SUSTAIN Global Partnership
Building a shared services model for the humanitarian supply chain
Accenture Development Partnerships leveraged Accenture’s extensive supply chain experience to help develop a new model for streamlining and consolidating fragmented development/aid supply chains. In this way, commercial know-how is being applied to improve the service delivery and operations of non-profit organizations, increasing their impact and helping them to progress towards achieving high performance.

**Client Profile**

Humanitarian agencies face serious supply chain challenges. They need to respond quickly to crises wherever they happen, and the calls made on them are complex. In addition, the sector is fragmented, reducing the obvious opportunities for collaboration. SUSTAIN Global Partnership aims to change all that by providing a common, integrated supply chain solution for humanitarian agencies, thus improving synergies across the supply chain.

“Supply Strategies: Aid.Innovation. Network”, or the SUSTAIN Global Partnership, came together to resolve this problem. Its primary goals are supported by major aid/development non-government organizations (NGOs), together with major business leaders. SUSTAIN Global Partnership consolidates procurement and logistics functions, using common supply chain practices, systems and technology to improve the delivery of aid and development. SUSTAIN Global Partnership provides access to a network of players that greatly assists in increasing efficiency, reducing costs, and enhancing reporting.

**How Accenture Helped**

Accenture Development Partnerships was asked by World Vision and CARE, who are backing the formation of SUSTAIN Global Partnership, to help develop the business plan for the new organization. Accenture Development Partnerships was asked to work on this project because of its combination of international development sectoral knowledge, depth of supply chain knowledge, and prior history and successful collaboration with both World Vision and CARE.

Accenture Development Partnerships worked with SUSTAIN Global Partnership’s academic and industry supply chain specialists to define how the new entity could improve the quality, cost-effectiveness and impact of humanitarian supply chain operations through a shared services industry solution. Accenture Development Partnerships provided a wide range of support as needed, but specific roles included defining and overseeing the research plan and helping to run the program management office for the launch activities.

The project took place in two phases in order to meet client timelines, requirements and funding cycles. In both phases, frequent milestones and checkpoints helped ensure that these timelines were met. Project management excellence in the start-up phases was critical to allow for gaps in support, transitions in roles and personnel, and consistency in communication to sponsoring organizations.

Phase 1 included researching the humanitarian supply chain and collecting case studies on supply chain consortia. Accenture Development Partnerships then developed hypotheses and assumptions to be tested during a detailed research phase (Phase 2), as well as a draft methodology. Phase 1 also included creating engagement plans for SUSTAIN Global Partnership’s communications with its NGO, commercial and academic sponsors and a range of stakeholder communication aids. These aids included PowerPoint presentations for the SUSTAIN Global Partnership steering committee and its sponsors. Accenture Development
Partnerships also facilitated numerous workshops to help build the shared vision, raise awareness and generate support from the different stakeholders.

During Phase 2, Accenture Development Partnerships provided overall management of the research work stream, which set out to validate and test hypotheses relating to procurement, distribution and technology.

It also provided dedicated support for the procurement and sourcing research track, which included the collection, cleansing, validation and analysis of data, plus developing recommendations for focus categories and approaches. Accenture Development Partnerships also provided ad-hoc support to the distribution and technology research tracks, and to the other work streams—finance and strategy, marketing and communications, and quick wins. This support primarily involved providing inputs as required and undertaking document reviews.

The research team led by Accenture Development Partners issued recommendations related to Supply Chain Management Planning, Procurement, Strategic Sourcing, and Logistics, and helped create communication collateral for steering committee members and sponsors of SUSTAIN Global Partnership.

Accenture Development Partnerships adapted Accenture’s Supply Chain Performance Assessment and Spend Assessment Methodologies to bring rigor to the process and to leverage methodologies that have delivered results in the commercial context.

**High Performance Delivered**

Accenture Development Partnerships applied industry-leading supply chain thinking and project management practices to assist SUSTAIN Global Partnership in the development of a supply chain and procurement solution for the humanitarian sector, making it possible for the sector participants to realize the benefits of the shared services model. Aggregation, joint supply chain planning, and the reduction of infrastructure, process and asset duplication all provide great opportunities for obtaining economies of scale.

As part of the development of the solution, it was critical to validate the amount of spend that SUSTAIN Global Partnership would be able to influence, plus identify the opportunities for improving efficiencies across the distribution networks of participating organizations.

With Accenture Development Partnerships’ help, SUSTAIN Global Partnership now has a clear value proposition backed up by data that it can use to refine its business plan and assist in securing long-term funding and support. SUSTAIN Global Partnership also now has a technology strategy and road map to support that plan. The research phase heavily influenced the selection of pilot and launch activities, including a logistics campus pilot currently underway in Honduras, and sourcing plans for specific categories deemed to be quick wins.

**Accenture Management Consulting in Action**

Accenture adapted its existing supply chain assessment and spend analysis methodologies to accommodate the timelines and context of this client. Accenture's extensive experience in supply chain projects helped ensure that SUSTAIN Global Partnership benefited from industry-leading commercial practice, applied to the development/aid space.
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 249,000 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