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Increasingly, private sector organizations will play a prominent role in addressing development issues whilst entering new markets and sustaining growth. Issues once deemed social are now strategic.

* Business in Development Study 2012

From 1 to 1,000 high-performing Accenture employees from 28 countries

We collaborate with 140+ organizations

By 2015

Over 20 international awards, accreditations and nominations

Issues once deemed social are now strategic

Increasingly, private sector organizations will play a prominent role in addressing development issues whilst entering new markets and sustaining growth.

* and in more than 70 countries
Increasingly, private sector organizations will play a prominent role in addressing development issues whilst entering new markets and sustaining growth. Issues once deemed social are now strategic. Business executives agree business can play an important role in contributing to poverty alleviation.

* Business in Development Study 2012

Our employees have collectively contributed in excess of $28,000,000 through salary reductions, as part of our unique business model, resulting in low-cost, high-quality services accessible to clients with the greatest need.

More than 1,500,000 hours of direct work in the field including more than 4,000 days of stop consulting in response to 2004 Asian Tsunami and 2010 Haiti earthquake.

Partnered with 28 private sector clients for successful cross-sector collaboration

93%* of business executives agree business can play an important role in contributing to poverty alleviation.

* Business in Development Study 2012

Helping deliver innovative solutions that truly change the way people work and live...

Partnered with 28 private sector clients for successful cross-sector collaboration

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* Business in Development Study 2012

Helping deliver innovative solutions that truly change the way people work and live...
I am very pleased to be introducing this special edition of Accenture Development Partnerships' Impact Report as the organization reaches its 10-year anniversary. I am delighted with the strides Accenture Development Partnerships has made over the last decade, growing from a forward-thinking and innovative idea and initial pilot in late 2002 to the organization we have in place today.

Over the past decade, Accenture Development Partnerships has enjoyed considerable success, working in over 70 countries worldwide and deploying more than 1,000 Accenture employees to work on a wide range of projects. Accenture Development Partnerships continues to work with all 20 of the Top 20 largest development NGOs in the world, and has completed over 640 projects for more than 140 clients to date. Its work continues to be recognized through awards and accreditations, from the Business in the Community Award for Excellence; to the Management Consultancies Association’s Corporate Social Responsibility Award in 2006 and 2007; and the Long-Term Capitalism Challenge, Management Innovation eXchange (MIX) Award last year. Its flagship thought leadership, covering topics ranging from cross-sector partnerships to the future of technology in development, continues to maintain and build upon its position in the market.

Our strategy in action

Accenture Development Partnerships plays an invaluable role within Accenture, spearheading the company’s business in many emerging economies. This assists Accenture to maintain its global position and brand whilst delivering development outcomes. Acting at the intersection of the public, private and non-profit sectors, its work covers areas such as education, health and energy, working to strengthen organizations and bring innovative responses to the challenges that their beneficiaries face.

Investing in our people

Accenture Development Partnerships also yields benefits for our people as well as our clients. By participating on projects, our best-performing employees benefit from competitive and exciting leadership development opportunities as they tackle complex business challenges and assume greater responsibilities. This helps us to develop the skills of Accenture’s future leaders whilst driving our work in emerging economies and delivering value for clients. Accenture Development Partnerships also continues to provide a leadership development opportunity for employees of our commercial clients through the Global Leaders Program, offering them the chance to develop the leadership skills of their employees through emerging market experience.

I am delighted to be associated with Accenture Development Partnerships as it strives to continue its work beyond this 10-year landmark, bringing together people from across sectors to advance innovative and impactful responses to vital development challenges.

Sander van ’t Noordende

As Group Chief Executive of Accenture Management Consulting, Sander has responsibility for the company’s capabilities and services across Strategy, Analytics, Finance & Enterprise Performance, Marketing, Operations, Risk Management, Sales & Customer Services, Sustainability, and Talent & Organization. He is also a member of Accenture’s Global Management Committee.
Introduction
Celebrating 10 years of driving value across the international development sector.

It’s just over 10 years since the launch of Accenture Development Partnerships, and I’m very proud of the progress our team has made. Not only are we achieving what we set out to do—make a positive impact in finding solutions to global development challenges—but we have evolved to become an increasingly strategic component of Accenture’s growth and emerging market strategies. I strongly believe this influence will be the way we’ll achieve lasting impact at scale.

Our projects increasingly involve partners from both the private and public sector coming together to address global development issues as ‘The Convergence Economy’ proposed in our report three years ago becomes a reality. This report anticipated that new technologies and new models of financing would have a profound impact on the roles, structures and actors involved in the development ecosystem and that something of a “marketplace for development outcomes” would emerge. There are signs that such change is happening, and the pace is accelerating. It is therefore time to take stock and revisit this concept, and our major research program for the year will probe the realities, challenges, and barriers of the converging economy. Forming part of this will be findings from the research we are undertaking in collaboration with NetHope Inc., which aims to better understand how technologies have changed the ways in which we engage and interact with people, particularly those at the base of the pyramid in emerging markets.

The emergence of the Convergence Economy combined with our 10-year milestone provided the backdrop to a re-visiting of our strategy, prompting us to think hard about the next five years of our journey. At Accenture Development Partnerships, we’re at the nexus of the public and the private, or for-profit and “for purpose” sectors. As these worlds converge, we are well-poised to deliver business solutions that address today and tomorrow’s complex challenges, and drive value for organizations working across international development and outcomes for their beneficiaries. You can expect to hear more about this exciting new strategy over the coming months as it will likely involve changes in the way we interact—taking a less reactive, more pro-active approach as we work jointly with our clients from across the sectors to co-create long term outcome-driven partnerships, platforms and solutions. We’re looking forward to the conversation.

In closing, I hope that you enjoy this special edition of our Impact Report, celebrating 10 years of creating positive change in the international development sector. The report provides snapshots and highlights from across our history and showcases some of our recent work, profiling two sessions from Sustainability 24, an online global panel discussion co-hosted by Accenture Development Partnerships. I thank you for the role you have played in our story and hope this report stimulates ideas for your work as we move into the second half of 2013 and beyond.

Gib Bulloch
Global Managing Director,
Accenture Development Partnerships
Highlights

Global Programs Update

Development in a changing landscape

Since Accenture Development Partnerships’ inception, the type of work we do has evolved to reflect changes in the development and business landscape. Initially, we worked predominantly with NGOs, donors and foundations with rarely any projects involving corporations. However, over the past 10 years the incentives to work together have grown. Social issues have become strategic, and corporations are recognizing the valuable role that civil society can play in helping them to address both business and development challenges. Although there remains a healthy tension between sectors as they hold each other to account, civil society is equally more willing to work with business than they were 10 years ago. Our privileged position has enabled us to build trusting relationships with non-profit clients who recognize our unique stance in combining development expertise with business understanding and networks.

Building on our strengths

In this changing environment it is not just the cross-sector work that has evolved. We have seen considerable change in the non-profit sector in response to internal and external pressures. These include, for example, an increased focus on accountability, changes to governance structures and operating models, and the need to adapt to an increasingly connected world.

Initially, Accenture Development Partnerships’ project work tended to be ‘in-country’. However, our clients—in particular non-governmental organizations—are increasingly looking to us to bring strategic expertise at the global level. Reflective of this is the significant increase in the amount of work that we undertake in regional and headquarter locations as opposed to country offices.

Increasing our programmatic reach

Equally, our initial focus on working with organizations to build their internal core strengths in areas such as strategy, operations and finance has developed. In addition, we are now able to bring considerable expertise in program innovation and delivery. We have seen the value our management and technology consulting skills can bring to areas such as ICT for development, livelihoods value chain analysis or last mile distribution issues. These projects involve working alongside client program teams; bringing our skills to enhance their program delivery.

From the social entrepreneur to the social intrapreneur

Finally, looking back over the past 10 years it would be remiss not to mention the growth of social enterprise: organizations applying market-based strategies to achieve a social purpose. Accenture Development Partnerships is at the forefront of building cross-sector partnerships in this area. An example is the partnership between CARE International and Danone Communities in Bangladesh to scale up the distribution of health and hygiene products through the ‘JITA’ social enterprise. Our more recent focus has been on “social intrapreneurs”, individuals driving social innovation in a corporate environment. We were recently involved in The League of Intrapreneurs, a competition to identify these social “changemakers” within large companies. We are excited to provide consulting support to the four winners, enabling them to advance their innovative ideas.

Louise James
Managing Director, Global Programs,
Accenture Development Partnerships
Operations Update

Ten years of success

Since 2002, Accenture Development Partnerships has grown from a nascent idea to a world class international development consultancy. To date we have completed over 640 projects for more than 140 international development sector clients, working in over 70 countries worldwide. In recent years we've increasingly focused on tackling some of world's most challenging development problems by harnessing the power of the private sector through supporting partnerships between our development sector clients and over 28 of Accenture's own commercial clients, including Unilever, Coca-Cola and Barclays.

Commitment to clients

Crucial to our success has been our unwavering attention to client satisfaction and delivering the critical outcomes that our clients rely on to achieve their missions: whether it be capacity building, delivering successful innovative programs, or participating in valued partnerships. We recently launched a client satisfaction survey and have received consistently high feedback across projects. As additional testimony, we continue to serve many of our clients, including Catholic Relief Services, Plan International and Voluntary Service Overseas, year after year since our inception 10 years ago.

Nothing better exemplifies Accenture Development Partnerships’ ability to create long-term impact than the work we have done with NetHope. NetHope brings together 39 leading international humanitarian organizations so that the best information communication technology can be used in the developing world. Over more than eight years, Accenture Development Partnerships has been a key strategic partner for NetHope, providing capacity and operations support ranging from developing NetHope’s growth strategy and shared services to designing and launching their Global Cloud Services Portal. We have also utilized our innovative and market based experience in direct program support such as with Weather Services for Development, the NetHope ICT Skills Academy, Mobile Money and Last-Mile Connectivity.

Accenture and NetHope are always searching for new opportunities to collaborate and create impact. We are very pleased to have worked together in producing a report on potential future uses of Technology in Development, which will be launched later this year.

By integrating Accenture’s wide array of client relationships, alliances, talent, capabilities, assets and capital, we will continue to be at the forefront of creating sustainable models that drive forward international development issues and create lasting positive change with social, economic and commercial impact.

“NetHope’s partnership with Accenture Development Partnerships over the past seven years has been instrumental in our ability to deliver a positive impact for NetHope’s international member organizations and, in turn, to millions of their end beneficiaries. We are grateful for Accenture Development Partnerships’ commitment to NetHope as friends, collaborators and supporters.”

Bill Brindley, CEO, NetHope

Roger Ford
Managing Director,
Growth Strategy and Operations,
Accenture Development Partnerships
Talent Update

10 years of growth

Accenture Development Partnerships began a decade ago with just eight UK employees working across four separate projects in five countries. Over 10 years, we have expanded operations substantially and have attracted over 1,000 employees from 28 countries to participate on our projects. China is expected to be the next country to join the program and we look forward to welcoming this diverse group of employees to our program.

As the number of project participants has grown—a number we hope to increase three-fold by 2015—so too have the locations of projects broadened. With this growth comes increased benefits for our employees through the wealth of international experience we are able to offer for career development and exposure to new emerging markets.

Attract, retain and develop talent

A recent survey among a sub-set of employees within Accenture highlighted the immense benefits we offer in terms of the value proposition to employees. Notably, 60 percent were interested in participating, 74 percent are proud to be part of a company offering such opportunities, and 90 percent view Accenture Development Partnerships as providing new business challenges to accelerate their learning. These benefits create huge added value to Accenture in attracting and retaining talent. In addition, the skills and experiences gained by employees play a huge part in advancing their careers within Accenture, and bringing alternative and increasingly relevant viewpoints to commercial clients.

Our internship program has also been critical in bringing new talent to Accenture, developing the skills of over 70 MBA and undergraduate students. This opportunity provides new experiences, enabling them to advance their consulting careers through exposure to international development.

“This was by far the most exciting and rewarding professional experience I have ever had. Seeing the issues on the ground and partnering with the people and organizations driving change was incredible motivation to be both inventive and thoughtful as we developed lasting large-scale solutions.” Jenna Trescott, (2011 Intern and now Houston-based Consultant with Accenture)

Continued expansion

Several countries across the Accenture organization, including Nigeria, Slovakia and the Czech Republic, are expected to participate in the program in the future, further expanding Accenture Development Partnerships’ talent pool and building on our current strengths. The current 28 participating countries make up just over half of Accenture’s offices, but provide access to over 95 per cent of Accenture’s eligible consulting workforce.

“Accenture Development Partnerships has become such an important stepping-stone within the company for leadership development among Accenture’s rising stars.”

Pamela Hartigan, Huffington Post

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
Client Facts and Statistics

Since 2002, Accenture Development Partnerships has led over 640 different projects for more than 140 different clients around the world. We have directly engaged over 1,000 employees on projects in more than 70 countries worldwide.

Accenture Development Partnerships projects by primary offering

Accenture Development Partnerships projects by geographical region

* Project numbers in graphs appear higher as multiple stages of a project are counted individually in this data. Missing project data is omitted from these figures.
Client Satisfaction Scores

In 2012, we launched an ongoing survey to gather feedback from our clients after the completion of each project. The results below show our consistently high performance since records began.

Timeline of Highlights

2002
4 pilot projects launched
Voluntary Service Overseas, International Finance Corporation, CARE and OneWorld

2003
Internship scheme launched
Accenture wins Concern 'Seeds of Hope' Award for Corporate Citizenship and International Development work

2005
Winner of Business in the Community Award for Excellence Chapter on Accenture Development Partnerships in the book "Everyday Legends: The Ordinary People Changing Our World, the Stories of 20 Great UK Social Entrepreneurs"

2006
2008
Gib Bulloch named as the Sunday Times/MCA Management Consultant of the Year
Winner of Award for International Cooperation from Canadian International Development Agency (CIDA)

2008
Winner of MCA’s Corporate Social Responsibility Award

2009
2009
Shortlisted for Boston College International Corporate Citizenship Film Festival
'None of Our Business' report released

2010
2012
Louise James named as one of Devex's 40-under-40 International Development Leaders

2012
Winner of the Long Term Capitalism Challenge, Management Innovation eXchange Awards
Accenture Global Leaders Program and League of Intrapreneurs’ Competition launched

2013
Launch of New Business Strategy
INSEAD Launch Teaching Case on Accenture Development Partnerships

Participating Accenture Country Offices

By year of joining Accenture Development Partnerships program

2002
UK
2003
Ireland
2004
Canada
2005
Australia
2006
Norway
2007
Luxembourg
2008
Germany
2010
Russia
2012
Brazil
2013
China

2003
South Africa
2004
France
2005
USA
2006
Singapore
2007
Switzerland
2008
Austria
2010
South Korea

2004
North America
2005
Europe
2006
Asia Pacific
2007
Europe
2008
North America
2010
Europe

2002
Canada
2003
Ireland
2004
Australia
2005
New Zealand
2006
Singapore
2007
Switzerland
2008
Austria
2010
South Korea

2013
China
C-Suite Priorities in International Development

On May 15th 2013, Accenture hosted Sustainability 24—an annual day-long global panel discussion linking leading thought leaders together from around the globe via the Internet in a live open-to-everyone interactive broadcast. Outlined below are the discussions from two of the day's sessions in which Accenture Development Partnerships' leadership team participated.

Energy Access for Development

The expansion of renewable energy is not a technical problem but a problem of distribution and the appropriate business model. Innovative approaches to business models show huge promise for reaching the poorest and most remote communities. Panelists provided insight into the most impactful actions in the effort to expand access to electricity.

Across the world, 2.8 billion people still use wood and charcoal for fuel and 1.3 billion lack access to electricity. This puts limits on economic growth in much of the developing world. At the same time, the emerging middle class' demand for more energy in the coming years brings risks of increased pollution and environmental degradation. Renewable sources of energy, therefore, are crucial to sustainable development and offer opportunities to lift the "bottom of the pyramid" out of poverty. Cross-sector partnerships can expand access to renewables but the upfront costs often require prohibitive amounts of capital. Innovative business models, however, can skirt such barriers.

Bob Freling, Executive Director of Solar Electric Light Fund (an NGO harnessing micro-finance to expand the global poor's access to solar electricity), says partnerships are key to expanding energy access to families and communities. "By working together with other organizations," said Freling, "we could accomplish a lot more than just addressing energy alone." Energy affects all facets of life, including health, education, micro-enterprise and food security, so it is important that NGOs partner with other non-profits as well as the private sector to improve access for the world's poor.

Such collaboration can catalyze new innovations that will transform the way organizations distribute energy to those who currently go without it. Christine Eibs Singer, CEO of CES Global (advisor on public private partnerships focused on universal energy access), insists energy could follow the path of mobile banking and telephony. Since the cost of installing systems such as solar is far beyond what most families can afford, a pay-as-you-go model for electricity from renewable sources can provide energy to the world's 1.3 billion citizens without electricity.

"A telecoms company cannot be just a telecoms company," says Jonathan Metzger, Chief of Party at NetHope (a non-profit organization that uses public-private partnerships to deliver information technology solutions across the world). Metzger pointed to the Indigo system in Kenya, which combines solar and mobile technologies and allows customers to get mobile phone coverage and charge their cell phones, as part of the services that must be provided if the network is going to be effective and utilized.

Maurits Groen, Co-Founder of The Wakawaka Foundation, an organization that develops, manufactures and distributes low cost solar-powered lamps and chargers, argued that entrepreneurs in the low-cost renewable energy space should look to Unilever for inspiration. The global consumer goods giant found success in markets like India by selling small sachets of products (for example, laundry detergents), in amounts consumers could easily afford.

Affordable access to renewables is far more than electrification in poor communities and rural areas. Solar powered pumps, combined with drip irrigation result in higher crop yields and therefore more economic opportunities for poor farmers, many of whom are women. Radios powered by solar cells make it possible to listen to educational programs in classrooms. And rural hospitals off the energy grid can replace expensive diesel generators with solar cells, allowing the delivery of critical health services with increased reliability at a lower cost.

But Singer noted that the financing of such programs presents challenges to entrepreneurs requiring access to capital and financial services. "How do we bundle these disparate interventions at the local level and bring them together so that they are financially attractive to the financial partners we need to engage," she asked.

More disruptive technologies that will help transform lives in poor countries will surely emerge; but identifying the appropriate business model to allow a solution to be financially self-sustaining, so it can scale, is a challenge NGOs and companies in all sectors are still working on.
“A telecoms company cannot be just a telecoms company.”

Jonathan Metzger, Chief of Party at NetHope

Panelists

Christine Eibs
Singer
CEO, CES Global
New York

Roger Ford
Managing Director, Growth Strategy and Operations, Accenture Development Partnerships, Accenture
Washington

Bob Freling
Executive Director, Solar Electric Light Fund
Washington

Maurits Groen
Co-Founder, Off-Grid Solutions
Amsterdam

Jonathan Metzger
Chief of Party, Global Broadband & Innovations, NetHope
Washington

Moderator

Christopher Jurgens
Director, Global Partnerships, US Agency for International Development
Washington

Action points

• Both public and private sectors need to work together to move the world’s poor away from more dangerous and polluting sources of fuel (such as charcoal and kerosene), and towards more sustainable technologies.

• Companies and governments need to find scalable distribution models that can deliver new technologies. With $38 billion spent on kerosene annually in the developing world, there is clearly a market for renewable energy in the world’s poorest communities.

• The energy sector needs to learn from business models outside its own sector, which offer compelling ideas on how to provide low-cost renewable electricity to the world’s poor.

• Companies and investors should consider new financial models which can allow start-ups and entrepreneurs at the most local levels to expand access to renewables without the punishing barriers of high amounts of capital.

• Businesses must understand the ecosystem of products and services that come into play when a consumer uses their product or service, and how energy impacts the accessibility to their product and its applications. Where appropriate, they should seek to partner with organizations that can drive access to electricity, as a way to promote the usage of the company’s product, while simultaneously and symbiotically expanding access to new energy sources.
Energy Access for Development Impact

1.3BN
PEOPLE WORLDWIDE LACK ACCESS TO AN ELECTRICITY GRID

This harms the health and development of millions of people

291 MILLION+
CHILDREN GO TO PRIMARY SCHOOLS WITHOUT ACCESS TO ELECTRICITY

2 MILLION
DAMAGE TO HEALTH FROM SMOKY FUELS

ANNUAL DEATHS FROM DISEASES CAUSED BY INDOOR SMOKE

TO PUT THIS INTO CONTEXT
660,000
ANNUAL DEATHS FROM MALARIA

THERE ARE ALSO ENVIRONMENTAL AND FINANCIAL COSTS...

FUEL-BASED LIGHT SOURCES GENERATE

2.3M TONS
OF CO₂ EMISSIONS PER YEAR

EQUIVALENT TO
6 MILLION+
TRANSATLANTIC FLIGHTS

Overall annual cost of kerosene used for lighting:

$23BN

THIS SUM COULD FEED THE ENTIRE POPULATION OF SOMALIA FOR A YEAR
AND THE KEY TO SUCCESSFUL SOLUTIONS IS TO FIND SCALABLE MODELS THAT CAN ADAPT TO LOCAL CONDITIONS AND FUNDING NEEDS.

ENERGY ACCESS IS A GLOBAL ISSUE, IF THESE COSTS COULD BE SAVED, HUGE SUMS WOULD BE AVAILABLE TO SPEND ON MORE SUSTAINABLE, RENEWABLE SOLUTIONS.

ANNUALLY, THE DEVELOPING WORLD SPENDS $37 BN ON POOR QUALITY ENERGY SOLUTIONS. THIS WOULD BE ENOUGH TO BUY 370 MILLION SOLAR LAMPS.

...but, higher set up costs are a barrier to potential users.

<table>
<thead>
<tr>
<th>INSTALLATION</th>
<th>RUNNING COST</th>
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<tr>
<td>DIESEL GENERATOR</td>
<td>$2K</td>
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<tr>
<td>SOLAR PV SYSTEM</td>
<td>$14K</td>
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The cost of providing sustainable energy will be relatively low, 2.85% of current overall global investment in the energy sector.

SUCCESSFUL SOLUTIONS THAT ARE WORKING AND THAT CAN BE TAKEN TO SCALE

- **Ghana**: 7K low income houses in a trial of low emission bamboo charcoal generation.
- **India**: 25K houses powered using technology fueled by discarded rice husks.
- **Cambodia**: 130 solar lanterns rented out, at prices matching daily kerosene expenditure.

How can organizations utilize sustainable business models to help expand access to sustainable energy.

Produced by the Guardian to a brief agreed with Accenture. Paid for by Accenture.
Driving Business Growth While Solving the Global Food Challenge

Feeding a hungry world will not succeed without the cooperation of all agricultural stakeholders: large and small. No industry requires a more transformational shift than the agricultural sector: after all, the planet needs to be able to feed a projected nine billion people by 2050.

Food companies will most likely confront the challenge of securing more sustainable and transparent supply chains as consumers in established and emerging markets are more concerned about the origins of food products. Meanwhile, regions of the world now more integral to global food production, such as Africa and Latin America, are home to millions of small holder farmers that large multinational companies cannot simply dismiss. Climate change, diminishing resources and the emerging middle class' demand for higher quality food ingredients will vex both businesses and governments in the decades ahead.

The problems seem too complex for one stakeholder group to take on alone. As Fred Luckey, Chairman of Field to Market (a multi-stakeholder alliance of agribusinesses, food companies and conservation organizations) observed: "The bottom line is, without all the involved supply chain and expert parties at the table we can’t reach actionable consensus. And, without consensus we can’t make progress."

Multinational organizations are uniquely positioned to compare and contrast best practices across the world, while governments generally have more of a local orientation.

Margaret Zeigler, Executive Director of the Global Harvest Initiative, an alliance of multinationals and large NGOs, noted that much of the world still relies on small farmers and they cannot be left out of the conversation. They face challenges to their land tenure during the current "global land rush", are in need of innovative mechanizations for harvesting their crops, and are struggling to find labor as younger generations move to cities, according to Zeigler. "As a private sector industry, we have to talk more about adapting to the needs of small holder farmers," she added, emphasizing that, of the 500 million small farmers worldwide, 43 percent of them are women and they are particularly vulnerable to agriculture’s changing landscape.

Changes within the global agricultural system will require everyone within the agricultural supply chain to produce more with less. Monsanto Company is one company working proactively with stakeholders to find new ways to increase crop yields while reducing land, energy and water usage. "Companies like ours are uniquely positioned to impact sustainability and food security", said Stephanie Regagnon, Monsanto’s Director of Sustainable Agricultural Portfolio.

Nevertheless these companies, even with their knowledge and experience, must collaborate with other stakeholder groups in order to enhance the world’s food security, build stakeholder trust and bolster agricultural supply chains. An example of such cooperation is Water-Efficient Maize for Africa (WEMA), a public-private partnership that is focused on developing and distributing drought-resistant and pest tolerant seeds, royalty-free, to farmers in sub-Saharan Africa.

Former US Under-secretary of Agriculture, Thomas Dorr, emphasized the need for nations to revamp their food production systems. According to Dorr, the American agricultural model is a success story in many ways. It evolved over decades and was fuelled by domestic demand and a focus on commodities such as wheat, corn and livestock. For Dorr, the issue is that "as these emerging middle class economies grow, they don’t have time or capacity to build a commodity-driven system. But they will have resources to secure what they cannot produce".

It would be helpful if governments would ensure more thoughtful trade policies to develop opportunities so that countries can feed their people while creating other crops to export to other markets. Plus the same governments would do well to ensure a strong legal system so that the same small land holders’ property rights are secure.
“Companies like ours are uniquely positioned to impact sustainability and food security.”
Stephanie Regagnon, Monsanto's Director of Sustainable Agricultural Portfolio

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<td>Thomas Dorr</td>
<td>Jessica Long</td>
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<td>Fred Luckey</td>
<td>Former Under Secretary for Rural Development at the USDA, Dorr Associates</td>
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<td>Stephanie Regagnon</td>
<td>Stephanie Regagnon</td>
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<tr>
<td>Director, Sustainable Ag Portfolio, Monsanto</td>
<td>Executive Director, Global Harvest Initiative</td>
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<td>St Louis</td>
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### Action points

- **The agricultural sector must significantly invest in research and development and develop new innovations for a world that will eat differently and look different in the coming decades.**

- **Consumers and policymakers need to recognize that feeding a growing world is not just about production but about consuming fewer resources, including nutrients, water and even land.**

- **Countries seeking to strengthen their food security cannot do so through the traditional US commodity-based mode but, instead, must view agriculture through a value-added lens in order to guarantee economic opportunities for large and small farmers.**

- **The world’s largest food companies must work closely with farmers at the furthest reaches of their supply chains on a variety of issues, from guaranteeing the most resilient seeds to providing the latest technologies to help them harvest their crops.**

- **Companies, governments and small-holder farmers can make use of “big data” and technology which could have significant roles in transforming the agricultural sector in the same way they have changed other industries.**

- **Governments must foster a regulatory environment fit for a 21st century agricultural system, so farmers and companies have a framework within which they can sustainably and responsibly grow food for a growing population.**
Solving the Global Food Challenge

Global demand for food is increasing

By 2030
UN predicts demand for food will be 60% higher than in 2012

And what people eat is changing

2010 GLOBAL MEAT CONSUMPTION
2020 GROWING BY 60Mt

235Mt 235Mt 34Mt
in Asia-Pacific

These shifts in consumption have a considerable ENVIRONMENTAL IMPACT:

<table>
<thead>
<tr>
<th>BEEF</th>
<th>VS</th>
<th>CORN</th>
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<tbody>
<tr>
<td>40kcal</td>
<td>ENERGY INPUT</td>
<td>10kcal</td>
</tr>
<tr>
<td>1kcal</td>
<td>CARB/PROTEIN</td>
<td>1kcal</td>
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<tr>
<td>1kcal</td>
<td>CALORIE OUTPUT</td>
<td>1kcal</td>
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Producing 1kg of animal protein
REQUIRES ABOUT 100 TIMES MORE WATER
than producing 1kg of grain protein

In addition, climate change is already impacting the security of supply

1. US
   - Drought Sept 2012
   - US pasture condition 58%
     - Versus average 31%
     - 2000-2010

2. Somalia
   - Drought 2010-2011
   - Maize price increase of 275%

3. Thailand
   - Flooding 2011
   - Damage to 4.74M acres of agricultural land

In 2012
- US maize price: $200
- US inflation: 3%
- US GDP: $15.5 trillion

In 2011
- US maize price: $750
- US inflation: 3%
- US GDP: $15.5 trillion

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To meet demand, the world needs to produce more food and waste less so that the total available is 70–100% greater by 2050.

A UK report suggests that food waste, if given to pigs as feed rather than incinerated...

We need a sustainable solution to balance out the combined burdens of:

- Decreasing productivity due to climate change
- Increasing population
- Changing consumption

HOW CAN YOUR ORGANIZATION DRIVE BUSINESS GROWTH WHILE SOLVING THE GLOBAL FOOD CHALLENGE?
Innovation and Impact in International Development

Accenture Development Partnerships’ work spans eight different areas ranging from health and nutrition to energy and financial inclusion.

The following pages provide a snapshot of the challenges in each of these areas, while also highlighting the innovation and impact we are seeing through our work—whether in organizational strengthening, technology, partnerships, or any of our other capabilities—with clients working in the international development sector.
Energy

Energy facilitates social and economic development, offering opportunities for poverty alleviation and economic progress.

Energy is a critical enabler for social and economic development, and organizations delivering programs in developing countries need access to sufficient and reliable energy services in order to ensure their programs achieve maximum impact for beneficiaries. However, ensuring energy is available in many developing markets is still a major challenge due to a lack of sustainable business models, the high costs of installing and maintaining infrastructure, and a lack of qualified energy personnel.

Bringing new initiatives to the energy sector, such as the ‘Pay-As-You-Go’ model mentioned earlier, can open up the base of the pyramid as a customer base. Accenture’s focus on solar product distribution models and investable microgrids with large anchor clients provide financially attractive opportunities, thereby bringing in new partners who can benefit through their own participation, and creating opportunities for driving sustainable change with the private sector.

Collaboration between the public, private, and civil society spheres can drive market-based approaches, generate additional revenue and establish financially sustainable models which will cover the operating costs necessary to support energy networks. Accenture Development Partnerships has a wealth of experience in facilitating these cross-sector partnerships and helping organizations to build their capacity for growth.

The Energy Access for Development Initiative utilizes Accenture’s global network, capabilities, alliances and resources to stimulate and catalyze the development of scalable energy models to achieve the United Nations goal of universal energy access by 2030. Leveraging Accenture’s Sustainability Services and Accenture Resources Operating Groups, we are forging new public–private energy partnerships to launch and scale innovative ideas such as sustainable microgrids that power agriculture, healthcare, and education, as well as integrated last-mile retail distribution of consumer energy products. We are also leading international discussions on energy, such as in Sustainability24 which featured earlier in this report.

Accenture Development Partnerships assists University of Notre Dame to build solar power microgrids in Uganda for connectivity, electricity, and education for entrepreneurship

Electricity is a key component of raising the standard of living beyond subsistence. It impacts income, longevity, and education. In Sub-Saharan Africa, only modest gains in electrification have been made. In northern Uganda, less than 15 per cent of the population has access to power. The University of Notre Dame’s Initiative for Global Development (NDIGD), with a grant from Accenture Foundations and the assistance of Accenture Development Partnerships, is piloting the establishment of renewable-hybrid microgrids (RHMGs)—local power networks that generate energy from renewable as well as fuel-based sources—in northern Uganda to generate energy on a scale and at a cost that is sustainable. To drive organic growth of the grids, Wi-Fi connectivity, education, and training for entrepreneurs to establish businesses that use electricity microgrids, will be provided along with the RHMGs.

How we helped

Joint teams from Accenture and Notre Dame were established to execute the project, dubbed Connectivity, Electricity and Education for Entrepreneurship (CE3). Accenture Development Partnerships helped identify the need and opportunity for this project, and collaborated with Notre Dame and its non-governmental organization (NGO) partners to develop the proposed solution. It was responsible for developing the business model, implementing the Skills to Succeed curriculum, seeking new funding opportunities for future growth, and facilitating complex stakeholder engagement across all the organizations involved.

The results

By establishing an appropriate business model, putting in place relevant local partnerships, and field tested training assets, a strong foundation is put in place for the project. This pilot phase is vital to test and establish the business model and will assist Notre Dame Initiative for Global Development to move toward introduction of a self-sustaining replicable solar/hybrid power model in Sub-Saharan Africa and elsewhere.

30 projects

To date, we have helped clients in over 30 projects related to energy, and with organizations focused on energy across the world.
Health

Improved healthcare systems and access to basic medicines will improve the lives of billions of people, and help to build a more productive workforce.

Global healthcare systems are improving, but in many developing countries people suffering from disease and disabilities are still unable to get the lifesaving care and treatment they need. Seven million children die every year from easily treatable or preventable conditions, and those living in rural areas are considerably more likely to die before the age of five than their urban counterparts. Millions of lives could be saved if existing healthcare practices were extended to more children and marginalized communities across the world.

As Accenture Development Partnerships moves into the second half of 2013, we will be launching a new ‘Access to Health’ initiative. We will look to identify potential global health solutions from across our existing clients and build new, innovative public-private partnerships. Leveraging the expertise of Accenture’s Health and Public Service Offering Group, we aim to collaborate with our clients to bring business thinking and innovation to health organizations and in healthcare delivery.

Medicines Patent Pool: new foundation start-up facilitated by Accenture Development Partnerships

The future presents complex and daunting challenges for access to anti-retroviral treatment (ART) in developing countries due to increasing treatment needs, decreasing financial resources, and rising drug costs linked to the broader reach of antiretroviral (ARV) patents. To address these issues, UNITAID, a UN-based financing mechanism whose goal is to increase access to treatments and diagnostics for HIV/AIDS, malaria and tuberculosis in low-income countries, proposed the development of a Medicines Patent Pool—a ground breaking new model that will improve access to affordable, appropriate HIV medicines in developing countries through voluntary licensing and growth in the production of generic formulations.

As private sector companies become increasingly entrenched in global development, their potential role in healthcare partnerships and the possible gains from cross-sector collaboration rises. Utilizing the private sector to generate healthcare benefits whilst driving interrelated interventions across nutrition, hygiene, education and water will lead to substantial and sustainable development.

The results

Accenture helped turn an innovative idea into a new operational foundation within six months. The Medicines Patent Pool effectively engages with the pharmaceutical sector, generic manufacturers, donors and NGOs to improve access to HIV medicines in developing countries. In 2011, the one-year proof-of-concept metrics set by UNITAID were met and $26 million in additional funding was secured for the subsequent four years. The work delivered by Accenture Development Partnerships will assist the Medicines Patent Pool to become more effective in the performance of its core functions, moving it closer to achieving its goals.

130 projects

Accenture Development Partnerships has worked on almost 130 projects related to health, and with healthcare organizations over the last 10 years, building relationships with key organizations from Merck Sharp and Dohme to USAID.
Nutrition

Tackling malnutrition will deliver wider health and development benefits for millions of people.

Nutrition is very topical at present as the new Global Nutrition for Growth Compact signed on 8 June, 2013, commits to improve nutrition for 500 million pregnant women and young children by 2020. An estimated six hundred million people in less developed countries are at risk of not getting sufficient nutritious food, and as a result their productivity, health, and life expectancy are jeopardized. In Africa and Asia, malnutrition is the most important risk factor for illness and death, with hundreds of millions of pregnant women and young children most vulnerable. With the price of food continually rising, people’s food purchasing power is decreasing, and often the nutritional choices are dropped first.

Traditionally, nutritional interventions have been in response to an emergency, and focused on the diversification of diet, intake supplementation, and the fortification of food at late stages of production. However, new approaches have recognized the potential for collaboration across multiple actors, and combined interventions are moving to the forefront of the political agenda. Integrated responses which address nutrition issues in addition to targeting agriculture and health requirements have the potential to improve nutrition as part of wider development goals. Opportunities to tie in with private sector partners are considerable given that the majority of food is delivered through the marketplace; multi-national corporations such as Unilever and Coca-Cola are increasingly adapting their products to enhance nutritional benefits, so targeting new consumers at the base of the pyramid.

Creating links with cross-sector partners, working throughout the supply chain and across multiple development areas is where Accenture Development Partnerships can deliver real value.

Focusing on a holistic, system-wide response from pre-growing through to processing, transport and marketing, our teams bring key capabilities in innovation and organizational strengthening via:

- Integrated program management
- Solution design and delivery
- Value chain analysis
- Assessment and design of new business, distribution and financial models
- Behavior change and education

Defining Global Alliance for Improved Nutrition’s (GAIN) Strategic Framework

GAIN’s Agriculture-Nutrition Initiative focuses on interventions to improve nutritional quality of agricultural products through market-based interventions along the agricultural value chain, and access to those products. It achieves this through working with and supporting agriculture and nutrition programs and enterprises on a local, national and international scale.

How we helped

Accenture Development Partnerships worked closely with the Director of the Agriculture-Nutrition Initiative and her team to help define and conceptualize the strategic framework for Agriculture-Nutrition, with particular focus on GAIN’s delivery pillar for potential agriculture nutrition interventions and initiatives. The framework encompassed the initiative’s vision, its priority area of focus along the agricultural value chain, and the required synergies with other GAIN initiatives. It can now be built upon by GAIN’s Agriculture-Nutrition team to further articulate and rollout their detailed strategy.

The results

The Accenture Development Partnerships team led internal and external stakeholder interviews to understand prevalent opinion for the nutrition-agriculture topic, conducted a landscape assessment of the current opportunities and challenges relating to nutritional interventions in the agriculture value chain, and summarized the possible funding sources. Collaboratively with the Initiative Director, the team prepared the case for GAIN to focus its efforts on specific agriculture solutions to nutritional deficiencies and supported dialogue and buy-in to the direction with key stakeholders.
Agriculture

Since the world’s population surpassed seven billion, attention to the food security agenda and the need to boost agricultural output has increased.

Agricultural productivity and food supply have been a growing focus worldwide since Accenture Development Partnerships began work in 2002. Environmental degradation, urbanization, insecure land rights, and complexities across the value chain mean that ensuring the availability, accessibility and utilization of food is increasingly complex.

Improved efficiencies in the supply chain can lead to benefits for agricultural producers and the communities they serve. Buyers who invest in reviewing, programming, forecasting and streamlining ordering processes will provide producers with more stable demand. In reducing these risks and bringing stability to planting and employment, small-scale producers are able to invest with confidence in their land, their workers and their communities.

Accenture Development Partnerships is able to develop the tools and approaches for our clients to analyse markets, build capacity, integrate program management and negotiate effective partnerships for change. Utilizing shared expertise and best practice from across the agricultural sector also provides the opportunity for a multi-faceted approach to development, sharing insight with related areas such as nutrition, health, water and the environment. Organizations need to move away from grant-based development sector programmatic interventions to integrated, long-term sustainable models of market-based improvement in order to deliver systemic change.

Drawing on expertise from Accenture’s Agriculture Group, Accenture Development Partnerships is able to facilitate public–private partnerships and deliver system–wide change across agricultural NGOs and the sector as a whole.

Helping Oxfam GB develop a toolkit for design and delivery of high quality Gendered Enterprise and Markets (GEM) programs

Oxfam GB is an affiliate of Oxfam International, an international non-governmental organization (NGO) that addresses poverty and injustice. To deliver its Gendered Enterprise and Markets (GEM) initiative, a component of Oxfam’s livelihoods work that seeks to deliver programs that facilitate the sustainable inclusion of women and smallholder farmers in agricultural market systems, Oxfam GB needed a flexible methodology for program design—i.e., a GEM toolkit. This would assist countries with different levels of experience at delivering livelihoods programming to design GEM programs, develop and implement them.

How we helped

Accenture Development Partnerships supported the development of a GEM toolkit—a set of tools that will assist the organization to consistently design and deliver quality GEM programs. The GEM toolkit will facilitate, among others, analysis of the local farm system, the household system, and the market system, as well as development of sustainable interventions that can work at scale, and development and delivery of multi-stakeholder programs.

The results

The GEM initiative differs from the market-based approaches of other NGOs in that it applies a more holistic analysis to the development of markets—i.e., it acknowledges and addresses constraints in households and the natural environment, not just market system issues. The GEM toolkit gives Oxfam the means to design, support, and deliver consistent GEM programs in multiple countries using a single methodology. This toolkit will assist Oxfam to achieve its goals in the field of sustainable livelihoods development.

Since 2002, we have undertaken over 60 agriculture-related projects for clients across the globe, partnering with organizations such as USAID, The Gates Foundation and The Southern Agricultural Corridor of Tanzania (SAGCOT).
Financial Inclusion

Opening financial markets injects investment into the world’s poorest communities, enabling them to escape the cycle of poverty.

Less than a quarter of working-age people in sub-Saharan Africa have access to financial services—and this falls to just 18 per cent in North Africa and the Middle East. Access to finance is a key mechanism for empowering poor people, and stimulates investment in local businesses, services and communities. It leads to sustainable development by reversing the cycle of low income, low savings, and low investments through injections of credit which lead to more income, more savings and more investment.

The effective use of technology, support services and IT talent is critical to the success of organizations providing financial services to the poor. Mobile technology is frequently used as a distribution mechanism for money transfers and increasingly for basic savings, credit and insurance products. In addition, better administration and information management systems enable providers to understand and engage more effectively with their customer base and improve reporting to key stakeholders such as investors, donors and regulators. More widespread use of tablets and other mobile devices aid agents and sales representatives in better customer processes such as new business applications and after-sales care in remote areas where there is no branch network.

The main challenges for these organizations to use technology effectively include cost of procuring, installing and running leading class platforms; the lack of IT talent; and hardware and connectivity problems. However, there are some notable examples of new IT organizations achieving some degree of success, such as the IT start-up Mambu.

Mambu offers a cloud-based, end-to-end banking platform, infrastructure and service management solution specifically designed with a low-bandwidth option where connectivity is poor. Even for semi-formal providers, there are emerging success stories, as shown by the work Accenture Development Partnerships carried out with FSD Kenya in the case study below.

Helping Financial Sector Deepening Kenya automate more Financial Services Associations across the country, supporting the development of financial markets in Kenya

Accenture Development Partnerships has assisted Financial Sector Deepening Kenya (FSD Kenya) to automate Financial Services Associations (FSAs) across the country in a multi-year project that will support the development of financial markets in Kenya. FSA Automation Phase III automates another 33 sites across five regions in Kenya.

How we helped

Following on its early work in Phase I and II to identify appropriate automation software and deploy the solution to 18 initial FSA sites, Accenture Development Partnerships has provided project management support for the automation of 33 more FSA sites.

The result

Automation of the FSAs will help FSD Kenya-funded organization K-Rep Fedha Services (KFS), a for-profit company that provides management services and oversight to FSAs, to reduce operational risk, monitor FSA activity more closely, and reduce time spent completing paperwork. Automation will also help the FSAs to increase their customer base and geographical reach, helping to insulate more of Kenya’s poorest from financial insecurity.

65 projects

Over the past 10 years, Accenture Development Partnerships has worked with leading public and private organizations to deliver over 65 finance and financial inclusion-related projects all over the world—frequently leveraging the expertise of Accenture’s Financial Services Industry Group.
Education

Education and vocational training is the key to opening opportunities and improving livelihoods.

Rates of primary school enrolment in emerging markets have increased substantially since 2000 as governments strive to meet the 2015 Millennium Development Goals. However, many children still lack access to a quality education, and secondary school enrolment levels remain woefully low in much of the developing world as traditional approaches continually fail to bridge the gap. Yet the potential benefits are substantial, especially for girls: every extra year of secondary school adds 15–25 per cent to a girl’s future wage. Additionally, the large population of unemployed youth beyond secondary school in developing countries creates a need for better remedial and vocational training solutions.

Among the major challenges is the lack of capacity within governments to scale impactful programs, as too few innovations make the leap from small pilots to wider scales or new geographies. However, developing countries are well positioned to “leapfrog” into new educational models rather than following traditional approaches. Technology could potentially accelerate development by skipping less efficient, more expensive or less sustainable methods—such as paper printing—as schools are able to immediately utilize e-learning opportunities, educational online games, social networking and distance video lecturing.

Approaches which utilize technology, leverage private sector involvement, and tackle multiple development goals have the greatest capacity for change. In education, this includes initiatives such as e-learning programs which build vocational skills for nurses and farmers. However, many organizations and emerging governments need help to create and drive momentum across multiple cross-sector partners.

Accenture Development Partnerships is able to bring innovations to scale and forge partnerships across the public and private sectors in order to transform education. Strong links with Accenture’s commercial practice enables us to leverage expertise from across our global content development centers and learning support centers, delivering educational expertise and direct program impact for our clients. In addition, we can help organizations build their internal capabilities—from organizational design and capacity building through to developing technology solutions—so they can focus on educational outcomes.

Helping AMREF build a mobile Health Enablement and Learning Platform to train community health workers and achieve lasting health change in Africa

Community healthcare workers serve on the frontline of health care in most of Africa, yet this critical health cadre faces a number of serious challenges when it comes to delivery of sustainable health care. Among others, there is a lack of skills, tools and continuous learning opportunities to equip and empower them to deliver effective healthcare. The African Medical and Research Foundation (AMREF) proposed the development of a mobile Health Enablement and Learning Platform (AMREF HELP) to address these issues.

How we helped

As part of Accenture’s Skills to Succeed Initiatives, which aim to equip 500,000 people by 2015 with the skills to get a job or build a business, the Accenture Foundations and Accenture Development Partnerships are supporting AMREF in delivering the AMREF HELP project. In 2012, the concept for the platform was developed. This included articulation of the opportunity and identification of potential partnerships for delivery of the platform and learning solution. The appropriate technology and mobility approach were defined, as was the learning methodology for providing mobile learning to community health workers. Additionally, a strategy for the platform was developed, partners were identified and funding explored. The next phase will see the development of the delivery platform and curriculum, and rollout of a pilot solution.

The result

The first phase of this project lays the foundation for the piloting of the AMREF mobile Health Enablement and Learning Platform. HELP will combine the latest mobile technologies and learning methods for potentially game-changing results—an important step toward achieving AMREF’s vision of lasting health change in Africa.

Over the past 10 years, Accenture Development Partnerships has delivered over 65 education-related projects, from building capabilities within organizations through to delivering impact for their end beneficiaries.
Water and the Environment

Catalyzing action across multiple actors in international development will facilitate increased access to clean water and sanitation.

Over 750 million people still lack access to clean water, and progress has slowed in recent years.6 Globalization, urbanization and climate change are compounding the pressures on supplying clean water and sanitation facilities. Yet the potential gains are huge: global savings from investing in sanitation and water are estimated at $170 billion per year.7

Sustainable access to clean water for communities can be achieved through multiple channels, from public service provision through to market-based approaches; spanning both small but scalable solutions and large-scale infrastructure projects. Private sector actors who once focused on merely mapping their water impact are now bringing new products and business models to the table to respond to unmet demands for water services provision. Equally, emerging governments continue to strive to meet their communities' growing demand for services. The most suitable approaches, solutions and solution providers are frequently dependent on different country and community contexts. Existing actors need internal flexibility and capacity in order capitalize on differing approaches, ensuring the poorest in society benefit whilst maximizing the potential for broadening access to clean water and sanitation.

Whether in designing new initiatives, growing existing markets or helping to evaluate long-standing programs, Accenture Development Partnerships utilizes new innovations and advances in technology in order to mobilize resources and deliver effective programs on the ground. Frequently working closely with Accenture’s Sustainability Services Group, we are able to leverage the skills and knowledge of our global practice, helping organizations to work across sectors and deliver systemic change. For instance, Accenture helped to design, incubate and launch the Green Grown Action Alliance in partnership with the World Economic Forum, which this year released a report on ways to unlock private finance for sustainable growth.

Marine Stewardship Council’s IT strategy is aligned to its strategic five-year business plan

The Marine Stewardship Council (MSC), the world’s leading certification and eco-labeling program, works closely with various organizations—from fisheries to retail chains and restaurants—to make the world’s seafood markets sustainable. Currently, MSC-labeled seafood exceeds $3.2 billion in retail value. As information is a critical enabler of MSC’s strategy, being essential for optimization of the certification process and streamlining of data flows across its business chain, MSC wanted to ensure its information technology (IT) strategy was aligned to its strategic five-year business plan.

How we helped

Accenture Development Partnerships worked closely with MSC’s COO to conduct 33 interviews with MSC staff, primary IT vendors and IT support partners to establish the current state of MSC’s IT systems, applications and its IT organization. Existing Accenture toolsets and methodologies, such as its High Performance IT Operating Model Framework, were used to help construct the future state of MSC’s IT strategy.

The results

MSC now has a clear path for its IT over the next five years, including its application portfolio, related infrastructure and needed operations, and an indication of the budget needed to implement the transformation. The strategy also includes guidance for MSC project managers around preferred practices for managing the projects MSC will launch, such as its Portal Project Implementation. In this way, MSC’s IT function will be positioned to support its strategy effectively as the organization strives to achieve high performance.

Accenture Development Partnerships has worked on over 55 projects with clients in the water and environmental sector since 2002, including with The World Wide Fund for Nature (WWF), Greenpeace and Diageo.
Emergency Preparedness and Response

Improved management of emergencies—both pre and post disaster—could save the lives of millions.

Disasters, both natural and man-made, have increased in severity and cost over the past decade. Asia and Africa bear the highest burden in terms of the number of lives lost, and Asia is the most affected region on all other counts: disaster occurrence, lives affected and economic damage.

NGOs providing emergency relief need efficient and strengthened capabilities in order to quickly raise disaster funds and mobilize the manpower to respond to an emergency; often leaving back office functions under-resourced at critical times. Accenture Development Partnerships is well-placed to deliver support in strengthening systems for disaster relief and providing back office support when resources are deployed elsewhere. For instance, as Save the Children Haiti grew from 50 to 500 employees in the weeks and months after the 2010 earthquake, we helped to streamline their HR processes, enabling staff to rapidly focus on the work in hand.

For emerging governments and donors, the focus is often on building the resilience of communities to withstand natural disasters and support them after the media spotlight has faded. Projects that can have a real impact in long term economic recovery and development are an important aspect of disaster response. Accenture Development Partnerships has worked with multiple organizations to perform market assessments, creating electronic systems and refining organizational design—such as helping to scale-down the surplus workforce once Tsunami recovery was underway in Sri Lanka.

Emergency preparedness and response has been a primary focus area since Accenture Development Partnerships’ inception, and in total, we provided over 4,000 days of non-stop consulting in direct response to the 2004 Asian Tsunami and 2010 Haiti earthquake.

Helping an international humanitarian–response organization develop a cloud computing strategy and road map to support high performance

As a global development organization, the client is heavily dependent on its information technology (IT) systems to help promote collaboration, and to support and encourage use of uniform business processes while minimizing cost. The organization’s IT strategy emphasizes cloud computing as a way to free up staff to undertake more value-added work, to enhance flexibility and to reduce cost. The client wanted to perform a due diligence of its applications (current and proposed) to assess the possible benefits and feasibility of moving them into the cloud.

How we helped

Accenture Development Partnerships worked closely with key stakeholders to understand the client’s expectations and operating constraints. The team then defined the future state and strategy of the organization. This included an assessment of the client’s current application portfolio and its suitability for being moved into the cloud, and development of a business case. An implementation roadmap was then tailored to the organization’s operating context.

The result

The cloud strategy and road map delivered by Accenture Development Partnerships highlights opportunities to move applications, middleware and infrastructure into the cloud, along with a clear understanding of how the organization’s IT operating model will need to adapt. By exploiting synergies with the client’s existing IT initiatives, Accenture Development Partnerships’ strategy will help the client to deliver cloud initiatives without any significant cost and reach its desired target-state cloud operating model by late 2015, providing a higher level of service at a global level to users focused on the organization’s core mission—to deliver a swift response in emergency situations.

Over the last 10 years, Accenture Development Partnerships has completed over 45 projects with clients involved in emergency preparedness and response.

45 projects
Gib Bulloch is the Founder and Global Managing 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.

Roger Ford is Managing Director of Growth Strategy and Operations and has served on the Accenture Development Partnerships Leadership Team since 2006. Roger brings over 20 years of broad industry consulting expertise spanning business strategy through operational execution. He is responsible for driving Accenture Development Partnerships’ growth and investment strategy and managing our global operations and geographic expansion. Roger leverages his experience across the Energy, Health and industry domains to develop and broker innovative partnerships and new business models, which bridge together Accenture’s commercial and international development sector clients in sustainable business relationships that deliver value and development impact.

Louise James is the Managing 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. In 2011 Louise was selected as one of Devex’s 40-under-40 International Development Leaders and in 2013 was appointed as an Independent Review Panel member for the INGO Accountability Charter. Louise sits on the board of BOND.
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 over 30 years’ experience working across a broad range of human resource functions at Accenture.
References


About Accenture

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.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 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$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com