



THE NORDIC DEVELOPMENT SERVICES

Professional Services for Development
in Africa, Asia, South America and Eastern Europe

PUBLIC SECTOR AND DEVELOPMENT



Introduction

The developing world faces a number of critical issues as it moves into the 21st Century. We at KPMG have a role to play. With local expertise in every country in the developing world, KPMG is one of the most experienced providers of professional services to the public and development sectors in Africa, Asia, South America and Eastern Europe.

Our long and successful involvement with governments, the private sector, development partners and civil society has served to demonstrate the importance of professional advisory services in ensuring the effective and efficient delivery of national and international development funding.

For decades, KPMG has been bringing international expertise and local experience to bear upon development programs and projects across the globe. KPMG has been a vital partner to sovereign governments, development partners, civil society, the private sector and local communities.

Who we are

The Paris declaration

Apart from working together with our clients to implement the Millennium Development Goals we also work with our partners in order to implement the Paris declaration;

The Paris Declaration, endorsed on 2 March 2005, is an international agreement to which over one hundred Ministers, Heads of Agencies and other Senior Officials adhered and committed their countries and organisations to continue to increase efforts in harmonisation, alignment and managing aid for results with a set of monitorable actions and indicators.

The Nordic Development Services (NDS) was established in early spring 2008 with the realization that closer cooperation between KPMG Nordic countries would create a portfolio of experts and credentials enabling us to offer more value to our customers in the global market. Our aim is to provide value added professional services to organizations working with development aid programmes with a view of enhancing efficiency and effectiveness of development aid grants.

We offer a wide range of services in various activities within the development aid industry. Our firms' depth of knowledge combined with our international experience is why our clients are seeking more advice from KPMG Nordic Development Services.

Our team

We are a team of experienced professionals working on development issues aimed at eradicating poverty and dedicated to helping achieve the (MDGs) Millennium development goals. Our team is a diverse mix of experts with extensive experience in working with development aid projects globally including in all ODA eligible countries.

Our Nordic experts work in cooperation with local KPMG experts in order to incorporate local expertise and knowledge in our work. We offer professional services to clients at local, national and global levels. Our member firms professionals have detailed knowledge of relevant country-specific regulatory and economic aspects that are fundamental for conducting successful projects.



Our services

Public Sector Reform and Decentralisation

- Institutional Assessments
- Policy Advice and Strategic Planning
- Human Resource Management and Training (“capacity building”)
- Public Financial Management, Audit, and Assurance Services
- Monitoring and Evaluation
- Privatization
- PPP (private, public, partnership)
- ICT services

Private Sector Development

- Business Performance Services
- Financial Sector Development
- Local and Regional Economic Development
- Micro Enterprise and Micro Finance
- Risk Management
- ICT Services

Programme and Project Services

- Programme Research and Design
- Programme and Project Management
- Assessments, Monitoring and Evaluation
- Audit and Assurance
- Risk Management
- Poverty Analysis

Training, capacity building and institutional building

- IT and ICT training
- Financial Management Training
- Risk Management Training
- Public Financial Management Training

Millennium development goals

Goal 1

Eradicate extreme poverty and hunger

Goal 2

Achieve universal primary education

Goal 3

Promote gender equality and empower women

Goal 4

Reduce child mortality

Goal 5

Improve maternal health

Goal 6

Combat HIV/AIDS, malaria and other diseases

Goal 7

Ensure environmental sustainability

Goal 8

Develop a Global Partnership for Development

Our partners

In order to offer a wide range of professional services we work closely with **DAS** Development Advisory services (KPMG Africa), **IDS** International Development Services (Global), Global Grants programme (KPMG USA), the KPMG **EU desk**, **ADS** Aid and development services (KPMG India) and Professional Services for the developing world (KPMG Asia Pacific). Our firms' international teams have a solid understanding of the development aid industry and a well established record in delivering results to our clients.

Global Grants programme

- Over 1,500 grants worth more than \$5,000,000,000
- 120 countries

Services

- Grantee Evaluation and Assistance
- Evaluating Grant Risk
- Enhancing Grant Process Design
- Programmatic Reviews
- Enhancing Grantee Capacity
- Managing International Activities
- Establishing a Local Presence Abroad

KPMG's Development Advisory Services (DAS)-KPMG Africa

KPMG's Africa Region has established a pan-African Development Advisory Services Business Unit (DAS). This Business Unit provides services to international funding agencies and African Government. The DAS team is spread over 16 countries, with DAS offices in Mozambique, Kenya, London and South Africa.

Services

- Performance Improvement Services
- Audit and Assurance
- Programme and Project Services

KPMG EU desk

Europe is the biggest provider of development aid in the world.

The European Union manages an annual budget of seven billion Euros dedicated to external aid. Through our office in Brussels, the KPMG EU desk is fully dedicated to promoting our involvement with the European Union and other EU institutions, at the EU-27 level and also in EuropeAid projects. In coordination with our European and international network of offices, the KPMG EU desk is closely involved in EU funded projects. In order to ensure an effective coherence of all our involvements, the EU desk provides; support in network and expertise mobilisation, information on key development issues, and the necessary support for international project management.



The EU desk comprises of a team of specialists who manage KPMG relationships with all EU institutions; the European Commission in Brussels, the EU delegations, the European Parliament and other EU agencies. The team liaises with KPMG's European and worldwide network of experts, present in 144 countries. These specialists are experts in a wide range of advisory services in the areas of audit, internal controls, financial management, programme management, tax and benchmarking studies.

The EU desk acts as the single point of contact for the coordination of the KPMG network's involvement with the EU. This enables our network to respond quickly and effectively to the specifics of an EU request for our services.

ADS- Aid and development Services (KPMG India)

ADS adopts a multidisciplinary approach to provide the value added professional services to the development sector with a view to enhance its efficacy.

Services

- Corporate Social Responsibility Strategy design and deployment
- Advisory to set up a charitable organization in India
- Pre-Grant and Grant Expenditure Evaluation
- Programme and Project Management Support
- Programme Monitoring and Evaluation
- Strategic design and planning services

IDS - International Development Services

In order to better support the dynamic and evolving development sector, KPMG established its International Development Services, or IDS, practice. The IDS practice is the formal network of KPMG personnel drawn from our more than 123,000 personnel worldwide who work in the development sector on a daily basis. By formally linking the IDS personnel from over 140 member firms around the world, KPMG can efficiently and effectively deliver development services in virtually every country on the globe.

Professional services for the developing world KPMG Asia Pacific region

One of the main challenges facing some parts in the Asia Pacific region as it develops and changes is the need to build capacity and develop governance arrangements that promote transparency and accountability. Where donors place reliance on the region's systems for distributing and managing development assistance funds, there is a need to ensure that these systems meet donor requirements and other guidance.

Key IDS Services

Our professional services for development cover four major areas:

- Public Sector Reform & Performance Improvement
- Private Sector Development
- Audit and Assurance
- Program and Project Management



For more than a decade, KPMG has brought its international expertise and local experience to bear upon a wide variety of not for profit development projects in the Asia Pacific region.

With our skills and experience in capacity assessment, implementation monitoring and audit services, we have enabled our clients to develop practical strategies to meet the development challenges faced in the Asia Pacific Region.

Clients

- Corporations and Corporate Foundations
- Multilateral and bilateral organizations
- International donor agencies and foundations
- International NGOs
- Government institutions and departments
- Voluntary organizations

Our clients

MFA Finland - towards a sustainable and fair humanity policy

Development policy is an integral part of Finland's foreign and security policy. The main goal of Finland's development policy is to eradicate poverty and to promote sustainable development in accordance with the UN Millennium Development Goals which were set in 2000.

KPMG works with MFA in providing quality professional services across all the forms of MFA's development cooperation. We understand that it is crucial that development aid is used efficiently and that effective sustainable results are vital.

Sida - The Swedish International Development Cooperation Agency

Sida's objective is to help create conditions that will enable the poor to improve their lives.

KPMG works with SIDA in providing quality professional services across all the forms of SIDA's development cooperation. We understand that it is crucial that development aid is used efficiently and that effective sustainable results are vital.

Our clients

EU-EuropeAid- Development through multi-stakeholder co-operation

The European Union, composed of the Member States and the European Commission, is the world's biggest aid donor. The Commission's EuropeAid co-operation office manages EU external aid programmes and ensures that development assistance is delivered worldwide.

EuropeAid's main mission is to implement the Commission's external aid instruments, both those funded by the Union's budget and the European Development Fund.

To ensure coherence, complementarity and coordination in implementing external assistance programmes worldwide, EuropeAid works in close collaboration with its various partners. The overall aim is to make external aid more effective. Civil society, international organisations and governments of EU Member States are all important actors in this field.

DANIDA - The Danish International Development Assistance

KPMG Denmark has been performing projects accounts audits in DANIDA funded projects for many years.

The audit (financial audit and performance audit) of these project accounts is normally performed in connection with our appointment as auditors of Danish NGOs.

Norad- the Norwegian Agency for Development Cooperation.

Norad is a directorate under the Norwegian Ministry of Foreign Affairs (MFA).

Norad's most important task is to contribute in the international cooperation to fight poverty. From February 2004 Norad has reorganized to fulfil a new role and new expectations. Norad will contribute to effective management of development funds and ensure that the Norwegian development cooperation has high quality and is evaluated. For Norad ensuring that development funds are expended transparently is critical. KPMG's audit and assurance services provide this comfort.

Other clients

Danish Hunting Association
Danish Red Cross
Danish Refugee Council
WWF - World Wide Fund for Nature (Denmark and Sweden).
NORFUND -The Norwegian
Investment Fund for Developing Countries
United Nations
UNOPS- The United Nations Office for Project Services
FELM - Finnish Evangelical Lutheran Mission
Swedish Cooperative Center
Cultural Heritage without Borders
Forum Syd

Examples of our projects



Framework contract with the Ministry for foreign affairs Finland's Development policy division

Since 1998 KPMG Oy Ab has had a Framework contract with the Ministry for Foreign Affairs Finland. We provide performance evaluation, auditing and other advisory services of global development aid projects financed by the Ministry as per the Finnish development policy which is aligned to the Millennium Dev. Goals.

Example of Countries where these projects are implemented include:

Tanzania, Vietnam, Bosnia & Herzegovina, India, Cambodia, Laos, Ethiopia, Palestine, Egypt, Kosovo, Burkina Faso, Mozambique, Kenya, Uganda, Kazakhstan, South Africa, Nicaragua, Brazil.

Services provided

- Programme financial/accounting and management issues (including audit and assessments)
- Performance measurements and monitoring (Assessment of data collection systems)
- Procurement
- Institutional Building

SESDNW (Finland, South Africa)

"Support to Environment and Sustainable Development in North West (SESDNW)" is a bilateral environmental development co-operation project between the governments of Finland and South Africa. It has a total of budget of about EUR 78 million and began in 2002-due to end in 2008.

The overall objective of the programme is to contribute to improvement of environmental management and sustainable development in the NW Province through: capacity building and Institutionalization of procedures and systems.

The project was carried out both in Finland and in South Africa and our team made several visits to South Africa.

Performance Evaluation of Finnish NGO foundations (Finland, Uganda, Kazakhstan)

Three NGO foundations, The Abilis, The Finnish NGO Foundation for Human Rights (KIOS) and The Siemenpuu, started their activities in late 1990's and in the beginning of 2000's. They all have their own strategies and thematic areas - disability sector for Abilis, human rights for KIOS and environment for Siemenpuu - but they also work in close cooperation. They all forward the government support to small scale *poverty alleviation* activities and other development activities in developing countries based on the applications they receive; they do not carry out their own development projects. During the years the foundations have developed their information systems and financial administration towards more compatible procedures.

The Quang Tri Rural Development Programme (Vietnam)

The Quang Tri Rural Development Programme is an integrated rural development programme jointly funded by the Governments of Vietnam and Finland. Phase I of the programme was in 1997 - 2001, Phase II was 2001- 2005. The current phase III is a EUR 10 million programme which began in July 2005 and is expected to end in June 2009. The programme is focused on three poorest districts in Quang Tri province.

The main purpose of the programme is poverty analysis, alleviation and Institutional building of the districts and Quang Tri Province.

Examples of our projects



The program strengthening the environmental management and land administration

The overall objective with the programme, of EUR 25 million, is to establish Natural Resource and Environmental Management that contributes to economic growth and *poverty alleviation*, sustainable development and environmental protection. These are factors that are of strategic importance for peoples support. The 3 year program was lead by the Ministry of Natural Resources and Environment (MoNRE).

KPMG's assignment was:

- assessment if the criteria and benchmarks set for the inception phase of the SEMLA programme have been met
- assessment whether there are reasons to adjust the SEMLA programme as regards its organization, management structure for implementation and budget allocation in order to better meet the development goals of the programme
- provide advice on various policy and organisational aspects of the cooperation, such as the support by SEMLA to institutional development, *public administrative reform* and integration of MoNRE
- assessment of the quality of the proposed draft Plans of Operations and budgets for the different components of the programme during the Implementation phase
- assessment of the performance of the Consultancy services during the Inception phase
- assessment of the appropriateness and quality of the various follow up mechanisms and information systems.

Reformation and institutional capacity building regarding Governance, Administration, and Research Management at Universidad Nacional Autónoma de Honduras (UNAH)

The overall aim with this Swedish – Honduran cooperation is to reduce poverty through development of research and researchers, research management, and a sustainable administrative support. The objective was to participate in the reformation and the institutional capacity building of UNAH including strengthening the Research Management. The work considered the Honduran constitution, and the new laws of higher education. UNAH has 80,000 students in 9 places in Honduras.

The KPMG assignment regarded assessment and advisory support during a long period of time focusing on:

- Governance
- Financial Management
- Programme Management
- Audit

The assignment included extensive travelling in different parts of Vietnam by 2 teams. The assignment used an extensive Programme Document with *poverty analysis* with links to the used Logical Framework -Approach (LFA).

Examples of our projects



The program Risk Management in Banking

25+ countries in Asia and Africa and 14+ countries in South America.

Objectives:

To provide the participants with a comprehensive understanding of how the banking market diverse in the field of risk management with regards to operators, technology and regulatory framework.

Content:

- Risk management in banking
- The framework used for financial risk management
- Capital requirements and supervision
- Credit management and business development for SME.
- Financial instruments and markets
- Financial risk management
- Capital management and profitability measurement
- The work process of risk management

Target Group:

Managers responsible for the granting of credits, administration, trading and lawyers within banks, financial institutions etc.

Institutional Assessment and capacity building regarding administrative reformation of Addis Ababa University in Ethiopia and Makerere University in Uganda

The objective was to facilitate implementation of a reformation process regarding the administrative functions and processes of the universities with a primary focus of the administrative support to the research programmes, and promotion of the research capacity.

The assignments at the two universities regarded a first phase with institutional assessment of Governance, Financial Management, Research Management, and Audit, and a second phase facilitating the work of the university wide working groups.

Evaluation of the Agricultural Sector Programme (ASP) in Zambia

An agreement was signed between the governments in Zambia and Sweden concerning support to the Agricultural Sector, the ASP Programme with an amount of EUR 13 million.

The programme, operating through the concept of "farming as business", has poverty alleviation as its main objective, with increased income and increased food security as secondary objectives. Activities are focused on 200 camps, in 20 districts within 4 provinces, and involve 20.000 small-scale farmers.

The KPMG assignment included:

Financial Management, Project Management, and Human Resources Management. KPMG has visited the programme on several occasions, and also worked with the Swedish Embassy.



About KPMG

KPMG International is the coordinating entity for a global network of professional services firms, providing audit, tax, and advisory services, with an industry focus. With 137,000 people worldwide, member firms provide audit, tax, and advisory services in 144 countries.

KPMG's Nordic development services aim to turn knowledge into value for our clients, our people and the communities we serve.

KPMG enjoys a particularly successful track record in supporting public sector reforms and capacity building among the governments of Africa, Asia and the Americas. Our global coverage and connectivity enables us to draw upon a rich variety of experiences and practices around the world, and to share skills and information between similar projects in almost every corner of the globe. KPMG's own world is supported by the very latest in information technology and best practice knowledge, enabling our clients across the globe to stay abreast of the latest development methodologies and industry trends.

KPMG Public Sector and Development is uniquely placed to coordinate its service provision on the continent, drawing upon a diverse pool of resources and personnel with broad technical and sectoral experience in the fields of development and public sector reform. Through its strong network of international consultants, associates and alliances, KPMG brings a compelling combination of practical knowledge, technical know-how and passionate commitment to reform-minded governments and other development players across the region.

KPMG member firms are focused on our objectives of building trusted relationships and delivering quality output through exceptional project teams that can support you from anywhere in the world, whatever your Development Aid needs.

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