



D2international

Impact Report 2020

Developing Our People,
Developing Our World



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Executive Summary

In a year full of unprecedented challenges, the D2international Program has continued its commitment to empowering young leaders, delivering innovative solutions that make a social impact, and representing Deloitte as trusted advisors and changemakers in the social impact sector. The 2020 D2i Impact Report highlights the innovative solutions created by 250+ Deloitte practitioners in a time of uncertainty.

2020 presented several challenges for D2i to overcome, prompting D2i practitioners to adapt swiftly and solve difficult problems for the organizations we support, while also taking the time to reflect internally as a program on how we can do better.



Practitioner Agility

Innovation in D2i did not stop because of a pandemic. In a constantly changing virtual environment, Venture and Sustainability projects found ways to deliver excellent solutions and facilitate workshops without in-country collaboration. Special projects like the COVID-19 Research Study focused on leveraging D2i's unique position in the social impact sector to analyze COVID-19's impact on this industry. The inaugural D2i Hackathon pushed junior practitioners to explore convergent and divergent thinking, agile prototyping, and creative solutioning. D2i practitioners took the challenges of 2020 and turned them into opportunities to think outside the box.



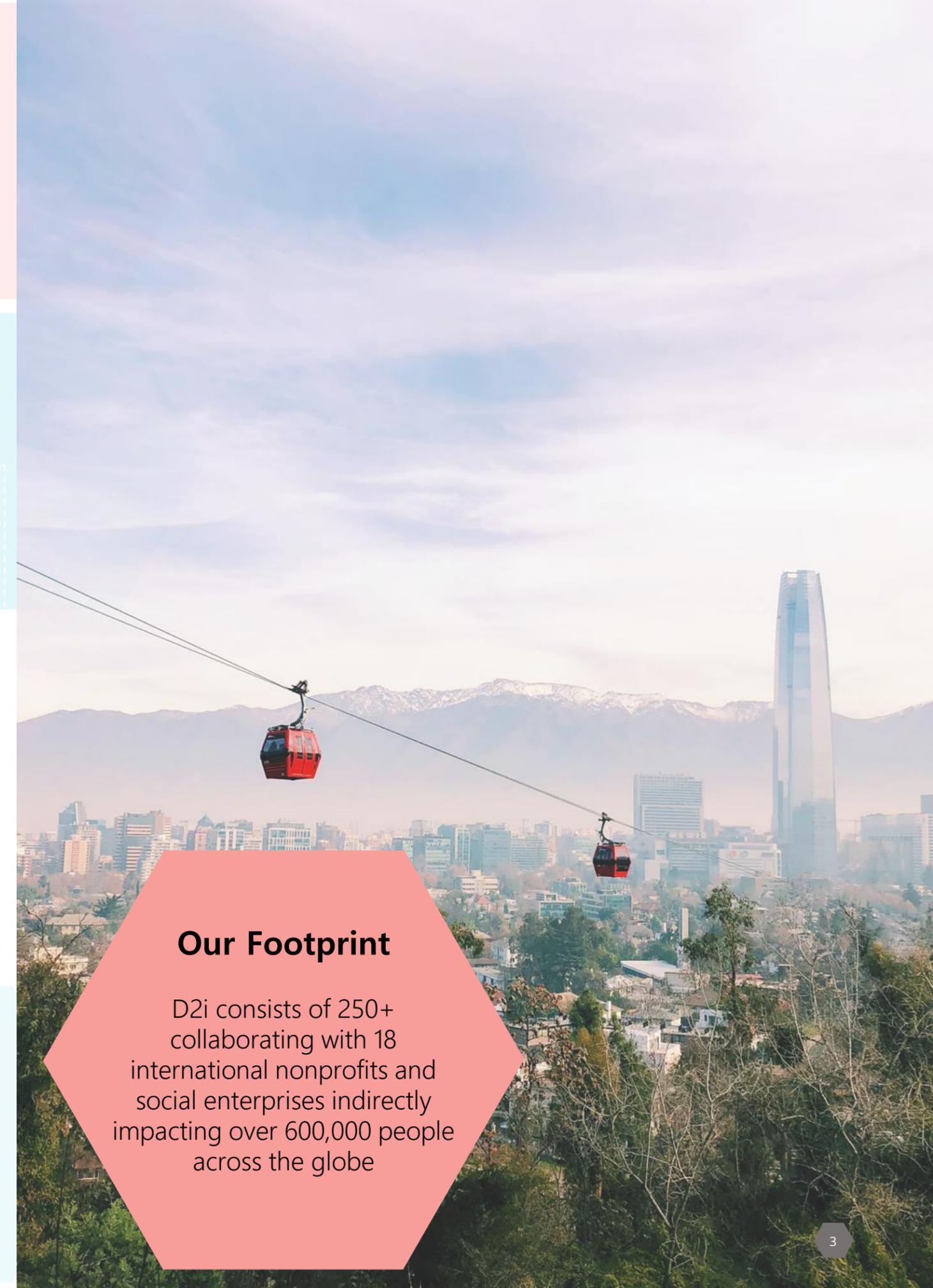
Meaningful Engagement

The D2i community came together for intentional dialogue about events related to police brutality and systemic racism. As a result, the program formed a Diversity, Equity, & Inclusion task force focused on create recommendations for D2i to become more inclusive and create more equity for BIPOC practitioners. The task force has delivered these findings, and the program is actively embedding the recommendations into its talent and community approach. The virtual setting offered the program an opportunity to engage practitioners across the US firm, which allowed us to build new relationships and add over 70 new practitioners in 2020. The program is excited to expand its reach and provide more talent development opportunities.



Social Sector Leadership

D2i was founded on the belief that doing good is good business. The program leverages Deloitte's access to expertise and passionate practitioners to create positive global change and strengthen Deloitte's reputation as a global corporate citizen. The collaboration with the World Economic Forum (WEF) via the D2i COVID-19 research project and the WEF COVID-19 Response Alliance, is an example of how D2i is building Deloitte's brand and role as a collaborator with global public/ social sector organizations



Our Footprint

D2i consists of 250+ collaborating with 18 international nonprofits and social enterprises indirectly impacting over 600,000 people across the globe

A Letter from our Leaders

Since our first year of operation in 2013, the D2i program has proudly sent young Deloitte practitioners overseas to serve worthy nonprofit organizations. In our first 7 years of operation, we learned a tremendous amount about the value of community and the impact time and focus can make on hard social issues as we provided crucial support to our partner organizations operating across the world. After 7 years of operations, projects on 5 different continents, hundreds of participating consultants and countless real-world challenges, it is fair to say that we thought we had seen it all.



“2020 would challenge us on a scale we could never have imagined.”

The COVID-19 pandemic, the ensuing economic downturn and racial tensions here at home in the US were new global issues that added whole new complexities to our program design. Suddenly, there were new operational needs in an all-virtual working environment, D2i participants struggled to balance D2i commitments in a difficult time for Deloitte, our country struggled with the racial tensions, economic fears impacted everything, travel plans were left undetermined as we waited to see how the pandemic would evolve and partner organizations, that were equally overwhelmed by global events, needed of our help more than ever.

Despite the unprecedented hurdles, we are so moved by the fact that our people not only figured it out but grew this program bigger and better. The events of 2020 didn't diminish the need and interest in D2i but validated the need for our program more than ever.

“The simple act of giving back to the world in a moment of need when it was so difficult for all of us is a powerful reminder of the values that define this program and define Deloitte.”

Across the broad D2i program we supported more programs than ever and responded to the call for help by partner organizations all over the world in their time of need. And we amplified that by sharing the lessons learned from these difficult times through new channels like the Global Youth Economic Opportunity Summit, the World Economic Forum and the Women Working for the World Forum. Time and again when given the chance to take a step back from D2i, despite so many personal and professional challenges and despite the lack of opportunities for international travel, our practitioners showed their true character by continuing to give their time and energy to causes all over the world.

After a year since the start of the COVID-19 pandemic here in the US, there is much that we want to leave behind. But high on our list of things that we are grateful for are all the D2i fellows, leads and advisors that gave so much and grew relationships, skills and made an impact as this challenging year unfolded. Thank you for again leading with your values and teaching all of us what the D2i program can be.

Sally D'Amato and Peter Liu
D2i PPMD Program Champions
Deloitte Consulting LLP



A Letter from our D2i Program Leaders

Welcome to the FY20 Impact Report! Throughout our nine-year history, D2i's vision has remained consistent: to harness the skills and potential of our talent and enable changemakers who are transforming their local and global communities for the better. D2i has grown from a single fellowship to this year's portfolio of 18 unique initiatives of 250+ practitioners working across 8 countries. We're honored to have the opportunity to lead the program and humbled by the incredible work of our community, even in tumultuous circumstances. As we stepped into the Program Lead role, we made a commitment to focus on creating an even more transformative practitioner experience and amplifying the impact D2i has on both the organizations we work with and the firm at large.

Despite the impact of the COVID-19 pandemic and the resulting transition to a virtual environment, our program has grown exponentially. All D2i teams seamlessly shifted into a virtual delivery model with more passion than ever. While the majority of D2i's history has been centered around the GPS Rosslyn office, the virtual environment enabled us to dramatically broaden our reach within the firm by engaging practitioners across the country, from California to Texas, from Georgia to Michigan.

We also acknowledged the opportunity to do more during the pandemic. Hearing of the impact of COVID-19 firsthand from the non-profits and social enterprises, we set out to better understand how the social sector has been affected by the pandemic and ways in which resources across industries can be leveraged to enable the work of social impact organizations. Drawing insights from our extensive D2i network, our efforts resulted in research presented at the GYEO summit and collaboration with large international organizations such as the World Economic Forum.

The pandemic was not the only event that impacted the D2i program this year. The senseless murder of George Floyd awakened the nation's social consciousness around police brutality and systemic racism. Understanding that we have a duty to continue that dialogue and improve representation within D2i, we conducted a DEI survey across the program to gather thoughts and insights, as well as current-state information on diversity, equity, and inclusion within our program. We plan to address areas of improvement in the coming months.

Despite these external forces, our practitioners still harnessed their skills to support non-profits and operate beyond their level. They also increased their cultural competency by working effectively with individuals whose backgrounds were vastly different from their own. Each team has navigated innovative ways of promoting cultural awareness in a virtual setting. Altogether, this translated to another year of immense growth for our practitioners, which is a major source of pride for us.

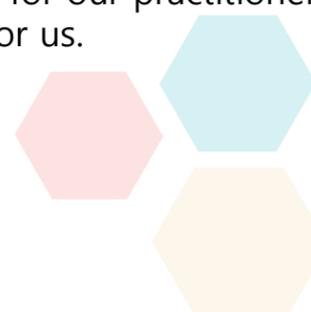
There are some key challenges and opportunities we will face in the coming year, and we look forward to addressing them. Our immediate focus is to take lessons from our DEI survey and a year of remote work, and then determine what those findings mean for the future of our operations. How can we institutionalize equitable staffing practices? What are our future norms regarding in-person vs virtual activities? The answers will have profound impacts on the D2i Program.

We're also excited to continue expanding our collaboration efforts in the global social sector space. Our focus here will allow us to share the research and knowledge we have collected through years of skills-based volunteering. Building our brand will lead to increased influence in the global social sector, which we can leverage to advocate for the needs of the grassroots and mid-sized orgs that we support.

Thank you for taking the time to read this report and see the great impact our initiatives produced over this past year. The future of this program could not excite us more as D2i approaches its 10-year anniversary, and we will continue to build on the great work of this program's past.

Happy reading!

Austin Jackson and Jamar Williams
D2i Program Leads



Vision & Purpose

D2international (D2i) is Deloitte Government and Public Service's (GPS) flagship social impact program, which seeks to develop talent in junior practitioners through global skills-based volunteering work. What started as a white paper among Deloitte millennials has over the years grown into a widely successful, multi-faceted social change engine and skills development program. D2i's long term vision is to create robust partnerships with social impact organizations, communities, and fellow Changemakers to drive lasting social change.

Through this report, we will showcase the work we do with all Deloitte practitioners to continue bringing the very best of our organization to communities and organizations around the world. Thank you for taking an interest in our program and our family as we strive to continue developing our people and developing our world, internationally.

D2i's vision is to be a catalyst for socially impactful business practices. Powered by junior practitioners, D2i pursues a model of corporate social responsibility that harnesses business skills for social impact –developing ethical leadership while empowering social organizations and the communities they serve. D2i aims to create a platform that provides a dynamic, hands-on, opportunity for junior practitioners. The program has and always will be driven by unconventional ideas and a belief in accomplishing the impossible.



The program is run under the **operational tenets** of being:

Purpose-Driven; Business-Growing

Embodies the belief that social value and business value can be mutually reinforcing, achieving greater outcomes together than on their own.

Junior Practitioner-Run; Cross-Generational

Founded and managed by Deloitte's junior practitioners, with support and connections across generations.

The program **delivers solutions** under the principles of:

Sustainable Partnerships & Lasting Impact

Employs an innovative partnership model designed to continually generate new ideas and provide lasting value to Deloitte and D2i partners.

Structured & Hands-On Learning

Provides a platform for curated learning content from experts, as well as on-the-ground, team growth through solution build-out.

Systems Thinking

Solves problems from a holistic point of view, understanding that the issues and solutions involved in any complex, large-scale problem are interconnected.

Social Intrapreneurship

Works inside organizations to develop and promote practical solutions to social challenges where market failures exist.

Theory of Change

D2i's Theory of Change is built upon the idea that "doing good is good business." In other words, we believe that social responsibility can have huge impacts to Deloitte's overall business value by increasing employee talent and retention, strengthening Deloitte's positioning, and encouraging innovative solutions to diverse problems. This meaningful engagement of junior staff and the broader organization, develops core consulting skills and experiences, tests solutions and ideas in new environments, and builds internal and external relationships to bring back to client service.

Social Impact

Partner organizations improve operations, resulting in a strong community impact. Deloitte gains a new generation of practitioners committed to social impact.



Talent Advancement

Deloitte attracts, develops, and retains junior practitioners who will become future Deloitte leaders and clients.



Solution Delivery

Deloitte improves its capacity to test and deliver innovative solutions for current and potential clients.



Organization Positioning

Deloitte strengthens its reputation as a global corporate citizen and eminence in social innovation.



Business Value

Deloitte's actual and potential financial performance improves

D2i Program Components

For the past nine years, D2i has been a leading skills-based volunteering program for GPS practitioners, seeking to catalyze socially impactful business practices through purpose-driven talent development. As part of our vision to provide lasting value to Deloitte and all community partners, the D2i program has several components in which practitioners can participate throughout the year.

D2i Program Structure

D2i Governance Team



D2i Portfolio



Fellowship

The annual social impact fellowship constitutes the largest investment of D2i resources and practitioners each year, when a cohort of approximately 30 Deloitte Fellows are selected to participate in a **four-month training and development program**. All fellows are paired with international social enterprises or nonprofits to work with, helping them address their most pressing business challenges, all while learning about service delivery across an array of business topics. The program **culminates in a one-week delivery trip focused on capacity building and cultural exchange**.



Summer Scholar Program

Summer Scholars (Interns) contribute to D2i's sustainability efforts through an eight-week program to support a new community partner. **Our most passionate Summer Scholars are given tools to learn, test, and develop core consulting skills**, which culminates in a international solution delivery trip. This program is a tool to strengthen Deloitte's on-campus brand and provide **Summer Scholars with the opportunity to make a global social impact**, all while learning about the many opportunities to be a purpose-driven professional here at Deloitte.



Ventures

The Ventures component of D2i is open to all interested, service-minded Deloitte practitioners. These Ventures are **vehicles for the Deloitte community to continue to drive change** within the broader intrapreneurship and social impact space with various social enterprise's. By adopting the "Social Intraprise Model," Ventures are structurally designed **as a long-term engagement to maintain fidelity to a social mission and respond to market forces and community needs**.



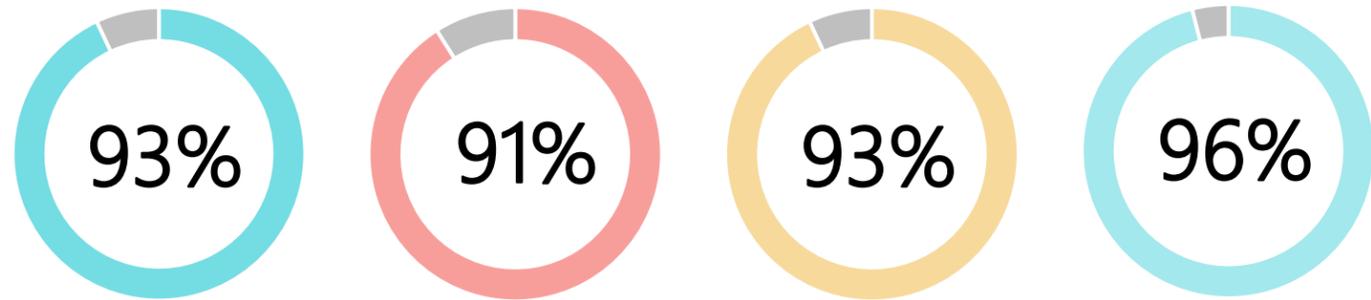
Sustainability

The Sustainability component of D2i helps **ensure that the relationships formed with the organizations for each Fellowship continue beyond the in-country solution delivery trip**. A key pillar of D2i's mission is to promote lasting social transformation by accompanying the Fellowship partners on their journey to implement positive business change in their organizations.

D2i Talent Experience

The D2i Governance team conducted a program wide survey to better understand what practitioners experienced and learned through the work they conducted with D2i partners. D2i is dedicated to iterating and evolving the program to meet the practitioner and partner needs, so these surveys are integral to our own growth.

We asked practitioners about the opportunities they received through the D2i program. The following percentages of practitioners responded with Agree or Strongly Agree to the statements below regarding D2i:



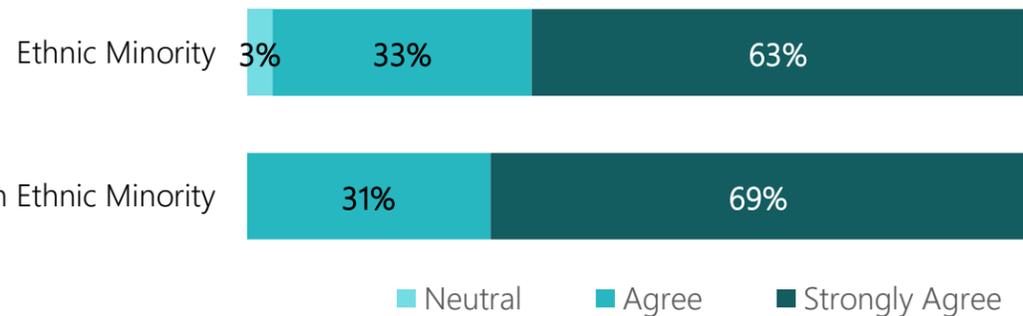
Showcase skills they normally do not have the opportunity to use in their day-to-day client roles

D2i engages me in challenging and stimulating work.

Develop new skills that I now apply to my client work.

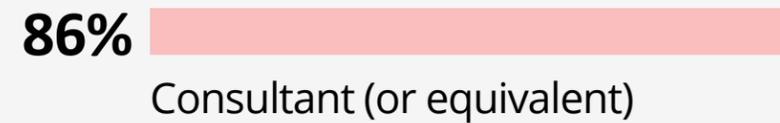
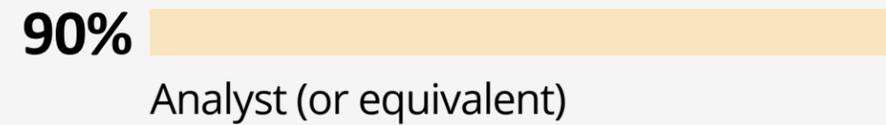
D2i allows me to make a meaningful impact to address social issues.

I believe D2i creates an inclusive environment.



■ Neutral ■ Agree ■ Strongly Agree

The feedback I receive through D2i improves my leadership capabilities.
(Agree or Strongly Agree)



96%
(High or Very High)

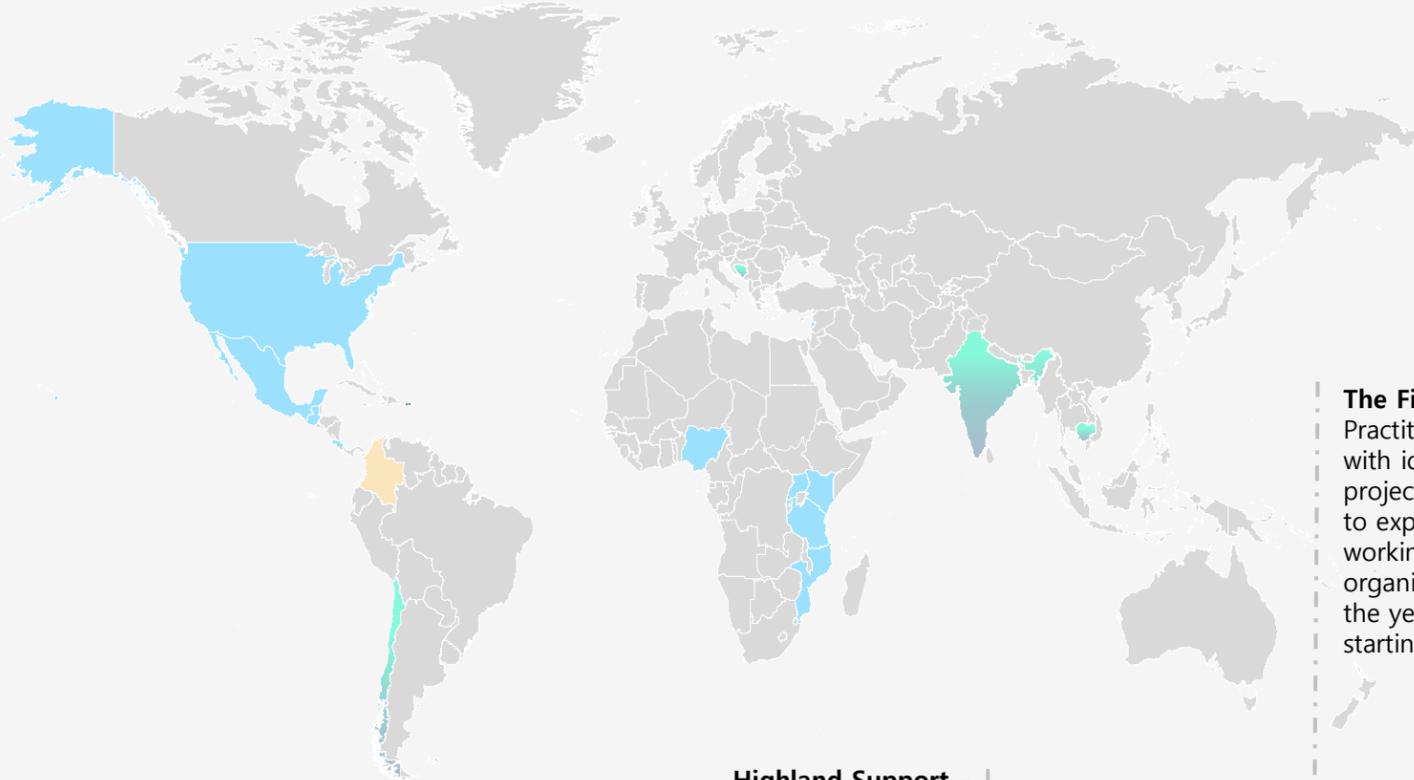
How would you rate how D2i has contributed to your understanding of how to apply your consulting skills to address social issues?

76%
(High or Very High)

If applicable, how would you rate your cultural awareness and understanding of the country and/or region in which you are working?

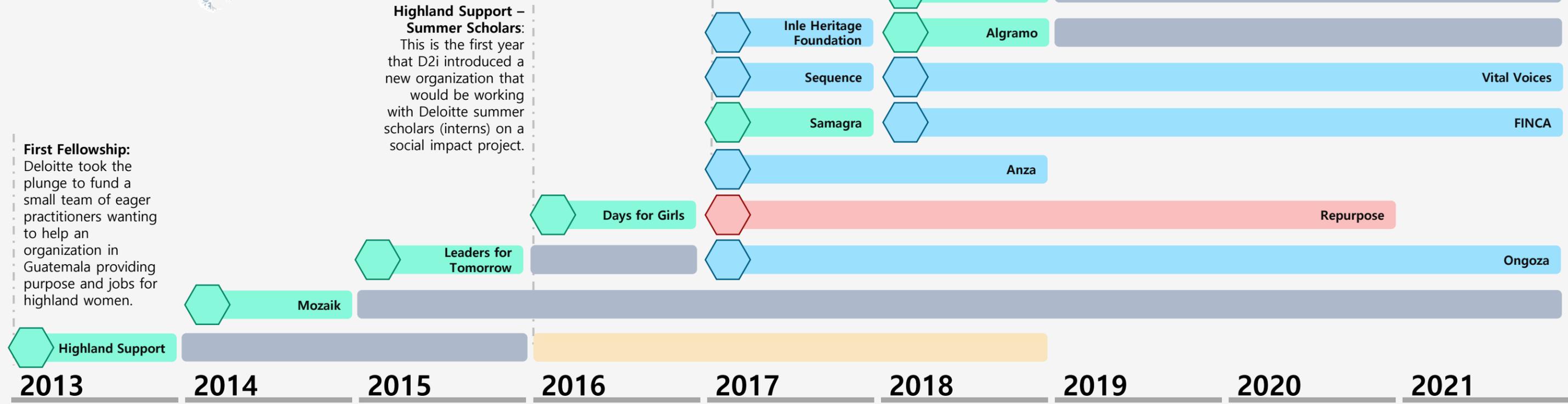
D2i History

D2i began in 2013 with a small team of practitioners looking to support an organization in Guatemala to provide jobs for highland women –seven years later, the D2i community has grown to include over 250 practitioners across different areas of the company, supporting organizations around the world.



- Fellowship
- Sustainability
- SSP
- Venture
- Special Projects

Sabre & Soronko:
The FY20 Fellowship delivered entirely through a virtual workspace with two education-focused Ghanaian social enterprises





3
Years
Involved

21
Practitioners
Involved

2017
Kickoff
year

Kenya

Creating Employment Opportunities in East Africa with Entrepreneurship

Introduction

Throughout April and May 2020, the Deloitte D2i Team met with Ongoza to identify focus areas for support. Ongoza prioritized three areas of focus to help the organization reach its aspirations related to Ongoza’s mission and expand program impact across Kenya. These three areas will be known as the “Business Challenges.” Two of Ongoza’s Business Challenges responded to the COVID-19 pandemic and assessed the efficacy of implementing new strategic capabilities and transitioning Ongoza’s service delivery from in-person to virtual. These efforts included production of business cases to assess the feasibility and requirements for an online platform to house, display and organize content used by Ongoza’s clients, as well as an analysis of payment platforms that will transition the manual payment process to a digital system. Furthermore, there was a need to monitor and evaluate Ongoza’s service delivery in order to assess and communicate Ongoza’s impact to internal and external stakeholders, including donors. Deloitte supported Ongoza through the assessment and development of key performance indicators (KPIs) that were appropriately suited to Ongoza and its unique entrepreneurs and provided a roadmap to help Ongoza implement and sustain the recommended indicators.

Challenges Addressed in 2020

Payroll & Expense Operations Support: To address the need for a digital payments processing platform, the team assessed virtual payment processing platforms to help identify one that will best suit Ongoza’s requirements.

Virtual Platform Assessment: Ongoza needed to be able to migrate their products and services online through an Online Platform to reach more people and be more sustainable. The team produced a business case assessing the feasibility and requirements for a virtual platform to display and organize content used by Ongoza’s entrepreneur cohorts, including a feasibility assessment, monetization scheme, and implementation roadmap with the goal of creating a scalable model for remote learning.

Impact Assessment: To tackle the need for a method to monitor and evaluate impact, the team advised on the selection of specific KPIs that will appropriately position Ongoza to assess its impact across all entrepreneurs to more accurately report its performance to key audiences.

Solutions Delivered

Payments Processing Platform:

- Conducted a landscape assessment to understand the market of payment processing platforms
- Analyzed Ongoza’s existing payment and/or expense processes to inform requirements and platform functionality
- Compared/contrasted online payments processing platforms, offering an analysis of the products support requirements and desired functionality provided by Ongoza, with price considerations

Online Platform:

- Analyzed Ongoza’s current program delivery to inform the development of a digitization strategy which enabled sustainable virtual programming
- Researched existing virtual program delivery platforms and helped Ongoza assess program suitability for Ongoza’s short- and long-term priorities
- Developed three scenarios for various approaches and defined: key audiences, capabilities of the required system, cost implications, strengths and weaknesses, concluding with a system recommendation

Monitoring and Evaluation Impact Indicator:

- Reviewed Ongoza internal processes (e.g., program content, current M&E processes, data intake and analysis) to provide a basis of understanding which will inform approach and deliverable content
- Conducted stakeholder interviews, including interviews with staff and entrepreneurs, to understand perspectives on the ground
- Analyzed entrepreneur performance to obtain historical view of successes, outcomes, or potential shortfalls following cohort completion
- Selected 5 KPIs as standard for all entrepreneurs, which can be easily assessed, reviewed, understood and reported to stakeholders

125
Entrepreneurs
supported per
year across Kenya

The conversations we are having with the D2i team are so important. We are so grateful to D2i for creating space for us to tackle the issues most pressing for our organization and its people.

Teddy Amino Otieno
Lead Business Development
Advisor, Ongoza





Defining Global Partnerships for Rapid Expansion

Introduction

Algramo is a social enterprise that supplies family run stores in low-income neighborhoods across Santiago with products at a lower cost to improve the economic viability of both the businesses and the community members who shop there. Algramo believes in the importance of small, family run shops and in the neighborhood life that is formed around them. Algramo's work addresses what is often called the "poverty tax" the situation in which people pay higher costs for the same goods because they are buying in smaller quantities or are living in a low-income neighborhood. By utilizing a streamlined supply chain and a network of local sellers, Algramo is able to provide these communities with essential goods at a more affordable price. In the past year Algramo has begun and planned to begin expansion into more developed markets in New York City and the EU, which are amenable to eco-friendly products. Through reusable containers, flexible purchase volumes, and mobile refilling stations, Algramo aims to establish a global, inclusive, circular economy, eliminating plastic waste and the poverty tax.

Challenge Addressed in 2020

The Deloitte team addressed three major challenges for Algramo this past year. The first challenge involved analyzing the market size in four major European cities – Berlin, London, Amsterdam and Paris – and using that research to make recommendations to Algramo about which cities would be the best to enter. The second challenge had to do with conducting market research on Indonesia, the "Indonesia Pilot Program." Algramo was considering an expansion into the Indonesian marketplace and requested insight into what that expansion might entail. The third challenge addressed was how Algramo could position itself as a leader in data usage, a concept we called "data monetization."

Solutions Created & Delivered

For the Europe workstream, Deloitte created a framework for analyzing options for expansion, using factors including social trends, the need for increased social mobility, and market value by product type. Deloitte evaluated consumer trends and personas in each of the four cities, as well as legal hurdles, the impact of COVID-19, and other factors to arrive at the final recommendations.

For the Indonesia Pilot Program, Deloitte delivered research containing insights into five major categories of risk in the country: financial, regulatory, logistical, human capital, and cultural.

For the Data Monetization workstream, Deloitte created 5 use cases for Algramo to leverage as ideas for how to put all the data it gathers to work. The use cases we delivered covered customer push notifications, Blockchain for supply chain management, retail shelf management (working with big box stores to increase the volume of product sold), building a data supply chain with wholesalers, and a partnership with GS1, the nonprofit company which implements the barcode among other logistical products.

Looking Forward

Continuing to work with initiatives pertaining to extended producer responsibility (EPR), expansion into new markets like the European Union, data management, and partnering with other companies in the circular economy industry.

"Thank you so much for the brilliant and outstanding work. I have passed your findings onto my management team so they can use your insights and analysis to help optimize Algramo's growth and plan our EU market entry."

Brian Bauer
Primary POC



Enabling Internal Growth through Strategic Support

Introduction

Mi Parque is a public spaces organization based in Santiago, Chile that engages in a community-led, participative process to build public spaces that foster a sense of community, pride, and ownership. D2i began its work with Mi Parque in 2018 through the D2i Fellowship. During the fellowship, 15+ practitioners across 3 workstreams brought their insights to Mi Parque’s challenges around customer acquisition and retention, along with project management and technology. From January to July of 2019, D2i supported Mi Parque to tackle sustainability challenges in strategy and technology.

Challenge Addressed in 2020

Throughout our time working with Mi Parque, they’ve expressed an interest in developing a culture of feedback sharing and building a formalized process to evaluate employees on their individual performance.

Solutions Created & Delivered

In 2020, 9 practitioners worked to develop a performance evaluation framework for Mi Parque to allow employees to share and receive feedback on their individual performance and career development. The team’s solution included how-to guides on providing and receiving feedback, as well as an integration of the framework into Mi Parque’s digital HR software. The D2i team conducted a pilot of the framework, surveys, and virtual workshops with Mi Parque staff to gather input throughout the process. The D2i team also led a social media campaign to raise \$2,650 USD for Mi Parque’s operations, which were impacted by COVID-19.

Looking Forward

In 2021, the D2i team is working with Mi Parque in support of two phases of work focused on their value proposition. D2i will support Mi Parque in documenting their proposal process for partner organizations and developing a value case to charge for intangible services. D2i will also support Mi Parque in developing notional profiles or personas for their partners’ different interest areas to enable the development of targeted strategies when working with different organizations. Finally, D2i will support Mi Parque in communicating their impact to partner organizations and communicating the contribution of Mi Parque’s work to partner organizations’ CSR strategies.

“I think that we are going to obtain a very good performance evaluation system after all this good work.”

Consuelo Larraín Former Director of Alliances, Administration, and People

“Thanks again for everything. I feel very lucky of having the opportunity to work along with you, but also having the chance to meet you as amazing people. Always so professional and dedicated to help us achieve in a better way our mission.”

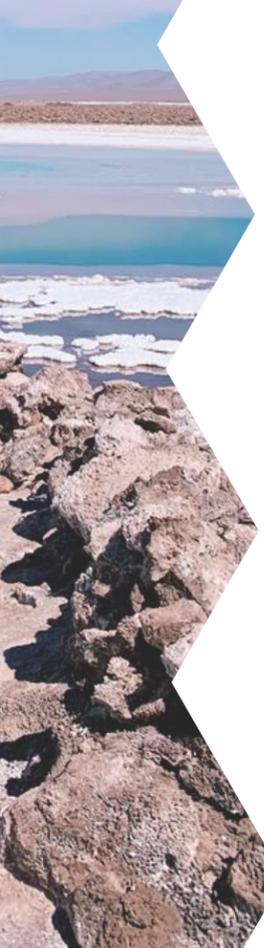
Consuelo Larraín Former Director of Alliances, Administration, and People

“Thank you for this incredible campaign and all the effort you put into achieving it.”

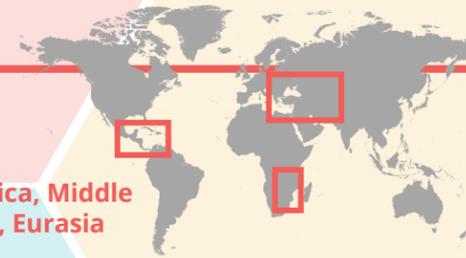
Juan Ignacio Diaz,
Executive Director

“Thank you all for doing this great job...and always with so much professionalism, enthusiasm and good energy.”

Francisca Cordero,
Communications Manager



Defining Global Partnerships for Rapid Expansion



Latin America, Middle East, Africa, Eurasia

Introduction

FINCA Forward is an accelerator program designed to give early-stage fintech small and growing businesses (SGBs) access to financial institutions that serve as customers of their new products and/or strategic partners. Selected organizations have an opportunity to run proofs-of-concept (POC) with FINCA Impact Finance and receive both capital and customized technical support to achieve impact, scale, and sustainability.

Challenge

The D2i team worked with FINCA to deliver pro bono strategy consulting projects to three fintech startups in the FINCA Forward program – namely Kuunda (completed March 2020), Mosabi (completed December 2020), and Weza (started in 2020, completed March 2021) – to help them plan to scale their businesses, enter new markets, and further the cause of financial inclusion in developing economies.

The D2i team developed strategic solutions for three startups during 2020. These solutions were intended to address core business challenges by helping Kuunda to scale digital products, helping Mosabi assess financial considerations to determine which new markets to enter and delivered sales, and helping Weza reach new customers and grow their business.

Impact to Organization

D2i conducted a market segmentation in Tanzania for Kuunda to assess informal market workers, agents, and super agents across seven Telecommunication Companies (Telcos). Additionally, the team developed a financial model that will be used as the basis for Mosabi's capital ask from potential investors in its upcoming capital funding round; the model includes five years of cost and revenue projections across twelve markets, as well as three financial statements, a capital needs assessment, and an executive dashboard. The team also delivered nine partner personas to Mosabi to highlight approaches for engaging with new types of partner organization as well as risks and relevant considerations. Lastly, we facilitated discussions between Deloitte subject matter experts and the Mosabi team to provide best practices on other topics of importance for their business.

Looking Forward

Over 2021, the D2i team will aim to deepen our relationship with FINCA, continue delivering strategy projects for new startups as they go through the program, and explore new ways to advance the impact we can create in the emerging market fintech space.

"Our D2i contacts...have been essential partners providing the FINCA Forward partner fintechs...with expert support. We are grateful to have such a capable team of committed professionals supporting this innovative and transformative program, which in turn is doing much to advance the state of financial inclusion and the growth of social enterprise globally."

Rupert Scofield, President and CEO of FINCA International

Supporting the Vital Voices Global Leadership Award Honorees

Introduction

The Vital Voices Global Leadership Awards (GLA) honors and celebrates women leaders around the world working to strengthen democracy, increase economic opportunity and protect human rights. D2i is tasked with helping Vital Voices GLA Honorees. In 2020, D2i worked with 6 Honorees and their organizations, each with a unique challenge

Obiageli (Oby) Ezekwesili, Nigeria

Oby conducted research on evaluating democracy using the economics market. She wants to turn her research into a book that can be used in the discussion of changing the political landscape, especially in her home country Nigeria. She is launching a school to teach the next group of ethical politicians. D2i developed materials that would help Oby prepare for publishing her book and to launch a school. These included a Book Publishing Guide that provided templates and resources to offer guidance for the book publishing process, a School Partnership Guide would ease the school development process by outlining an approach to identifying critical partnerships and providing preliminary recommendations. D2i also connected Oby with Deloitte leaders that have experience writing books to give Oby additional support from SMEs.

Nadia Murad, Nadia's Initiative, Iraq

Nadia's Initiative was in the beginning stages of developing a strategic plan. To assist Nadia's Initiative, D2i surveyed X social impact organizations to better understand fundraising strategies and other best practices, both before and during the COVID-19 pandemic. By surveying 15 organizations and outlining best practices, D2i provided Nadia's Initiative an additional resource to help inform its broader strategic plan and fulfill its vision of supporting survivors of sexual violence while rebuilding communities in crisis.

Suam Fonseca & Mayki Graff, Dolls Clan, Honduras

Suam and Mayki are the two GLA honorees that form Dolls Clan, a group of feminist graffiti artists. Dolls Clan uses public art and advocacy to promote female reproductive rights and empowerment and holds festivals and workshops to give marginalized women and girls an outlet for creativity and advocacy. Dolls Clan is not yet an established organization and D2i developed materials to provide resources for Dolls Clan to use in the process. This included developing a clear business plan based on their mission and current funding, identifying strategies to establish their organization, and providing a list of potential partnerships.

Leah Lizarondo, 412 Food Rescue, United States

412 Food Rescue combats food insecurity and food waste by collaborating with volunteers, food donors (retailers), and nonprofit organizations to recover and redistribute surplus food to individuals in need. 412 Rescue is currently active in 6 cities, with a goal to expand to 100 cities by 2030. D2i provided 412 Food Rescue growth projections to inform both potential investors and 412's strategy as it expands the program across the US. This included a 10-year Growth Plan that accounts for variance in city size (small, medium, & large) as well as recommendations and presentation materials to inform 412 Food Rescue's strategy.

Joy Buolamwini, Algorithmic Justice League, United States

The Algorithmic Justice League is an organization that combines art and research to illuminate the social implications and harms of artificial intelligence. D2i developed a comprehensive overview of the algorithm auditing marketplace. This included:

- **Market research** into the algorithm auditing landscape, including providers of auditing services, nonprofit advocates and researchers, key contacts in the algorithm auditing space
- **Harms assessment** into misuse of artificial intelligence, with a particular focus on facial recognition technology and its deployment in schools
- **Nonprofit strategy** including advice on the steps necessary to establish AJL as a financially independent organization



2
Years
Involved

37
Practitioners
Involved

2019
Fellowship
Year

Building Partnerships to Grow the Anti-Human Trafficking Movement

Introduction

Founded in Cambodia, Chab Dai means “joining hands” in Khmer and is an organization committed to working with diverse stakeholders to abolish all forms of abuse and exploitation. Chab Dai has been building partners and competency within the anti-trafficking movement since 2005.

Challenges Addressed in 2020

Given COVID-19 and changes in leadership, Chab Dai identified a need to create a culture that empowers employees and their career development through the implementation of robust professional development tools and elevation of performance management. The D2i team and Chab Dai leadership discussed strategy, approach, timeline, and templates to help employees reach their potential.

Solutions Created & Delivered

Performance Management: The D2i team adjusted and revamped the Individual Development Plan to match shifting organizational priorities. This project focused on the role of goal setting. The team strategized on how to instill a culture of professional development driven by and for employees through the creation of both professional and personal goals.

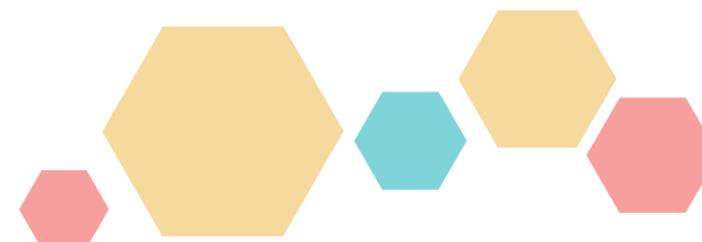
Remote Work: Given COVID-19, Chab Dai leadership thought through various aspects of remote work and culture, and the D2i team provided research and leading practices to help create these policies.

Job Descriptions & Competency Models: The D2i team developed competency models based off the Job Descriptions aligned to each role at Chab Dai. These competency models were used to help staff understand the expectations around their role and what is required to advance to the next level. The competency models incorporated both soft and hard skills required for the job. The goal is for staff to use the competency model to help plan and navigate their careers at Chab Dai.



Looking Forward

In the next year, D2i will continue to work with the Chab Dai leadership team to help drive organizational priorities as the organization gears up for both international expansion and an institutionalization of the Global Learning Community with other anti-human trafficking organizations. The initial priorities are centered around helping Chab Dai develop a “secretariat” role for the Global Learning Community. Considerations around the secretariat role are primarily PMO focused and include thinking through the development and maintenance of a resource hub.





2
Years
Involved

13
Practitioners
Involved

2019
Fellowship
Year

Sustainable Business Practices in the Anti-Human Trafficking Movement

Introduction

Since 2019, Deloitte has collaborated with Hagar International, a global organization that provides services directly to survivors of trafficking, through a trauma-informed-care model that walks the entire journey to recovery with them. Over the past year, Deloitte partnered with Hagar to implement several innovative business solutions including a Performance Management toolkit, leadership trainings, and global finance policy refresher; with the overall goal of progressing the organization towards stability and sustainability to ultimately deliver the best care to survivors of human trafficking, slavery, and abuse.

Challenge Addressed in 2020

Performance Management: To start off the year, D2i collaborated with Hagar's CEO, COO, and Executive Directors to tackle one of Hagar GE Board's identified growth areas: Performance Management. The D2i Team conducted interviews with each Program and Support Office, presented key insights and findings, developed a Performance Management strategy and toolkit, and conducted trainings with each office to implement the new strategy. This global Performance Management strategy was designed foster a culture of trust, enhance organization-wide communication and alignment, and prioritize employee growth and development.

Business Chemistry: D2i also provided Deloitte's signature training, Business Chemistry, to Hagar's leaders. These sessions were set up to help Hagar leaders understand their own styles and how to best work together as a team based on the Business Chemistry of others.

Finance Policy: Currently, D2i is supporting Hagar through analyzing their Finance Policy and how it is implemented across each Program and Support Office. The team has developed strategic recommendations and is collaborating with the COO to implement these organization-wide changes. This effort will promote consistency throughout the organization, provide greater financial transparency for their donors, and will hopefully lead to increase in funding in years to come.

Impact to Organization

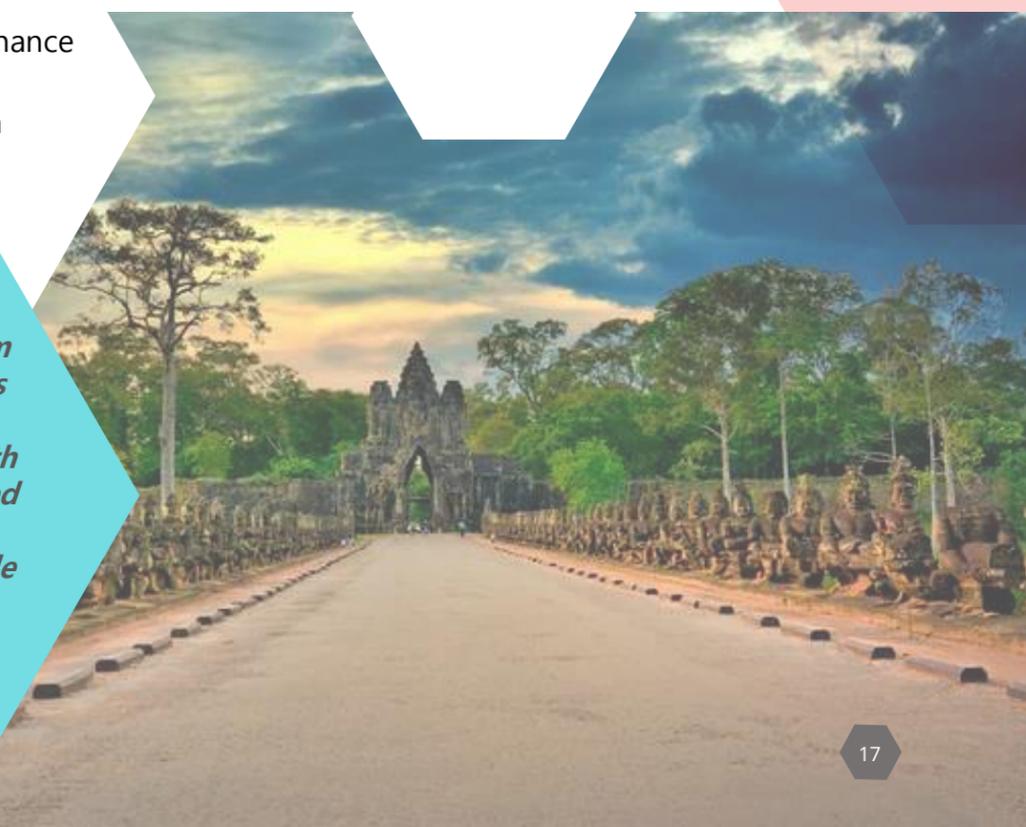
- Improving global employee experience with a specific focus of creating a culture of trust, investing in employee growth, and strengthened understanding of HI's mission
- Standardizing processes across all offices in 8 countries for Performance Management and day-to-day finance policies
- Progressing Hagar's goal of attaining DFAT accreditation which would help them potentially gain 350k in funding plus additional donors.

Looking Forward

Currently, the D2i team is working with the CEO to scope our next phase of work which will tackle the implementation of a Global IT and Information Sharing Strategy. The team is also planning to facilitate Business Chemistry trainings to Hagar Staff as it was so well-received by Leadership. We look forward to continuing our work with Hagar and helping them tackle their organizational needs and goals for the foreseeable future!

"We are so grateful for the wonderful assistance the D2I team has given Hagar International this year to overhaul our finance policies and procedures in line with best practice. We really appreciated the team's professionalism and commitment throughout the whole process from start to finisy."

Dr. Andrew Catford,
Hagar International Global
CEO



Breaking the Female Poverty Cycle through Prevention, Education, & Career Development

Introduction

The Juanfe Foundation is an innovative non-profit working to cultivate a society that respects and promotes gender equality. Based in Colombia, the Juanfe Foundation works with adolescent mothers facing financial and/or psychological challenges to empower mothers and families through psycho-social therapy, sexual and reproductive rights, job training / certification, and job placement so the women may enter the workforce.

The Challenge

In 2020, D2i initiated a new phase of work with the Juanfe Foundation to strengthen their organization's positioning and reputation amongst external stakeholders as well as streamlining internal communications practices.

The Scope

The Juanfe Foundation and Deloitte team worked collaboratively to co-create solutions around four focus areas to strengthen their organization's external and internal communications:

- Brand equity
- Marketing
- Public Relations
- Internal governance and communication

Solutions Delivered - The Outcome

The team developed 6 tangible solutions for the Juanfe Foundation to reference and implement: a current state communications assessment, a communications comparative analysis, a heuristic evaluation, a timebound communications plan, an updated strategic roadmap, and a framework for a new internal communications champions' network.

The team's successful delivery of solutions resulted in continued engagement in 2021. Juanfe has requested Deloitte's support in two efforts: (1) Strategy support for a new digital platform; Women Working for the World, (2) Automating processes in their Salesforce environment.

Impact for Fundación Juanfe

The Deloitte team's support was critical in onboarding Juanfe's new Communications Director and helping Juanfe think about their communications more strategically.



Impact for Practitioners

The composition of the D2i Juanfe relationship aimed at developing practitioners through skills-based learning. Overall, Deloitte practitioners reported improving their skillset across ownership, communication, problem solving, and teaming, while also increasing their cultural awareness.



Practitioners agreed that they **applied the skills** they developed in D2i to **client work.** (self-reported)



Practitioners agreed that D2i gave them the tools and experiences to be successful at **pursuing their passion.** (self-reported)



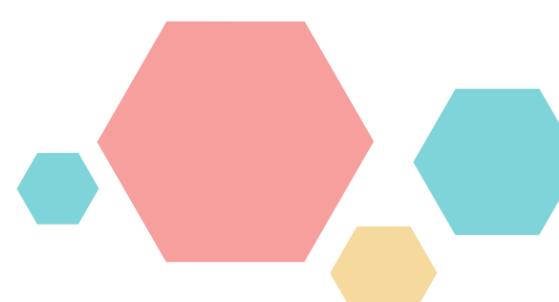
Practitioners agreed this engagement helped them improve their **cultural awareness.** (self-reported)

"It is really hard for us to find enough words to express so much admiration and gratitude we feel for D2i's team. One day you will understand the capabilities you helped us strengthen and build to be a sustainable organization."

Rosana Vanegas Perez
Director of Projects and
Replicability

"You don't know how much I appreciate all the work your team has accomplished with me. I am so happy with everything we have achieved; the Deloitte team has been fundamental in this process."

Maria Camila Reina
Rivera
Director of
Communications



Employing Franchising Techniques to Drive Rapid Expansion for Social Change

Venture Background

The Social Franchising Community of Practice (CoP) was developed to explore the effectiveness of franchising techniques in driving the rapid expansion of social business, in hopes of bringing quality of life solutions to those in need of faster than traditional efforts. The CoP has positioned Deloitte as a thought leader in the emerging industry through work with a broad spectrum of clients that are using the franchise model to scale.

Unlocking Communities Background

The team represented the first ever mix of Commercial + GPS perspectives within D2i. The mix of 8 Commercial and GPS junior practitioners were tasked with developing a Market Entry strategy for Unlocking Communities. Unlocking Communities uses a hybrid version of the social franchise model to distribute clean water filters across developing nations. Centered in Haiti, Unlocking Communities' operations have been significantly impacted by natural disasters, currency fluctuation, and intense social divides throughout recent history – driving the company's need to expand.

Solution Delivered

Conducted a deep dive analysis of Unlocking Communities' strategic priorities and success criteria for expansion. After solidifying the business case, the team 'boiled the ocean' and developed selection criteria to refine countries of interest. Through a series of Greenhouse-style workshops, the team identified Mozambique and Brazil as the two most desirable target markets. The final recommendations were summarized in two market entry handbooks, both of which provide a scalable framework for market entry.

Impact

This team's work directly enables Unlocking Communities to diversify its risk outside of Haiti. Each market entry handbook provides a comprehensive analysis followed by a tactical recommendation. Recommendations included prioritized regions for entry, potential partners, investors, and customer personas, etc., all of which become the foundation for a successful expansion.

Looking Forward

Unlocking Communities will be working with our Leadership Sessions team to revamp the company strategy, vision statement, and roadmap based on a new priority to develop a for-profit arm of the social enterprise.

Leadership Sessions

The Leadership Sessions team has worked with three clients over the past year, delivering five Greenhouse-style strategy sessions for the C-suite executives to identify their top priorities, develop sustainability goals, and build roadmaps to achieve their visions. The team, which 7 Deloitte practitioners have worked on over 2020, has helped answer the following questions for our clients:

- How do I make my company customer-centric? How do we instill a company culture of customer-centricity?
- What are the company's top priorities in 2021? How do I move out on those priorities?
- What are our sustainability goals that will align and focus us on opportunities that enable our vision rather than achieve short-term success?

Solution Delivered

Specifically, the team has delivered strategic roadmaps, a customer centricity framework, a business chemistry session and outputs, and sustainability goals for our clients. Our clients say that D2i has enabled their strategic priorities and growth. For example, the CEO of Be Girl said that our team's work on helping them become customer-centric was "taking the company to a completely new level."

Looking Forward

The team has two sessions planned with client Unlocking Communities that will enable them to 1) craft a vision statement that represents their new company strategy and 2) build a 3-year roadmap to move out on a new company strategy.

"The ideas for innovation during the engagement came directly from each practitioners' background. Especially when it came to introducing technology. Commercial practitioners were extremely beneficial when it came to our Partnership Strategy."

Josh, CEO, Unlocking Communities

Employing Franchising Techniques to Drive Rapid Expansion for Social Change

Be Girl Background

Be Girl, is a mission-driven design company that creates innovative, beautiful, and affordable products for womankind, on three distinct statements of work over the past year. Eight Deloitte teammates and one SME collaborated with Be Girl to address the following challenges:

- How to enter the Mozambique Market
- How to promote greater accountability in individual decision making
- How to create a communication and decision-making structure

In Progress

Execute SOW to support Be Girl institute a company culture of customer-centricity and promote data-driven marketing opportunities. This effort is an over-arching theme as Be Girl looks to expand its market share in the African reusable menstrual product space through developing their eCommerce business in Kenya. To facilitate this cultural shift, the team will be conducting interviews with Be Girl VP's and ground-level employees to better understand their current customer-centric culture and what practices can be best implemented to foster cultural growth; as well as an analysis of the eCommerce sector in Kenya.

These practices will be collated into a tactical implementation roadmap to help the Be Girl team execute on these recommendations.

Social Franchising CoP Eminence

The Eminence team is dedicated to growing the knowledge of Social Franchising CoP in order to position Deloitte as a thought leader in the sector. The team is dedicated to identifying relevant industry trends, providing research support to the various CoP workstreams, and developing thoughtful insights and materials that represent the rich knowledge acquired by the client work conducted up to date. The team, which has had 4 practitioners over 2020, has helped answer the following questions for the CoP:

- How can it share insightful information both externally and internally to the CoP?
- How can our work at the CoP position Deloitte as a source of knowledge for social franchising?
- How can the CoP provide its clients with the most up-to-date and relevant industry practices to advance their organizational mission and vision?

The team has created a series of white papers with the purpose of developing a call to action/business case to funds to support social franchises. The first of these papers has already been published in both the [D2i website](#) and the [International Franchise Association's Social Task Force](#) website.

The eminence team plans on publishing the second white paper and developing the third white paper of its series. It will also continue its efforts identifying the latest social enterprise and franchising trends and expand that knowledge to the greater Deloitte community.

Solution Created & Delivered

The team has produced a Market Entry Playbook (an educational resource and operational guide for Be Girl to conduct market research and create a sales and marketing strategy for a location of interest), a Best Practices Decision Making guide (resource for the C-suite to use in monthly decision meetings to coordinate Responsible, Consulted, and Informed actors in order to create more accountability), and drafted both a Best Practices Guide to Data Collection (resource for C-suit to use when creating and deploying customer centric surveys) and a catalog of Internal Change Management best practices.

The team's work has directly impacted Be Girl's ability to meet one of their 2020 strategic goals: Secure a partnership with at least 1 national commercial distributor/reseller of our products by July 2020.

"We are incredibly grateful for the chance to work with this thoughtful and dedicated team as we navigate these complex challenges...Establishing this foundation right now will serve us incredibly well for many years to come. Thank you, thank you."

Audrey, COO, Be Girl

"Your support couldn't have come at a better time. I wouldn't have been able to design a better collaboration from Deloitte to be girl. We are eternally grateful. Your support has really made all the difference for 2020 and beyond. You have made an impact on our company and all the girls we reach. Thank you from the bottom of our hearts."

Tatiana, VP of Operations & Marketing, Be Girl



Addressing the Wicked Problem of a Lack of Quality Education

Introduction

As Sub-Saharan Africa gains global attention for its economic potential, Ghana in particular faces a lack of quality education and a gap in skills during a rapidly changing ecosystem. Despite major strides in education, Ghana still faces challenges regarding unequal education access in rural areas, poor learning outcomes, lack of gender parity, high unemployment, and fragmented Technical and Vocational Education and Training (TVET).

As a result, the Ghanaian workforce is currently experiencing a shortage of skills that are necessary for economic growth under the fourth industrial revolution.

Therefore, the FY20 D2i Fellowship focused on the design of people-centered solutions to help our partner organizations more effectively contribute to the West African education and skills revolution, addressing the wicked problem of a lack of quality education and a gap in skills in a rapidly changing economy.

Challenges Addressed in 2020

Following the identification of the FY20 Fellowship wicked problem and selection of the Fellowship Organizations, the COVID-19 pandemic began to spread globally. D2i practitioners and the two Fellowship Organizations, Sabre Education and Soronko Academy, quickly had to adjust to a new virtual environment.

The team engaged in adaptable and flexible online tools in the face of a constantly changing virtual environment. Additionally, the team built relationships, team camaraderie, and collaborative communication in a completely virtual environment. Lastly, the team developed virtual solution delivery workshops and implemented solutions through a completely virtual workspace.

This year's Fellowship was delivered 100% virtually for the first time since its inception. D2i and FY20 Fellowship Organizations leveraged tools and technology successfully, being brought together in a new virtual environment.

Sabre Education Background

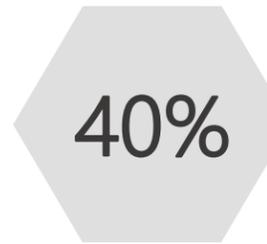
Sabre Education was founded in 2003 and works to improve the futures of poor and marginalized children in Ghana by working to give them the best possible early education. The organization is focused on improving early years education, as the kindergarten sector is a priority intervention area that faces a number of critical challenges. Sabre's innovative Brighter Futures Programme was founded in 2008 and responds to these challenges with two key program components, Building Playful Schools and Transformational Teacher Training, and is delivered in partnership with the Ministry of Education and the Ghana Education Service.

Soronko Academy Background

Founded in 2012, Soronko aims to empower woman and girls to realize their economic potential through technical and soft skills development and training. The organization initially established the 'Tech Needs Girls' program in 2013, and since then has expanded their curriculum, courses, and programs. Since its founding, Soronko has expanded to Burkina Faso, and partnered with a suite of public and private organizations such as Rotary, Mastercard Foundation, UNESCO, and Ghana Tech Labs. Most recently, Soronko Academy launched an online coding school to expand their geographic reach and increase capacity to provide technical skill straining.



of children entering primary school today will be working jobs that currently do not exist.



unemployment rate for tertiary education holders in Ghana



million projected Ghanaian working population in 2030

"Three great teams helped us develop our growth strategy and partnership engagement, our monitoring and evaluation processes, and define a clearer organogram and recruit the right team."
Regina Honu CEO
Soronko Academy



Ghana

Addressing the Wicked Problem of a Lack of Quality Education

Sabre Education Workstreams

Fellowship Solution

Branding, Eminence, and Donor Development (BREDD): How might Sabre improve its current marketing and communication capabilities to attract new business development opportunities and establish itself as a leader in its mission space?

Through impact analysis, stakeholder assessment, and emphasis on long-term planning, BREDD empowered Sabre to expand the reach and strengthen the effectiveness of its early childhood education impact narrative and stakeholder communications.

Financial and Operational Reporting and Governance (FORGE): How might Sabre achieve greater financial visibility and operational accountability to bolster decision-making, improve performance, and enhance governance?

By providing solutions that bolstered informed decision-making, improved performance efficiency, and enhanced governance, FORGE addressed pressing operational needs that aided in leadership’s ability to make strategic, data-informed decisions.

Successful Design and Delivery of Services (SUDDS): How might Sabre leverage current and future partnerships to ensure its service delivery design is able to deliver the greatest impact and reach on a global scale?

Helped Sabre rethink how it delivers trainings and utilizes partnerships, specifically in a virtual environment brought forth by the COVID-19 pandemic. SUDDS enabled the organization to grow its reach in the education space during a critical time.

Soronko Academy Workstreams

Fellowship Solution

Growth Strategy and Implementation Planning (GSIP): How might Soronko develop and execute against a sustainable growth strategy rooted in high quality service delivery and partnership-enabled impact?

GSIP helped Soronko articulate an actionable path for growth and assess strategic opportunities for the path forward, enabling the organization to continue to scale its impact in the education space within and beyond Ghana.

Revitalizing Monitoring and Evaluation Processes (REVAMP): How might Soronko capture and communicate its direct and systemic impact across its service portfolio in order to unlock future funding and partnership opportunities?

REVAMP provided Soronko with solutions that aided in the realignment of their M&E strategy, pushed data-driven decision making, and focused on using M&E data to demonstrate Soronko’s impact to outside stakeholders.

Talent Engagement and Acquisition Strategy (TEAstrat): How might Soronko attract, manage, and develop high-performing talent who buy into Soronko’s mission and will grow into its future leadership?

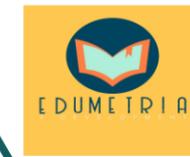
TEAstrat supported Soronko in enhancing Soronko’s existing HR strategy as it looks to expand geographically and by identifying solutions to help strengthen Soronko’s recruitment process, to retain top talent, and to develop Soronko’s management structure.

“To be supported by an organization with the expertise, experience and insight of Deloitte has opened up our visioning for the future.”

Susan Place Everhart
CEO Sabre UK



Colombia



1
Year
Involved

14
Practitioners
Involved

2020
Kickoff
Year

Innovative solutions bridging the gap in access to education

Introduction

Edumetria is a non-profit working towards building innovative and cost-effective education models that help bridge the gap in educational achievement in rural and urban areas, while addressing socio-economic and gender-achievement gaps. Based in Cali, Colombia, Edumetria aims to improve the prospects of vulnerable students' access higher education and ability to increase employment opportunities after graduation. Edumetria piloted their program in 2016 and engaged low-income students after school to provide high-quality math courses, test preparation, and vocational counseling. The pilot showed measurable success, with student test scores improving, on average, 239% during the program. These results have prompted neighboring communities to request Edumetria's supplemental educational program in more schools.

Challenges Addressed in 2020

Edumetria had two main challenges in phase one; (1) the organization needed to standardize its operations and strengthen its fundraising to support efforts to scale the program across Cali, Colombia, and (2) the organization had to quickly transition and reimagine the program into a virtual environment due to COVID-19 restrictions.

Phase two focused on honing Edumetria's management and donor strategies to enable the organization to further its mission and maintain program impact. To solidify its operations, Edumetria needed to articulate a strategy and create an infrastructure that supported the expansion and institutionalization of its successfully piloted programs. Additionally, Edumetria needed to better enable the solicitation of donations from new sources, requiring a strong marketing/communications strategy and the creation of a customer relationship management system (i.e., Salesforce) to better equip the organization towards securing and maintaining a sustainable funding stream and network of supporters.

Solutions Delivered

Phase one delivered across three workstreams to address the two challenges described above. The Daily Operations team (1) synthesized information regarding Edumetria's business operations to help measure improvement and (2) provided resources to assist Edumetria's administrative operations as the organization shifted to a virtual environment. The Donor Landscape team conducted a donor landscape and partnership assessment and built a donor/budget management Excel©-based solution to help Edumetria's pursuit of financial sustainability and security. Finally, the Virtual Program Delivery team (1) employed robust analysis to identify optimal virtual platforms to enhance learning at Edumetria and (2) created a four-phase transition plan that outlined measures of success and a long-term strategic vision for remote learning.

During Phase two, the D2i team facilitated client workshops in English and Spanish to inform the development of a 5-year strategic roadmap meant to marry mission-focused goals with tactical objectives to drive toward the ideal future state. To strengthen Edumetria's management infrastructure, the team gathered requirements for customer relationship management (CRM) tools to centralize and manage data on student performance, personnel and donors. The D2i team also delivered a Communication Strategy with a focus on key communications vehicles (e.g., social media, a robust website, and long-form communications) complemented by a tactical Execution Plan. As of April 2021, the D2i team is finalizing the transition of key management functions to Salesforce and is working to train Edumetria staff on this newly customized tool.

Impact to Organization

The D2i team supported the transition of ~100 students to a virtual classroom environment throughout Phase one. D2i has also identified five areas of opportunity for Edumetria to improve its management processes and increased efficiency gains across 40% of identified areas through the development and implementation of Salesforce for donations and budget management. The D2i team facilitated several workshops in English and Spanish with Edumetria leadership and personnel to provide opportunities for internal transparency and productive roadmap envisioning. These interactions have propelled the D2i team to support the development of the following two major strategies: one for operational efficacy and the other for communications/donor outreach.

"The Deloitte team is simply fantastic. We are speechless. Our team has been working with a lot of drive and encouragement, and little by little, results are beginning to be seen."

Orlando Trujillo
Co-Founder

Looking Forward

Preliminary scoping conversations have yet to occur, but there are opportunities for future work to expand upon the following three landscapes: **Implementation of the Strategic Roadmap, Marketing & Communications, Expansion of Salesforce functions**

Breaking Barriers that Inhibit Social Innovation

Introduction

The Social Impact Hackathon serves as an incubator for Deloitte's international non-profit and social enterprise partners to develop innovative solutions to their most pressing challenges.

Impact to Organization

WORKING WITH ONGOZA

To gain a deeper understanding of Ongoza's innovation challenge of building a sustainable financial model, we interviewed four organizational leaders, three of Ongoza's partners doing similar work in the ecosystem, four entrepreneurs within the accelerator, and four industry experts with experience in innovative nonprofit financial models. We also conducted background research into how Kenya's history and political climate impacts business in the country, the market landscape for Kenyan accelerators, and Ongoza's operations. From this research we found that Ongoza was charging entrepreneurs 10% of the total cost to run their programs while the remaining 90% needed to cover costs came from unreliable donors. Our team synthesized insights from this research to compile a data dump of pertinent information for hackathon participants to use in developing their solutions.

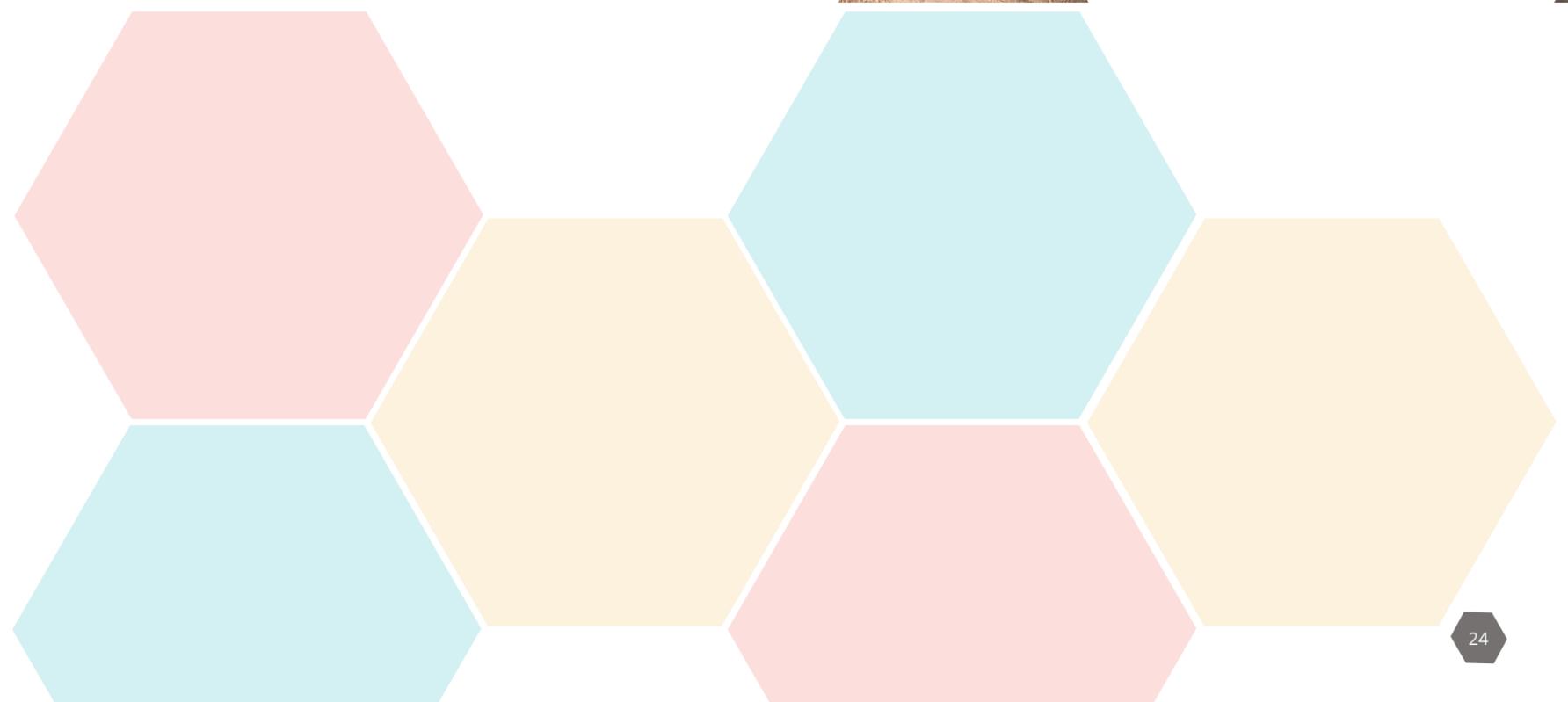
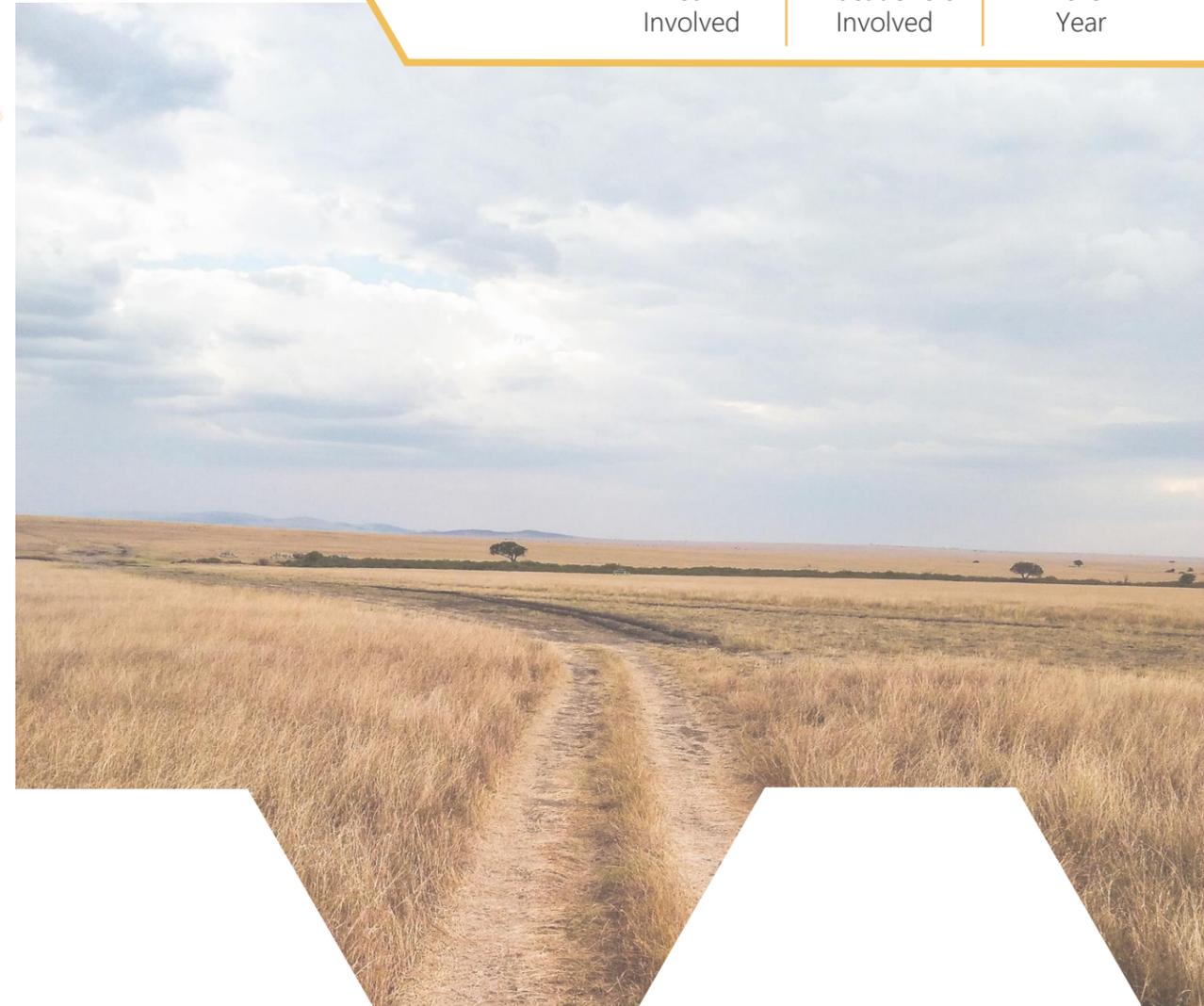
Challenges Addressed in 2020

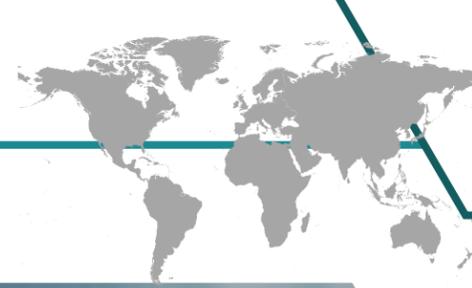
Innovation Challenge: What new and sustainable ways can Ongoza explore to fund the services it offers to its entrepreneurs?

Market Testing the Solution

The hackathon resulted in solutions that addressed Ongoza's challenge of building a financially sustainable business model in a multitude of ways. This included using partnerships to generate additional revenue, product/service innovation, shifting revenue models, or shifting the business model to focus on impact investing and providing revenue-based financing for entrepreneurs. Ultimately, Ongoza chose to explore shifting the revenue model of the organization by developing a corporate sponsorship model to cover the cost of Ongoza's services for entrepreneurs.

Once the winning solution was chosen, our planning team brought the participants who developed the solution and Ongoza together. We hosted design sessions with these stakeholders to continue incubating the idea.





1+
Year
Researching

8
Practitioners
Involved

2020
Kickoff
Year

COVID-19 Impact on the Non-Profit Sector

Impact Overview

At the beginning of the pandemic, the D2i community recognized an important role it could play in understanding how COVID-19 impacted international nonprofits and social enterprises, given its work and relationships with partner organizations. To address this, the D2i COVID-19 Research Team started in June 2020 with the goal of bringing an informed perspective to the global impact community of the pandemic's impact on nonprofits' missions, programs, and employee experiences.

Challenge Addressed in 2020

The pandemic's impact on nonprofit and social enterprises' program delivery and operations, especially as they integrated new technology into their business models.

Solution Created & Delivered

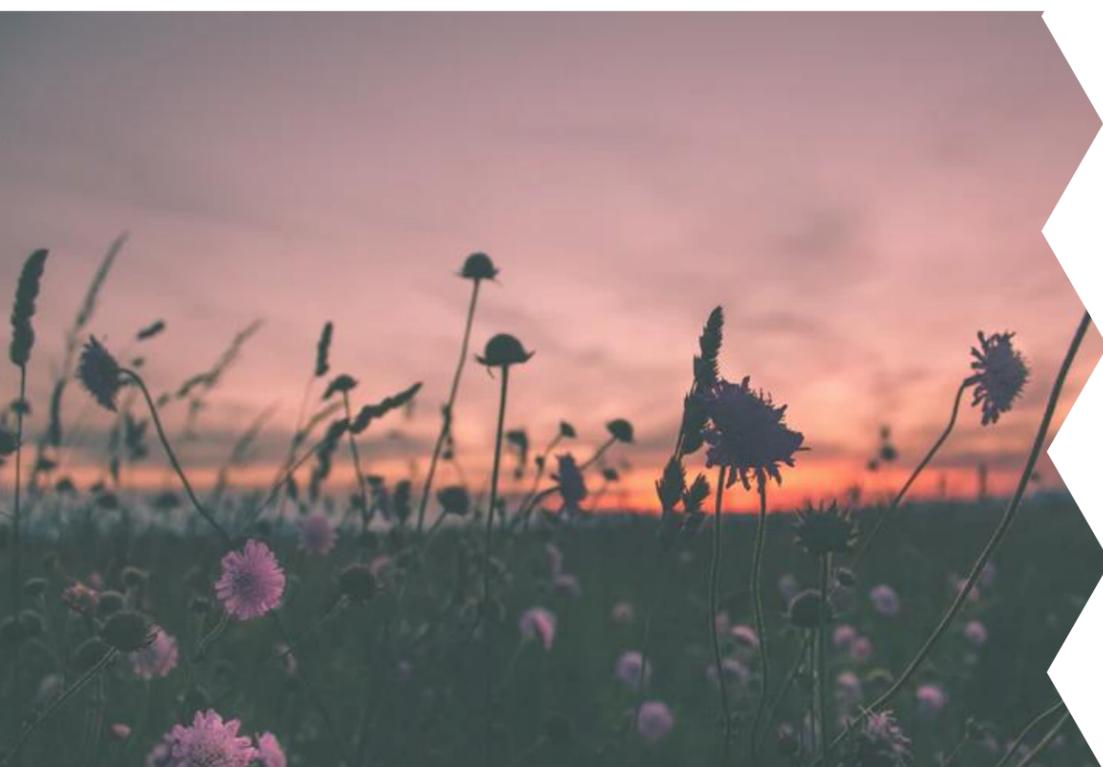
Two-page report published externally on the D2i page on Deloitte's website; presentation of research findings at the Global Youth Economic Opportunity Summit in October 2020.



- 25** survey responses received
- 11** organizations represented in the research
- 3** future considerations proposed to support nonprofits as they evaluate COVID's impact on their organizations

Looking Forward

As part of phase 2 of the research, the team is exploring what the world might look like for international nonprofits and social enterprises post-COVID, especially as it relates to technology and the digital economy. The team is developing four, future-oriented scenarios that will help nonprofits and social enterprises prepare for different "what-if" scenarios post-COVID.



2020 D2i Community

Heaven Abraha
Zach Adams
Edrick Agostini
Bardha Ajeti
AJ Ajiboye
Ainy Akhtar
Alberto Alberto
Christian Alele
Lila Al-Kassem
Hana Alverina
Steinmetz Amelia Marie
Alexis Anyang-Kusi
Brandon Artis
Ashley Atzingen
Hannah Bauman
Matthar Bayo
Jason Benedict
Nevena Bosnic
Cornwall Brennan
Sophia Brown
Mary Buckingham
Duque Camila
Alexa Caruso
Francesca Cavalli
Ahmed Cherkaoui
McClintock Chris
Reagan Christina
Alex Conner
Brennan Cornwall
Solitayr Cotten
Ryan Counihan
Caleb Crawford
Jason Criss
Jack Cronin
Sally D'Amato
Soquar Danaite
Jack Debbout
Carroll Delaney
Jack Dellostritto
Naomi Dereje
Madison Devine
Courtney Dowse
Ana Duque
Camila Duque
Nicole Duran
Aiyannah Edmonds
Hatch Erin
Patrick Escaffi
Alexis Espinosa
Alexandra Eterno
Friedland Evan
Nick Fierro
Kendra Anne Finney
Marcia Frimpong
Caroline Frommelt
Kristiann Fry
Hannah Gable

Paxton Gammie
Taylor Gary
Deepa Ghimire
Brian Gleason
Rivka Golding
Jacob Goldstein
Angela Gonzalez
Angela Gonzalez
Smyth Gracyn
Annalise Graves
Devon Halley
Harris Hamed
John Hardies
Ginny Harmon
Erin Hatch
Katie Hughes
Austin Jackson
Sharon Jacob Samuel
John Jacobson
Cassia Jbeili
Carter Johan
Weigland Julia
Daniel Jung
Priti Kantesaria
Pelkey Katrina
Castro Kenia
Maia Kennedy
Ben Kershner
Esther Kim
Clay Kitchura
Zach Kleinbaum
Shivani Kurapati
Bibi Lichauco
Peter Liu
Ellie Logan
Melissa Lopez
Enrique Madrinan
Shehnaz Mannan
Beatrice March
Melissa Marin
Josh Mathis
Steve McAuley
Mesfin Mellie
Daniel Menendez
Nicole Michels
Samantha Mohr
Tammy Montgomery
Shaina Moondra
Christopher Murri
Dalia Namak
Duffy Nora
Amanda Novak
Clare O'Connor
Annalee O'dell
Ade Olayinka
Beeson Olivia
Rafael Olmedo Sosa

Anna Oluyomi
Liliana Ospina
Michaela Palmer
Alejandra Parra
Dipti Patel
Drushti Patel
Vesselina Pentcheva
Alexa Pereda
Bar Pereg
Aseem Peshwa
Nicholas Piwonka
Alejandra Pochettino
Gustelle Preston
Langholz Rachel
Allie Rastelli
Megan Reichert
Kathryn Remsing
Margaux Richman
Stephen Robards
Victoria Rudd
Bustamante Sabrina
Devang Saraiya
Melissa Sauve
Zoe Scheiber
Suraj Sehgal
Seema Sethi
Parita Shah
Pooja Shroff
Aaron Silverman
Maria Sinagra
Aimee Slupski
Ashley Smith
Alexandra Soto
Sonny Stephens
Hannah Stevenson
Manny Stuart
Dan Sullivan
Adoley Swaniker
Shayan Tabatabai
Andrew Teague
Ted (Edward) Thomas
Jack Treval
Sandra Tsikor
Nathan Tutt
Adrianna Urbano
Sarah Vander Wagen
Pablo Verra
Low-Beinart Violet
Haley Walker
Laurin Wallace
Jamar Williams
Alexandra Winkler
Benjamin Yoxall
Samantha Zalewska
Katrina Zdanowicz
Andres Zocchi
Lemise Zofia



D2i Alumni Spotlights

D2i is committed to developing practitioners to be changemakers across the world. Check out the inspiring stories of our D2i Alumni living out the values of D2i through out their daily lives.



Tammy Montgomery

Strategy & Analytics Manager, Deloitte Consulting

D2i Experience: 2013 Fellowship Guatemala Lead, 2014 Bosnia Fellowship Lead, 2021 Governance Advisor

How were you a part of the origins of D2i?

Back in 2013, I worked with a group of junior practitioners to lay the foundation for what became D2international. It felt very much like a grassroots effort. Our goal was to give analysts and consultants the opportunity to build something of their own and pursue passions in their professional life. Additionally, we wanted to ensure we made a meaningful global impact, offering organizations premier services that otherwise wouldn't have the ability to receive. We built a business case to present to partners and show the ROI of the opportunity. While it took two pitches for the sponsors to accept the proposal, we got the trip fully funded for the first D2i Fellowship.

How has D2i helped you grow professionally and personally over the years?

As an engineer by study, I wanted my work to be more than just a paycheck. D2i provided the outlet for my passion to mentor junior practitioners and pursue meaningful work. Following the second trip to Bosnia, I stepped back from D2i to allow newer cohorts to take the reigns and drive D2i forward. Although I left the firm for a year, I came back a year later after reconnecting with D2i PPMD Sponsor, Sally D'Amato, telling her about my career passion in Intelligent Automation. After settling back into the firm, I re-engaged with D2i as the Governance Advisor and provide guidance to other practitioners as a coach. D2i has inspired me to always pursue meaningful, mission focused work. Currently I am intersecting my passion for Intelligence Automation and mission impact working on a project that leverages technology to improve the Visa process for international students.

What has been your favorite D2i memory?

During the first D2i trip to Guatemala, we went up to a community in the highlands and got a chance to cook with the locals and play soccer with the children in the village. Although they didn't know English and we didn't know the local language, we communicated through playing soccer, laughing, and having a good time. It was an amazing experience at the highest point in the country above the clouds, sharing in another country's culture.



Sadie Harlan

Project Manager, Reach Higher

D2i Experience: 2018 Chile Fellow, 2019 Cambodia Fellowship Lead, 2020 Marketing & Eminence Governance Lead

Why did you want to get involved with D2i?

D2i is one of the reasons I was first interested in Deloitte -- I was so impressed that the firm was really showing its investment in social impact and junior practitioner development. I actually didn't get into the fellowship the first time I applied, and I will always be grateful that I didn't get discouraged and applied again the next year! I remember walking out of my fellowship orientation feeling completely energized. That feeling never went away and after 3 years in the program, D2i really did live up to its promise of delivering unparalleled talent development and enabling its partner organizations' incredible missions in a way that was thoughtful and intentional.

What has been your favorite D2i memory?

What I cherish most are the small moments with teammates who became more like family, scattered across evenings in Rosslyn and long layovers. One memory that sticks out is watching my fellows deliver their final workshop with our partner organization at the end of the Cambodia Fellowship. Seeing these 5 junior practitioners, who 4 months earlier were nervous for a 30-minute Zoom call, lead a workshop and have difficult, important conversations with Hagar's executive team, made me insanely proud and drove home how much impact D2i has on its people.

How has D2i helped you grow professionally and personally over the years?

There are so many tactical skills I learned through D2i, but for me, there are two things that have impacted me the most. First, D2i introduced me to systems thinking as a mindset and a framework for approaching social impact. I use this every day, within and outside of work. Second, and perhaps more meaningful for me, is the confidence I gained from D2i's model of junior practitioner ownership. This model, combined with support and mentorship from my incredible teammates and advisors, helped me find my voice, something I really struggled with as a woman starting a career in business. For all the ways D2i impacted my life, this is probably the biggest.

How have you continued to make a social impact?

I am actually working in social impact full time! I work for Reach Higher, former First Lady Michelle Obama's higher education access initiative. Reach Higher now lives at Common App, which sits at a really exciting place in the system of higher education access, enabling us to make a far-reaching impact. My work focuses on using data and user experience to reduce barriers to underserved students in their pursuit of a post-secondary degree.



Thank you **Gracias** Arkun

អរគុណ **Hvala Asante**

Dhanyavaad धन्यवाद **Mèsi**

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Leadership

Sally D'Amato –Principal, Deloitte Consulting LLP
Peter Liu –Managing Director, Deloitte Consulting LLP

Governance Teams

2020

Program Leads: Abby Stewart
Impact and Operations Lead: Austin Jackson
Talent and Community Lead: Anna Ross
Marketing and Eminence Lead: Sadie Harlan & Hana Alverina

2021

Program Leads: Austin Jackson & Jamar Williams
Impact and Operations Lead: Alyshah Aziz
Talent and Community Lead: Allie Rastelli
Marketing and Eminence Lead: Mary Buckingham

Impact Report Team

Deepa Ghimire
Cassia Jbeili
Shaina Moondra



Glossary

Social Intrapreneur: Someone who works inside major corporations or organizations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures.

Theory of Change: This is a framework that allows organizations to establish long term goals/strategy and then work backwards to understand what are the ideals and tenets of the organization that need to be established to reach those goals.

Financial Technology (Fintech): The integration of technology into offerings by financial services companies to improve their use and delivery to consumers. Fintech primarily works by unbundling offerings and creating new markets for firms. Source: Investopedia

D2i By The Numbers Terminology

Adaptation & Equanimity: The ability to manage change and ambiguity, including maintaining composure and a positive attitude and adjusting behaviors or approaches as necessary
Ownership: The ability to persevere in effectively owning, creating, and producing a desired effect, idea, or product

Problem Solving: The ability to draw on one's experience, resources, and original thinking, to develop unconventional and logical approaches to address problems or opportunities
Communication: The ability to communicate verbally and non-verbally in a respectful, accurate, clear, concise, and well-organized manner

Social Sector Understanding: The ability to demonstrate comprehension of and interest in the nuances of the social impact space that separate it from traditional business practices when developing solutions

Global Proficiency: The ability to understand, build working relationships, and tailor solutions and delivery mechanisms based on cultural/historical context, business environment, and personal values/working style

Strategic Leadership: The ability to demonstrate personal initiative and mobilize people and resources toward a shared vision in a structured manner

Teaming and Collaboration: The ability to establish a sense of community among all team members (including those in virtual locations), and foster an environment where diverse thoughts are freely shared and contribute towards solutions that benefit all involved parties

Managing External Stakeholders: The ability to initiate, build, and maintain relationships with partners and external stakeholders, using empathy to understand partner needs and, consequently, as the basis for decision making of the social impact space that separate it from traditional business practices when developing solutions

