Engage business and civil society in policy dialogue and planning—be more proactive in engaging private sector and international development organizations in policy dialogues
- Provide better information and coordination—help business leaders and civil society to better understand the government’s international development priorities.
A strong example of market opportunities helping to drive outcomes for international development is illustrated by our recent collaboration with the Global Alliance for Clean Cookstoves.

We worked with the Alliance to prepare market assessments and recommendations to help review and strengthen the clean cookstove industries in Kenya, Uganda and Tanzania, as well as in other markets. Central to the success of the Alliance is collaboration across the public, private, and non-profit partners to help overcome the market barriers that currently impede the production, deployment, and use of clean cookstoves in the developing world—an issue that causes two million premature deaths annually.

Donor & foundation organizations

The challenge

In today’s climate of economic austerity and increasingly stretched global resources, the need for innovative approaches to funding among donor institutions has never been greater. Competition for international development funding is more intense than ever.

The opportunity

With the rising concept of social investment and social enterprise, traditional funding mechanisms are starting to shift. New approaches to funding are taking shape with donors forging closer and more innovative links with the private sector. Foundations and other funding institutions are also making increased use of alliances with the business world to help increase the reach, impact, and crucially the sustainability of international development funds.

Critical success factors

There is a lot to gain from cross-sector convergence as a tool to promote lasting and meaningful impact at all levels of action. One of the most crucial factors of success is ensuring that the drivers for cross-sector alliances are aligned and mutually reinforcing across all stakeholders.

Donors and foundations can help to promote cross-sector approaches to international development funding by:

• Providing the right incentives—help create the necessary platforms and incentives for inclusive business models that can benefit and enable the poor as consumers, producers and employees to flourish
• Thinking strategically—form a strategic approach to developing alliances with partners able to contribute the required resources and competencies to secure long-term sustainability
• Building successful relationships—nurture a working relationship that is based on trust, open communication and an understanding of each stakeholder’s aims, strengths and weaknesses
Accenture Development Partnerships is supporting a cross-sector alliance to help develop a business approach for the production and distribution of a fortified beverage to schoolchildren in efforts to help address micronutrient deficiencies in several countries worldwide. The main areas of support include:

- Project management
- Value chain assessments
- Financial modeling
- Strategies and implementation support for launching the product within communities at the base of the pyramid

Private sector organizations

The challenge
One of the important challenges of our time is to find new ways to help harness the innovation, technology and strategic business knowledge of the private sector to help support international development goals. It is increasingly clear that those at the ‘base of the pyramid’ in emerging nations represent potentially powerful untapped markets, sources of talent, and political stability—or turmoil. Business leaders have a growing interest, both in terms of risk management and harnessing new opportunities, to drive engagement.

The opportunity
A crucial shift is underway in the private sector. Chief Executive Officers (CEOs) are increasingly recognizing that what is good for society is ultimately good for business. This is not limited to western countries. With some of the world’s most pressing development problems in their back yards, CEOs in emerging economies are even more convinced of the need for collaboration and sustainable business practices.

Critical success factors
Business leaders need to:

- View emerging economies as new engines of innovation and potential markets for products that serve both consumer and societal needs
- Adopt more innovative approaches to investment in emerging markets to help incorporate the needs of the company as well as national governments and local communities
- Develop an awareness of the strengths and weaknesses of other sectors and an innovative approach to building on complementary competencies, knowledge and resources
- Develop a comprehensive business case and funding model—monitor, measure, and report results against targets and ensure sufficient funding is available to achieve the overall objective or required return on investment

The United Nations Global Compact and Accenture 2010 CEO research revealed that 78 percent of CEOs believe their companies should engage in multi-sector partnerships to address development goals.
Innovation & Impact in International Development

Accenture Development Partnerships works across multiple areas ranging from health and education to agriculture and financial inclusion.

The following examples provide a snapshot of the challenges and opportunities in each of these areas, along with case studies which highlight the innovation and impact we are seeing through our work with clients in the international development sector.
Driving the business case for sustainability

The challenge of balancing the twin needs of human development and conservation of the environment and finite resources is all too clear. Compounding this is the fact that one in eight of the global population has no access to clean water. Along with a lack of sanitation, this results in the deaths of two million people every year. This is especially acute in the context of rapidly emerging economies, excessive exploitation of natural resources and a global population set to double this century.

Opportunities lie in engagements across sectors to help strengthen cost-effective and scalable delivery of basic water services and integration of these activities with sanitation and hygiene education. Incentives to balance human development imperatives with the protection of the environment are also beginning to align and more opportunity lies in a new era of sustainability that is driven by a business case as well as a moral imperative.

Our key areas of focus are:

- Promoting effective cross-sector alliances to form practical and impactful solutions for global access to clean water and safe sanitation
- Driving initiatives to apply ICT tools to the water sanitation and hygiene sector including the use of Geographical Information Systems for water point mapping
- Promoting investment in innovative, green sanitation tools and low carbon technologies

To help drive our focus on water and the environment, we are collaborating with the World Economic Forum, The UN Global Compact and the Carbon Disclosure Project. In tandem with Accenture Sustainability Services, which comprises over 5,000 practitioners working on sustainability projects for clients globally, we work across sectors and geographies to help integrate sustainability approaches into our client’s strategies, operating models and critical processes.

Water & the Environment

Advancing sustainable fishing practices and building brand value

As ocean fisheries are depleted, the concerns of environmentalists, consumers and consumer goods companies are increasingly converging around sustainable consumption. In order to drive sustainable compliance in the fishing industry, the World Wildlife Fund developed a set of criteria to cement best-practice seafood eco-labeling. Reputable labeling offers the unique opportunity to meet both business and environmental concerns. It builds brand value, gains consumer trust and can enhance access to consumers whilst helping to promote sustainable fishing practices.

How we helped

Accenture Development Partnerships was engaged to develop an assessment methodology against the World Wildlife Fund’s criteria because of its neutrality and extensive experience in the field of assessment and sustainability analysis. We delivered:

- Thorough review of seafood eco-labeling
- A quantitative, best practice framework
- Comprehensive comparison of the compliance of each labeling program to World Wildlife Fund criteria
- An open and transparent channel to obtain the most accurate information from labeling schemes

The results

This support has provided a powerful business driver for the World Wildlife Fund’s program to promote sustainable fishing and successfully advanced the drive to introduce consistency and definition into the process of eco-labeling within the seafood industry.

1 http://www.wateraid.org/uk/what_we_do/the_need/default.asp
2 http://www.wateraid.org/uk/what_we_do/the_need/default.asp
Promoting cost-effective financial services for the underserved

The potential impact of enabling access to even basic financial services among the world’s poorest is enormous. Financial inclusion is a critical ingredient in achieving all of the United Nations’ millennium development goal targets. While the rapid spread of microcredit has made huge progress in terms of outreach over recent decades, significant challenges in regulating this industry and providing access to other crucial financial tools remain. Until recently, services such as savings accounts and insurance were inaccessible to the poor and too expensive for traditional financial institutions to provide.

We are optimistic that these challenges can be overcome. Our main focus for financial inclusion is on:

- Working with the banking sector, mobile companies, governments, donors, development organizations and retail players to foster pioneering models for cross-sector collaboration
- Driving the use of innovative mobile technologies to provide access to crucial services in the most remote areas of the world
- Supporting the development and implementation of savings and insurance services in developing countries

Accenture Development Partnerships is playing an important role in supporting efforts to provide more appropriate financial services to poor and low-income households. With the support of Accenture’s financial services practice, which serves more than 86 percent of the Fortune Global 500’s financial companies, we have a distinctive ability to straddle both commercial and development worlds in the fight for financial inclusion.

Leveraging private sector capabilities for financial inclusion in sub-Saharan Africa

The Health Insurance Fund is an initiative driven by the PharmAccess Foundation, supported by the Dutch Ministry of Foreign Affairs and donors such as the World Bank. The pioneering intervention involves extensive collaboration with local private organizations in a number of African countries with the goal of enabling access to health insurance schemes for low-income consumers.

How we helped

For the initiative to be successful, a comprehensive strategy and implementation plan was required. Accenture Development Partnerships was engaged to work closely across sectors. We delivered the following:

- Design of a delivery framework for the health microinsurance product
- Development of the information management strategy
- Definition of best practices for operational processes

Accenture Development Partnerships also supported the management of two health insurance schemes in Kenya and Tanzania. This involved:

- Definition of technologies such as enrollment software, administrative systems and premium collection systems
- Design of key insurance components such as benefits packages, eligibility rules, costs and payment strategies

The results

This initiative builds a cross-sector alliance in the provision of vital health insurance services across four countries in sub-Saharan Africa over a period of at least six to seven years.
Health

Fostering collaboration to strengthen health systems

The achievement of each and every one of the United Nations’ millennium development goals hinges on progress in global public health. While significant challenges remain and are compounded by growing populations with diminishing funding pools and resources across the globe, new opportunities are emerging as healthcare players challenge traditional perceptions of funding models and service delivery.

Our vision for global health centers around three core pillars:

- Helping clients strengthen healthcare systems
- Helping to empower patients and communities through access to appropriate, quality information and services
- Helping define cross-sector partnerships and shape more innovative approaches to healthcare delivery and business models for scalable, sustainable health outcomes

Accenture Development Partnerships is strategically positioned to assist health organizations identify the challenges, strengthen organizational capacity, and foster the coalitions necessary to grasp these opportunities. Our work is supported by our global commercial health practice comprising of over 10,000 professionals, as well as our strategic relationship with the GBCHealth coalition, which serves as a hub for private sector engagement on the world’s most pressing global health issues.

The Medicines Patent Pool provides an innovative solution to global health challenges, which harnesses cross-sector collaboration across public health actors and pharmaceutical manufacturers and developers.

Creating shared value in global health

The voluntary Medicines Patent Pool for HIV and AIDS medicines was created in response to the crucial need for more effective and affordable HIV treatment in developing countries. It seeks to help improve access to drugs through ground-breaking voluntary licensing, reducing prices and stimulating production of antiretroviral drugs by increasing generic competition and offering royalty streams for rights holders.

How we helped

Accenture Development Partnerships worked across sectors to facilitate this new model and operationalize the Medicines Patent Pool. Our activities involved:

- Collaboration with national government, civil society, multilaterals, pharmaceuticals, generic manufacturers and licensing agencies
- Design of appropriate operating and financial models
- Governance and organization structures

The results

The Medicines Patent Pool will enable patients in developing countries to access more tolerable, efficacious therapy and lead healthier, more productive lives.
Advancing agriculture: market-based solutions for mutual gain

The power of investing in agriculture is clear: agricultural advances are two to four times more effective at reducing poverty and hunger than any other focus area. This crucial sector is faced with the global pressures of a world population that could easily surpass 9 billion by 2050, climate change, water scarcity and the fact that three-quarters of the world’s poorest depend on subsistence farming for survival. Significant opportunities lie in market-based solutions for integrating small-holders into the operations of commercial businesses to mutual benefit. This strategy is cited as the world’s single most powerful lever for reducing hunger and poverty and will help companies reach and retain consumers while achieving greater corporate sustainability.

Our vision for the future of agriculture centers on:

- Promoting alliances to incorporate small-holder farmers into supply and value chains
- Cultivating collaboration to help create enabling frameworks for more sustainable supply chains across commodities, products, industries and geographies
- Rigorous research and development
- Industrial and technological innovation to help increase productivity
- Helping improve the nutritional value of food products

Fostering innovation and cross-sector convergence in agriculture is one of Accenture Development Partnerships strategic priorities. We are supported by subject matter specialists from our Global Agriculture Group, which has over 900 professionals worldwide engaged in the agriculture industry.

Below, we outline an example of how we leveraged our unique cross-sector experience in agriculture to help support small-holder farmers as well as the Kenyan economy.

Collaboration to promote economic wellbeing in Kenya

Agriculture dominates the Kenyan economy. It contributes $6bn (22%) to the gross domestic product and provides the sole source of livelihood for over 70 percent of the population. Over recent years, erratic climate change has adversely affected agriculture and is having a direct impact on the Kenyan economy. A lack of collaboration between the public, private and development sectors to help improve the accuracy and accessibility of weather and climate information exacerbates this problem.

How we helped

The Weather Information for Development initiative sought to address these issues. Accenture Development Partnerships was engaged to leverage unique cross-sector experience to facilitate collaboration across sectors. We delivered:

- Momentum and support following extensive stakeholder engagement across sectors
- Cross sector alliance model design, including operating model, cost and revenue models and governance structures
- Multi-year implementation plan

The results

Once implemented, the initiative is expected to deliver benefits of $1.5 billion year on year to smallholder farmers and the Kenyan economy. Improvements to these systems can lead to important gains in farmer productivity, increased resilience to climate change and wider economic, social and environmental development.
Innovative technology for universal education

Education is fundamental to the realization of each millennium development goal. While global progress has been made, serious challenges remain with more than 67 million children out of primary school worldwide. The unmet demand for secondary education continues to increase. Significant gender gaps and disparities persist. Education in the developing world is further hampered by lack of infrastructure, teachers, funds and even transport to get to school. These countries, with rapidly growing populations, must rely on education to enable vibrant democracies and to find ways to compete in the global economies of the 21st Century. New opportunities in meeting these challenges are arising rapidly in the form of innovative technologies with the power to facilitate access to learning in even the remotest areas.

Our vision for education involves:

- Promoting use and investment in more innovative technological solutions
- Leveraging the rapidly growing need for skilled and educated workforces in emerging markets to help develop new alliances between sectors to tackle challenges in education
- Supporting vocational training and remedial education initiatives to help serve the many young adults in developing countries who have missed primary and/or secondary education

Accenture Development Partnerships is working with a diverse range of organizations, governments and new players from the private sector to broaden the pool of resources and knowledge needed to provide universal education. We have developed strategic relationships with organizations such as NetHope, as well as strong linkages to leading educational technology vendors.

Tanzania Beyond Tomorrow

When Tanzania experienced a 400 percent growth in secondary education, a shortage of teachers became a critical challenge—it needed 85,000 more to teach enrolled students via conventional means. To address these challenges, the Tanzania Ministry of Education and Vocational Training turned to Accenture Development Partnerships to initiate and launch an innovative eLearning program: Tanzania Beyond Tomorrow.

How we helped

Accenture Development Partnerships worked closely with Tanzanian Government representatives, technology companies and NGOs to help deliver:

- A collaborative model to bring together a broad community of partners across sectors
- A learning and technology strategy providing overview of key trends in technology to help meet required cost and functionality requirements
- Design of the project pilot phase

The results

The Tanzania Beyond Tomorrow initiative offers an e-learning solution to make learning accessible to 4,000 schools and 1.5 million secondary school students. The program will also reach self-paced learners at internet cafés, telecenters and home settings.

"The future of Tanzania depends on an educated population to pull this country from poverty to prosperity... We have made the education budget ... the number one budget. Every year it is going to be education first, education first, education first.”

His Excellency Jakaya Kikwete, President of the United Republic of Tanzania

5 http://www.dfid.gov.uk/What-we-do/Key-Issues/Education/
Emergency Preparedness and Response

Scaling emergency response operations to help meet increasing need

In the wake of worldwide economic recession, international systems are increasingly stretched, making the need for effective and efficient systems of emergency preparedness and response more pronounced than ever. According to the Department of Foreign and International Development, 263 million people were affected by disasters in 2010, 110 million more people than in the year of the Asian tsunami. Rapid population growth, urbanization and climate change are also contributing to the increasing frequency of natural disasters around the world.

Accenture Development Partnerships has a focus on the following priorities:

- Scaling operations of humanitarian agencies to help meet response needs
- Helping streamline access to information and improving the quality and use of data for practitioners on the ground
- Collaborating across sectors before, during, and after emergencies
- Transitioning from relief to long-term economic development programs
- Using technological innovation to help build resilience and preparedness of communities

Accenture Development Partnerships is well positioned to strengthen collaboration across government, the academic community, aid organizations and the private sector to strengthen emergency preparedness and response mechanisms around the world.

World Vision – Last Mile Mobile Solutions

Going the extra mile to accomplish efficiency in aid management

The ‘last mile’ of humanitarian aid distribution—the final transaction between NGOs and end beneficiaries—is often hindered by slow manual paper-based processes, inefficient data capture, redundancy and duplication. In the face of these challenges, World Vision Canada developed a mobile solution called ‘Last Mile Mobile Solutions’ that automates and tracks the delivery of aid at the last mile. It seeks to help improve the effectiveness, efficiency and accountability in beneficiary management, commodity distribution, and reporting processes associated with aid management.

How we helped

Accenture Development Partnerships was engaged to answer key questions around last mile mobile solutions growth, benefits and implementation. Leveraging knowledge and experience in technology strategy and implementation, Accenture Development Partnerships was able to help deliver:

- A fact-based understanding of the costs and benefits of last mile mobile solutions across the World Vision organization and the humanitarian sector
- A more comprehensive strategy for last mile mobile solutions operations, which assessed its long-term scalability
- A roadmap for future expansion in scope and capability

This new technology provides an innovative solution to help overcome key challenges in last mile delivery. The work of the Accenture Development Partnerships team contributed to making this solution more scalable and replicable with processes for continuous feedback and improvement.
Driving corporate social responsibility

Energy underpins every facet of global development, yet more than 1.4 billion people in the world today live without it. Many of these people live in countries where oil, gas, and mining provide important national assets and have the potential to contribute to the growth and investment needed to reach millennium development goal targets. As boundaries between sectors blur, expectations regarding the role of global companies in developing countries are changing. This is particularly relevant to the extractive industry, where companies face intense pressure to help benefit the local communities in which they operate. The implementation of strategies to help build local capabilities and contribute positively to local economies reaps real benefits for extractive companies, helping them to develop and retain skilled resources, increase profitability and manage risks.

Accenture Development Partnerships key energy priorities involve:
- Mobilizing cross-sector alliances to help develop long-term relationships between stakeholders across sectors
- Up-scaling more successful and innovative solutions to promote sustainable practices and fight energy poverty
- Driving more effective corporate social responsibility strategies

Accenture has been working with leading-edge energy clients around the world for over half a century. Alongside the Accenture energy industry group, comprising approximately 7,000 professionals, Accenture Development Partnerships is working to help make these crucial transformations a reality.

"It (energy) is the golden thread that connects economic growth, increased social equity and preserving the environment. We are here to build a new energy future, a future that harnesses the power of technology and innovation in the service of people and the planet,"

UN Secretary-General, Ban Ki-moon

Engaging business for greater impact

The Sustainable Energy for All initiative was launched in September 2011 by the UN Secretary General and calls for private sector and national government participation to help meet three objectives by 2030:

1. Help achieve universal access to more modern energy services
2. Double the rate of improvement in energy efficiency
3. Double the share of renewable energy in the world’s energy mix

Accenture has provided a project team of sustainability and strategy professionals to work with the UN Global Compact to bring a business perspective to the initiative and structure the engagement process for the broader business community. We are currently delivering:

- Program management support leading one of the Secretary General’s High-level Advisory Group taskforces on business action
- Industry research into to the contributions different businesses can make to the three objectives
- Stakeholder engagement with UN Global Compact member companies, industry associations, and sector leaders to help capture the voice of the private sector
- Engagement strategy recommendations across 19 different industries

Expected results

As part of the preparations leading up to the Rio+20 conference on sustainable development, a comprehensive, Sustainable Energy for All action agenda will be produced. This will include the release of a series of industry specific reports that identify priority actions companies in each industry can take to advance the three objectives of the initiative—while at the same time driving business value. Working with the UN Global Compact, Accenture will help shape the role of the private sector in meeting Sustainable Energy for All objectives.
Advancing innovative market-based solutions with shared value

Improved nutrition is a development imperative. Poor nutrition remains one of the world’s most serious health problems, with two billion people worldwide suffering micronutrient deficiencies. It impacts educational performance in childhood and boosts economic productivity into adulthood. These far-reaching impacts mean that failure to improve nutrition may mean the failure of the world community to meet overall millennium development goal targets.

Our vision for improving global nutrition focuses on:

• Advancing more innovative market-based solutions with shared value
• Driving international cross-sector alliances to pool resources and knowledge in the fight to help improve nutrition

Companies are seizing the opportunity to add value to brand equity, explore new ways of entering base of the pyramid markets and help improve talent retention while becoming active players in the fight against malnutrition. Accenture Development Partnerships is playing an important role in this new space, using cross-functional and cross-sector experience to foster more successful alliances to improve nutrition worldwide.

The Global Alliance for Improved Nutrition

Home fortification is an innovative method of fortifying complementary foods by mixing a dose of nutrients suitable for infants into any meal. This sector has faced significant challenges in defining basic standards for production and implementation of their products due to a crucial lack of coordination. To help address these challenges, stakeholders requested that the Global Alliance for Improved Nutrition serve as the Secretariat for a new virtual network, the Home Fortification Technical Advisory Group. The aim was to identify standardized best practices for home fortification products and implementation.

How we helped

We were engaged to support the design and implementation of the Home Fortification Technical Advisory Group organization. We worked to deliver the following outcomes:

• Buy-in from diverse public and private stakeholders
• Definition of the mandate and organizational structure
• Identification of on-going secretariat and vendor activities and responsibilities
• Mobilization of resources to prepare for the launch of the Home Fortification Technical Advisory Group website

The Home Fortification Technical Advisory Group will provide the sector with a standardized organization and website promoting consistent best practice guidelines, case studies and literature on product development and local level implementation. This is crucial to helping accelerate the Global Alliance for Improved Nutrition’s ability to meet many of its Infant and Young Child Nutrition program strategic priorities and will benefit the entire home fortification sector.
We strive to achieve impact for our clients and the communities they serve by offering services in the following areas:

Organizational Strengthening

The management and operational challenges that developmental organizations face are often similar to those faced by the private sector—from implementing new strategies that require significant organizational change, to improving the efficiency of support functions, to utilizing information technology to inform management decision making. We draw on Accenture’s unparalleled management and technology consulting capabilities to help our clients address these challenges by adapting and applying relevant leading practices from the private sector to their organizations.

Program Innovation & Delivery

We team with our clients to introduce private-sector thinking and innovation to their programs in areas ranging from health and education to financial inclusion and nutrition. We bring world class expertise in project and program management, proven tools and methodologies for measuring program performance, and experience in the integration of technology and mobility solutions to enable field programs.

Partnership Services

We bring together organizations from across the public, private and non-profit sectors to participate in innovative business and delivery models that provide increased reach and sustainable impact.
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Gib Bulloch is the Founder and Executive Director of Accenture Development Partnerships. With 15 years’ experience in the field of Corporate Responsibility, Gib travels and works extensively in developing countries and is a regular speaker on the role of business in development, cross-sector partnerships and social entrepreneurship in a corporate context. He has an honours degree in engineering, an MBA from Strathclyde University, and a post graduate certificate in cross-sectoral partnerships (PCCP) from Cambridge. He is also a Visiting Fellow at the Doughty Centre for Corporate Responsibility and serves on the US Board of the END Fund and the Board of DFID’s Business Innovation Facility.

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Roger Ford has served as Executive Director of Accenture Development Partnerships’ Global Operations since 2006 and is responsible for executing its business strategy. He manages Accenture Development Partnerships’ programs in over 70 countries and drives expansion into new markets and geographies. He also manages relationships with Accenture Development Partnerships’ key clients across the globe and helps broker global development alliances involving Accenture’s commercial clients and international development sector organizations. Roger has over 20 years’ experience in implementing strategic organizational change and transformation programs for global Fortune 100 corporations, government agencies, non-profit organizations and leading educational institutions.

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Louise James is the Executive Director of Global Programs for Accenture Development Partnerships. Louise leads Accenture Development Partnerships’ work globally with donors and international NGOs and has a particular focus on cross-sector partnerships. Prior to working with Accenture Development Partnerships, Louise consulted within Accenture’s supply chain practice across a number of industries including chemicals, consumer goods and retail. Louise sits on the board of BOND and in 2011 was selected as one of Devex’s 40-under-40 International Development Leaders in London.
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Angela Werrett is the Human Resources Business Partner for Accenture Development Partnerships. She has been with Accenture Development Partnerships since its launch in 2003 and leads its global operations. Her responsibilities include the rollout and management of the program across the Accenture organization, resourcing and other human resource matters. Angela is a member of the Chartered Institute for Personnel and Development and has 30 years’ experience working across a broad range of human resource functions at Accenture.

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Dan Baker is the Global Lead for the Non-Governmental Organization Client Service Group within Accenture Development Partnerships, based in Washington, DC. During his 14 years with Accenture, he has worked in business operations and process design, change management and technology, starting in the communication, media and technology industry. More recently, with Accenture Development Partnerships, he has supported NGOs and government donors on international humanitarian relief and economic development programs in Southeast Asia, Europe, and Haiti.

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Jessica Long is Client Service Group Lead: Donors and Emerging Governments for Accenture Development Partnerships. She leads Accenture Development Partnerships’ work with donors, NGOs, consortiums and governments in developing countries. Engagements include transformation and development projects with a focus on innovation, IT and growth strategy, shared services and collaborative partnership strategy. She has over 12 years of national and international experience in strategy and information communications technology within the corporate, government and development sectors.
About Accenture
Development Partnerships

Accenture Development Partnerships collaborates with organizations working in the international development sector to help deliver innovative solutions that truly change the way people work and live. Its award-winning business model enables Accenture’s core capabilities—its best people and strategic business, technology and project management expertise—to be made available to clients in the international development sector on a not-for-profit basis. Accenture Development Partnerships has completed over 640 projects for 120 clients, working across 70 countries and deploying over 900 Accenture employees.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.