



International Development Advisory Services

Sustainable development
for a better world

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Head, International Development Advisory Services (IDAS)
Head Infrastructure, Governance and Health

Foreword

The UN Sustainable Development Goals (SDGs) created a framework and objective for stakeholders across the globe to unite behind. It set out an ambitious plan for the 7.9 billion population, not just the poorest. There is still much to do to create a sustainable environment for growth globally, a situation that has been compounded by the added challenges presented by the COVID-19 crisis and recovery.

Success depends on mobilising different mechanisms to new models of partnership requiring co-investment and collaboration by a diverse range of actors.

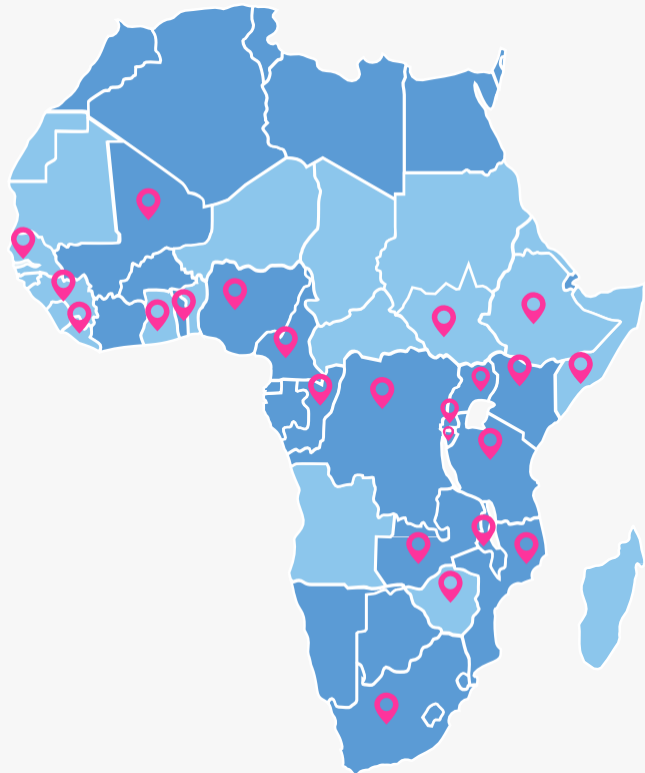
Delivering essential services in the developing world presents an array of challenges with strengthening institutions – government, the private sector and non-profit organisations – critical because they are at the core of driving poverty reduction, economic growth and ultimately resilience.

With member firms in 147 countries and territories, KPMG stands ready to work with governments, businesses, multilateral development banks, foundations, non-profit organisations, NGOs and development agencies with sector-specific experience and solutions to improve the development landscape.

KPMG's IDAS Africa service adopts a pan-African approach to development work and our services are tailored to deliver solutions to the challenges facing the continent and our clients' sectoral and thematic priorities. We collaborate with associate technical experts to broaden our experience and skillsets, provide quality deliverables and insights, and ultimately value for money to our partners.

Over the last 15 years, we have successfully managed over USD 1.2 billion of development finance globally.

KPMG International Development Advisory Services Africa



■ KPMG Africa (Licensed Offices)

📍 Grantees managed by IDAS over the last 15 years

■ KPMG Project Offices

Africa is home to 54 countries with different outlooks and needs, and KPMG's presence in 24 of those countries makes it possible to meet these needs.

100

Years providing Audit, Tax, and Advisory services.

145

Countries that KPMG International operates in.

24 Member firms

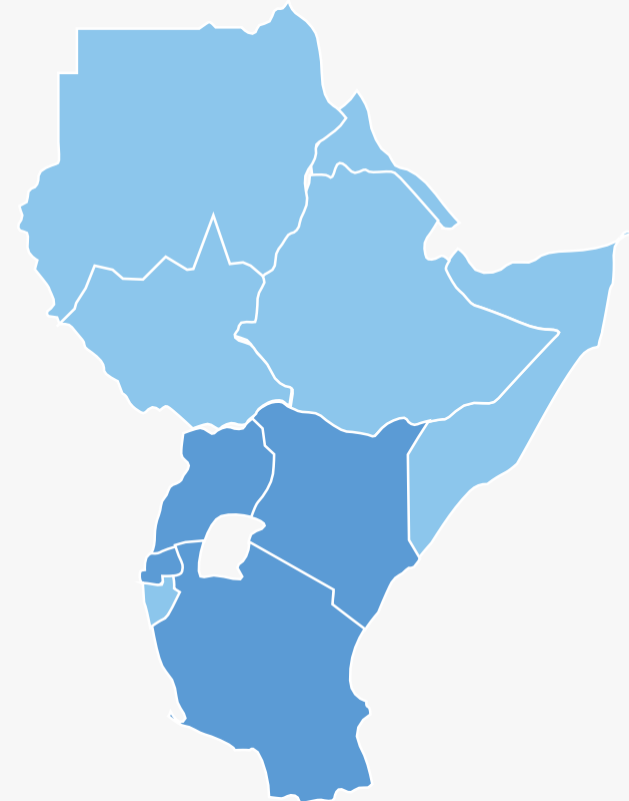
Servicing 54 countries in Africa.

\$1.2 billion

Managed by KPMG East Africa over the last 15 years.

7,620

Total number of staff.



East Africa

■ KPMG East Africa (Licensed Offices)

■ Serviced from the regional offices

We have **4 offices**
Servicing **10 countries**

Over 1,000 Professional staff

HEALTH AND HUMAN SERVICES

We are committed to providing long-term support to our clients as they tackle challenges & transform the way healthcare is delivered around the globe.

YOUTH, MSMEs AND ENTREPRENEURSHIP

We work closely with youth-focused programmes to develop youth and young adults' talents and entrepreneurial skills. Through KPMG Enterprise, we provide a single point of contact helping SMEs navigate challenges no matter the size and stage of business.

TRADE AND INVESTMENT

We work with Governments and the private sector to identify cost-saving opportunities within Africa and manage compliance risks associated with supply chains and global and regional trade operations.

GOVERNANCE AND PUBLIC FINANCIAL MANAGEMENT

We focus on optimisation, innovation and governance for public clients, and we work with all aspects of financial management in the public sector.



RENEWABLE ENERGY, CLIMATE CHANGE AND THE ENVIRONMENT

We drive business models, products and services that address climate change and help clients reduce carbon emissions.

AGRIBUSINESS

We support innovations that contribute to inclusive agribusiness development and increase productivity and incomes for smallholder farmers, contributing to reduced hunger and poverty in Africa.

SOCIAL DEVELOPMENT AND INCLUSION

We work to help empower communities and allow economies to prosper, within education, water and sanitation and gender and social inclusion.

INCLUSIVE AND INNOVATIVE FINANCE

We seek to bridge the gap between the private sector and development partners to catalyze investment in areas critical to achieving the SDGs. We also work to equip under-served communities with access to finance.

Our Services



Design

In increasingly volatile and complex environments, designing and formulating the right strategies and programs across the public and private sectors is critical to maximizing impact and driving sustainability.

- Business case research and development
- Program design
- Pilot testing
- Exit strategy design



Delivery

The transition from strategy to implementation and accelerating execution to achieve long-term performance. Execution excellence is essential to sustaining lasting impact.

- Technical program implementation and management
- Fund and Grant programs management
- Institutional strengthening and capacity building



Results Measurement

Understanding what works, what does not and why, is essential to good program management. Measuring and communicating results, capturing lessons learned, and using this to adapt and improve interventions will help drive long-term success.

- Results framework design
- Third-party monitoring, independent verifications and assurance
- Program review, evaluation, and impact assessment
- Knowledge management and dissemination
- Market studies and surveys



Health and Human Services



We are committed to providing a broad range of solutions to our clients as they tackle challenges and transform healthcare delivery in Africa.

The Health and Human Services pillar is committed to supporting governments and development partners to improve access to and enhance equity of healthcare. Globally, we have more than 4,500 staff dedicated to providing services in the health sector.

In East Africa, our Health and Human Services (HHS) pillar brings together over 40 staff with multiple skills and experience to provide services to the health sector. Our strengths lie in program implementation and monitoring, both from a programmatic and financial perspective.

Program and financial monitoring for a multilateral global health funder

We support the in-country monitoring and verification of programmatic execution and financial spending in line with the grant agreements. We also provide recommendations for risk mitigation and capacity strengthening of the implementers. KPMG has performed undertaken this role since 2004 and is currently responsible for Ghana, Sudan, South Sudan, and Eritrea.

Technical Fund Management Partner for the County Innovation Challenge Fund (CICF) in Kenya:

KPMG was appointed Fund Manager, in collaboration with Population Council. The overall aim of the then DFID funded Kenya five-year program was to reduce maternal and neonatal mortality, by increasing access to and utilization of quality maternal and newborn health services.

In addition, KPMG led the design of the Maternal and Newborn Health Innovations Challenge Fund (MNHICF). This included: the strategy and implementation plan; a risk management plan; a branding and communication (including website) for MNHICF; and a program management manual.

Public Financial Management (PFM) Sub-contractor for the USAID Health Systems Strengthening (UHSS) Project Activity in Uganda:

Public Financial Management (PFM) Sub-contractor for the USAID Health Systems Strengthening (UHSS) Project Activity in Uganda: KPMG was sub-contracted by Palladium to deliver the PFM component of the UHSS including Payroll services. The 5-year program aims to strengthen the Uganda health system by improving leadership and accountability for results in public and private sectors at both national and local levels.

Monitoring Agent for Gavi's Health System Strengthening (HSS) funds in Sierra Leone

KPMG were appointed as Monitoring Agent (MA) to mitigate the risk within financial management and utilization of the program. This involved, following up on previous assessments of financial and programmatic capacity, periodic reviews of financial and programmatic performance and conducting an overall budget Review.



Youth, MSMEs and Entrepreneurship



We work closely with youth-focused programmes to develop youth and young adults' talents and entrepreneurial skills. Through KPMG Enterprise, we provide a single point of contact helping SMEs navigate challenges no matter the size and stage of business.

Feasibility Study on the Youth Entrepreneurship Investment Banks (YEIBs), Africa

KPMG was selected by the African Development Bank to provide an analysis of the youth entrepreneurship market in Africa – analyzing the demand for and supply of financial and non-financial services for youth-led businesses.

The lack of investment, affordable access to finance and quality business development services is hindering the success of young entrepreneurs.

Traditional banks and financial institutions are reluctant to fund young entrepreneurs, particularly start-ups and innovative enterprises due to the real and perceived risks and lack of collateral.

This also involves an assessment of: the financial and commercial feasibility; interest in providing financial services to youth-led businesses in Africa; and developing business case/scenarios for AfDB's intervention. KPMG aims to develop operational plans and business cases to establish Youth Entrepreneurship Investment Banks in 10 pilot countries.

Micro and Small Enterprises Authority Business Plan Competition (MSEA), Kenya

KPMG was the Competitions Manager for the Micro and Small Enterprises Authority (MSEA) Business Plan Competition program. The Business Plan Competition was part of the Kenya Youth Employment and Opportunities Project (KYEOP), a World Bank-financed project led by MSEA and the Ministry of Public Service, Youth and Gender Affairs (MYPG).

The initiative intended to address key constraints and market failures that limit the demand for youth employment and their productivity. It aimed at assisting youth to acquire the skills and capital required to help them in generating an income as an entrepreneur.

KPMG provided business plan training to a section of applicants (young, small to medium-sized business owners) looking to launch or scale existing businesses thus enabling the youth-led enterprises to generate income and employment opportunities for their unemployed or underemployed peers. 2,000 young people were supported and 750 were granted funding by the World Bank Group.

The Youth, SME & Entrepreneurship pillar supports our clients and partners to achieve their developmental goals in the sector by adopting a living lab approach. We support programs that empower micro, small and medium enterprises to position themselves to fully exploit the opportunities in the country-specific markets, the regional economic market, and the upcoming Africa Continental Free Trade Area.

Through our approach, we collaborate with our partners to co-create for relevance, explore for knowledge, experiment for learning, and evaluate for growth.

Our current priority areas are

- Employment & Enterprise
- Digital Economy
- Skills & Training
- Market Studies & Research



Trade and Investment



We work with governments and the private sector to identify cost-saving opportunities across the globe and manage compliance risks associated with supply chains and global and regional trade operations.

Development of PPP Framework and the Implementation Regulation for Nakuru County Kenya Investment Mechanism

The Nakuru County government, led by the Governor, prioritized four main agendas: Infrastructure, Water, Health and Agriculture. Each of these four priority agenda items comprises multiple projects aimed at diversifying the economy of Nakuru and generating opportunities that improve the lives of over 2.5 million individuals and communities within and neighboring Nakuru County.

The primary objective of this assignment was to assist the County Government of Nakuru in developing a PPP Policy Framework for investment and partnerships with the private sector. This constituted a report on the Review of County PPP laws and regulations and creating a draft PPP policy framework for the County Government of Nakuru.

Sustainable Urban Economic Development Programme (SUED): Investment Attraction Firm for Iten, Kisii, Eldoret, Mandera and Kerugoya-Kutus municipalities

SUED supported emerging urban centers in Kenya to develop sustainable urban economic plans that attract investment for climate-resilient infrastructure and value chain projects. KPMG ensured that all projects met gender and social inclusion (GeSI), and climate resilience criteria.

KPMG provided investment attraction and management support in five municipalities in Kenya. SUED identified bankable investment projects that have the potential to attract investors in selected agricultural value chains and infrastructure.

We reviewed urban economic plans, conducted project screening assessments to shortlist potential projects, developed feasibility studies, due diligence, transaction support, engagement with investors and investment promotion support, and capacity building of county and municipal staff and other stakeholders on the investment attraction process. In addition to assessing financial viability,

The International Trade and Investment pillar works with governments, private sector and development partners to address bottlenecks to investment and trade in Eastern Africa through investment promotion and facilitation, business advisory services, SME development, deal advisory and infrastructure financing support.

Our objective is to facilitate businesses at all levels to invest, economic growth, employment creation, technology transfer and improvement in productivity to support governments in making their countries attractive destinations for trade and investment.



Governance and Public Financial Management



We focus on optimisation, innovation and governance for public clients, and we work with all aspects of financial management in the public sector.

Fiduciary Risk Assessment (FRA) of organisations on behalf of the Department for International Development (DfID, now FCDO)

KPMG was contracted by FCDO to provide technical support, advice, and capacity building on fiduciary risk management for government, civil society, and other development organizations in Tanzania. Support areas included governance, management oversight and financial controls.

Accountability in Tanzania Programme Phase 2 (AcT-2)

The Accountability in Tanzania Programme Phase 2 (AcT-2) was funded by UKAid through the Foreign, Commonwealth and Development Office (FCDO, formerly DFID). The AcT-2 Programme built on the successes of AcT-1. AcT-1 was established in 2009 and was managed by KPMG until the programme ended in 2016.

AcT-2 intervention was based on working with civil society organisations to support them to adapt, innovate and achieve the expected AcT-2 outcome and impact. The programme creates with funded partners, a sustainable way of working with different domestic actors.

Procurement and Financial Management Agent (PFMA) for the Long Lasting Insecticidal Treated Mosquito Nets (LLIN) Campaign.

Ministry of Health (MOH) in Uganda launched a nationwide distribution of Long Lasting Insecticidal Treated Mosquito Nets (LLINs) under the Universal Coverage Campaign (UCC) with an aim of ensuring that every Ugandan is protected from malaria by sleeping under an insecticide-treated mosquito net.

KPMG ensured that malaria campaign funds were spent in accordance with donor cash grant agreements and the Government of Uganda Public Financial Management Regulations.

The Governance and Public Financial Management Pillar supports our clients to create new discourses and relationships; fostering relationships between citizens and the state resulting in equitable and inclusive access to basic social services.

Our solutions are designed to support accountability, responsiveness, and improvement in the quality of services delivered by governments.



Renewable Energy, Climate Change and Environment



We drive business models, products and services that address climate change and help clients reduce carbon emissions.

UK PACT: Design and development of the National Off-Grid Solar Electrification Program Document to support the Kenya National Electrification Strategy (KNES)

KPMG was selected for UK PACT funding under the UK PACT Country Programs funded by the UK Department for Business, Energy, and Industrial Strategy (BEIS) to design and develop the National Off-Grid Solar Electrification Program Document to support the Kenya National Electrification Strategy (KNES) to achieve universal electrification by the end of 2022. This project is to achieve 2.18 million electricity connections through standalone solar systems with the involvement of the private sector.

The Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED)

KPMG was appointed as the Fund Manager by FCDO for The Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) program working with 15 implementing partners (with over a 100 sub-partners) in 13 countries in sub-Saharan Africa and South East Asia.

BRACED explored different approaches to building the resilience of vulnerable communities to climate shocks and stresses and to build evidence on what works to inform improved policies and to support national, regional and international organizations to prepare for the expected increases in the frequency and severity of climate extremes.

Forest Governance Markets and Climate (FGMC)

KPMG established the Program Management Support Team (PMST) working closely with DFID (now FCDO) to support and manage the FGMC program. The PMST's technical expertise included; forest sector policy and legislative reform, social issues in the forest sector including those related to tenure rights, gender, poverty and livelihoods, and climate change. The PMST managed and monitored program activities, provided technical advice, tracking and monitoring of the progress of implementation of selected service contracts and MOUs.

Challenge management of the Global Resilience Challenge (Round 1) under the Global Resilience Partnership (GRP)

The Global Resilience Partnership was the Global Resilience Challenge, which was a competitive grant process aimed at surfacing solutions and innovations to combat acute shocks and chronic stresses across the Sahel, the Horn of Africa, and South and Southeast Asia. Teams in this Challenge researched and diagnosed problems, and developed locally driven, high-impact solutions-built resilience at scale.

KPMG was appointed with the overall responsibility for the management and appraisal of the full project grants awarded across the portfolio. The firm received allocated funding from USAID and was responsible for the financial management of all grants awarded, monitoring the delivery of Challenge projects, and reporting on the grants and projects to the GRP Impact Unit, Executive Sponsors and other funders.

The Renewable Energy, Climate Change and Environment pillar works with our clients to develop and scale new approaches and business models to address key climate and environment issues, and to set emerging economies onto low carbon development pathways.

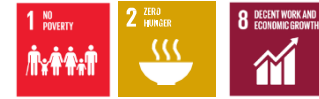
Climate change and environmental degradation are defining issues of our time. All economic sectors will be impacted, leading to profound impacts on developing economies. The scale of the problem demands concerted action now to reduce emissions, shift to sustainable consumption and production patterns, and to enable communities to adapt to a rapidly changing environment.



The Agribusiness pillar seeks to transform Africa's agricultural landscape by supporting innovative initiatives that increase productivity and incomes for smallholder farmers and promoting food security.

We have provided and continue to provide fund management and technical advisory services in financing for agriculture and agribusinesses, market systems development, climate-smart agriculture, market access, trade, and impact assessments.

Agribusiness



We support innovations that contribute to inclusive agribusiness development and increase productivity and incomes for smallholder farmers, contributing to reduced hunger and poverty in Africa.

Mid Term Review of the program - (AgriFi) Support to productive, adapted, and market integrated smallholder agriculture, including a contribution to the Africa Investment Facility, Kenya

The program was designed in 2015-2016, and the primary target group was smallholder farmers, and pastoralists, including occasional market players and possess the potential to become full players in specific value chains.

The European Union contracted KPMG East Africa to undertake a systematic and timely evaluation of its programs and activities. The focus of the evaluation was the assessment of achievements, the quality, and the results of interventions in the context of

an evolving cooperation policy with an increasing emphasis on result-oriented approaches and the contribution towards the implementation of the SDGs.5.

Africa Agribusiness Outlook Survey

KPMG was commissioned by AGRA to carry out a survey to inform AGRA's policy and strategy for engagement with the private sector in its mission to promote agriculture in Africa. The survey targeted agribusinesses in the private sector across various food value chains and sought to understand the priorities, opportunities and constraints for businesses operating within the agricultural ecosystem in Africa.. The report informs strategy and investment decisions and outlines potential pathways for actions that would result in a thriving agribusiness sector in Africa. This wider survey was completed by 182 executives across 16 countries in Africa.

Fund management – Sierra Leone Agribusiness Development Fund (SLADF)

SLADF supported outgrower schemes along four value chains: rice, oil palm, cocoa and poultry. The project also supported other value chains that demonstrate commercial viability and integrate smallholder farmers in the intervention areas. SLADF was a component of a larger project, the Smallholder Commercialization Agricultural Development

Project (SCADeP), funded by the World Bank and DFID, whose aim was to promote smallholder commercialization by fostering productive business linkages between smallholder farmers and selected agribusiness firms and other commodity off-takers in Sierra Leone.

African Enterprise Challenge Fund (AECF)

The AECF was hosted by AGRA and in June 2008, AGRA contracted KPMG to manage the AECF program. This involved:

- Competition management & marketing of the fund,
- Identification and selection of projects.

Grants Management:

- Implementing the DCED Monitoring and Results Management (MRM) system
- Connecting high potential businesses with commercial capital.



Social Development and Inclusion



We work to help empower communities and allow economies to prosper. A sustainable future involves social and economic equality progress,

Global Partnership for Education (GPE) Literacy and Numeracy Education Support (LANES) Program, Tanzania

LANES was a three-year, GPE-funded program aimed at improving the quality of education provision in Tanzania and improving the capacity of national systems to manage and implement basic education services.

The program was implemented by the Ministry of Education, Science and Technology (MoEST) in collaboration with the President's Office for Regional Administration and Local Government as well as other Government of Tanzania agencies. The LANES program was also implemented by the Local Government Authorities.

LANES improved the quality of education provision in Tanzania and built the capacity of national systems to manage and implement basic education services. KPMG worked closely with ministries in Tanzania to monitor financial performance against plans, monitor fund flows, evaluate large-scale procurements, and review budget monitoring and execution.

Global Resilience Partnership Challenge Water Window, Z Zurich Foundation

KPMG was the Fund Manager of the Global Resilience Partnership Challenge Water Window funded by Z Zurich Foundation. The Challenge Window was a competitive grant aimed at combating acute shocks and chronic stresses across the Sahel, the Horn of Africa, as well as South and Southeast Asia. Teams in this challenge collectively researched and diagnosed problems, and developed locally driven, high-impact solutions that could build resilience at scale.

The Fund supported solutions with innovation, replication, and/or scaling-up activities that had the potential to benefit millions of people.

The Social Development and Inclusion pillar uses technical expertise to mainstream multidisciplinary themes such as gender, youth, and disability in the design and delivery of our programs. KPMG's Education, Skills and Productivity practice serves clients in Early learning, Higher Learning, Universities, and Vocational Training.

KPMG's Water and Sanitation team helps both public and private sector clients address the specific and immediate issues relating to sustainability and longer-term strategic planning. We measure impact and enable societies to grow in a more equitable way by reducing vulnerabilities and allowing economies to prosper.

Our practice in Gender, Equality, and Social Inclusion works to amplify the Sustainable Development Goals and address gender inequality across Africa.



Inclusive and Innovative Finance



We seek to bridge the gap between the private sector and development partners to catalyse investment in areas critical to achieving the SDGs.

Fund Management: The Mastercard Foundation Fund for Rural Prosperity (FRP1.0), Africa

The Mastercard Foundation Fund for Rural Prosperity (FRP) was a US\$ 50 million challenge fund established by the Mastercard Foundation. The fund aimed to contribute towards financial inclusion by enabling one million smallholder farmers in rural Africa have access to savings, credit and insurance products and services.

Guided by the principles of impact, innovation, and sustainability, the fund supported participant's to develop products and services that have increased incomes such as agricultural inputs; improved resilience through insurance and savings; and were uplifting communities through businesses that created employment and stimulated the growth of rural finance markets.

KPMG was the overall fund manager for the FRP program which included fund design and establishment, challenge fund management and grant management of implementing partners.

Fiduciary oversight to Access to Finance Rwanda (Phase II)

KPMG was contracted by DFID (now FCDO) to establish Access to Finance Rwanda (AFR) and execute start-up activities for AFR. The Access to Finance Rwanda program aimed at improving the livelihoods of 500,000 people and Micro, Small and Medium Enterprises (MSMEs) with a focus on women in rural and urban areas who were affected by poverty by improving their access to financial services.

KPMG provided fiduciary oversight with an emphasis on financial management, human resource management, and procurement administration as well as administrative /logistical support to ensure that AFR objectives as set out in the program document were met.

Lack of access to financial services was identified as a key constraint to economic growth and a barrier preventing people from moving out of poverty.

The Inclusive and Innovative finance pillar is focused on developing programs that work to make financial markets more inclusive by extending access to services for the unbanked and deepening their usage.

We pay special attention to rural markets, agribusinesses, youth, women, and MSMEs. Our team of experts have decades of experience in designing successful programs that meet the needs of the underserved and providing specialized fund management services.



KPMG firms have committed to a multiyear investment program designed to embed ESG into the heart of everything we do, and ESG commitments were published in our Impact Plan

KPMG ESG

KPMG ESG is a dedicated cross-functional team of experts who help corporate and public sector clients plan and execute programs addressing Environmental, Social, and Governance (ESG) topics, decarbonization, and long-term value creation. KPMG brings together a wide range of disciplines including sustainability practitioners, economists, engineers, corporate strategists, accountants, and financiers to help clients navigate the complex and fast-evolving climate change and sustainability agenda.

The effects of climate change are increasingly becoming evident and thus pushing the forefront of governments' and organizations' agendas. There is an acknowledgment that global warming is happening and slowing this down requires a collective effort by all stakeholders.

KPMG firms have committed to a multi-year investment program designed to embed ESG into the heart of everything we do, and ESG commitments were published in our Impact Plan. It is believed that sustainable growth is the only way to build a successful and resilient business for both KPMG firms and their clients. Together we can have a lasting positive impact on the environment and society.

Our solutions can guide client teams to drive sustainable innovation across their business and help them gain a competitive edge. With deep experience across critical issues—including climate change, decarbonization, ethical supply chain, circular economy, DEI (diversity, equity and inclusion), governance, ESG

reporting and measurement —KPMG professionals help create the right blueprint for a client's ESG journey. A blueprint that simplifies strategy, guides its full implementation, and enables ESG management and reporting.

KPMG professionals can go beyond strategy, working with clients side-by-side at each step of their ESG transformation. With our industry-leading experience, data-driven technology and global alliances, insight can be turned into opportunity for business, people and our planet.

The ESG team comprises transformation, measurement, and reporting specialists. They can help:

- Assess and design ESG strategy.
- Embed ESG across operations.
- Measure progress and tell the ESG story.
- Make future steps transformational.

KPMG firms have designed their services to put ESG at the core of operations – where it should be.



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