

Issues to Impact

Deloitte's clients in the public, private, and social sectors are becoming a catalytic force to meet some of today's greatest societal challenges. This collection of short case studies highlights how our Social Impact practice helps them shape and fulfill their visions.



Over the last two decades, the world has seen a number of societal issues not only persist but grow—lack of access to education and economic opportunity, adequate health care, a clean and safe environment, and sufficient food and nutrition, among others. There is increasing recognition that traditional approaches and business models for addressing intractable societal problems are proving ineffective. Solutions are no longer the responsibility of a single organization or sector. Instead, multi-stakeholder initiatives mobilizing “issue ecosystems” have driven solutions to complex societal challenges.

Governments, while historically capable of large scale solutions to basic societal challenges, are becoming less able to tackle complex and nuanced problems. Non-profits and foundations have been able to surface an impressive array of innovative solutions, yet are finding it difficult to scale these solutions in a sustainable and timely way. Corporations—adept at rapidly scaling solutions—are now incorporating into their strategy collective action initiatives and the delivery of social good while on the path to profit.

In response to these shortfalls, many business sectors are adapting their strategies, operating models, processes, and behavioral norms to address complex societal challenges. Viable solutions require sustained commitment and cross sector collaboration to surface and scale innovations, as well as to codify and deploy “next” practices. Translating such visionary ideas into practice requires often unprecedented action, drawing on diverse domains of expertise, emerging evidence about “what works,” and progressive thinking in the social impact space.

Our multidisciplinary teams can co-create new solutions with clients and help evolve those critical solutions beyond the concept and pilot phases. We focus on strengthening linkages between sectors, quantifying and communicating impact, and mobilizing the fast-evolving ecosystem of players—to ultimately move both the organization and society from aspiration to tangible impact.

Here are just some of the stories of our remarkable clients who are doing just that—making an impact.

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Economic Development, Inclusive Growth, and Job Creation



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Charting a path for the future

The Aspen Network of Development Entrepreneurs

The Issue:

The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organizations that propel entrepreneurship in emerging markets. ANDE members provide critical financial, educational, and business support services to small and growing businesses (SGBs) based on the conviction that SGBs will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. Five years after its inception, ANDE faced a new set of strategic choices and sought to rethink its strategy for continued growth. Monitor Deloitte was engaged to help ANDE chart a path for the future.

Our Impact:

We mapped the SGB sector, and in so doing, helped ANDE determine both the challenges facing SGB intermediaries and ways ANDE should support the field in addressing these challenges. Monitor Deloitte then proposed three strategic choice paths for ANDE's five-year strategy and helped ANDE determine the one best suited for growth. ANDE has since implemented this strategy and has grown to over 200 members. These members work in over 150 countries and have supported more than 60,000 small and growing businesses to date.



Impact accelerator initiative

The Rockefeller Foundation

The Issue:

The growth of “impact investing” has attracted a growing number of interested investors with capital to place. However, this surge in deployable impact capital has brought to light a lack of impact investment opportunities. The Rockefeller Foundation has been a leader in impact investing since the concept was pioneered in the early 2000s. The foundation recently shifted its focus toward enhancing this “demand side” of impact investing, seeking to increase the prevalence of investment-ready impact enterprises. Instead of focusing on individual impact enterprises, The Rockefeller Foundation sought a means to scale the broader impact enterprise ecosystem and decided to look at the promise of impact enterprise incubators and accelerators to help solve this demand-side shortage.

Our Impact:

At the foundation’s request, Monitor Deloitte authored a comprehensive report that detailed the successes, challenges, and insights on performance from each of the five innovative accelerator models being tested through The Rockefeller Foundation grant. The report was presented at the 2014 Aspen Network of Development Entrepreneurs (ANDE) Annual Conference and now serves as the foremost qualitative understanding of “what works and what doesn’t” in impact acceleration. It is a cornerstone for funders, researchers, and accelerators looking to invest in, understand, and act within the impact accelerator space.



Economic diversification

Saudi Arabian General Investment Authority

The Issue:

Despite impressive economic growth, the Kingdom of Saudi Arabia's prosperity relied heavily on oil investments and revenues. The Saudi Arabian General Investment Authority sought to diversify investment activity in non-oil sectors to increase economic activity and growth there, bolstering economic security and diversification across the Kingdom.

Our Impact:

Monitor Deloitte developed a plan to define growth objectives for investment in the Kingdom across sectors of the economy as a means to aide predominantly private investments into the most productive and competitive sectors of the economy and provide a reference frame for policy makers at a sector level.





Education



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Increasing minority graduates

United Negro College Fund

The Issue:

United Negro College Fund (UNCF) has a proud history with close to 70 years of raising funds for historically black colleges and 40 years of redefining the African-American education narrative through the “A Mind is a Terrible Thing to Waste” campaign. In spite of a well-known brand and a broad community of donors, the organization faced a number of challenges. Its funders were migrating away from higher education. Many stakeholders were at odds with each other and the organization was struggling to maintain relevance in the face of a dynamic education reform movement.

Our Impact:

Deloitte helped UNCF address these challenges through an integrated combination of strategic advice, executive coaching, and change management. We created a strategic change roadmap, aligned the organization around the strategy, and focused its fundraising model on new strategic objectives. UNCF now has defined a “North Star” goal of dramatically increasing the number of African-American college graduates across America, and that clarity has enabled it to focus its efforts, increase and quantify its impact, and build more robust marketing and advocacy capabilities. Most importantly, it is confronting its tough internal questions with greater openness and rigor than ever before. As a result, the organization is now positioned to honor its legacy, accelerate its impact, and sustain itself far into the future.

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Using analytics to measure student progress

City Year

The Issue:

City Year is a nonprofit that helps keep students in school and on track to succeed. Central to City Year's mission and strategy is providing the right support, at the right time, to students who need their help. However, City Year's rapid growth led to a set of challenges in the way that the organization collects, manages, and uses student data. Its leadership recognized the need for a student data and analytics strategy, enabled by a technology platform, that would allow City Year AmeriCorps members and site-level staff to closely monitor students' progress and make adjustments to meet their needs.

Our Impact:

Deloitte supported City Year in developing an enterprise-wide data and analytics framework and high-level data strategy. We helped the organization create a more holistic and future-focused approach to data and analytics that will enable its AmeriCorps members and staff to conduct more real-time progress monitoring of their interventions and impact. For example, following our work the organization began using the platform to develop an app for AmeriCorps members to track their students' progress directly from a mobile phone.



Finding synergies to impact low-income youth

youthConnect

The Issue:

When the venture philanthropy fund, Venture Philanthropy Partners (VPP) received a grant from the Social Innovation Fund, it invested \$22 million in six education and youth development nonprofits in the Greater Washington D.C. area. A condition of the grant was that the nonprofits work together, yet VPP's strengths were in scaling individual organizations and the common ground among these organizations was not immediately visible. VPP asked Deloitte to help the group find a new alignment of their strategies that would collectively increase the education, employment, and health outcomes of low-income youth in the region.

Our Impact:

We were able to reconcile the nonprofits' definitions of success to build a strategy that aligns the actions of the organizations and creates new opportunities to serve youth in a coordinated way. The network of nonprofits launched a year-long pilot, in a local school, to demonstrate a new model of working together to address the continuum of a student's needs. And, with continued support, it has explored how to replicate its activities across the region. The network is on track to increase the education, employment, and health outcomes for an estimated 20,000 young people over the next five years.





Emerging Market Entry Strategy



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Local content development

Major Oil and Gas Company

The Issue:

The client's potential multibillion dollar investment in a gas-to-power project in a Southeast Asian country made it important to understand the local content supply and policy landscape. The client needed to identify policy risks and opportunities, and assess high-level demand and timing of required materials and services. The client also needed to categorize and prioritize materials and services to be used in the investment for local content feasibility.

Our Impact:

Deloitte developed an overview of local content policy and landscape that provided the client with a perspective of the country's local content policies in practice, and it included practical recommendations. We also developed a materials and services demand estimate that identified equipment and services with the highest local content potential, as well as a process for a deeper analysis of these equipment and services. Our deliverables gave the company an actionable plan by which they could comply with, and benefit from, the country's local content policies.



Entrepreneurial research and policy development

Omidyar Network

The Issue:

Understanding the impact of entrepreneurship in Mexico is imperative to economic development in that country. Through a joint collaboration with Omidyar Network, a philanthropic investment firm, and several stakeholders at the regional level in the country, Monitor Deloitte carried out a study of the entrepreneurial landscape in Mexico. This project took us to five diverse regions in Mexico to meet and survey more than 500 individuals — including entrepreneurs, government officials, and academics — and organizations in three key segments: traditional entrepreneurs, social entrepreneurs, and service providers of both types of entrepreneurs, including public sector organizations. Using the region-specific insights from our research we identified leading practices and challenges for promoting economic development through entrepreneurship.

Our Impact:

The policy considerations we provided detailed the specific levers needed to enhance ecosystems of entrepreneurship in Mexico. The goal of these policies is to enable the creation and development of entrepreneurial enterprises designed to have a direct impact on the economic development of the five targeted regions.





Food Security and Agriculture



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Feed the Future

USAID

The Issue:

One in eight people globally suffers from chronic hunger, while governments lack capacity to promote private investment in agribusiness. USAID asked Deloitte for assistance in addressing this issue. In support of USAID's Feed the Future private sector program, Deloitte engaged with local and regional firms, governments in six countries in sub-Saharan Africa, and senior counterparts in the development community to facilitate private investment in African agribusiness.

Our Impact:

We analyzed value chains to prioritize opportunities organized for private sector collaboration to create recommendations for institutions to further facilitate investment. As a result of the program, the stakeholders have developed action plans for attracting and sustaining private sector investment. Implementation of those plans is ongoing. The project resulted in the signing of more than 200 letters of intent to invest from firms, totaling a pledged value of more than \$8 billion.



Agricultural solutions in Africa

AgResults

The Issue:

Recognizing that the private sector needs to be incentivized to research and deliver innovative agricultural solutions for low-margin groups, Australian, Canadian, UK, and U.S. aid agencies, along with the Bill and Melinda Gates Foundation and The World Bank, developed a five-year, multilateral initiative called AgResults. Their \$110 million was pledged to identify and develop innovative agricultural solutions. Monitor Deloitte was asked to serve as secretariat on the initiative.

Our Impact:

Results from initial AgResult pilots are demonstrating positive impact on nutrition, incomes, yield enhancement, and food security. After the first year of a Nigeria Aflasafe Pilot, yields of the 60 participating farmers doubled. Levels of Aflatoxin, a mold-produced toxin that can cause cancer in animals and liver damage and cancer in humans, decreased from an average of up to 30ng/g to less than 2ng/g, well below the acceptable limit, leading to enhanced nutrition and health outcomes in that country.



Combating agricultural counterfeiting

Bill and Melinda Gates Foundation

The Issue:

Agricultural “input counterfeits,” which are faked, out-of-date, or defective agricultural products such as seeds, fertilizer, and herbicides, directly affect the most vulnerable farmers, risking crop damage and thus livelihoods. The Bill and Melinda Gates Foundation asked Deloitte to undertake a study to identify the drivers of counterfeiting and identify implementable, commercially feasible solutions that can strengthen farmers’ supply chains.

Our Impact:

We conducted market research to address the root causes of counterfeiting, leading to a relevant solution that can be piloted—a coin-scratch anti-counterfeiting technology, and the research was recognized with an **Excellence in Social and Community Investment award** from *Consulting Magazine*. The client is developing a business model to pilot the coin-scratch technology suggested by our team. Based on lessons learned, the client is looking to broadly scale the solution across other geographies. The solution is designed to reduce counterfeiting and increase incomes for smallholder farmers.





Global Health



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Roll back malaria

World Health Organization

The Issue:

Malaria is a disease that is still ravaging the world. One child dies from malaria in Africa every minute, and there are 200 million mosquito-induced illnesses per year globally. World Health Organization (WHO) engaged Deloitte to assist in the effort to eliminate malaria through a 10-year Global Malaria Action Plan (GMAP). WHO and Deloitte sought to address this issue by engaging all relevant stakeholders around this issue.

Our Impact:

Deloitte worked with 500+ partners to help WHO develop a “business case” for addressing the issue of malaria. We involved regional, international, academic, private sector, and other participants to gain buy-in. GMAP will be launched in May 2015, with common goals, strategies, and activities. We also developed communications and coordination across all sectors and guided the allocation of resources to maximize results of this collaboration for a malaria-free world.



Health reform

USAID and the Government of Bulgaria

The Issue:

After its transition from more than four decades as a socialist economy, the Government of Bulgaria (GOB) needed assistance with strengthening its health system through capacity-building and policy reform initiatives. Ultimately the GOB wanted to improve the ability of the nation's health sector to serve its population. As part of a multiyear, \$4.5 million, USAID-funded Bulgaria Health Reform Project, Deloitte was asked to develop a vision for the health system's future and a plan for the necessary support to achieve it.

Our Impact:

By systematically tackling issues in Bulgaria's hospital, insurance, and health financing systems, we played an integral role in providing Bulgarians with a stronger health system. Pilot implementations served as the basis for a national roll-out of both a diagnosis-related group (DRG) payment system and a number of hospital restructuring activities. In addition, by promoting the role of the private health insurance companies, our efforts helped increase the number of insurers by 10-fold in less than two years. Our technical assistance not only helped resolve the immediate issues faced by GOB, but also positioned the country to more effectively plan for and address future challenges.





Philanthropy and Social Investing



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Launching impact investing

The Rockefeller Foundation

The Issue:

In 2008 a group of institutions led by The Rockefeller Foundation set out to achieve the ambitious goal of inventing ways to increase the private capital being used to address the world's social and environmental challenges. The Rockefeller had brought together some of the early pioneers in the space, who had named this emerging field "impact investing." However, the infrastructure was lacking for the group to find its voice and take action together, and it was not clear how this small group could turn into a meaningful industry when it lacked the infrastructure that existed in main-stream finance.

Our Impact:

We supported The Rockefeller Foundation as it brought together a collection of unusual collaborators, including traditional investors, early impact investors, foundations, and entrepreneurs who shared an interest in scaling up this nascent set of practices. Together these collaborators formed a new community committed to sharing best practices through sustained dialogue and reports such as **Investing for Social & Environmental Impact**. Monitor Institute then helped the collaborators form a new nonprofit, the Global Impact Investing Network. The report and the nonprofit together are now widely credited with catalyzing significant new private capital to support the burgeoning field of impact investing, a marketplace that Deloitte is now actively engaged in scaling up.



Pioneer Portfolio strategy

Robert Wood Johnson Foundation

The Issue:

While the Robert Wood Johnson Foundation's Pioneer Portfolio successfully supported innovative, early-stage initiatives in its first eight years, the Pioneer team believed they could accomplish even more. They engaged Monitor Institute, part of Deloitte Consulting LLP, to provide a strategy refresh that would keep the successful elements of their approach in place while introducing new thinking from the leading edge of innovation theory and practice to improve their efforts.

Our Impact:

Monitor Institute did this in a collaborative fashion with Pioneer team members. We spurred their thinking with new ideas to help shake up their approach and then worked closely with them to articulate a new approach—not only to funding innovation in health and health care, but also in interacting with the rest of the foundation. As a result, Pioneer team members are now armed with a stronger ability to explain to the rest of the foundation how they work, how they think about failure, and how they find new ideas, which has already substantially increased their standing within the organization.



Pivoting to innovative models

The Rockefeller Foundation

The Issue:

When a new president took the helm of The Rockefeller Foundation, she took the bold step of reorganizing the organization around time-bound interventions (those that are most critical in a given period of time) rather than standing program areas defined by problems. Several years into adopting this new approach, the foundation's leaders arrived at a set of broad themes, as well as a strong crop of specific initiatives, but wanted to improve the process for finding new initiatives and defining their priorities.

Our Impact:

We helped the foundation identify four midlevel issue areas for organizing its many initiatives, building around its substantial legacy and areas of expertise. Then, to implement that strategy, we helped the leadership team rethink its fundamental operating model, providing both leadership coaching and analytical support to remove cultural and operational barriers. This effort culminated in a new operating manual and refreshed organizational design. As a result, The Rockefeller Foundation is now strongly positioned to deliver on its innovative model and ambitious agenda.





Social Entrepreneurship and Scaling



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Reimagining learning

New Profit

The Issue:

As part of its work in education reform, the venture philanthropy fund New Profit saw an opportunity to “reimagine learning” for all students by mainstreaming developing innovations in the fields of learning differences and social-emotional learning. New Profit asked Deloitte for a network strategy and a facilitator who could **align action** among a diverse set of stakeholders including funders, nonprofits, policy makers, researchers, and even the creative community. The fund needed a process to help this stakeholder group discover common ground, build energy for launching a new network, and advance collaborative initiatives.

Our Impact:

We brought together a new group of education reformers from the fields of learning differences, social and emotional learning, and cognitive sciences who believe that what truly matters is understanding the experience of learning through the eyes of a learner. Together, the members of this group now see how to bridge the chasm between how students learn and how they are taught. Our work has developed a rich ecosystem for innovation and experimentation spanning over 30 organizations and giving rise to many workstreams and opportunities for aligning action and driving system-wide impact. New Profit has now raised more than \$47 million to continue this work. Just recently, **Deloitte renewed its relationship** with New Profit, announcing a multimillion dollar collaboration to help nonprofits pursue impact at scale by focusing on leadership and board development, monitoring and evaluation, financial sustainability, impact modeling, and growth strategy.



Scaling up career access

Year Up

The Issue:

Across America, companies struggle to staff middle-skill jobs while, at the same time, millions of disconnected young adults with huge potential don't have adequate opportunities to achieve. The nonprofit Year Up is on a mission to close this gap. They provide underserved young adults, ages 18-24, with opportunities to access professional careers. These young adults spend their Year Up first in the classroom, acquiring the hard and soft skills to help ensure achievement. Following the formal classroom learning, students intern with companies and graduate with the expectation of launching successful careers.

Our Impact:

Deloitte developed a strategic plan, operating model, and financial model for Year Up to help the organization expand its reach through its Professional Training Corps, through which it aims to serve 100,000 students a year for the next decade. Guided by the implementation roadmap that we helped them create, Year Up is expanding its geographic reach and its network of corporate and institutional partners, so together they can help even more young adults succeed.



Getting veterans back in action

The Mission Continues

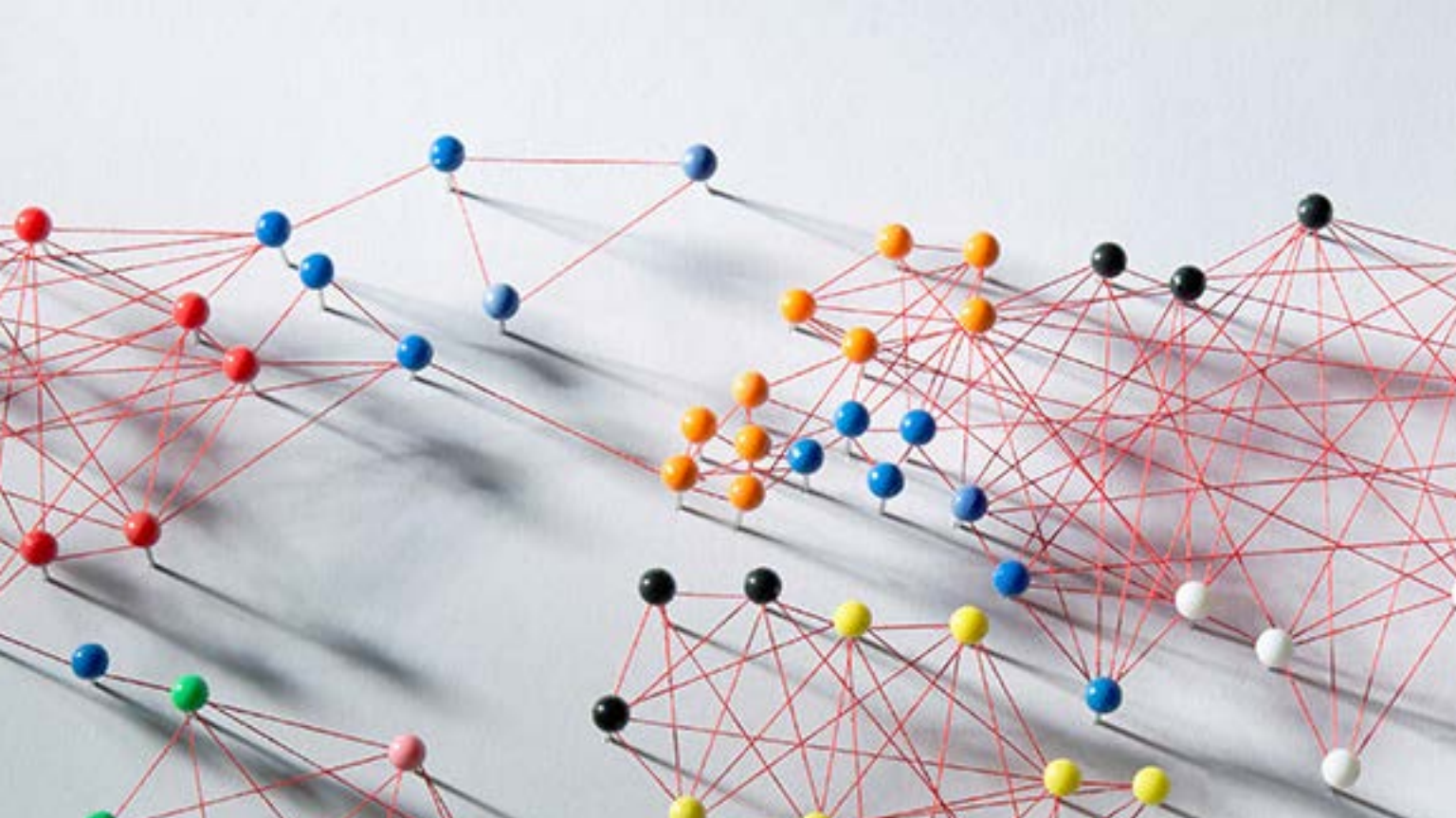
The Issue:

The Mission Continues is a US-based nonprofit organization that serves post-9/11 veterans, primarily through an intensive fellowship grant program. Veterans who are awarded the fellowship receive a stipend to cover living expenses while they are “re-deployed” with a nonprofit organization for six months. To scale up at a lower cost per veteran served, The Mission Continues piloted a new program, Service Platoons, which enables veterans to engage in small mission-driven groups in their local communities. Deloitte was engaged to help The Mission Continues design a growth plan, including a fund-raising model and human capital strategy, for the Service Platoon program to move beyond the pilot stage.

Our Impact:

We developed a strategy that is currently being implemented by the The Mission Continues, which calls for 135 Service Platoons to be active by end of 2016, directly serving more than 4,000 veterans in 50 different cities across the US. As a result, The Mission Continues’ veterans are projected to work more than 650,000 volunteer hours per year.





Sustainable Supply Chain



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Sustainability strategy

Large US Retailer

The Issue:

To offer consumers name-brand goods at outlet prices, the client needed to keep its own costs under tight control and extract every cent of value from its operational investments. So when executives realized that recycling the corrugated boxes and plastic film used to ship merchandise to stores could reverse revenue leakage and cut waste-hauling costs, they naturally decided to pursue the opportunity. However, because its stores differed widely in their physical layout, waste management cost structures, and distribution arrangements, the company struggled to apply a uniform standard recycling approach across its store network. The company asked Deloitte to help develop a single recycling strategy that could work at all of its stores.

Our Impact:

Through detailed analysis and strategic planning, we showed the company that a properly structured recycling effort could cut its waste management costs by 43 percent, saving more than \$3 million annually in the region covered by the analysis, which represented 15 percent of the company's national store footprint. The recycling program also would help the company reduce carbon dioxide equivalent emissions by about 37,000 metric tons in the pilot region alone by, among other things, reducing the amount of waste routed to greenhouse-gas-emitting landfills and incinerators.



Leading practices for development of corporate social responsibility programs

United Nations Global Compact

The Issue:

The United Nations (UN) Global Compact, with support from other organizations, has developed and published a number of reports on human rights, labor, anti-corruption, and the environment. The UN Global Compact sought to develop a management model to guide signatories through the process of implementing key principles as they devise corporate social responsibility (CSR) programs. The client engaged Deloitte to conduct research on how leading corporate social responsibility organizations have organized themselves and made progress against the Global Compact's 10 principles and its associated issue areas of human rights, labor, anti-corruption, and the environment. Included in this research was an activity to solicit input from 100 leading companies and review existing guidance tools around development of CSR programs.

Our Impact:

We assisted the UN Global Compact in developing the management model, which is designed to guide companies through the process of developing their CSR programs. The management model includes guidance for companies just getting started on the journey, as well as leading practices for companies that already have CSR programs and would like to improve them. Based on high demand from UN Global Compact signatories, Deloitte has facilitated more than a half dozen management model training sessions globally to more than 100 different organizations. A copy of the management model is [publicly available here](#).



Sustainability strategy development

Packaging Company

The Issue:

A leading packaging company engaged Deloitte to develop a formal sustainability strategy and governance structure. The scope of this project encompassed economic, social, and environmental dimensions of sustainability across the client's operations in the United States, Netherlands, Mexico, Portugal, and China. The specific objectives of the project were to develop a formal sustainability strategy with a consolidated roadmap and communications plan to support and implement the strategy; recommend an organizational structure and resource requirements for overseeing and sustaining the strategy; conduct a regulatory risk assessment for operational locations; and define the plan and policy elements and metrics for meeting external guidelines for responsible reporting.

Our Impact:

Deloitte developed a sustainability definition and vision statement that aligned with the company's overall strategy. We devised a roadmap with key near-, middle-, and long-term activities aimed at making a more sustainable enterprise. And we identified significant gaps in the client's readiness to address upcoming climate-related US regulations. Additionally, we identified and prioritized projects that aligned with and supported the client's sustainability objectives. The client achieved significant operational savings by implementing several of the projects we identified.





Water, Energy, and Environment



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Water stewardship

The Coca-Cola Company

The Issue:

The Coca-Cola Company (TCCC) is committed to replenishing the sources of water used in its finished products by 2020 through participation in locally relevant projects that support communities and nature. TCCC quantifies water-related “replenish” benefits derived through three categories of Community Water Partnership (CWP) projects: Watershed Protection, Water for Productive Use, and Water Access and Sanitation. TCCC asked Deloitte to review and validate the quantification of water-related replenish benefits for new and updated CWP activities and to prepare TCCC’s 2013 replenish validation report summarizing the results of all related projects contributing to global progress.

Our Impact:

Deloitte provided additional CWP program support to address questions from vendors and external organizations related to program policies and to provide technical guidance for the program (e.g., developing a potential approach to quantifying replenish benefits from clean energy projects). The final report for 2013 estimates the percentage of TCCC’s global sales volume that is balanced or offset through CWP projects that provide social, environmental, and economic benefits.



Water risk management

Beverage Manufacturer

The Issue:

This client was concerned that its inconsistent water-related risk reporting among its business units globally, as well as a perceived lack of awareness of water-related risks, were leading to inaction in potentially vulnerable areas. The client asked Deloitte to help review, assess, and improve the diverse strategies being employed by the business units to evaluate current and potential future water-related risks and mitigation strategies.

Our Impact:

Deloitte undertook a number of activities to address the key client issue. Our team evaluated the range of models and practices currently being employed across the business units, and conducted interviews of selected business units to understand the processes used for assessing and mitigating short- and long-term water-related risk. We established a structured ability matrix to understand approach similarities, gaps, and effective practices across 10 water risk assessment categories and 35 dimensions, among other key activities. We also recommended a toolkit that could provide a uniform mechanism for operations to assess and mitigate water-related risks.



Rural water supply and sanitation program

International Finance Corporation

The Issue:

The World Bank supports the Ministry of Drinking Water and Sanitation (MDWS), Government of India, in preparing and implementing a rural water supply and sanitation program for select states with low piped-water coverage. A primary objective of the proposed program is to improve piped-water coverage and sanitation services for rural populations. International Finance Corporation (IFC), a division of the World Bank, appointed Deloitte to evaluate strategic options for involving the private sector in developing rural water supply projects and to undertake a prefeasibility assessment for developing single-village and multi-village schemes.

Our Impact:

As part of the study, we undertook a number of tasks, including a rapid assessment of legal and institutional arrangements for implementing projects in areas of rural water supply; investigating an institutional framework for a performance-based subsidization of investment and operation of projects; and identifying models that could be adopted for infusing private participation, from a conventional design–build–operate model to more complex build–operation–transfer models. Furthermore, we performed a broad financial analysis of typical “multi-village” schemes incorporating parameters such as tariffs and collection efficiency of water charges. We consulted with private sector organizations to understand their expectations with regard to issues such as risk allocation, returns, roles and responsibilities, project structure, and contracting arrangement. We offered practical, implementable, strategic options, roles, and responsibilities of various parties and assessed the overall potential for private sector participation.



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