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Accenture is a global management consulting, technology services and outsourcing company. 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. With more than 178,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is [www.accenture.com](http://www.accenture.com).



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A world where the public, private and non-profit sectors are united in working to solve global development challenges.

## Needs



The business world is undergoing a period of significant change. Access to increasingly scarce natural resources, capital and talent are reshaping the business context in what we call the multi-polar world, which is defined by multiple centers of economic activity. There is a growing recognition that business thinking and expertise can have a significant positive impact on the global challenges of the multi-polar world that range from health, education and poverty reduction to environment and climate change.

In response to these global needs, Accenture has established **Accenture Development Partnerships**, a separate business unit within Accenture that specifically provides consulting services to Non-Profit organizations, NGO's, foundations and donor organizations operating in the development sector, helping these organizations achieve their social and economic development goals. Through a first-of-it's-kind business model, Accenture Development Partnerships, operating on a strictly non-profit basis, is able to affordably deliver world-class management and technology consulting services to these critical organizations while providing Accenture people with an unparalleled personal and professional opportunity as part of their career.

\* Accenture Development Partnerships is a separate business unit within Accenture that provides services to 'not for profit' organizations (focusing on charities and other similar organizations) without making a profit.

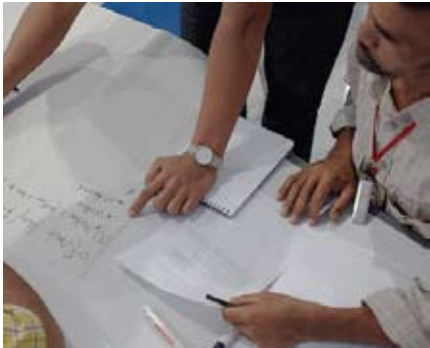
### Who are we

The overall goal of Accenture Development Partnerships is to channel Accenture's capabilities and assets to help address international development challenges, working in collaboration with non-profit and non-governmental organizations, foundations and donor agencies. We bring innovative approaches rooted in our private-sector experience to help advance programs in areas such as emergency response, economic development, global health and education.

### A distinctive business model

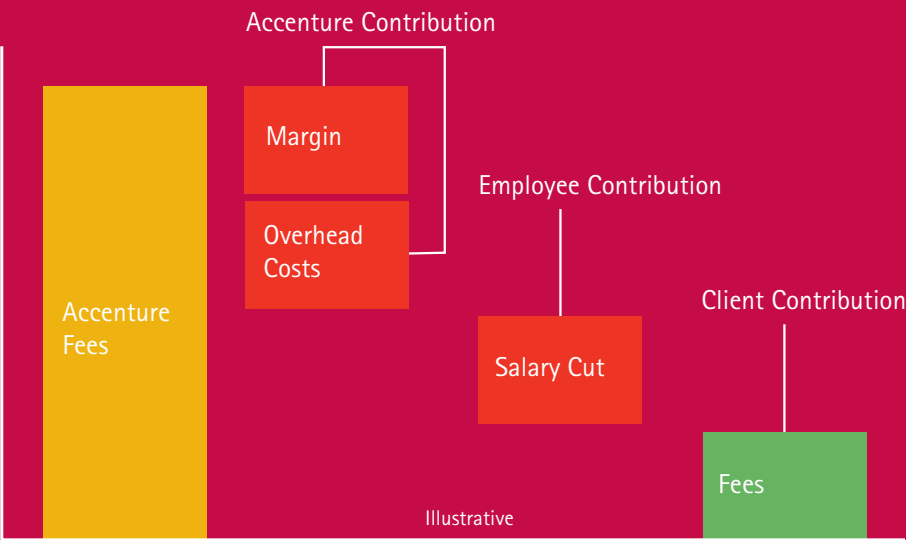
Accenture Development Partnerships employs an innovative business model that makes Accenture services accessible and affordable to development-sector organizations. Through this model, which is based on the principles of mutual contribution and mutual benefit, we are able to provide our non-profit clients the same high-quality consulting services that Accenture provides to commercial clients, but at a fraction of market rates in the private-sector.

We see this as a sustainable model that is based on collaboration—one in which Accenture, its employees and development-sector clients make a contribution toward a common goal and shared outcome.



### Accenture Development Partnerships Business Model

Accenture Development Partnerships adopts a "3 way contribution" business model, enabling a reduced fee structure, which ensures its services are accessible to not-for-profit organizations.







# Actions

- What we do**  
Accenture Development Partnerships aims to have a catalytic impact on social and economic development by:
- Providing our clients with access to Accenture's people, knowledge, assets, and global network
  - Partnering with our clients to help them become high performance organizations, providing market-based solutions and applying Accenture's business and technology capabilities to help them fulfill their missions
  - Bringing new technologies coupled with the latest business thinking to support development programs and relief efforts in developing countries
  - Brokering partnerships between the public, private and non-profit sectors to foster collaboration in addressing global development challenges

At the same time, we provide Accenture employees with challenging and inspiring career development opportunities, and Accenture with a unique program to develop the future leaders of our company.

**Why we do it**  
Accenture Development Partnerships epitomizes Accenture's core values and exemplifies our commitment to using the skills and capabilities within our organization to make a positive contribution to society. It is a conscious commitment to partnership, citizenship and to creating long term shared value for us, the international development-sector and communities around the world.

Accenture Development Partnerships also provides a mechanism for engaging Accenture's commercial clients, for example, by helping to link them with potential partners in the non-profit sector or assist in their involvement in cross-sectoral

relationships. Working in collaboration with Accenture's private-sector clients on development initiatives serves both to increase our potential impact and to strengthen our client relationships.

Accenture Development Partnerships also represents a powerful way for Accenture to attract, motivate and retain talented people. We have a competitive selection process that means we only use the most qualified and appropriate individuals from our consulting and technology practices to staff our projects. For these individuals, Accenture Development Partnerships provides a distinctive and exciting career opportunity, allowing them to apply their core skills to make a positive contribution to international development. The time Accenture people spend with Accenture Development Partnerships is a direct investment in their skills and their sense of professional fulfillment. As such, it is also an investment in the future of our business.



"As a global NGO, we know a lot from our work on the ground, but do we consistently share and learn from it across the programs and countries we work in?"

"Can we measure outcomes and impact and not just activity?"

"How do we make the best use of technology to help manage our organization and deliver our goals?"

# Aspirations





"How can I get access to the best practices from the private and public sectors and apply them sensitively in a different context?"

# Solutions



**Strengthening Institutional Capacity of Development-Sector Organizations** Accenture Development Partnerships offers a range of services to help development-sector organizations strengthen their own institutional capacity and drive high performance. The management challenges that face our clients 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 or utilizing IT to obtain better management information. Accenture Development Partnerships draws on Accenture's experience of working with leading global companies to help clients address these challenges and to adapt and apply relevant industry best practices from the private-sector to their own organizations.

**Strategy:** Strategy for development-sector organizations is often complex, requiring trade-offs among multiple competing priorities and objectives. Our clients must strive to fulfill their social

missions and development goals, while also carefully securing and managing the resources that will allow their programs to remain sustainable. Accenture Development Partnerships works with clients to help them define clear and action-based strategies, which are driven by their mission, but rooted in the realities of real-world operational constraints.

**Organizational Development and Change Management:** In today's global environment, development-sector organizations need to be able to respond rapidly to changes that can significantly affect their organizational priorities and operations—conflicts and emergencies, changes in the geopolitical environment and shifting donor priorities and funding flows. Our clients also face increasing pressures in recruiting, developing and retaining employees with the skills needed to deal with ever more demanding and diverse roles. Just as Accenture works with corporate clients to help them manage organizational change and build diverse

effective workforces in the fast-paced business world, Accenture Development Partnerships provides the same support for development-sector organizations, enabling them to become more flexible and dynamic learning organizations driven by passionate and committed people.

**Supply Chain and Logistics:** Many development-sector organizations operate supply chains in complex and challenging environments. Organizations involved in emergency relief and long-term development need to be able both to deliver vital commodities rapidly in response to humanitarian crises and operate global supply chains on an ongoing basis that can reach poor and remote areas with severe infrastructure constraints. Accenture Development Partnerships leverages Accenture's extensive supply chain capabilities to help its clients in building strong supply chain capabilities, operated by skilled people and robust processes and systems.

**Information Technology:** Development-sector organizations are increasing their investments in management information systems, recognizing that IT can both help reduce operating costs and enable programs in the field to be managed more effectively. Accenture is one of the world's leading technology services organizations, with deep experience in IT solution design and implementation; systems integration and enterprise architecture; and IT strategy. Accenture Development Partnerships can provide our clients access not only to Accenture's unparalleled experience in IT consulting, but also to our relationships with leading vendors, the research and development insight from our Accenture Technology Labs and our network of delivery centers around the world.

**Finance and Performance Management:** Development-sector organizations are intensifying their emphasis on measuring the performance of their programs, as evidenced by increased focus on monitoring and evaluation and impact assessment. At the same time, many organizations face complex requirements with respect to financial management and reporting due to complex international structures and multiple reporting requirements to donors and other external stakeholders. Accenture Development Partnerships helps clients build the capabilities and systems they need both to monitor organizational and project finances and to measure program outcomes and impact.





"How do we develop our organization while delivering the services most immediately needed?"

## Solutions



### Supporting Program Design, Management, and Innovation

Accenture Development Partnerships also works with clients to help them manage their programs in developing countries with a view toward maximizing impact. We bring proven project management methodologies and tools that can help clients design, implement and monitor their programs effectively. We also bring subject matter experience in thematic areas where our private-sector orientation and management and technology consulting experience can be translated to a development context, such as the following:

**Livelihoods, Microfinance and Enterprise Development:** A vibrant private-sector powered by competitive enterprises is essential to economic development. In most developing countries, micro, small and medium-sized enterprises offer the greatest potential to generate economic opportunities that benefit the poor. However, these businesses often face

a wide range of obstacles to growth, including poor access to credit, insufficient management capacity and a lack of market access or supply chain linkages. Accenture Development Partnerships works with clients to help address these challenges. Our people bring business and management skills that can help development-sector organizations design effective livelihoods and enterprise development programs and equip entrepreneurs with the skills and tools they need to prosper in a competitive business climate.

### Information and Communication Technologies for Development:

Innovative programs to extend access to mobile telephony and the Internet have empowered poor and rural communities, connecting them to their economies and societies and providing them increased access to information and educational opportunities. At the same time, information and communication technologies are enabling development-



sector organizations to employ more innovative programs in areas ranging from health to education to disaster relief. Accenture has vast experience in utilizing technology to drive innovation, working with the world's leading companies. Accenture Development Partnerships brings this experience and knowledge capital to our clients, working to find ways to leverage technology to help alleviate poverty.

### Social Enterprise and Market-Based Solutions:

In the development sector, social enterprises and other market-based approaches to poverty reduction are becoming increasingly prevalent. Entrepreneurs in developing countries have launched successful businesses that not only generate income and employment, but also harness the power of markets to benefit poor communities or preserve the environment. Additionally, development-sector organizations are both supporting social enterprises through technical assistance and

investment and incorporating market-oriented approaches into their own programmatic work. Accenture Development Partnerships employs a model based on the principles of social enterprise, and we work with clients to help design, implement and scale innovative business models that help to combine financial sustainability and social impact.

### Cross-Sectoral Partnerships:

Successful cross-sectoral partnerships across a wide range of areas—from developing and distributing vaccines to accelerating emergency response efforts—have shown that public, private and non-profit entities can work together effectively to address global development challenges. Development-sector organizations are increasingly looking to companies not only for financial resources, but for access to their skills, knowledge capital and networks. At the same time, corporations are engaging more proactively in developing countries not

only as part of corporate citizenship programs, but to tap into new markets. With experience and relationships that span the public, private and non-profit sectors, Accenture Development Partnerships can help bring together diverse sets of stakeholders to achieve a common goal.





Accenture Development Partnerships has established a strong track record since its launch in 2003. We have completed more than 200 projects spanning 55 countries with over 45 different client organizations, including a significant proportion of the leading international non-governmental organizations and donor agencies.

The following projects demonstrate the kind of work we seek to undertake, working in close collaboration with our development sector partners and clients to achieve successful results:

## Clients



### Freedom from Hunger – Social Enterprise

Founded in 1946, Freedom from Hunger is a non-profit, international development organization that brings innovative and sustainable self-help solutions to the fight against chronic hunger and poverty. Accenture Development Partnerships supported Freedom from Hunger in the design and launch of Reach, a new social franchise model for distributing self-help education and training products and services to local community-based organizations in India, Mexico and West Africa. We worked collaboratively with Freedom from Hunger's overseas teams to develop the business plan and operating model for the initiative and to define a roll-out plan. Reach is now up and running and our support has helped Freedom from Hunger to extend its outreach to 754,000 women in a scalable and sustainable manner.

### GSMA Development Fund

Founded in 1987, The GSM Association (GSMA) is a global trade association representing more than 750 GSM mobile phone operators and 180 wireless phone manufacturers and suppliers across 218 territories and countries of the world. Three billion people are connected to GSM mobile networks today, predominantly in the developed world. The core mission of the GSMA Development Fund is to connect the remaining unconnected and improve the social, economic and environmental well-being of the world's neediest people by supporting and encouraging the development of sustainable mobile solutions. Accenture Development Partnerships has provided project management and technology expertise to the GSMA Development Fund bringing business solutions to some of the world's poorest markets and coordinating innovative public-private initiatives to address challenges in developing countries.

### Oxfam GB – Private-sector Engagement

Oxfam GB is a development, advocacy and relief agency working to put an end to poverty world-wide. Accenture Development Partnerships teamed with Oxfam GB in India to address how smallholder farmers could participate in the economic growth opportunities presented by the increased demand for fresh produce in the expanding retail market in India. Our support spanned research to implementation by conducting market assessments, contributing to Oxfam's Poverty Footprinting methodology, and leveraging Accenture's client network that helped to convene an important partnerships with a major agricultural supply chain company in India.

### Plan – Information technology

Plan is a humanitarian, child-focused non-governmental organization that helps families and their communities meet the needs of children. Accenture Development Partnership supported Plan with the development of an IT solution for its global child sponsorship program. Over a multiphase project, we have helped gather requirements for the solution, developed a detailed design and supported data planning, change management and ongoing implementation. Plan's new solution is improving the efficiency of the transfer of data and photographs between Plan's offices worldwide, and is enabling the organization to focus more of its resources on serving children in need and less on administrative and support functions.

### United Nations Children Fund (UNICEF) – Global Supply Chain Assessment

UNICEF helps children survive and thrive, from early childhood through adolescence, by working on the ground in over 150 countries and territories. UNICEF is funded entirely by the voluntary contributions of individuals, businesses, foundations and governments. Working with UNICEF, Accenture Development Partnerships (ADP) conducted a global review of UNICEF's supply function, evaluating the performance of the supply chain and procurement functions, drawing on Accenture's Supply Chain Assessment and Procurement Transformation methodologies. ADP adapted these tools to develop a fact and value based case for change, to help achieve sustainable supply chain and procurement improvements.