Convergence Economy: Rethinking International Development in a Converging World

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Introduction

In 2009, Accenture Development Partnerships wrote its first Point of View entitled "Development Collaboration: None of our Business?". It sought to share insights from over five years of privileged access to the "engine rooms" and indeed boardrooms of some of the largest non-governmental organizations (NGOs) in the world. The core thesis centered around the crucial role that international NGOs had to play in influencing and channeling the latent power of the private sector towards improved development outcomes. Success would require transformational change however; in strategy, organization and in governance. Collaboration would be core to success. The ensuing global credit crisis has acted as a catalyst for these trends and an opportunity for bold leadership to accelerate transformational change within the sector.

In parallel, Accenture Sustainability Services embarked upon an important study for the United Nations, partnering with the Global Compact to conduct the world's largest study of global CEOs on their attitudes to social, environmental and governance issues – "A New Era of Sustainability". The study found that more than 766 global business leaders across 25 industries and 100 countries believe aligning business strategies, operations and supply chains with sustainable development outcomes was not only desirable from a societal perspective, but also increasingly a business imperative. More than 93% of CEOs told us that they believe sustainability will be important or very important to the future success of their business. Even more importantly, from the perspective of the 'Convergence Economy', they believe cross-sector collaboration is essential to achieving their business objectives and sustainability goals. Not only has the number of companies engaged in multi-stakeholder partnerships around development issues risen by nearly 50% between 2007-10, but 78% of CEOs believe that their companies should engage in industry collaborations and multi-stakeholder partnerships to address development goals. And while they are making real progress, they told us about the challenges of achieving scale and real 'systems solutions'.

Set against this backdrop, of an increasing reality of and desire for convergence amongst both our development sector and commercial clients, we felt it was time to stretch this thinking further, and also to create our first collaborative point of view. We are witnessing a more profound discontinuity which goes beyond collaboration to convergence; a convergence of issues, of interests and therefore by necessity, of solutions. The world of development is changing dramatically and the next decade will be quite different from the last. The new paper "Convergence Economy: Rethinking International Development in a Converging World" is an attempt to share some of the learnings from Accenture Development Partnerships combined with the experience of Accenture's commercial practice, particularly within Sustainability Services, but also elsewhere across our business, across our recent work operating increasingly at the nexus of the sectors; public, private and civil society.

We don't pretend to have all the answers. But it is an attempt to build on our own project experience, on in-depth client interviews, and on other Accenture research, to imagine a very different future for development. A future where silos give way to systems, competency trumps incumbency and markets matter more than historical or outdated mandates.

We are very grateful for all the support we've had from many clients during the interview process. Also, we would like to give a huge thank you to our co-author, Chris Jurgens who is Director of Global Programs for Accenture Development Partnerships, as well as other members of our respective teams all working at the 'coal-face' of an increasingly convergent economy, for their valuable perspectives on the nature of cross-sector convergence.

We hope you enjoy reading it as much as we've enjoyed writing it. Most importantly we offer 'The Convergence Economy' as a platform for dialogue, debate and action that catalyzes real impact through accelerating the alignment of global market forces and international development.

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Foreword

This new paper by Accenture Development Partnerships focuses on two important trends in the field of international development that have been gathering momentum over the past decade. First, the increasingly strategic engagement of corporations in helping to address complex development challenges in ways that harness their core business competencies, skills and interests and that explicitly aim to create value for both shareholders and society. Second, is the emergence of multi-stakeholder alliances between for-profit companies, social enterprises, non-governmental organizations (NGOs), foundations, public donors and governments that are moving beyond one-to-one project-based collaboration to deliver solutions at a more systemic level within particular development sectors and/or particular locations. In some cases these alliances are leading to the creation of totally new business, financing and delivery models or new governance institutions that combine a hybrid of commercial, public and philanthropic resources and interests – what Accenture describes in this paper as 'cross-sector convergence'. These trends are still at a relatively early stage. The jury is out on whether they will become mainstream approaches and whether they can scale. They call for new ways of thinking and operating that cross traditional organizational, functional and sector boundaries. They call for rigorous analysis and evaluation on what works and what does not. And they call for increased dialogue and shared learning between leaders from different sectors. Drawing on examples from some of the world's leading corporations and NGOs, this paper makes a useful contribution to the dialogue and captures the spirit of innovation that is needed to tackle the complex development problems that the world faces.

Jane Nelson

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Convergence Economy: Rethinking International Development in a Converging World

Although NGOs and government agencies have been able to slow some of the effects of poverty, disease and other chronic global development challenges, they are nowhere near overcoming them. However, new research points to promise in the coming convergence of solutions among businesses as well as NGOs and governments. Already there are positive signs of collaboration that spans sectors. Here's what cross-sector convergence could look like—and why it must be considered as part of a portfolio of responses.

Will we *ever* be able to eradicate malaria? Can humankind make a real dent in childhood malnutrition or in gender inequities in primary schools worldwide? Is it realistic to expect that most people on the planet will have access to clean water within the life spans of those alive today?

Not if we have only our present solutions and structures to rely upon. That's the blunt answer to these and many similar questions about international development. Entrenched problems such as these—and let's label them problems, not challenges, because that's exactly what they are to those who must endure them day after day—have long resisted the very best efforts of the most able non-governmental organizations (NGOs) and the most committed governments and development agencies.

These hard truths have been exposed in surveys, interviews and focus groups conducted recently by Accenture and its partners in the international development community. Collectively, the findings point to another way to address these problems—a way that recognizes convergence, not just cooperation among NGOs, the private sector, government agencies and others involved in international development. Already organizations such as Barclays, Care and Plan are working together on a large-scale local community finance project that aims to reach 300,000 to 500,000 people across Africa, Asia and South America.

Put simply, Accenture Development Partnerships anticipates a cross-sector *convergence of solutions* to development problems—an approach that puts the needs of those most affected squarely at the heart of the matter. Whereas cooperation among development partners to date has been largely episodic and event-driven, convergence implies constant shared commitment with recognized "wins" for all parties. But what best characterizes such cross-sector convergence is that it is not constrained by the original structures and behaviors of the organizations that have the resources to help.

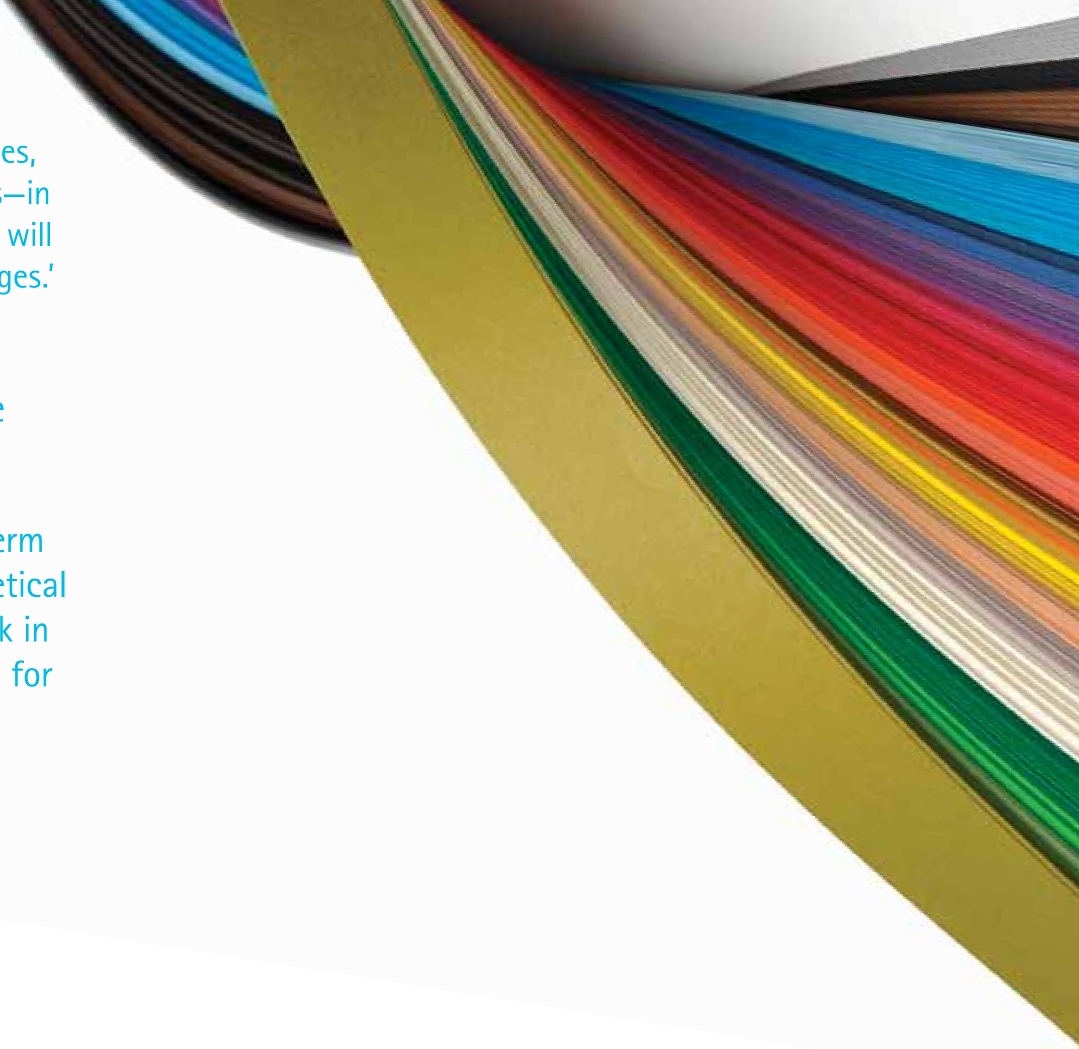
Later in this paper, we'll give a detailed definition of convergence as we and our international development partners think of it. For now, suffice it to say that it refers to the alignment of issues, interests and therefore solutions across all sectors. It is becoming apparent in the new forms of business-NGO collaboration now in play. And it is relevant to large complex development issues—from childhood malnutrition to access to medicines or primary education—that are treated largely as isolated problems today.

As Accenture Development Partnerships sees it, cross-sector convergence will be entirely inclusive of business, and the presence of corporations will be its most visible sign. Of course, that in no way implies that the private sector somehow knows best. However, NGOs and the public sector would now be wise to apply the leverage that the for-profit sector can bring to global development problems. Fully 53 global businesses today have revenues so large that they could be ranked among the world's

'We need to know priorities, and have clear objectives—in that way the advantages will outweigh the disadvantages.'

'The best way to understand the future is to shape it.'

'Most of the time the term 'partnership' was theoretical and didn't actually work in reality. Now is the time for action.'



top 100 economies. Procter & Gamble has almost four billion customers on a planet of less than seven billion—and claims that it will add another billion in the next decade. That is influence. That is reach.

To be clear: Convergence is not the "silver bullet" and it is not a revolution. It is an emerging option. Development problems are so complex, so large, so persistent, so fluid that they require a wide range of approaches. So while we believe that in many cases, convergent models will bring the desired outcomes more quickly, in more scalable and more sustainable ways than has been possible with historic aid-driven approaches, those traditional approaches will endure because they will continue to play vital roles. NGOs will still do essential community-based work; organizations such as UNICEF will still lead the charge on humanitarian relief.

We believe that Accenture's extensive work with both for-profit and non-profit organizations—our commercial practice served 93 of the *Fortune* Global 100 in 2010—gives us a valuable vantage point for our convergence perspective. Our Sustainability Services practice recently teamed up with the United Nations (UN) Global Compact to poll more than 750 chief executives worldwide on the outlook for sustainable performance in emerging markets. And Accenture Development Partnerships—chiefly serving NGOs—has hosted workshops and led interviews with a wide range of global development leaders from non-profit, public and private sectors as well as from academia.

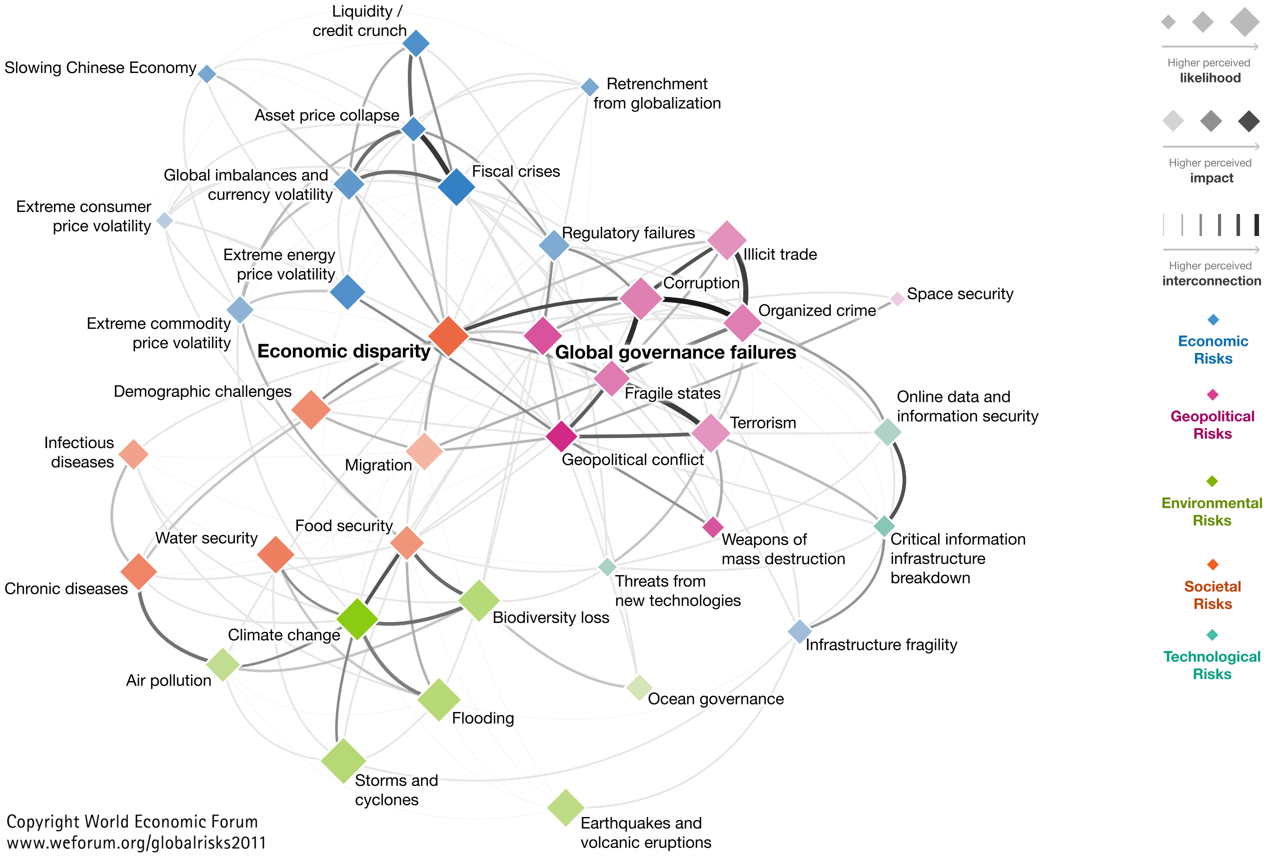
The collective results of our research show that just as the for-profit world is being pushed and pulled by the forces of globalization, so the world of international development is changing quickly, and for the better. There is a growing realization among non-profits that new answers are required to combat today's most intractable problems. There is greater willingness to relinquish rigid development approaches that have their origins in the years following World War II.

And among business leaders, there is a clear sense that their sectors have a duty—as well as an opportunity—to make a difference.

So the question for leaders in business, in NGOs and in government offices is about how best their organizations can open up to new approaches to entrenched development challenges. This paper frames our point of view in ways that we hope spark fresh debate and action. We welcome thoughtful critiques—and we urge readers to share their ideas with us and with others in the international development community.

New definitions of “convergence”

Figure 1: World Economic Forum: Risks Interconnection Map 2011



Let’s start with what development convergence is not. It does not refer to basic partnerships between, say, NGOs and businesses—occasional cooperation or arm’s-length agreements—or the more usual types of funding of development initiatives by government agencies (recognizing that there are not really standard funding approaches). It is absolutely not about short-term, one-off projects and programs.

Accenture defines convergence, in the context of global development, as the convergence of issues and interests and, most importantly, of solutions, with an unwavering emphasis on the outputs and impact rather than on organization structures and long-established and often stereotypical roles.

Convergence of *solutions* means that all participants pivot continually around the same sets of requirements of those in need. Those living in poor communities clearly do care about obtaining access to clean water, health care, and education – but exactly how these services are delivered and paid for makes little difference, provided the services meet the needs of the communities themselves.

Convergent solutions will not have neat straight lines around them with clearly defined organizational and sector boundaries. Accenture sees an opportunity for more complex forms of collaboration that involve multi-stakeholder coalitions and that seek to affect systemic change on wide-ranging issues. It’s important to note that convergent solutions will be anchored in two prerequisites: convergence of issues, and convergence of interests. Each is worth a closer look.

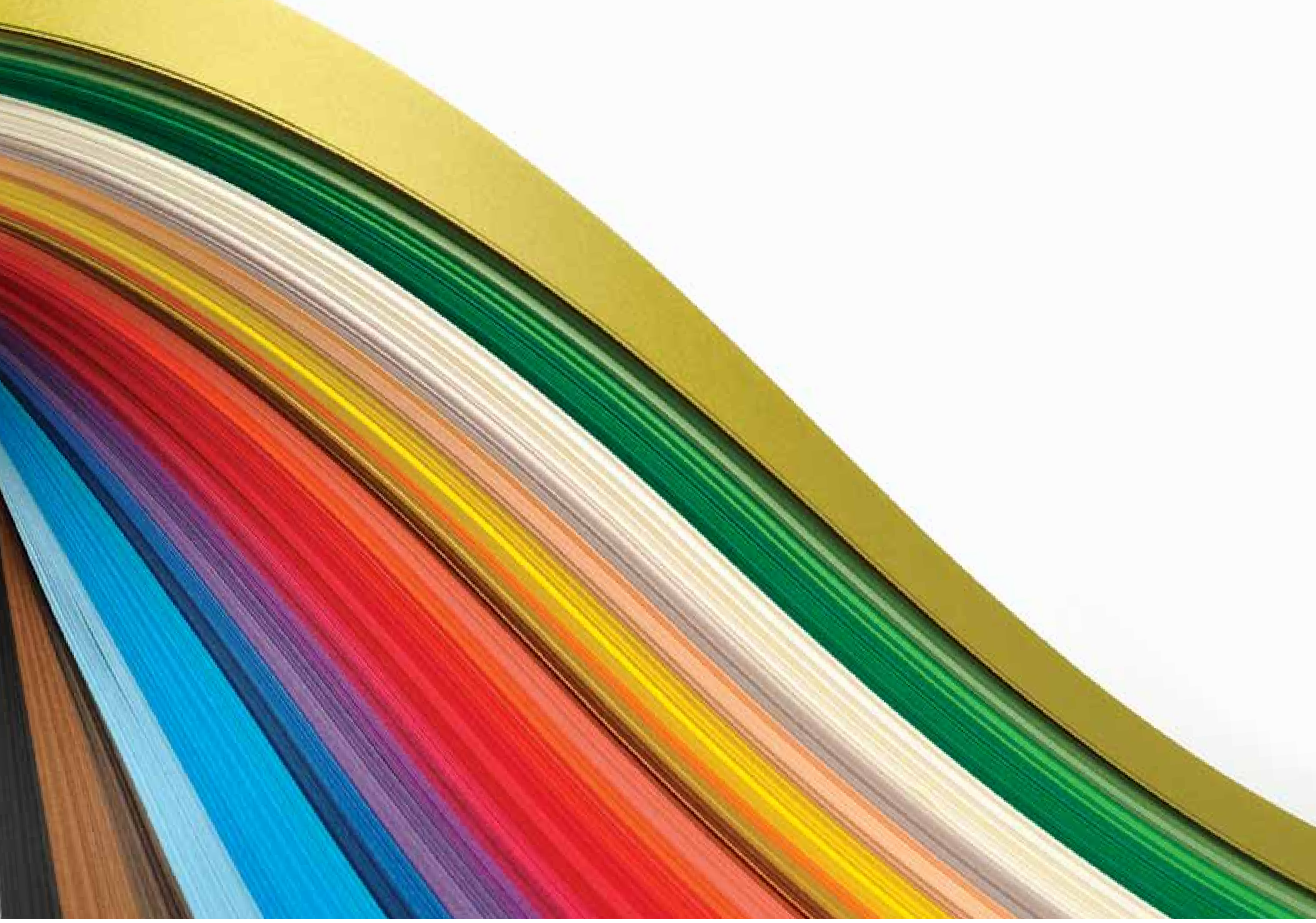
Convergence of issues

Convergence of issues refers to the many instances where global development problems are not easily defined, let alone dealt with in isolation from one another. For instance, disease prevention has clear links to lack of access to education and to clean water and sanitation. When issues are so tightly interconnected, it is especially difficult to try to resolve them using conventional approaches rooted in siloed mindsets. The very fact that the UN’s Millennium Development Goals (MDGs) themselves are discrete rather than systemic gives a clue to how entrenched those mindsets are. (For the record, the UN has begun investigating a more integrated approach to presenting and pursuing the MDGs.)

The World Economic Forum uses a global risk map to highlight the systemic nature of challenges facing our planet today (See Figure 1.)

Convergence of interests

Convergence of interests refers to the growing number of scenarios in which what’s good for NGOs turns out to be good for business and vice versa—the opposite of the conventional wisdom that says that the objectives of businesses and NGOs are often at odds. For instance, General Electric and Vodafone have discovered that the process of tackling emerging-market challenges such as healthcare or access to finance can become an invaluable source of innovation. Both companies are actively looking to bring the learnings and innovation from their emerging-market solutions back into traditional Western markets. Many others are doing the same.



Convergence of interests is already coming to light in the many early examples of cross-sector convergence where roles of and boundaries between public, private and non-profit sectors become less distinct. It will lead to a renegotiation of roles and responsibilities across value chains and ecosystems—a fundamental recalibration of global development systems.

That does not mean that cooperative agreements and familiar business-NGO partnerships will have no place in tomorrow's global development landscape. In practice, they will occupy one aspect of a spectrum of approaches, while, cross-sector convergence characterized by new convergent value chains that involve "mix and match" delivery and hybrid funding models will occupy another.

Accenture Development Partnerships believes that tomorrow's convergent approaches will share several attributes. To begin with, they will be organizationally agnostic, always putting output before input. So they will first evaluate what outcomes are required, and then identify the partner or partners that have the best capabilities for delivering, regardless of sector, tax status or brand.

Convergence of solutions

Convergence of solutions also means a higher premium will be placed on collaboration among parties, not only among agreement-bound partners but among a wide range of potential contributors throughout a development "ecosystem." It will also shine a light on the distinctive competencies of each player, forcing a re-examination of who does what best—again, with the best outcomes in mind. At root, it is about the alignment of business opportunity with positive social, economic or environmental impacts on development.

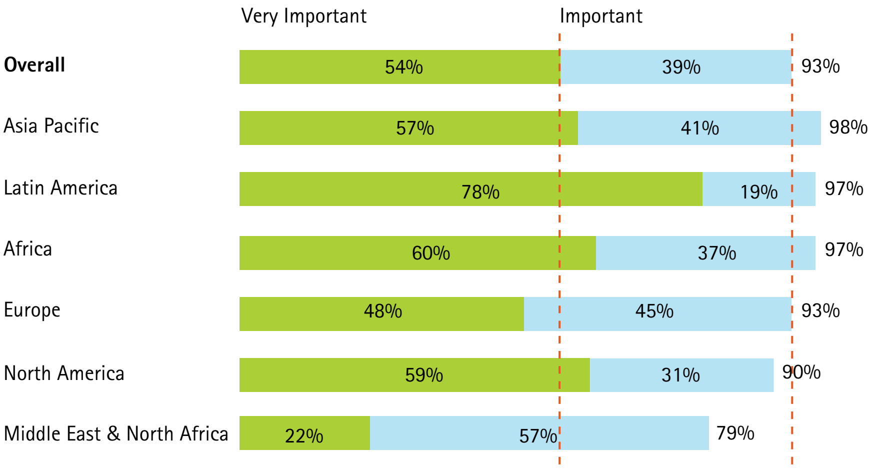
We also characterize convergent approaches as sustainable and scalable—providing solutions that are maintained over time and not dependent on any one funding source. Those solutions may harness the power of market forces. Although the solutions may become quite complex—and will often involve considerable customization—they will become scalable when they have been developed and proven systemically.

'There needs to be an understanding of responsibility and expectations—for us it's not just about challenging resources but rolling our sleeves up and getting our hands dirty and getting involved fully.'

'If you think modus operandi is bringing funding, then you are removing 75% of the value you could bring to the table.'

What's driving convergence now

Figure 2: Almost all CEOs believe that sustainability issues should be part of their organizations' strategies in future



Source: United Nations Global Compact CEO Survey 2010 (based on 766 completed responses)

'NGOs often view peer organizations that engage the private sector with a mix of disdain (for potentially selling out on mission) and envy (for gaining access to the private sector's resources). The question is always—"How tainted is the money?....How close is the smoking gun?"'

'We need to focus on outcomes over organisational parochialness.'

If ever there was any doubt that conventional development approaches struggle to respond to the world's big problems, it was dispelled in September 2010, at the 10-year checkpoint for the UN's Millennium Development Goals (MDGs). Although many East Asian nations have succeeded in meeting and in some cases even exceeding their MDGs, the shortfalls across parts of Africa, South Asia and elsewhere—especially in countries wracked by conflict—are nothing short of tragic.

This is not the place to dwell on facts about aid budgets being frozen and resources being trimmed. We know enough about the broken promises of the G8 summit in Gleneagles in 2005, and about the impact of the recent financial crisis on international development budgets. Similarly, one doesn't need to look far for statistics that confirm the prevalence of diseases such as malaria or the persistence of poverty worldwide. These are reasons enough to think anew about how society can respond.

Considering cross-sector convergence as one important new category of response, it's worth examining what is driving the trend. Here is what we've found.

The rising power of the emerging-market consumer.

Businesses have woken up to the fact that what they once deemed social is now strategic to their organizations. Not only do they understand that there is money to be made in doing good, but they see long-term value in presenting themselves as exemplary corporate citizens in terms of social responsibility.

With the rise of the multi-polar world—a world defined by multiple centers of economic activity in which emerging markets possess increasing geopolitical and economic clout—it becomes clear that those at what has been called "the base of the pyramid" in emerging nations represent powerful mass markets, sources of talent, and sources of political stability—or turbulence. Accenture's 2010 report—"Africa: The new frontier for growth"—gives a glimpse of this. In aggregate, African nations have seen a sharp increase in economic performance, with their combined GDP growing by an average of 6 percent between 2002 and 2008, making Africa the world's second fastest-growing region.

People are already rethinking capitalism.

Capitalism 4.0, by Anatole Kaletsky, makes the point that capitalism's strength is ultimately about its adaptability. Kaletsky describes three waves of capitalism, as defined by the tension between government-led economies and market-led ones. In the 19th century, the two were distinct; right up to the 1980s, notes Kaletsky, the idea was that the government knew best. From the 1980s onward, the prevailing sentiment was an almost religious belief in the power of markets in every

part of society—often at the expense of government. The recent recession proved that thinking to be flawed.

Now, Kaletsky argues, there is room for a new version of capitalism—a more pragmatic form that is guided by needs and capabilities. In this context, convergence is a pragmatic, outcome-based trend that breaks down preconceptions about which sector "should" deliver development goals and replaces it with which sector "could" best deliver those outcomes.

Coincidentally, Harvard Business School professor Michael Porter has spoken out recently on the topic in his "principle of shared value"–a term brought to the forefront by FSG Social Impact Advisors. In Porter's most recent article-*Creating Shared Value: How to reinvent capitalism—and unleash a wave of innovation and growth*–he expands this principle–asserting that to create shared value, we need to think differently—and that ultimately what's good for society is actually also good for business. Instead of assuming that making a profit is all that matters—often at the expense of the community—business leaders need to believe that creating societal benefit is a powerful way to create economic value for the firm. Many examples are emerging that demonstrate that there doesn't have to be a trade off between profit and societal value. Porter continues that companies are starting to understand that when they think about the environment for example—they reduce energy consumption and travel—and make more profits. Also that products don't need to be contrived. Food products that are nutritionally good and environmentally good are what consumers want—and that again leads to more profits.

Framed in this context, convergence is not only about a new era of development; it is also a new, pragmatic trend toward shared value in capitalism as a whole. This perspective breaks down preconceptions about which sector *should* deliver development goals and replaces it with ideas about which sector *can* best deliver development outcomes.

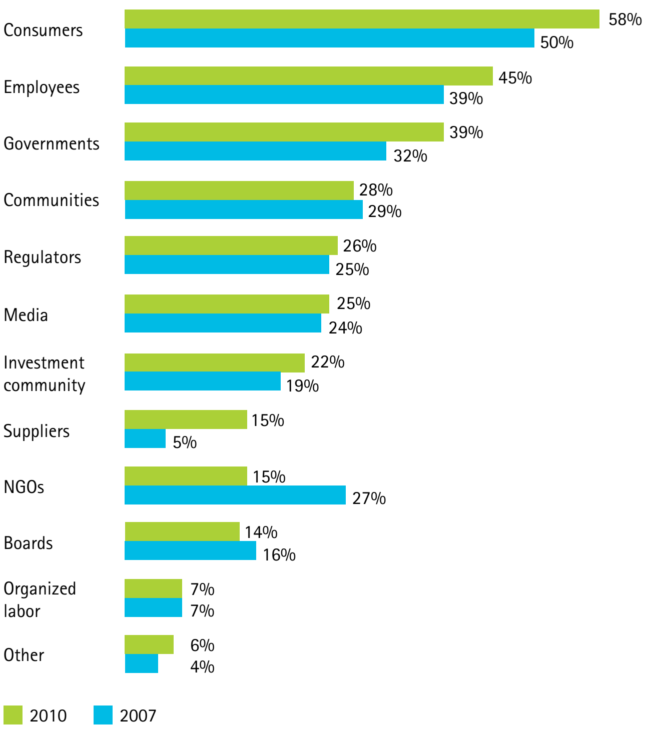
Changing role for NGOs as they warm to business.

It has become increasingly clear that if society is to make real progress in the next decade and beyond, the development community must harness the latent socioeconomic power of business. "The role of the private sector is increasingly important for humanitarian assistance," noted António Guterres, UN High Commissioner for Refugees. "Lending their knowledge and expertise… is crucial as many of these projects would otherwise be outside of our reach." Adds Barbara Stocking, Oxfam's chief executive: "Businesses are starting to consider how they source their produce to have an impact on the lives of people living in poverty. New ethical business models which incorporate marginalized farmers are an exciting step forward and a solution that can bring business benefits too." She cites Unilever as among the first global food manufacturers to make a commitment on this scale.

Figure 3: Nearly 60 percent of CEOs view consumers as the most important influencers of their organizations' approaches to sustainability

Over the next five years, which stakeholder groups do you believe will have the greatest impact on the way you manage societal expectations?

Respondents identifying each factor in their top three choices



Source: United Nations Global Compact CEO Survey 2010 (based on 766 completed responses). 2007 data from McKinsey UN Global Compact survey.

'It's about playing to your strengths—each sector bringing something to the table. Business can bring capital and knowledge on how to shape things in a commercially viable way.'

'This will be a journey of education—showing examples of successful projects as well as demonstrating that brand recognition is so much higher in emerging markets than expected.'

In 2010, only 15 percent of CEOs polled in our UNGC study identified NGOs as a key stakeholder in terms of influencing their approach to sustainability, compared to 27 percent in 2007. (See Figure 3.) This may point to the fact that NGOs are no longer setting the agenda in terms of policy and issues, or that the degree of pressure that they are exerting on business is beginning to wane. But our conversations with CEOs tell a different story. Indeed, they indicated that although NGOs may have shifted their tone and strategy over recent years, they remain an important and influential player. Through our discussions, we have seen examples of NGOs partnering and collaborating with business to achieve specific, local development objectives, part of a wider shift from NGOs as pressure groups to delivery partners. In addition, some 78% of CEOs told us that they believed their company should engage in multi-stakeholder partnerships to address development goals—although there is currently a performance gap that varies by industry. (See figure 4.)

Business leaders "get it" and are getting involved.

There is now plenty of evidence that today's captains of industry are keen to understand fully the broader impacts of their businesses, both good and bad. For instance, nearly four-fifths of the CEOs polled in the Accenture-UN Global Compact survey indicated that collaboration is the only way in which they can keep their sustainability commitments. Certainly, most attuned CEOs now have a sense of the carbon footprints of their business operations and are taking steps to reduce them. More progressive businesses are also trying to understand their "water footprints" or even their "poverty footprints"—a term developed by Oxfam.

Fully 93 percent of the chief executives polled in the recent Accenture-UN Global Compact study say they believe that sustainability issues should be fully embedded within their strategies and core businesses in the future. (See Figure 2.)

The same study shows that 78 percent of CEOs believe their companies should engage in industry collaborations and multi-stakeholder partnerships to address development goals.

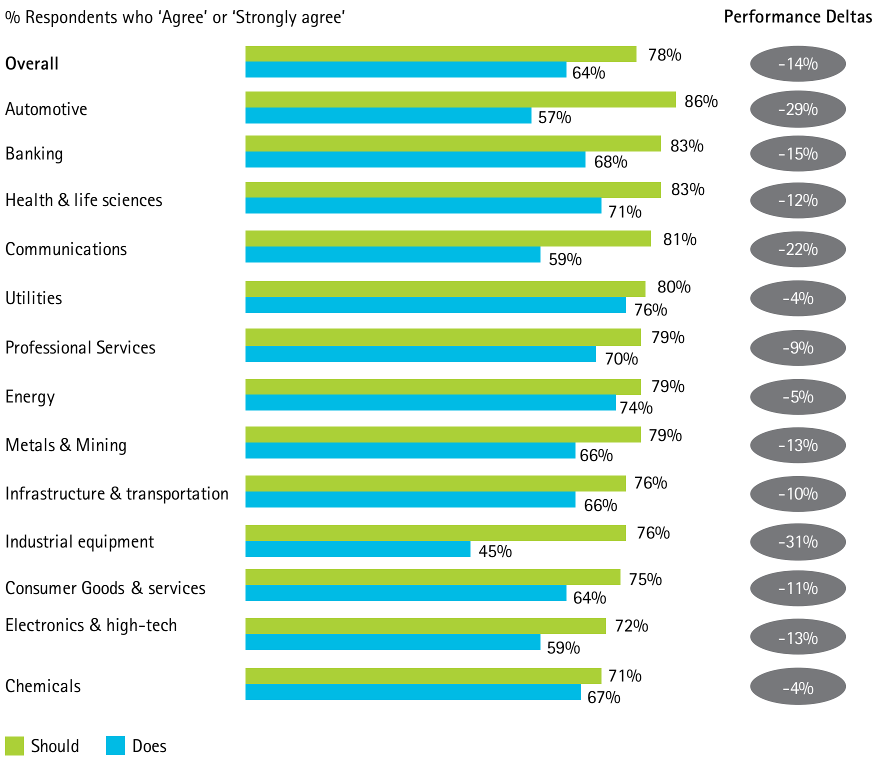
That confirms the gradual shift away from the purely philanthropic narrative hitherto typical of business. Interestingly—and importantly—CEOs in emerging nations are even more convinced of the need for convergence and tackling sustainability issues than are their developed-world counterparts. Those corporate chiefs are particularly affected by the proximity of sustainable development challenges—in other words, many of the most pressing development issues are right in their backyards.

Socioeconomic metrics are a reality.

Some for-profit organizations are dropping quarterly earnings guidance to the investment market in favor of a focus on long-term performance. That's what Paul Polman, chief executive of Unilever, did not long after joining the company. Non-profits

Figure 4: 78% of CEOs believe that their company should engage in multi-stakeholder partnerships to address development goals. However, this ambition isn't being met and varies by industry

Performance Gaps between 'companies should' and 'my company does' engage in multi-stakeholder partnerships to address development goals.



'If there is no conflict of interests the partnership can be done very well. The major problems come when the private sector organisation is merely trying to promote their own products and/or have alternative agendas to the NGO.'

'NGOs are often worried about 'selling their soul' – but they also recognize their own limitations in that they are not known for performance-focused delivery. NGOs may find themselves more acceptable in government situations if business is also at the table.'

are active too. Oxfam has developed a comprehensive methodology for measuring the positive and negative socioeconomic impacts of the broader business operations of a number of multinationals. The methodology came out of Oxfam's and Unilever's seminal study of 2003, which highlighted just what enormous power businesses can have, not by exercising their corporate social responsibility (CSR) budgets but by leveraging their core business operations.

Citizens want sustainability.

Citizens are consumers and employees too. The Accenture-UN Global Compact CEO study found that 58 percent of CEOs cite consumers as the most important stakeholder group that will affect the way that business will manage societal expectations. (See Figure 3.) CSR is not just an agenda item in the West; it is on the rise as consumer demand in developed countries seeks more sustainable and value-driven approaches. Businesses are responding accordingly.

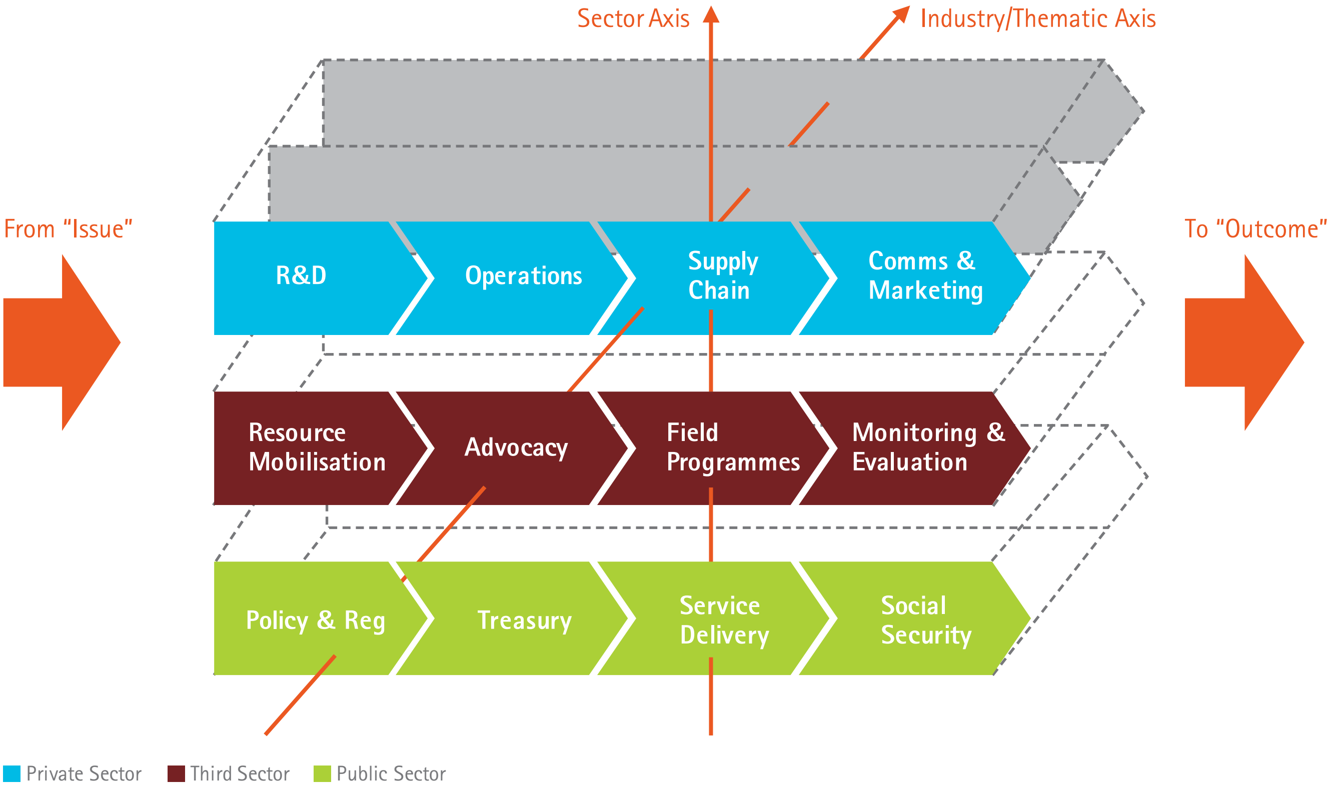
Technology is enabling new collaborations.

The proliferation of collaborative software, the growing popularity of cloud computing (think Google's Gmail service), and the surge of smartphone sales all help make it easier for organizations of every type to work with one another. New communications channels and media—tools such as Cisco's Telepresence videoconferencing system—are becoming more affordable. Some, such as Skype and Google's video chat service, are free.

At the same time, e-learning is transforming education. It is expanding the capacity and effectiveness of teachers, opening up access for hard-to-reach communities, and enabling simultaneous modes of education. Mobile phone technology is arguably the most important enabling factor in e-learning. Globally, the number of mobile phone subscribers has increased dramatically. In Kenya alone, the number of mobile phone subscribers increased by 300 percent between 1999 and 2007. The Kenyan Agricultural Commodity Exchange has linked up with Safaricom, the country's largest cell phone provider, to equip farmers with up-to-date commodity market prices over their phones. The GSMA Development Fund—affiliated with the GSMA, a trade group for the worldwide mobile communications industry—leverages the expertise of its members to accelerate mobile solutions for people living on under US$2 per day.

Toward the convergent value chain

Figure 5: Cross Sector Convergence



Convergent business models

So if we assume that convergence of solutions has a place in the portfolio of tomorrow's development responses, what exactly will convergent development organizations look like?

In the future we are likely to see a new breed of organization that doesn't fit neatly into the standard descriptors used in the private, public or non-profit sectors. These will be hybrids—organizations that have some of the attributes of each or all. Their leaders will think and act in terms of a hybrid value chain—a flexible model in which different participants play different roles at different times, according to the recipients' needs and according to which entity has the necessary mix of skills and resources.

The convergent development models will resemble conventional social enterprises but they may or may not be profit-making; however, they are very unlikely to be profit-*maximizing*. They will combine a market orientation with a broader social impact. They may be autonomous, standalone entities or they may reside or be incubated inside another organization and operate semi-autonomously within a broader governance structure.

There are already quite a few examples of these models. The best and most celebrated are the "social businesses" created by Muhammad Yunus's Grameen organization in conjunction with multinationals such as Danone, Adidas and BASF. Grameen Danone Foods has placed social and environmental concerns at the heart of its business model. Its first offering was a dairy product aimed at combating infant malnutrition in Bangladesh. Launching the new venture in 2006, Franck Riboud, Chairman and CEO of Groupe DANONE, commented: "I'm deeply convinced that our future relies on our ability to explore and invent new business models and new types of business corporations."

Since then, Danone and Grameen have gone on to set up a social innovation fund with a target value of €100 million, designed to encourage social business initiatives. This financial tool was launched in December 2007 with a clear mandate to expand Danone Foods by building additional plants in Bangladesh, to support social business consistent with Danone's mission, and to expand the fund's support community.

The convergent business models can be initiated by for-profit organizations (Danone's Riboud was certainly a prime mover) but they are not exclusively a private sector phenomenon. For instance, Mercy Corps recently spearheaded the launch of a fair trade raisin-growing and export business in Afghanistan. (See page 15.) The non-profit partnered with British food producer Fullwell Mill and received funding from USAID to set up an unusual partnership with a regional Afghan raisin producing association. For its part, Fullwell Mill, a niche company, sees the venture as a strategic opportunity to succeed amid many far larger players. Customers such as Community Foods, a British supplier of natural and organic dried food, have agreed to buy the Afghan raisins this year and next.

Mercy Corps and Fulwell Mill

Convergence Project Type	Convergent Business Model
Industry	Agriculture
About	Mercy Corps has launched a raisin export business model in Afghanistan in an effort to bring the practices and profits of the fair-trade movement to Afghanistan, a country now synonymous with conflict and war. Since 2001, Afghanistan has re-entered the global market for raisin production, with output hovering at 25,000 to 30,000 metric tons annually for the past several years. The country now accounts for 3 percent of the world's raisin production, with the biggest producers — the United States, Turkey, China, and Iran — collectively supplying roughly three-quarters of the world's consumption. With competition stiff and Afghanistan still struggling to recover from the destruction of war, farmers have been hard-pressed to sell their goods any farther away than Pakistan, leaving them at the mercy of local markets — and local prices. So Mercy Corps and Fullwell Mill set out to change that with a new model of delivery. The Parwan Raisin Producers Cooperative (PRPC), a network of farmers formed by Mercy Corps, has begun working with Fulwell Mill—a niche food supplier based in the UK—to provide Fairtrade-labeled raisins to British consumers. Following a process of due-diligence and consideration, the Fairtrade Labeling Organizations International (FLO) chose not to send staff to war-torn Afghanistan. To earn an exceptional form of Fairtrade status, the farmers and the NGO-led team had to provide detailed product information and undertake intense negotiations. The raisins—25 metric tons of them this year—will be the only Afghan Fairtrade item sold in the UK. The effort, which includes two months of technical training each year for the 300 Parwan farmers in the program, is part of a three-year, $2 million Mercy Corps program started in June 2008 with financing from the U.S. Agency for International Development.
Business Rationale	New markets: Accessibility to global markets for local farmers; opportunity to benefit from Fairtrade certification
Development Impact	MDG 8: Develop a Global Partnership for Development
Geographic Scope	Afghanistan

Refugees United

Convergence Project Type	Convergent Business Model
Industry	Telecoms
About	Ericsson, UNHCR & Clinton Foundation have worked together to create a service that reunites refugees via mobile phone technology. In support of the hundreds of thousands of refugees who have fled from conflict and disaster areas, Ericsson and Refugees United, in partnership with the United Nations High Commissioner for Refugees (UNHCR) and mobile operator MTN in Uganda, have launched the first project to locate and reconnect refugee and IDP (Internally Displaced Persons) families (displaced by war, persecution or natural disasters), through the innovative use of mobile phones and internet. The innovative system allows people with even the most basic of handsets to quickly register their details via SMS, and be matched up with those looking for them. The program enables refugees to use mobile phones to register themselves, search for loved ones and connect via an anonymous database. It is estimated that 36 million refugees globally could benefit from this service, which is being piloted in Uganda with plans to roll out elsewhere. At present more than 4,500 refugees have registered, a considerably higher number than possible with traditional methods.
Business Rationale	New Markets
Development Impact	MDG 8: Develop a Global Partnership for Development
Geographic Scope	Uganda (pilot scheme)

The case for convergent delivery models

Convergent value chains will involve delivery models that break with the NGO convention of delivering services using their own resources. Even when non-profits partner with businesses—companies that may be quite used to outsourcing non-core parts of their operations—the businesses usually assume that the non-profits will be the organizations that directly "touch" those in need.

But these days, NGOs—and government agencies, for that matter—may not be the best at managing the necessary delivery channels. It's well documented that Wal-Mart was far more effective in its response to the devastation wrought by Hurricane Katrina than was the US or state government.

So there is a strong case for NGOs to think in terms of the airline alliance model, where, rather than having many airlines' planes flying partially empty to and from the same points, the airlines work together to leverage their assets more fully. (See "Development Collaboration: None of Our Business?" 2009.) In the case of international development, however, the alliance will span not just organizations but sectors.

Specifically, convergence will see more NGOs actively seeking to harness the technology, logistics expertise, skills, competencies, people, and scale of partners from other sectors—particularly the private sector. Just as many corporations have disaggregated their "value chains"—breaking with vertical industry models and outsourcing the parts of their businesses that are not core competencies—so NGOs may need to follow suit. After all, the typical NGO's advocacy work calls for very different skills and resources than does its on-the-ground, in-country relief work.

Convergence forces all participants to challenge conventional wisdom about the value chain—to think about disassembling the elements of the chain and re-assembling them with non-traditional components and contributors. It even calls for fresh thinking about what constitutes a value chain and where it might apply. So, for example, an NGO might use one value chain to address malnutrition issues in a particular geography and another in the same geography to tackle deficiencies in primary-level education. The issues would remain the same, but there would be different goals, different partners and different outcomes.

In other situations, re-evaluation of the delivery model may involve more use of local resources than has been typical previously. In Rwanda, for instance, the partnership among the Heineken Africa Foundation, Bayer Environmental Science (ES), the Rwandan Ministry of Health, BRALIRWA brewery, and Rwandan textile manufacturer Utexrwa responded to a need for bed nets in Rwanda with a sustainable, locally sourced solution. The Heineken Africa Foundation purchased 140,000 bed nets over three years and also helped Utexrwa to invest in equipment for infusion of insecticides into the netting material. (See page 19.)

Bed nets to control malaria in Rwanda

Convergence Project Type	Convergent Delivery Model
Industry	Healthcare
About	The partnership among the Heineken Africa Foundation, Bayer Environmental Science (ES), the Rwandan Ministry of Health, BRALIRWA brewery and Rwandan textile manufacturer Utexrwa responded to a need for bed nets in Rwanda with a sustainable, locally-sourced solution. The Heineken Africa Foundation purchased 140,000 bed nets over a period of three years as well as helping Utexrwa to invest in equipment for impregnation of insecticides into the netting material. Before the partnership began, all antimalaria bed nets in Rwanda were produced in other countries. The partners focused on transferring technical knowledge to the only textile manufacturer in Rwanda, Utexrwa, so that the company could produce World Health Organization-approved, long-lasting insecticide-treated bed nets within the UN's country. Heineken brought more than 50 years of experience working in Rwanda, along with seed funding for the project, while Bayer ES contributed its knowledge of pesticide production and bed net treatment, as well as carrying out quality control activities. The current program is expected to generate up to 150 new jobs for Rwandans in the near term. Following a plan to scale up production to 4.5 million nets per year, the enterprise is expected to employ 1,000 people. Heineken contributed its knowledge of Rwandan business and government and its beverage distribution networks-which will be used to distribute bed nets as they are produced. Bayer ES meanwhile put its core competence in pesticide manufacturing and bed net treatment to use in order to build local capacity.
Business Rationale	Fighting disease, creating jobs, local capacity building, extending links with Rwandan business and government.
Development Impact	MDG 6: Combat HIV/AIDS, malaria, and other diseases MDG 8: Develop a Global Partnership for Development
Geographic Scope	Rwanda

From Uganda comes another excellent example. There, communications-equipment maker Ericsson, the UN's High Commission for Refugees (UNHCR), and the Clinton Foundation have teamed up to create a service that reunites refugees via mobile phone technology. Working with the NGO Refugees United and with mobile operator MTN in Uganda, the partners launched the venture in September 2010. It has been strikingly successful: More than 4,500 refugees have registered, a far higher number than possible with traditional methods. It is now being extended to Congolese camps in western Uganda—with more than 70,000 women and children—and Dadaab camp in Kenya—the world's largest refugee camp, with more than 500,000 people. (See page 17.)

NGOs are not the only entities that may need to rethink their delivery models. The private sector may find value in engaging NGOs—beyond the usual arm's-length agreements managed through the CSR department—to reach new consumers in emerging markets.

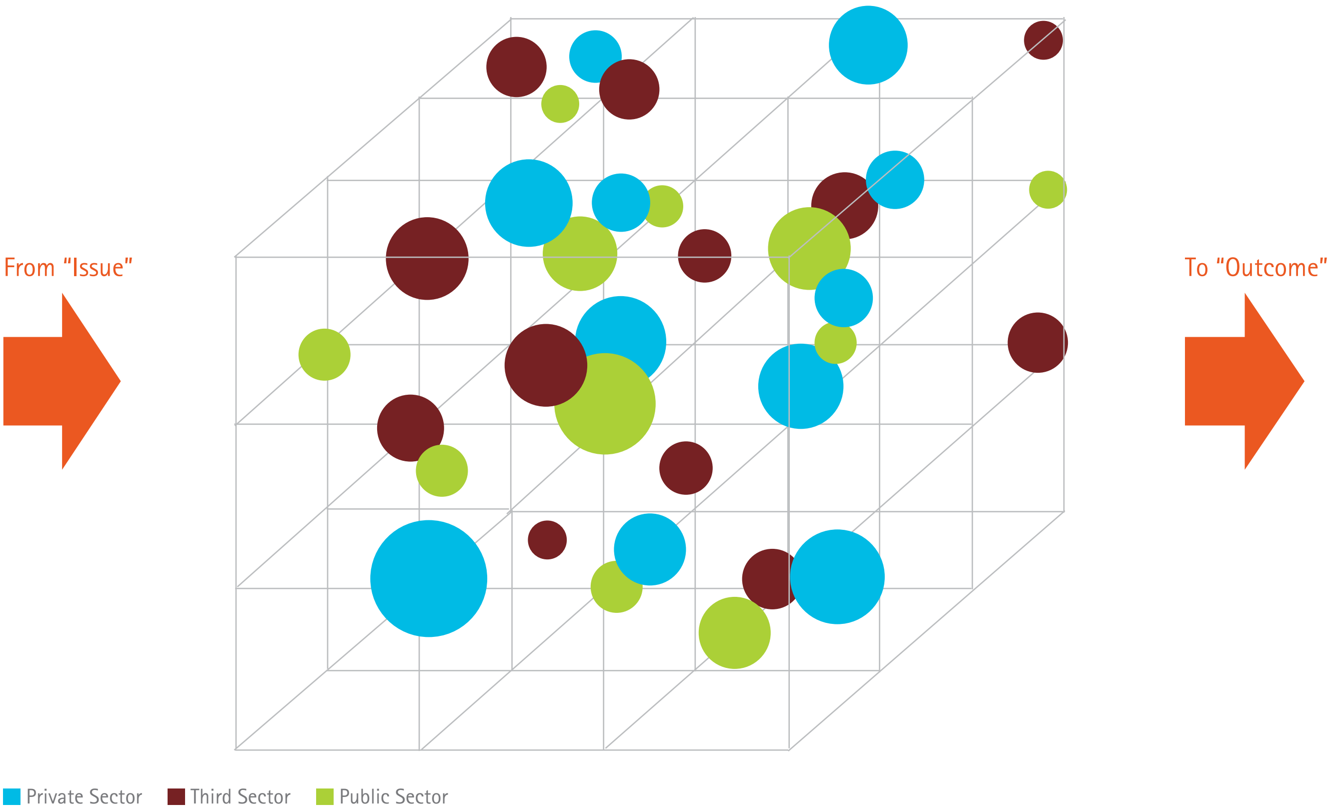
Indeed, convergence may demand some topsy-turvy thinking about efficiencies. Coca-Cola is a case in point. A paragon of high-volume efficiency, Coke and its bottlers might be expected to set up large warehouses to achieve economies of scale when entering new markets. But Coke went in the opposite direction—and is significantly burnishing its CSR credentials as a result.

In nations such as Tanzania and Ethiopia, Coca-Cola SABCO, one of Coke's largest bottlers in Africa (it is 20 percent owned by Coca-Cola), uses micro distribution centers (MDCs) to distribute its products. Collectively, the MDCs employ tens of thousands of women entrepreneurs to disseminate products. The MDC approach has been validated by the UN's call to action to empower young women—arguably the most effective development intervention that can be made. The effort is in no way peripheral to Coke's business; the beverage maker expects that the MDCs will soon account for a sizable proportion of its product distribution in Africa.

Barclays CARE Plan 'Banking on Change'

Convergence Project Type	Convergent Delivery Model
Industry	Banking
About	Barclays, CARE International and Plan International are working together on an initiative to extend and develop access to basic financial services to people across Africa, Asia and South America. This 'Banking on Change' partnership consists of microfinance projects which support the creation and development of savings and loans groups managed by local communities themselves. The programme focuses on meeting the needs of populations who are excluded from or have limited access to formal or informal financial services through development of new add-on services (such as enterprise training) and improvement of existing savings-led community finance methodology. Barclays is investing £10m in Community-based Finance over three years to work with Plan and CARE to reach up to 400 000 new clients in eleven countries. The Accenture Development Partnerships team was asked to help set up the three-way partnership, which included drafting the three year strategy for the Initiative, establishing the governance and management structures, developing the Monitoring & Evaluation approach, the learning approach and implementation plan for the initiative. The program leads the way in cross-sector partnerships by moving away from the standard donor-charity relationship. Each organization takes an active role in the partnership at the global level and within the project countries. As a global financial institution, Barclays supports the program by increasing access to banking products and services. As non-governmental organizations specializing in developmental projects, CARE and Plan contribute to the partnership through their extensive experience in community finance and their knowledge of local communities.
Business Rationale	New markets – reaching customers who were previously 'unbanked' Research opportunities – ways of linking the formal and informal financial sectors Intellectual Property - the partnership continuously identifies and tests improvements to the community finance methodology to maximize the potential of savings-led community finance
Development Impact	MDG 8: Develop a Global Partnership for Development
Geographic Scope	Africa, Asia and South America With the exception of Peru (which is listed as "high"), each country has been listed as "low" or "medium" on the UNDP 2010 Human Development Index ranking and CARE is leading projects in Uganda, Mozambique, Vietnam and Peru whilst Plan is leading projects in Tanzania, Zambia, and Indonesia. In Kenya, Ghana and Egypt their field offices are working collaboratively to implement projects and share knowledge and resources.

Figure 6: Convergence Economy – Possible Future State



Considering convergent approaches to funding

In the same way, funding models are starting to shift. The traditional (or more regular) approach has seen donors funding non-profits that are then tasked with delivering on development programs. Conventionally, NGOs write proposals to solicit grants from bodies such as The Wellcome Trust and the Ford Foundation. Public funding can play a role, although the line is drawn at public funds that could benefit private businesses.

These paradigms are now being re-examined. A whole school of thought is emerging around social investment; the concept of a "social stock market," where investors fund companies and ventures that support the causes they believe in, has been voiced by microfinance pioneer Muhammad Yunus, among others. We contend that NGOs need to develop something of a venture capital mentality, viewing funding as investment rather than the giving of grants and embracing investing concepts such as patient capital and blended returns.

Already there are signs that donors are increasingly willing to fund innovation in the development sector. One of the most visible and oft-cited examples is M-PESA, the mobile-phone-based money transfer service operated by Safaricom in Kenya. Initially sponsored by the UK's Department for International Development (DFID), M-PESA has been a huge success in Kenya. Versions of the service have been rolled out in Tanzania and South Africa and are being planned as far afield as India and Egypt. Today there is healthy competition between operators.

DFID is now forging closer links with the private sector. Its Business Innovation Facility, launched in March 2010, is intended to strengthen partnerships between DFID and the private sector. The objective is to take advantage of market opportunities in developing countries and to make the most of the transformational impact of business by including the poor as consumers, employees and producers.

There's another powerful example of hybrid funding models at work. The PATH Malaria Vaccine Initiative (MVI) is a global program established at PATH in 1999 with a vision of a world free from malaria. The program, backed by the Bill & Melinda Gates Foundation, is currently active in seven African nations: Burkina Faso, Gabon, Ghana, Kenya, Malawi, Mozambique, and Tanzania. (See page 27.)

Fonkoze, Swiss Re and Caribbean Risk Managers Ltd

Convergence Project Type	Convergent Business Model
Industry	Banking
About	Fonkoze is 'Haiti's Alternative Bank for the Organized Poor'. Serving more than 45,000 borrowers, and more than 200,000 savers, Fonkoze is the largest microfinance institution (MFI) in Haiti, with 41 branches across the country. Since many of the small-scale traders who make up the informal sector in Haiti are particularly vulnerable to natural disasters, Swiss Re - one of the world's largest reinsurers - has formed a partnership with Caribbean Risk Managers Limited, Guy Carpenter Micro Risk Solutions, and Fonkoze to design a micro-insurance scheme for catastrophes in Haiti. The project will allow vulnerable Haitians and micro-entrepreneurs in Haiti to protect themselves from natural disasters at reasonable cost. Previous efforts to establish micro-insurance schemes in Haiti have found it difficult to establish a model that meets the needs of the low-income clients, and is simultaneously able to remain attractive to international reinsurers. The new initiative overcomes this problem by using parametric indicators to identify disaster-affected zones - and by creating a capital fund to cover severe losses outside these zones. Institutions such as the International Development Bank (IDB), The UK Department for International Development (DFID) and Mercy Corps will provide capital for this fund to establish a structured, targeted mechanism that has the ability deliver relief rapidly. In the event of a natural disaster, the insurance will provide for a lump-sum payout directly to affected clients, as well as the repayment of the client's loan – protecting the client through both short- and medium-term economic assistance. Fonkoze will be the first partner to offer the product to its borrowers.
Business Rationale	New markets – insurance customers Economic stability and GDP
Development Impact	MDG 7: Ensure Environmental Sustainability MDG 8: Develop a Global Partnership for Development
Geographic Scope	Haiti

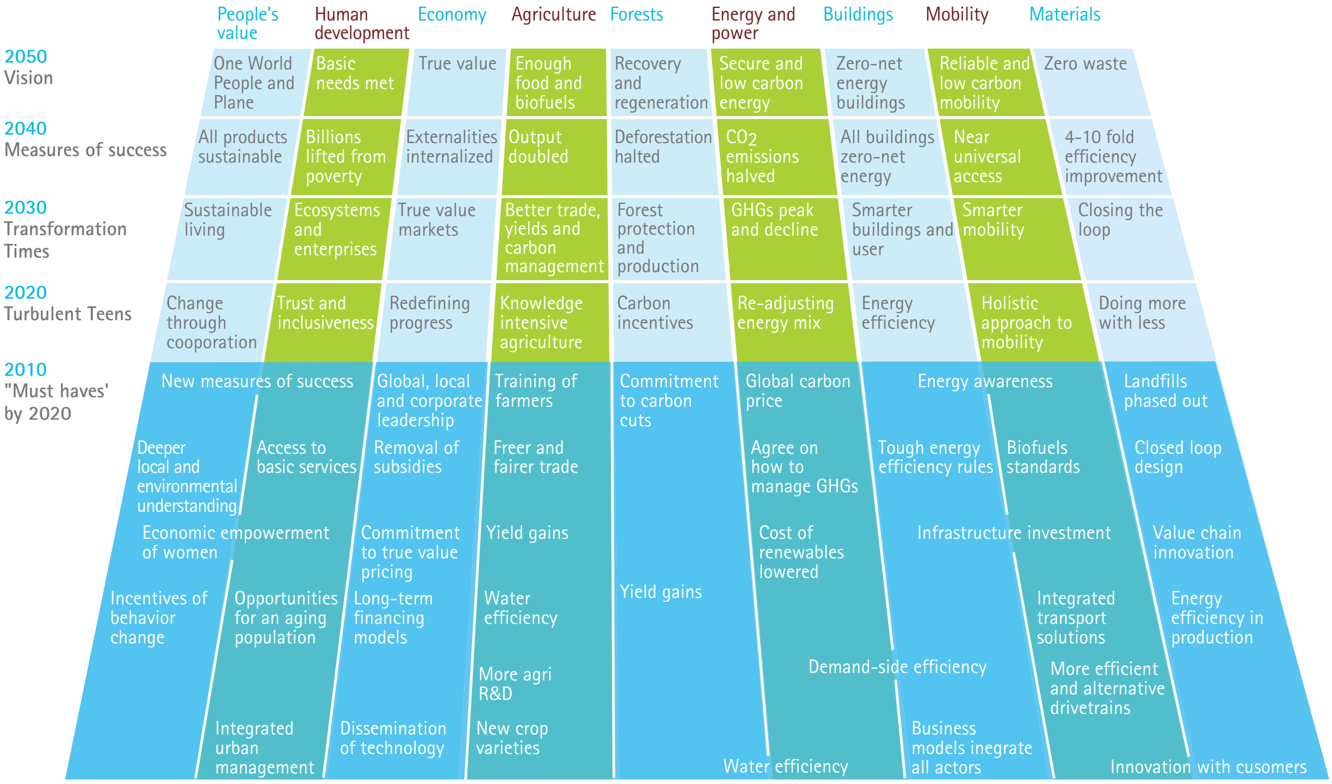
'The distinction between the state, not for profits and the market is valuable. It's important not to blur the boundaries too much, as we don't want this becoming one indistinguishable enterprise.'

The Southern Agricultural Growth Corridor of Tanzania (SAGCOT)

Convergence Project Type	Convergent Business Model
Industry	Agriculture
About	Launched at the World Economic Forum in 2010, The Southern Agricultural Growth Corridor of Tanzania (SAGCOT) is a public-private partnership aiming to boost agricultural productivity in Tanzania. A partnership between private sector local and international agribusinesses, the Government of Tanzania and donor organisations, SAGCOT aims to deliver rapid and sustainable agricultural growth, with major benefits for food security, poverty reduction and reduced vulnerability to climate change. Tanzania's southern corridor links the port of Dar es Salaam to Malawi, Zambia and the Democratic Republic of Congo. It benefits from good 'backbone' infrastructure – including road, rail and power – and passes through some of the richest farmland in Africa. The area could become a globally important producer of crops and livestock. Today, however, its agricultural potential is largely dormant and the majority of the rural population remains poor and food insecure. By catalysing large volumes of responsible private investment, the initiative will provide opportunities for smallholder producers by incentivising stronger linkages between smallholders and commercial agribusinesses – enabling smallholder farmers in the vicinity of large-scale farms to access inputs, extension services, value-adding facilities and markets. SAGCOT will also support smallholder producer associations, helping them enter into equitable commercial relationships with agri-processing and marketing businesses. The SAGCOT Investment Blueprint describes how at least $2.1 billion of private investment will be catalysed over a twenty year period, alongside public sector commitments of $1.3 billion. The result is expected to be a tripling of the area's agricultural output. Approximately 350,000 hectares will be brought into profitable production, much of it farmed by smallholder farmers, and with a significant area under irrigation, and it is anticipated to permanently lift more than two million people out of poverty.
Business Rationale	New Markets Economies of Scale Increased production and profitability 'Early win' investment opportunities where rapid progress can be made
Development Impact	MDG 1: End Poverty and Hunger MDG 7: Environmental Sustainability MDG 8: Global Partnership
Geographic Scope	Tanzania

Imagining the future

Figure 7: The Pathway to Vision 2050



Source: World Business Council for Sustainable Development, Vision 2050

So what will global development activity look like in the future? Those kinds of questions are already on the lips of leaders from the private sector as well as from NGOs and government.

The questions are apparent in the Vision 2050 study—a compelling report from the World Business Council for Sustainable Development that lays out detailed ideas of what a sustainable global economy might look like four decades from now. The report—compiled by 29 global companies and drawn from inputs from more than 200 organizations worldwide—states that the world already has the resources needed to attain the Vision 2050 goals and maps out what must happen between now and 2050 for those goals to be realized.

The Vision 2050 ideas provide plenty of food for thought—and a useful platform for the discussion of the roles that global development participants will play. Envisioning those roles, Accenture Development Partnerships has opted for a shorter horizon—an informed perspective that projects that in 10 years' time, many of the convergence models described in this paper will have taken shape and begun to make a difference to some of humankind's most troubling problems.

We are not predicting a wholesale recasting of current structures and purposes, of course; but we can imagine a future where a number of counter intuitive business models do come into being. So, whilst Save the Children is not about to set up a financial services company and Wal-Mart is not about to spin off a humanitarian logistics operation—and we are not going to witness an entire metamorphosis of existing roles and structures—we are going to see some distinctly new and different business models and organizational entities emerging.

In the meantime, businesses will continue to be vehicles for providing goods and services and creating wealth; NGOs will continue to be the experts in advocacy and development policy; and government agencies will perpetuate their delivery of services to citizens. But we do expect the blurring of boundaries. In some instances, there may be profound structural change in the scope and boundaries at an enterprise level.

When it comes to global development activities, competency will matter far more than incumbency. The development and aid movement as a whole will become much more of a marketplace for development outcomes. As a consequence, traditional definitions of sector roles will become less relevant where convergent models are involved. The role of business will be far more invasive and impactful than it is today, with the private sector embracing a broader definition of value. Comparable changes are coming to the non-profit sector; for instance, there will almost certainly be a proxy for "shareholder value" or impact—measurable development outcomes, in effect. When NGOs are funded or engaged based on their outcome

PATH Malaria Vaccine Initiative

Convergence Project Type	Convergent Funding Models
Industry	Healthcare
About	Financially backed by the Bill & Melinda Gates Foundation, the PATH Malaria Vaccine Initiative (MVI) is a global program established at PATH in 1999 with a vision to see a world free from malaria. Since 2001, PATH has been working in collaboration with GlaxoSmithKline Biologicals (GSK Bio) to develop GSK Bio's malaria vaccine for children in Africa. The project is working to expand clinical evaluation of the world's most advanced malaria vaccine candidate, known as RTS,S. The model is based on setting a price for the vaccine that covers GSK's costs and generates a small return to be re-invested in research and development for next-generation vaccines. GSK have committed to donating at least 12.5 million doses of RTS,S (if approved for use) to PATH. To advance the development program, African research centres in five countries, and collaborating institutions, joined the partnership. The trial, which is expected to involve up to 16,000 children, is on schedule, with more than 15,000 children already enrolled. This is the largest trial ever conducted in Africa of a vaccine specifically designed for use with African children. The goal for PATH's private-sector collaboration is to achieve maximum sustainable benefit for public health through engaging private-sector collaborators to apply their development, manufacturing, and distribution strengths toward innovative technologies that, in the absence of PATH involvement, would not be a private-sector priority. For GSK, the long-term attraction is the prospect of new markets and the opportunity to conduct large-scale research using donor's funds.
Business Rationale	New markets, Research opportunity
Development Impact	MDG 4: Reduce Child Mortality MDG 6: Combat HIV/AIDS, malaria, and other diseases
Geographic Scope	Seven African Countries: Burkina Faso, Gabon, Ghana, Kenya, Malawi, Mozambique and Tanzania

metrics, they can more easily be compared with one another. The result: a non-profit sector that operates with greater transparency, accountability and efficiency

By 2020, we expect that high-performing businesses (and development agencies and NGOs, for that matter) will have developed an ability to collaborate seamlessly with a set of non-traditional partners that span today's sectoral boundaries. The organizations that adopt new convergent business models will not easily be pigeonholed into today's "business" or "non-profit" categories.

In terms of governance of those new structures, there will be much more cross-sector interaction. We may well see as many chairmen and senior executives of NGOs on the boards of for-profit corporations as we see businesspeople on the boards of NGOs today. In fact, Jasmine Whitbread, CEO of Save the Children has recently joined the board of BT.

It's likely that entirely new development organizations will be formed—not only spin-offs but also entrepreneurial start-ups. Meanwhile, many incumbents will disappear. The 2008–2009 recession has already acted as a catalyst for quite radical structural change within the NGO sector—changes that will only accelerate in a convergent world. As the ability to raise funds gives way to the ability to deliver tangible results, fewer, stronger NGOs are likely to remain.

It's natural to ask how global development parties should begin to prepare for this new future. Detailed recommendations are beyond the scope of this paper; our primary objective was to signal the changes we anticipate and to provide starting points for discussion. However, in terms of broad direction we would recommend the following:

For Business Leaders:

• Find news ways of harnessing the latent social and environmental value as well as the economic value in your value chains and broader business ecosystems.

• View developing economies as new engines of innovation and market potential in the development of products and services that serve both consumer needs and societal needs symbiotically.

• Adopt a more integrated approach to investment in emerging market operating environments that is inclusive of the needs of both national governments and local communities.

For NGO Leaders:

• Re-orient the relationship with the private sector from one centered on philanthropy to one centered on collaboration and co-creation of convergent solutions to development challenges.

• Shift from program funder to an investor mind-set that finds ways of making markets work for the poor.

• Drive a top down willingness to work with and through a broader set of local stakeholders that will include not just community groups but also local businesses and social enterprises.

For Leaders of Government and Public Donors:

• Donors: Create the necessary platforms and incentives upon which inclusive and convergent business models can flourish, providing catalytic funding to address market failures.

• Emerging Market Governments: Build the necessary local capacity, regulatory and policy environments in which convergent economies can flourish.

There are no simple fixes for the world's development challenges. As one new idea—one new response to those challenges—cross-sector convergence holds great promise, but it is a long and rocky road. We don't pretend that NGOs and businesses will start seeing eye to eye next year or the year after that, even if they do begin to reconcile some of their short-term vs. long-term mismatches. And we don't expect any easy resolution to the convergent issues that span several of the MDGs—the most far-reaching and intractable problems such as poverty.

But responses to those problems must begin somewhere. Our research confirms that there are many catalysts for convergence, and many leaders in every sector who are willing and ready to help transform the convergence trend into viable, scalable solutions for the world's least advantaged.

We hope this paper galvanizes new thinking in your organization—and prompts new actions. The vision of development convergence is a tantalizing one. But it will take everyone's best efforts to become a reality. We look forward to hearing your ideas about how that can happen. We very much welcome your engagement.

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Gib is the Founder and Executive Director of Accenture Development Partnerships (ADP), a not-for-profit consulting group within Accenture, whose clients include many of the major international NGOs and development agencies. ADP's main focus is bringing affordable business and technology expertise to the international development sector and promoting private sector engagement in sustainable development.

Launched in 2003, ADP's "self-sustaining" business model has been used as an example of corporate best practice in social innovation in a number of publications including WhatIf's book "Everyday Legends" highlighting the stories of 20 leading social entrepreneurs and by John Elkington in "The Social Intrapreneur: A Field Guide for Corporate Changemakers".

In 2007, ADP was awarded the Management Consulting Association (MCA)'s Corporate Social Responsibility Award and in 2008, Gib was named as the Sunday Times sponsored Management Consultant of the Year in the Best Partner/Director category. In his role as Executive Director of ADP, Gib travels and works extensively in developing countries and is a regular speaker on the role of business in development, corporate social entrepreneurship and cross-sectoral partnerships.

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In his tenure at ADP, Chris has helped significantly expand ADP's network of partner organizations in the international development sector, with a particular focus on microfinance and cross-sectoral partnerships. He has directly led several ADP strategy consulting engagements, including working with the IFC to launch a major enterprise development initiative in Bolivia, and developing a new strategic plan and organization structure for Women's World Banking.

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Accenture is a global management consulting, technology services and outsourcing company, with more than 215,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$21.6 billion for the fiscal year ended Aug. 31, 2010. Its home page is www.accenture.com.

About Accenture Development Partnerships (ADP)

Accenture Development Partnerships is a group within Accenture designed to operate on a not-for-profit basis to channel Accenture's strategic business, technology and project management expertise to non-profit organizations, NGOs, foundation and donor organizations operating in the development sector—helping these organizations achieve their social and economic development goals. The group started as a corporate social enterprise in 2003 and as of August 2010 had completed 350 projects for 74 non-profit clients, working across 64 countries, and deploying more than 750 Accenture employees. Accenture Development Partnership's home page is www.accenture.com/adp.

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