



# **D2i DECADE IMPACT REPORT**

10 YEARS OF DEVELOPING OUR PEOPLE, DEVELOPING OUR WORLD



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# D2i's EXECUTIVE SUMMARY

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# THE D2i DECADE IMPACT REPORT

D2international (D2i) has continued to achieve its mission of empowering young leaders, delivering innovative solutions that make a social impact, and representing Deloitte as trusted advisors and changemakers in the social impact sector.

D2i has championed...

**31 initiatives with international nonprofits and social enterprises around the world**

D2i has involved...

**2,000+ Deloitte practitioners**

D2i has tackled...

**16 United Nations Sustainable Development Goals**

D2i has served in...

**15 countries**



# MESSAGE FROM LEADERSHIP

**D2INTERNATIONAL (D2I) WAS STARTED 10+ YEARS AGO** by a group of passionate and mission focused junior practitioners, endorsed by high-level Deloitte leadership. In the decade of operation as the D2i program, we have stayed true to our core values and program design as a skills-based learning program serving social impact non-profit organizations and communities across the globe. The D2i Program has continued expanding to new levels by increasing scope and tackling the world's most pressing wicked problems. There have been 31 partner organizations and projects over the past 10 years addressing social challenges like climate change, access to education, gender inequity, and economic inequality. Despite the challenges of COVID-19, D2i continuously innovated ways to deliver excellent business values and help clients address the challenges that come with an ever-changing world.

In addition to the impact provided to partner organizations, D2i has developed a talented pool of practitioners to become experts in global social impact work. D2i has helped train junior practitioners to exceed the expectations of their level and become better overall consultants that are prepared to assume roles of high responsibility. In the past decade, over 2,000+ practitioners have been involved in D2i. 71% of practitioners agree that D2i improved their leadership skills, and D2i's reputation as one of Deloitte's leading junior practitioner talent experiences has only grown. Using lessons learned from D2i, Deloitte developed RePurpose, a capability to establish Deloitte as a leader in achieving social and environmental business goals for clients.

We are proud of the growth of D2i in the past 10 years and impact we have made. On our list of things that we are grateful for are all the D2i practitioners, leads, and advisors that gave so much, grew relationships and skills, and made an impact throughout the challenges of the past 10 years. Thank you again for leading with your values and teaching all of us what the D2i program can be. Thank you to the past decade of amazing leads for driving the D2i Program to tackle such difficult social challenges. Thank you to all the advisors who selflessly gave so much of their time, wisdom, and encouragement. And thank you to the D2i team members who we believe will be the type of leaders we wish for the future for D2i, Deloitte, and the world. We look forward to the next 10 years and are excited for what the future holds.

**-D2I PROGRAM LEADERSHIP & DELOITTE GPS CONSULTING & ADVISORY LEADERSHIP**

# THE STORY OF D2i



# OVERVIEW OF D2i

**D2international (D2i) is Deloitte GPS' flagship social impact program which seeks to develop talent in junior practitioners through global skills-based volunteer work.**

**D2i started as a business case** pitched by Deloitte junior practitioners, and has grown over the past 10 years into a widely successful, multi-faceted social change engine and skills development program.

D2i's long term vision is to create robust partnerships with social impact organizations, communities, and Fellow Changemakers to drive lasting social change.

## D2i CORE TENETS



### JUNIOR-PRACTITIONER BUILT AND RUN

Founded and managed by Deloitte's analysts and consultants, with meaningful advisor partnerships (Senior Consultants, Managers and Senior Managers) to bolster our work and expertise.



### SOCIAL SUSTAINABILITY FOCUSED

Designed as an innovative partnership model to generate lasting value for our partners for years to come.



### PURPOSE-DRIVEN AND BUSINESS-GROWING

Established with the belief that social value and business value can be mutually reinforcing, achieving greater outcomes than either on its own.

# THE D2i PHILOSOPHY, VISION, AND PURPOSE

## THESE THREE PILLARS CONSTITUTE OUR D2i PROGRAMMATIC PHILOSOPHY



### SOCIAL INTRAPRENEURSHIP

**We are social intrapreneurs, striving to effect social change with the help of our firm's resources and people.**

We apply the principles of Social intrapreneurship within a major organization. Social intrapreneurship is characterized by an 'insider-outsider' mindset and approach. We think like an outsider – creatively, innovatively, willing to ask questions and challenge orthodoxies – while leveraging Deloitte expertise to deliver for our partners.



### THEORY OF CHANGE

**We ground our interventions in the pursuit of tangible, sustainable outcomes.**

We must understand and articulate how our activities will lead to the desired changes our partners seek to achieve. Measuring and evaluating our progress is key to course-correcting (or doubling down!) where appropriate.

Theory of Change is a specific and measurable description of a social change initiative. Theory of Change articulates cause-and-effect to connect interventions to outcomes.



### SYSTEMS THINKING

**We know there is no single solution to the wicked problems our partners face.**

We focus on building our partners' capacity in the face of complex, evolving systems with a shared goal of social progress. We apply holistic problem-solving that acknowledges the complexity of social change. Systems Thinking catalyzes large-scale, lasting change by addressing root causes.



# PROGRAM BREAKDOWN

## Fellowship

The Annual Social Impact Fellowship constitutes the largest investment of D2i resources and practitioners each year, when a cohort of approximately 36 Deloitte Fellows are selected to participate in a four-month training and development program. All Fellows are paired with international social enterprises or nonprofits to work with, helping them address their most pressing business challenges, all while learning about service delivery across an array of business topics.

## Sustainability

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

## Ventures

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

## Special Projects

D2i special projects include initiatives that drive impact outside of the traditional partner engagements – influencing the program, our practitioners, partner organizations, and the broader social impact community. A few of our special projects include: the Global Millennium Leadership Program (GMLP), the Summer Scholar Program, and the World Economic Forum (WEF) Alliance, among others.

### **D2i Governance Team**

The D2i Governance Team was formed in 2019 to drive program strategy, strengthen program-wide marketing and eminence, and cultivate a consistent talent experience across the program's initiatives. Governance includes Impact & Operations, Marketing & Eminence, and Talent & Community teams.

# WICKED PROBLEMS

**WICKED PROBLEMS  
CAN BE CHALLENGING  
TO SOLVE FOR  
SEVERAL REASONS.**

1

INCOMPLETE OR CONTRADICTORY KNOWLEDGE

2

QUANTITY OF PEOPLE AND/OR OPINIONS INVOLVED

3

LARGE ECONOMIC BURDEN OR RESOURCES  
REQUIRED TO ADDRESS

4

INTERCONNECTED NATURE WITH OTHER PROBLEMS

A wicked problem is a social or cultural problem that is difficult or perceived as impossible to solve.

**Wicked problems** can often be mitigated or tamed through intentional and empathetic design processes which incorporate abductive reasoning and rapid prototyping. Design can move processes and infrastructure in more desirable directions.

Not all challenging problems are wicked problems, only those with an indeterminate scope and scale, like many social problems. Tame problems are challenging but can be solved with straightforward techniques in time.

**D2i initiatives tackle the following wicked problems:**

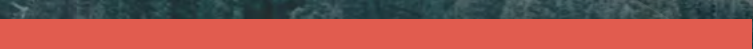
Education

Economic Inequality

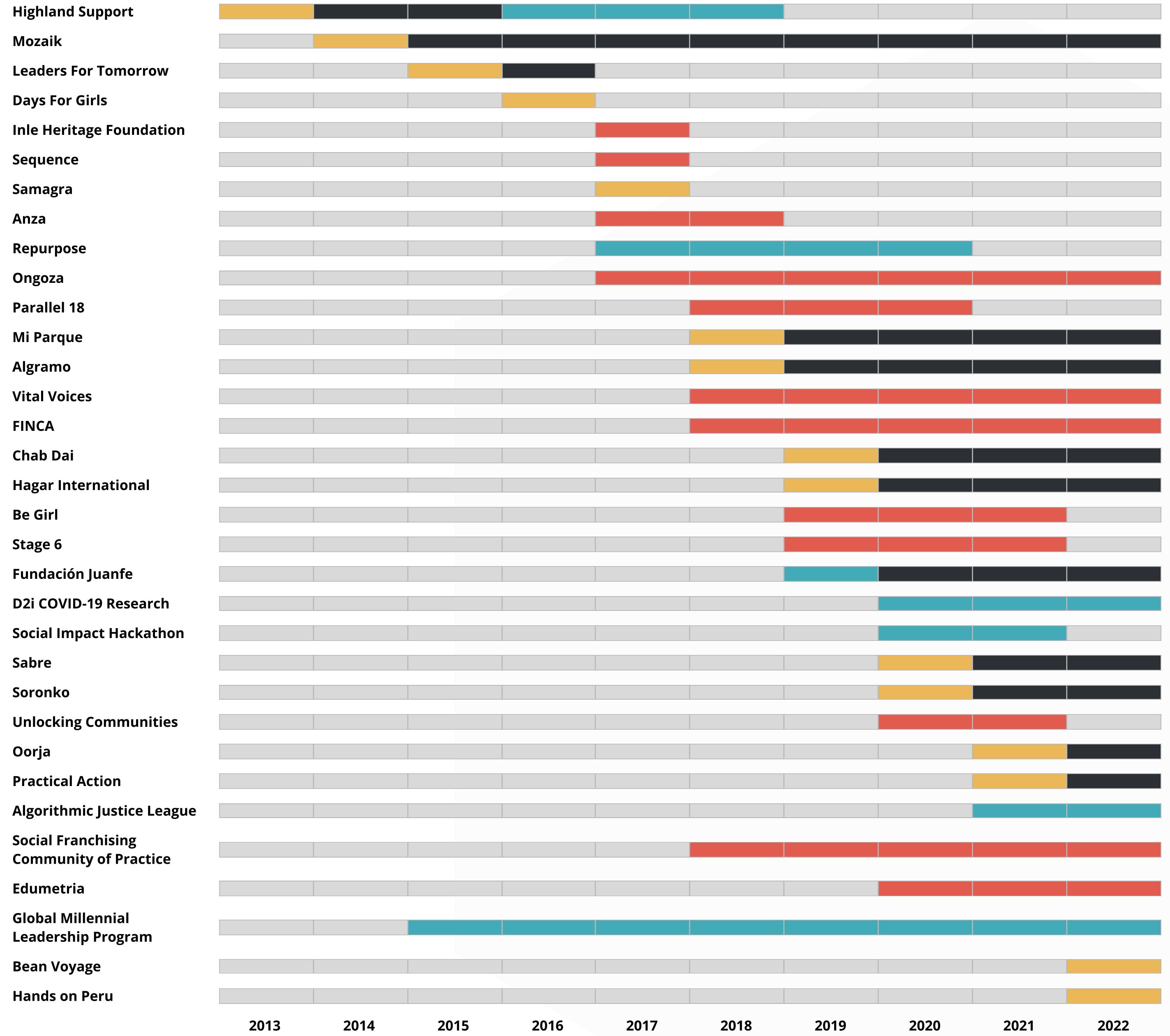
Climate Change

Gender Inequity

# D2i'S HISTORY



- Fellowship
- Sustainability
- Venture
- Special Project



D2i's pilot Fellowship began in 2013 with a small team of junior practitioners looking to support an organization in Guatemala to provide jobs for highland women. A decade later, the D2i community has grown to include 2,000+ practitioners across multiple areas in the firm and has served 31 partner organizations and projects across the world.

# HISTORY

## D2i COMMUNITY GROWTH



## Education

**Sabre** – Ghana  
**Edumetria** – Colombia  
**Algorithmic Justice League** – Global

## Economic Inequality

**Mozaik** – Bosnia & Herzegovina  
**Anza** – Tanzania  
**FINCA Forward** – US/Global  
**Ongoza** – Kenya  
**COVID-19 Special Project** – Global

## Climate Change

**Mi Parque** – Chile  
**Algramo** – Chile  
**Unlocking Communities** – Haiti  
**Practical Action** – India  
**Oorja** – India

## Gender Inequity

**Chab Dai** – Cambodia  
**Hagar International** – Cambodia  
**Soronoko** – Ghana  
**Juanfe** – Colombia  
**Be Girl** – Kenya, Mozambique  
**Bean Voyage** – Costa Rica  
**Hands on Peru** – Peru



# GLOBAL FOOTPRINT

We work with organizations to tackle these four wicked problems throughout the globe.

# THE GLOBAL IMPACT OF D2i

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# D2i PROJECTS AT A GLANCE

**D2i drives value for its partner organizations** by tapping into the wealth of skills, talent, and resources available at Deloitte. Through the work delivered to partner organizations, D2i establishes Deloitte as a preeminent market force for global social impact.

## D2i has delivered...

500+ solutions

## D2i has impacted...

10+ million people

## The top five deliverable areas for D2i were...

- Market Strategy
- Marketing & Communications
- Internal Operations
- Partnership Strategy
- Data Management

## The Deloitte Differentiators that were used included...

Deloitte subject matter experts including:

- Human-Centered Design
- Data Analytics
- Performance Management
- Finance Policy
- Greenhouse
- Monitor
- Salesforce
- Agile
- Tableau (and other data analysis)

**I am very impressed** with the work [Deloitte] helped us with... we really work very well together in every way, everything was so in the flow... looking forward to everything we can accomplish. [Phase 3 was] a foundational step, with the next [step] we can really position ourselves to expand globally."

**-Sonia Cabrera, Director of Partnerships,  
Edumetria for Development**

# OUR BEGINNINGS

Over the past ten years, D2i has served a number of global organizations aimed at addressing gender equity, poverty, and education. These organizations have left indelible marks on D2i's history and have set up D2i for successful engagements with its current programs.

At its start in 2013, D2i was a small organization with limited resources and a narrow scope of organizations served. Still, it was able to drive impactful business delivery for these groundbreaking organizations, establishing a culture of passion, empathy, and innovation that persists in D2i today.



## HIGHLAND SUPPORT

**Highland Support** is an organization in Guatemala providing purpose and jobs for highland women. D2i supported the organization's efforts to develop programs which enable local women to grow their entrepreneurship skills and generate income, as well as the organization's efforts to track the impact of these initiatives.



## LEADERS FOR TOMORROW

**Leaders For Tomorrow** is a Jordanian youth-led organization working on community initiatives at the grassroots level across all governorates of Jordan and the Arab region at large. D2i supported this organization's analytics of the qualitative opinion data it collects from the public.



## DAYS FOR GIRLS

**Days for Girls** is a grassroots 501(c)3 non-profit creating a more dignified, humane, and sustainable world for girls through advocacy, reproductive health awareness, education, and sustainable feminine hygiene. D2i supported Days for Girls on a variety of business challenges, including expanding its partnership network and creating a framework for impact measurement.



## SAMAGRA

**Samagra** aims to enable the urban poor in Pune, India to lead healthier, productive, dignified, and empowered lives through improvements to sanitation access. D2i worked with Samagra on six key business challenges: LooRewards Design, Consumer Engagement, Financing Strategy (FinStrat), Entrepreneur Development Model, Technology Integration Strategy (TIS), Data-Driven Decisions, and Community Engagement.



## REPURPOSE

**RePurpose** is a Deloitte capability that enables for-profit clients to uncover and unleash opportunities to achieve social and environmental goals by using existing assets in new and innovative ways. Deloitte utilized the lessons learned from D2i to develop this capability and established a POV on social intrapreneurship through RePurpose.



**A warming globe has devastating effects on our society.** It is estimated that unchecked climate change will push 100 million people into poverty<sup>1</sup> and cause up to \$4 billion in direct costs to health by 2030<sup>2</sup>. As the detrimental impacts of climate change increasingly make themselves known throughout the world, it is becoming clearer than ever that bold climate action is needed. D2i and its partner organizations have done tremendous work in implementing sustainable solutions that empower communities and fight the social inequities that a warming globe will create.

#### WICKED PROBLEM

# CLIMATE CHANGE

[1] <https://blogs.worldbank.org/climatechange/covid-climate-change-and-poverty-avoiding-worst-impacts>

[2] <https://www.who.int/health-topics/climate-change#:~:text=Between%202030%20and%202050%2C%20climate,billion%20per%20year%20by%202030>

### MI PARQUE

Mi Parque works to improve the quality of life in neighborhoods in need by designing, building, and activating public green areas while working alongside the local community.



D2i supported Mi Parque to tackle its challenges around customer acquisition and retention, project management and technology, and sustainability in strategy and technology by developing a culture of feedback sharing and building a formalized process to evaluate employees on their individual performance.

D2i's engagement led to a 76% increase in the use of new parks. In 2020, The Deloitte team led a social media campaign that raised \$2,650 for Mi Parque's operations.

### PRACTICAL ACTION

Practical Action India works in the Odisha region of India, which lacks the infrastructure required to handle flooding, to empower communities to be better prepared for a changing climate.

D2i Fellows identified Practical Action India's value proposition to stand out against similar agencies by developing a strategic roadmap and a strategic visioning workshop. The team compiled a list of recommended donors and partners that align to Practical Action India's mission, developed a suite of funding tools, and adapted its business entities to deliver on its value proposition and goals by providing a governance deep dive and market research.

The short-term sustainability team worked to develop a value proposition for the organization's Agriculture service, research government donors, strengthen and execute previous deliverables, and fine-tune Practical Action India's pitch.

## Practical ACTION



### OORJA

Oorja's vision is to bring life-changing farming services to its customers by engineering, financing, and installing distributed solar energy systems with no upfront cost to end-users.

D2i Fellows worked closely with Oorja's founders to streamline and formalize its organizational processes by delivering an organizational development plan, standardize and optimize its financial impact using data-intensive gap analysis and database design, and develop a clear and focused growth strategy for a potential application, Sambandh, by developing a playbook and a strategic visioning session.

The short-term sustainability team worked to enhance key performance indicator dashboards using advanced data analytics tools, performed a financial analysis and benchmarking of other farming apps in India, and developed a deck to pitch Sambandh to investors.

### ALGRAMO

Algramo is a Chilean social enterprise focused on establishing the circular economy for fast-moving consumer goods such as laundry detergent and dish soap. More than 400 million tons of plastic are produced in the world every year and more than 80% ends up in landfills or dumped into the natural environment.

The Deloitte team delivered strategies for capturing the growth in demand for Electronic Patient Record solutions and provided recommendations for expanding Algramo's software as a service offerings. Deloitte analyzed the environment in four different markets, developed case studies on how EPR legislation is affecting those markets, and recommended strategies to obtain additional funding and become a leading provider of EPR solutions in each market.

**Education is widely seen as a driver of social mobility.** One in five children globally are out of school, resulting in critical equity gaps in social class and wealth<sup>1</sup>. These D2i programs work to address the barriers to access in educational services around the globe.

WICKED PROBLEM

# EDUCATION



## SABRE

Sabre Education focuses on providing the best possible early education to poor and marginalized children in Ghana, where after four years of compulsory education only 2% of students are attaining the desired standards for literacy.\*

The Deloitte team helped Sabre grow their eminence as an organization outside of Ghana and throughout Africa. D2i Fellows worked with Sabre Education while it was undergoing a major transition among its executive leadership and navigating the COVID-19 pandemic. High-priority areas of support included design and delivery of services, branding and donor development, and financial reporting and governance. Deloitte collaborated with Sabre to create solutions that addressed these high-priority areas and magnified the organization's impact in the early childhood education space in Ghana.

\* <http://sabre.education/programmes/the-need/>

## EDUMETRIA

Edumetria works toward bridging the gap in educational achievement in rural and urban areas through providing high-quality math courses, test preparation, and vocational counseling for low-income students in developing countries.




Deloitte's solutions included a current state assessment of the organization, a virtual education transition plan at the onset of COVID-19, a customized Salesforce configuration to centralize and manage programmatic and donor data, and a strategic maturation roadmap outlining activities necessary to reach the organization's ideal state. Then the team created a project plan for accomplishing the activities and goals outlined in the roadmap. Deloitte also led the development of a partnership strategy and database, donor personas, communications strategy and execution plan, and bi-lingual templates for a monthly newsletter and Annual Report to promote Edumetria's impact.

## ALGORITHMIC JUSTICE LEAGUE

The Algorithmic Justice League (AJL) is an organization that combines art and research to illuminate the social implications of artificial intelligence (AI), building a movement to shift the AI ecosystem towards equitable and accountable AI.



The Deloitte team used a two-pronged approach to address AJL's biggest challenge: establishing themselves as an independent nonprofit. The Deloitte team first conducted research to inform AJL's organizational strategies, then researched the ethical AI market, including current standards and emerging best practices in the AI audit ecosystem. The Deloitte team also built an ethical AI ecosystem map, including ~200 organizations and 400 individuals in the ethical AI space to help AJL identify where they could play.



**Globally, women face violence<sup>1</sup> and discriminatory barriers to social mobility.** Around one third of women worldwide have experienced some form of intimate partner violence, and less than 50% of working-age women are in the labor market<sup>2</sup>. These D2i programs work to prevent abuse and empower women to flourish.

#### WICKED PROBLEM

# GENDER INEQUITY

[1] <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

[2] <https://worlds-women-2020-data-undesa.hub.arcgis.com/>



### CHAB DAI

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

The Deloitte team addressed major business challenges around development of a "Global Learning Center," a platform for collaboration among non-profit organizations with missions similar to Chab Dai's. The Deloitte team proposed tools for collaboration and recommended how to structure the platform to streamline information sharing. They also provided resources to promote Chab Dai's success in their Secretariat role for the platform.

Additionally, the Deloitte team produced human resources policies and researched and provided resources on risk identification and mitigation, donation strategies, and sponsorship strategy.

### VITAL VOICES

The Vital Voices Global Leadership Awards (GLA) honors and celebrate women leaders around the world, whose work strengthens democracy, increases economic opportunity, and protects human rights.

Deloitte provided consulting services to all of the Vital Voice honorees, successful emerging women leaders tackling social issues around the world. Vital Voices publicly recognized Deloitte's unique partnership with them.



### SORONKO

Founded in 2012, Soronko aims to empower women and girls to realize their economic potential through technical and soft skills development and training.



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

The team also provided solutions that aided in the realignment of their Monitoring and Evaluation (M&E) strategy and supported enhancing Soronko's HR and recruiting strategy to help them expand geographically.

Adults with less than \$10,000 in wealth make up 53% of the global population and hold just 1.1% of global wealth<sup>1</sup>. Lack of professional opportunity is a critical driver of poverty and inequity globally. These D2i organizations work to empower the financial security of communities by addressing job scarcity and developing entrepreneurship skills for local businesses.

WICKED PROBLEM

# ECONOMIC INEQUALITY





### ONGOZA

Ongoza is an accelerator that addresses the job scarcity and youth unemployment crisis in East Africa by creating employment opportunities.

The Deloitte team helped Ongoza address organizational challenges and produced solutions centered around academy support and capacity building. Deloitte designed training modules for Ongoza instructors on topics such as investor readiness, digital inclusion, and financial management. Deloitte also created strategies for Ongoza to increase public and private marketing efforts as well as a price tiering plan for academy and business development services.

Additionally, the Deloitte team delivered a benefits ladder and value proposition for different customer segments to inform future marketing and customer strategy, and an action segmentation workshop for relevant partner personas.

### MOZAIK

Mozaik Foundation is a social enterprise organization that identifies, enables, and accelerates the development of young entrepreneurial leaders in Bosnia and Herzegovina.



D2i's support for Mozaik was initially focused on four core operational areas: talent strategy, curriculum strategy, entrepreneur support, and impact analytics. Since 2014, these focus areas have evolved as Mozaik has matured as an organization, with recent work focused on capabilities such as marketing, branding, and development of an online platform.

### FINCA FORWARD

FINCA Forward is an accelerator program designed to give early-stage fintech small and growing businesses (SGBs) access to financial institutions that serve as customers of their new products and/or strategic partners.



Deloitte has supported FINCA Forward as one of its resource partners by providing strategy consulting support to fintech startups going through FINCA Forward's accelerator program. For each engagement, D2i meets with prospective SGBs to identify their most pressing issues and then builds each engagement structure around how that SGB can best be supported. Each engagement lasts three to four months and culminates with a final deliverable presented to the organization.

- SUMMARY
- STORY
- HISTORY
- IMPACT
- PROJECT**
- TALENT
- FUTURE GOALS

# PROJECT IMPACT SPOTLIGHTS



# VENTURES: SOCIAL FRANCHISING COP

**D2i's Social Franchising Community of Practice ("SF CoP")** was developed to establish a point of view on Social Franchising, develop competencies to influence the social franchising industry as a thought leader, and diversify Deloitte's portfolio across the industry. The SF CoP aims to empower junior practitioners with the tactical knowledge to become strategic advisors to key players in the international social franchising sector. The SF CoP has positioned Deloitte as a thought leader within the emerging market through work with a broad spectrum of clients, including:

- Be Girl
- Social Ventures Foundation
- Access Afya
- Unlocking Communities

**Be Girl** was able to expand their business into a new country, Kenya, using their market entry handbook, increasing the number of women with access to sustainable menstruation products by nearly 10 million.

## Key Challenges

Our clients serve the Bottom of the Pyramid (BoP) – the segment of 3.5 billion people across the world living on less than \$10,000/year. Franchising is a successful business model to address this population because it gets at poverty in two ways. First, it provides net new goods or services to the BoP for free or at subsidized costs, improving quality of life. It also creates jobs, both for the franchise owner and also those that they employ. Most franchise models also involve standardized training, allowing employees to learn new skills.

## Key Impact

Social Ventures Foundation was able to kick off their first epic competition this year after our team helped them identify their start-up strategy, connect with two Latin American Deloitte member firms for mentorship support, and acquire funding from the Costa Rican United Nations (UN), which also led to introductions to other Latin American UNs. Access Afya identified role and responsibility breakdowns between their franchisors and franchisees, improving their marketing and operations.

**Unlocking Communities** will be able to grow their social media impact by their target goal of **1000%** by 2023 due to our social media strategy implementation.

**"...we're so incredibly grateful for your continued support. It makes a world of a difference to a small and ambitious growing business like ours. Thank you."**

*–Tatiana Reyes Jove,  
Be Girl CMO*

**"Deloitte's facilitation of our annual strategy planning has been invaluable, and I would love to have the opportunity to continue it this year"**

*–Audrey Anderson Duckett,  
Be Girl COO*

# HAGAR INTERNATIONAL

## Project Description

Hagar International is an international organization dedicated to the recovery of women and children who have endured extreme abuses. They are working to see communities free and healed from the trauma of human slavery, trafficking and abuse.

## Project Overview

The Deloitte team addressed three major business challenges for Hagar International, provided executive level support through business chemistry, and supported Hagar through the Afghanistan transfer of power.

First, the Deloitte team streamlined, simplified and re-organized the performance management system for Hagar. Second, the team conducted interviews and reviewed HR policies across offices and created recommendations for creating an all encompassing HR manual. Third, the Deloitte team reviewed all finance policies across the organization and made recommendations on filling in gaps and clarifying policies as necessary.

## Key Impact

The Deloitte team delivered five business chemistry sessions across Hagar offices, hosted a Deloitte fundraiser and information session that focused on the transfer of power in Afghanistan, and provided performance management manuals, tools, and templates. The Deloitte team also delivered well-being sessions for each office focused on employee morale and wellness. The team also led an in-person strategy workshop to develop their five-year strategy.

## Looking Forward

In the future, the Deloitte team will continue to support Hagar International through two workstreams: D2i Support and Salesforce. The D2i Support team will finalize its human resources policy update, lead wellbeing sessions, and support strategic future state mapping. The Salesforce team will begin its work on updating Hagar's Salesforce implementation.

[1] <https://www.business-humanrights.org/en/latest-news/groups-report-an-estimate-of-403-million-people-as-victims-of-modern-slavery-3-out-of-4-are-women-and-girls/>

[2] [https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/publication/wcms\\_575479.pdf](https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/publication/wcms_575479.pdf)

[3] [https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2016/07/ACO\\_EVAW\\_FINAL\\_email.pdf](https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2016/07/ACO_EVAW_FINAL_email.pdf)

[4] <https://english.cambodiadaily.com/news/un-report-says-1-in-5-cambodian-men-have-raped-42122/>

**HAGAR**  
the whole journey

**40.3 MILLION PEOPLE**  
ARE CURRENTLY LIVING  
IN MODERN SLAVERY<sup>1</sup>

**62% ARE IN ASIA<sup>2</sup>**

**87% OF AFGHAN WOMEN HAVE**  
EXPERIENCED EMOTIONAL,  
PHYSICAL, OR SEXUAL VIOLENCE<sup>3</sup>

**20% OF CAMBODIA SAID THEIR**  
FIRST SEXUAL EXPERIENCE WAS  
ONE OF SEXUAL ASSAULT<sup>4</sup>



# THE JUANFE FOUNDATION

## Project Description

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

## Project Overview

The Deloitte team implemented Salesforce to support Juanfe on their mission to help young women who are pregnant get out of the poverty cycle through education.

The Juanfe Foundation and Deloitte team worked collaboratively to co-create solutions around four focus areas:

- Customer strategy
- Data management
- Grant/Donor management
- Marketing & communications strategy

## Key Impact

For the 2021 communications focused work, the Deloitte team conducted an external stakeholder analysis and developed personas and engagement recommendations to improve how they communicate with their external stakeholders, frequency, etc.

Deloitte provided configuration services on Salesforce implementation so the organization can keep track and improve the process for their donors and beneficiary profiles. D2i provided strategic support to Fundación Juanfe to enable the organization to break the female poverty cycle in Colombia and beyond.

Fundación  
**JUANFE**  
Modelo de desarrollo social

THE JUANFE FOUNDATION  
has transformed the reality of  
more than  
**275,000**  
people

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

**–Rosana Vanegas Perez,**  
Director of Projects and  
Replicability

# WORLD ECONOMIC FORUM ALLIANCE

## Project Overview

In July of 2021, the World Economic Forum and Deloitte Consulting, LLP joined forces to engage stakeholders around the world to better understand the experiences of social enterprises and assist them in navigating the lasting impacts of COVID-19.

## Project Description

In the first phase of work, the Deloitte team set out to gather quantitative data through a market scan and survey of the capacity needs and resources available to social enterprises. They further collected qualitative data through interviews to understand how these needs have evolved during the pandemic, as well as assess the efficacy of existing support resources.

Next, the Deloitte team leveraged these findings to develop an Excel-based digital diagnostic and resource aggregation tool that incorporates leading practices in SME resilience to help businesses analyze their strengths and weaknesses, and then action upon them.

Finally, the third phase of work entailed piloting the diagnostic tool with members of the social economy, iterating according to their feedback, and presenting the key findings to the broader marketplace in the form of publications and conference appearances.

## Key Impact

The digital diagnostic Tool was circulated globally by the Forum to the 100+ members of its Alliance for Social Entrepreneurs. The Tool was then formally published by the World Economic Forum in September of 2022, as well as celebrated in a WEF agenda blog co-authored by Deloitte that same month. As announced at the 2023 Davos Annual Meeting, the Tool has since been deployed in Ukraine by a cohort of 20+ social enterprises as part of a pilot to jumpstart the social economy in the post-war reconstruction period.

In addition to presenting the Tool and overall research findings at an ANDE Central America and Mexico (CAM) Chapter series event, as well as the Arab World Impact Investing Summit – which reached audiences of 200+ and was rated by participants as the conference’s top event – the team was also invited to share its insights alongside global executives as part of a panel at the AVPN Global Conference 2022, an official G20 side event that took place this past summer in Bali, Indonesia. As a result of the success of this work, Deloitte has been invited to take a Lead role in the Alliance and will be continuing to work alongside public and private sector actors to distribute the Tool as a white-label product and continue advancing opportunities to build social enterprise resilience around the world.

Altogether, this work is designed to provide both social enterprises and ecosystem builders, alike, with the resources and insights they need to maximize their impact in times of crisis.

WORLD  
ECONOMIC  
FORUM

25 SURVEY  
RESPONSES

11 ORGANIZATIONS  
IN RESEARCH

3 FUTURE  
CONSIDERATIONS  
PROPOSED

# GLOBAL MILLENNIAL LEADERSHIP PROGRAM

## Project Description

D2i's Global Millennial Leadership Program (GMLP) supports young professionals around the world as they innovate solutions to today's most pressing issues. GMLP's mission is to support young professionals in addressing social challenges globally, by providing Deloitte expertise and sharing best practices.

## Project Overview

GLMP's Approach includes:

- **Program Delivery:** Support emerging leaders and entrepreneurs from around the world in developing essential skills to drive social innovation, servant leadership, and global impact
- **Eminence:** Market Deloitte thought leadership and offerings to a highly visible international development ecosystem

## Business Development

GMLP currently supports the State Department's Young African Leaders Initiative (YALI) to invest in the next generation of African leaders and entrepreneurs via Fellowships with Deloitte. GMLP Fellows leverage the firm's expertise in management, advisory, and business best practices for their own projects in a variety of social impact-oriented fields.

GMLP's current Fellow is a technology entrepreneur, cofounding a series of businesses including Techstripped Africa, an advocacy network and accelerator dedicated to nurturing young tech leaders across Ghana. He is passionate about developing technology's next generation with Techstripped Africa as there currently is a dearth of tech employment and mentorship opportunities for young people in Ghana.

## Key Impact

GMLP has hosted 50+ social impact Fellows; Fellows have sought Deloitte's expertise in consulting, well-being, human capital, agribusiness, e-commerce, and manufacturing processes. Fellows gain key industry knowledge and are mentored by subject matter experts and leaders in their respective fields. Deloitte gains experience working with Fellows in emerging markets, supporting initiatives of the US State Department and can promote itself as a market leader in international corporate social impact.



## YOUNG AFRICAN LEADERS INITIATIVE

**GMLP** has hosted 56 international Fellows from Africa, Latin America, and Southeast Asia since 2015

# PEOPLE IMPACT SPOTLIGHTS

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## WE ASKED PRACTITIONERS ABOUT THE OPPORTUNITIES THEY RECEIVED THROUGH THE D2I PROGRAM.

The following percentages of practitioners responded with Agree or Strongly Agree to the statements below regarding D2i:

# PRACTITIONER IMPACT

D2i drives one of Deloitte's most empowering, engaging, and impactful talent experiences for junior practitioners. By stretching the responsibilities of Analysts and Consultants beyond what they are used to in standard client work, D2i *enables* practitioners to develop critical, transferrable consulting skills while becoming true experts in global social impact work.

- 96%** believe that D2i creates an inclusive culture
- 95%** believe D2i's mission statement reflects practitioner's experience in the D2i program
- 76%** believe D2i had a high or very high contribution to understanding how to apply consulting skills to address social issues

“D2i provides an unmatched opportunity for junior practitioners at the firm to learn to lead teams, feel true ownership over work, and meet the best people that become close friends. As a Fellow, I learned and mastered core consulting skills.”

### Impact

- 71%** improved leadership capabilities through D2i
- 87%** make meaningful impact to address social issues through D2i

### Relationships

- 78%** built their Deloitte network through D2i
- 67%** gained close friends / stayed connected to D2i contacts

### Experience

- 84%** gained experience working with diverse team members
- 58%** gained experience working with senior level clients

## TOP SKILLS

1. Core consulting skills
2. Communication skills
3. Social impact skills
4. Strategy development
5. Leadership



## BARDHA AJETI

MOZIAK SUSTAINABILITY LEAD

**Bardha** is a Strategy & Analytics Senior Consultant in Deloitte's GPS practice. She is passionate about designing digital solutions and leveraging analytics to inform strategy and policy development.



## JASON BENEDICT

FINCA VENTURE LEAD

**Jason** is a Senior Consultant in Enterprise Performance with five years of financial management experience. His areas of expertise are in working capital fund strategy, data analysis, cost modeling, federal pricing strategy, and program finance.

### Why did you want to get involved with D2i?

Before joining the firm, I worked in international development for five years where I focused on labor market policies in Western Balkans through the World Bank Group. I was so excited to learn about D2i and more specifically the work that we've been doing with the Mozaik Foundation, a social enterprise organization that identifies, empowers, and invests into young entrepreneurial leaders in Bosnia and Herzegovina. I grew up in Kosovo, and it's been rewarding to give back to a region that means so much to me and to work with inspiring D2i practitioners on this cause!

### How has D2i helped you grow professionally and personally?

D2i has allowed me to broaden my network beyond my offering and my sector. The problem sets are unique, yet finding ways to tackle them has also given me exposure to a variety of assets and processes the firm has that I wouldn't have encountered otherwise.

### How has D2i helped you grow professionally and personally?

Professionally, D2i has had a tremendous impact on my leadership development. Through hands-on experience with shaping engagements, recruiting and managing teams, and overseeing client deliverables, I have been able to shape my unique leadership style and acumen. Personally, D2i has helped deepen my understanding of international development and the markets D2i operates in. The diversity of clients within the D2i portfolio allows me focus on multiple industries and markets I am passionate about. Building a personal connection and developing my understanding of the companies I've worked with has been an incredibly rewarding experience!

### What are you looking forward to for the future of D2i?

During my three years of supporting D2i, I have seen immense growth in the breadth of client engagements and eminence projects as well as the depth of current client relationships. With more practitioner interest in the program than ever, I look forward to this continued growth and expansion of D2i into new markets and industries. Also, as international travel rebounds from the COVID hiatus, I hope to see more D2i practitioner excursions!

### Any additional things you would like to highlight?

I think, above all, D2i offers a great outlet for GPS practitioners who are passionate about having a global impact to get engaged. D2i does a great job empowering those practitioners to affect real change on the international clients and industries they serve. Having the opportunity to be a part of this initiative has been extremely fulfilling and I am so thankful for the opportunity D2i has provided me!



## WILL MINOR

EAST AFRICA VENTURE LEAD

**Will** is a Consultant in GPS whose experiences include primary and secondary data analysis, process improvement, program evaluation, stakeholder engagement, and strategic communications. Will is passionate about ensuring that social and human service systems better serve the populations who rely on them.



## BIBI LICHAUCO

EDUMETRIA LEAD

**Bibi** is a Consultant aligned to Core Business Operations. She possesses strong analytical and problem-solving skills and has proven to be an effective communicator and advisor with a strong, team-oriented work ethic.

### Why did you want to get involved with D2i?

Before joining Deloitte, I mostly worked in the international development community. So far, most of my Deloitte client work focuses on domestic projects, recently in federal health. While these projects have been fulfilling and challenging in a different way, I will always pursue meaningful work in the international space. So, when I learned about D2i, I saw an opportunity to do some impactful work related to my passions. Going forward, I hope to find more ways to align the two.

### What has been your favorite D2i memory?

I enjoyed getting to meet and learn from different practitioners across the firm. My project interests revolve around public health, program evaluation, and international development. So, it is refreshing and energizing with others who are passionate about social impact that supports communities abroad.

### How has D2i helped you grow professionally and personally?

There are a lot of skills that I gained through D2i, but I think there are a few things that have stuck out the most. First, is the confidence I gained from D2i's model of junior practitioner ownership and responsibility. This approach, combined with support and mentorship from my incredible teammates and advisors, helped me hone my ability to lead deliverables. Second, I think D2i has given me a great network of practitioners. Joining in August 2020 was difficult from a social and networking perspective but D2i has helped fill that void.

### What has been your favorite D2i memory?

My favorite memory would be the 2022 Summer Scholar Innovation Challenge! We worked with the clients and an amazing planning team to put together a hackathon for curious interns to address a complex client goal: developing an online learning platform to expand the reach of its supportive curriculum to more students in Colombia and abroad. We asked the interns: what are your ideas for sustainable business, communications, and platform development strategies given the clients' requirements and constraints? After presentations and productive dialogue, the clients, interns, and Deloitte team were very energized. It was a great team effort and exercise in demonstrating our understanding of the clients' changing needs and what we could bring to address them, and a rewarding experience for the interns!

### What are you looking forward to for the future of D2i?

I'm looking forward to D2i becoming an even bigger fixture of Deloitte! To me, D2i is a very strong example of Deloitte's growing commitment to social impact and environmental, social and governance (ESG) priorities, which younger generations are demanding more and more across all industries. D2i sets an example of how large, influential corporations can dedicate its people and financial resources to community-oriented projects, championing that "doing good is good business," and I hope this trend continues into other full-time efforts.



## PRITI KANTESARIA

D2I GOVERNANCE - INNOVATION LEAD

**Priti** is a Consultant in Core Business Operations within the GPS practice. Priti's passion lies with streamlining operations and designing innovative approaches to complex challenges.

### Why did you want to get involved with D2i?

I've always been interested in sustainable development and nonprofit work, ranging from sexual violence advocacy work to Engineers Without Borders. Throughout those experiences, I learned the importance of sustainable and community-based development and I really valued being able to learn from different social impact leaders and community members around the globe. I've always valued being able to involve myself in the world around me and to care about what is happening outside my bubble, and D2i has been an incredible way to do so.

### What has been your favorite D2i memory?

My favorite D2i memory is serving as a Fellowship Lead for Hands on Peru (HOP). The Fellowship team was able to deliver really successful workshops over the course of two days in Peru. After the last workshop ended, there was a palpable energy in the room, with both the HOP and Deloitte teams energized by the innovative, collaborative, and effective conversations we had. Someone had the great idea to turn some music on and we had a dance party with the entire team. It was a really special moment to let loose with these amazing people we had virtually worked with for so many months.

### How has D2i helped you grow professionally and personally?

I started with D2i when I was an intern, so D2i has had a big impact on my personal and professional development at a very pivotal time. Professionally, D2i helped me develop an individual leadership style in two key ways: one, D2i helped me become a servant leader to my teams and to the communities we work with and two, D2i taught me to be intentional about helping my team grow their skills. Now, one of my greatest strengths is my ability to identify strengths and improvement areas for my team and develop actionable ways for them to work on those areas. Personally, D2i made me feel more confident in my skills and abilities by giving me the opportunity to take ownership of deliverables, workshops, and teams.

### What are you looking forward to for the future of D2i?

After 10 AMAZING years of D2i, I'm excited to see how D2i will continue to evolve, especially with our program delivery approach. We are at a pivotal point for D2i, where we can either continue on strongly with our current approach or stretch our skills and abilities to further innovate. I believe D2i will do a combination of both options. D2i has a massive knowledge network through our community of practitioners, and leveraging this expertise could help us improve our approach significantly. The program would benefit from continuing to learn from our past as we plan for the future. I also want to see D2i tackling new and unique challenges, like working with partners that take a digital or virtual approach or by employing more innovative strategies when it comes to developing our solutions.

D2i is committed to developing practitioners to be changemakers and leaders across Deloitte and the world. Our alumni have continued to live out D2i's values and mission and make an incredible social impact through their careers.

# ALUMNI SPOTLIGHT



## PHIL LUBIK

PROGRAM MANAGER, DELOITTE CONSULTING

**D2i Experience** • 2015 Fellow, 2016 D2i Summer Scholar Program Founder, 2017 D2i Summer Scholar Program Lead, 2022 D2i Governance Advisor

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

D2i helped to make me a more holistic thinker. D2i doesn't pick Fellows based on specific skills or experiences, but rather by their attributes like passion, grit, and collectivism. Because of that, we are able to assemble high-performing teams that are a melting pot of folks with different backgrounds and expertise. I've learned more about strategy from my D2i peers while serving our partner organizations than from any formal training.

### What has been your favorite D2i memory?

D2i to me represents a community. Thinking back on all my favorite memories, the theme tends to be long hours huddled somewhere around the world fiercely thinking about and debating how we can help our partners achieve their mission, be that in a small room in Rosslyn or in a coffee shop in a tiny town in Guatemala. There was always something special about those late nights and last-minute preparations where passion and our collective drive to create change really shined.

### How have you continued to make a social impact?

I currently serve as the Program Manager for US Government and Public Services Sustainability, Climate, and Equity Strategic Growth Offering (US GPS SC&E SGO). We recognize that we're living through a dramatic shift in the tension between company and societal good where embracing new thinking, new ideas, and new actions is becoming a matter of necessity. The SGO has been established help our government clients achieve their mission, or new aspects of their mission, in ways that are good and equitable for people, planet, and prosperity. Without my early experience creating and managing D2i programs, I would never be successful on this much larger stage, coordinating efforts across GPS to create this market and manage the Firm's efforts.



## MARIANNE GRIMA

MANAGER, DELOITTE PURPOSE OFFICE

**D2i Experience** • 2018 Chile Fellow, 2019 Cambodia Fellowship Lead, D2i RePurpose, D2i Impact & Operations Governance Lead

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

To this day, I believe that D2i has been the most impactful experience for me at Deloitte, both professionally and personally. I was able to develop my core consulting skills, network with like-minded practitioners, and tap into the entrepreneurial spirit of the firm. I was able to gain confidence in my individual perspective and understand how my skillsets can not only help clients, but create positive impact in communities around the world.




### How have you continued to make a social impact?

I feel very fortunate to be working in Deloitte's Purpose Office. After my first D2i experience, my career goal was to find a way to do D2i full-time, which I wasn't sure was possible until a few years ago when the Purpose Office was formed. The Purpose Office aims to "consistently embed purpose in our organization's strategy and deepen the impact and positive change we are making for our clients, people, and communities." As part of the office's Chief of Staff team, my team supports strategic initiatives such as the release of the annual US Impact Report which highlights of our firm's purpose strategy, commitments, and initiatives. In the coming weeks, I will also be taking on an additional role which focuses on activating our firm's Corporate Citizenship strategy in the Detroit and Minneapolis areas.

# FUTURE GOALS

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**Since its founding, D2i has created an excellent environment for junior practitioners to grow and has become an innovator in talent experience.** D2i will prioritize strategic changes for its practitioners while keeping in line with its core values of being junior-led and inclusive. D2i will continue to create an excellent talent experience for practitioners by forging invaluable connections with both peers and mentors and by providing practitioners with the resources needed to produce excellent work products, enabling growth, and promoting achievement.

- 
**The program should emphasize junior practitioner development and continue to provide easy access to SMEs across the firm and program.** SMEs and advisors help leverage the depth of firm expertise D2i provides.
- 
**The program committed to fostering community, while practicing inclusivity for all who are interested.** The program should be intentional about maintaining tight-knit community while also prioritizing opportunities to those who have expressed interest and are not yet involved.
- 
**Initiatives benefit from the quality and consistency that comes from structured program resources, strategy, and talent experience.** The entrepreneurial culture should be preserved by continuing to empower junior practitioners to pursue work and organizations they are passionate about.

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# PEOPLE

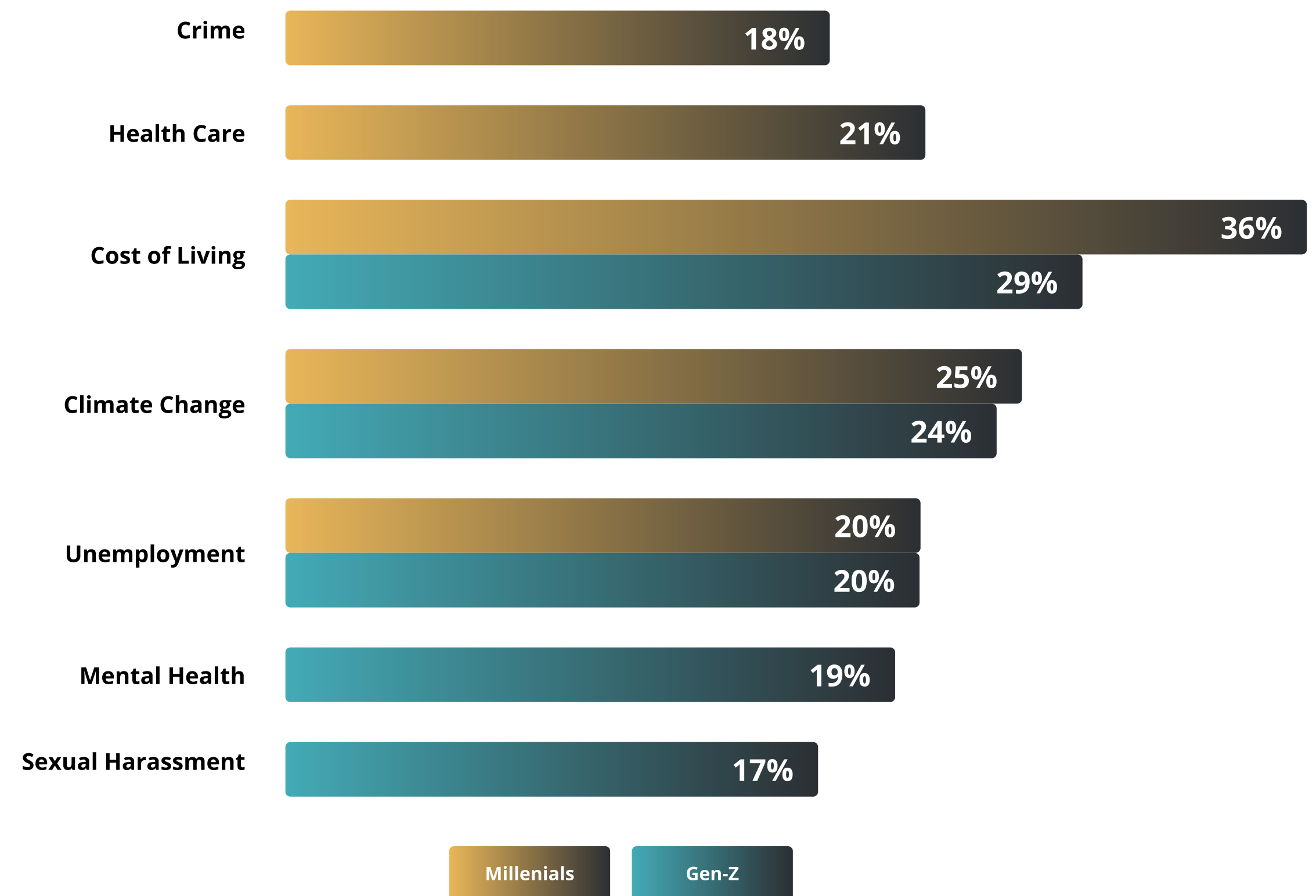


**Notably, less than half of Gen Zs (45%) and millennials (44%)** agree business is having a positive impact on society, marking the fifth consecutive year this percentage has dropped.

Aligning with D2i's founding goals and principles of being junior-led and mission driven, D2i will strive to tackle these top concerns of Gen Zs and millennials.

# A MISSION ORIENTED TALENT EXPERIENCE

## Top Millennial & Gen-Z Concerns<sup>1</sup>



**Deloitte's 2022 Gen Z and Millennial Survey**, which connected with 20,000+ Gen Zs and millennials across 46 countries, found that they are deeply worried about the state of the world and are fighting to reconcile their desire for change with the demands and constraints of everyday life.

[1] <https://www.deloitte.com/global/en/issues/work/genzmillennialsurvey.html>

**Climate, healthcare and unemployment** have been the top concerns of Gen-Z and millennials. Moving forward, D2i will become thought leaders in global social enterprise by creating innovative solutions, aligning with market trends, and tailoring solutions to address the core challenges that social enterprises face.

- 
 The program should balance our portfolio and continually look for opportunities to innovate, not just by new ventures, but also new ideas to support our current partners.
- 
 D2i should seek to align with predicted and observed trends in ESG and corporate responsibility and increase market eminence.
- 
 The program needs to continue to meet partner organizations where they are, while tailoring our best practices across consulting and advisory to meet their needs.
- 
 The program should focus on creating solutions for common and overarching NGO and social enterprise needs.

#### LESSONS LEARNED

# GLOBAL & MARKET IMPACT

# CLOSING THOUGHTS

**2022 IS THE TENTH YEAR OF THE D2I PROGRAM.** During those 10 amazing years, we have proudly empowered thousands of young Deloitte practitioners to serve nonprofit organizations tackling social issues around the world. Each year has brought new challenges but every year, our D2i professionals learn to lead independently, apply the art of empathy as they serve our nonprofit partners and their communities on the ground, experience the richness of working with other cultures, understand the details and complexities of the logistics involved in delivery and deeply experience first-hand the missions of the causes being served. Since the start of the global pandemic, D2i experienced a two-year break from international travel pushing the Deloitte teams to test their creativity to achieve massive impact even in a virtual community approach. We learned so much about the resiliency of the program, its value even in a virtual delivery model and the continued and growing needs of the nonprofit organizations we served around the world.

This year, we are back traveling, and our cohorts fully engaged and then delivered on the ground. So, in many ways 2022 felt like a rebirth of D2i, a year of new firsts. After many years as sponsors of this legendary program, it can be easy to forget just how special this program is. But 2022 was a rediscovery of the full joy and richness of the D2i experience. As you read this impact report, we hope you get a sense of those amazing life experiences which have included our Fellowship teams working on social entrepreneurship in Latin America, our World Economic Forum team presenting at the Asian Venture Philanthropy Network conference, the Hagar team hosting a workshop of their global leaders in Singapore, our Juanfe team in Colombia, and so much more.

After ten years of operations, we still passionately believe that the D2i program represents some of the best parts of a career at Deloitte by empowering young professionals to connect their career with doing good and to provide diverse cultural experiences around the world. So, it has been a true pleasure to again see hundreds of practitioners finding causes that deeply touch them and then traveling and working hard to make a positive impact on the world. Thank you all for an amazing 2022 and thank you for leading with your values by being part of the D2i program.

**-PETER LIU AND SALLY D'AMATO**  
**D2I PPMD PROGRAM CHAMPIONS**



# ACKNOWLEDGEMENTS

## D2i PROGRAM SPONSORS

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*GPS Consulting Managing Director – Deloitte Consulting LLP*

**Brian Greenberg**

*GPS Consulting Principal – Deloitte Consulting LLP*

## D2i PROGRAM ADVISOR

**Phil Lubik**

*GPS Consulting Manager – Deloitte Consulting LLP*

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*D2i Program Co-Lead*

**Jack Cronin**

*D2i Program Co-Lead*

**Taylor Gary**

*D2i Governance Community & Inclusion Lead*

**Priti Kantesaria**

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