



# International Development Advisory Services

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# This is why we are here

It is hard to believe that it has been 10 years already since KPMG Africa's International Development Advisory Services (IDAS) Practice was born. The decision of the then KPMG Africa Board in late 2006 to create a pan-African unit to lead and coordinate development advisory work has turned out to be nothing short of visionary. Right from the onset, IDAS focused on fund and grants management. To date, we have managed over USD 1.5 billion in funds for some of the biggest names in development, which have benefitted 10 million people – and still counting!

A few individuals, blazing with passion and with a deep desire to do development differently, came together to run with the vision to transform lives. From those small beginnings, IDAS has now grown to become a centre of excellence, managing innovative programmes and projects, with a diverse and multidisciplinary work force of 18 nationalities. Apart from conventional bilateral and multilateral donors, we work with foundations, philanthropists, governments and the private sector.

We blend KPMG tools and processes with a business approach and development expertise to tackle key development issues – with remarkable impact.



Within Africa, our footprints can be found in 24 countries, backed by a network of KPMG offices, and we are leaving a mark. In the fiscal year 2016/7, we delivered and/or managed 33 assignments in agribusiness, financial inclusion, governance, health, employment, entrepreneurship and youth, resilience, renewable energy and adaptation to climate change.

Much has changed in the world since IDAS started. On the positive side, Africa has experienced phenomenal growth. The rate of return on investment in Africa is higher than in the rest of the world. Income poverty has fallen, and the middle class is growing rapidly. Aid and charity are progressively being replaced by social investments, and also by individuals and companies that believe that this is good for business. The ground is ripe for Africa to move to the next level.

On the flip side, the development landscape is changing rapidly. We cannot ignore the drastic shifts in the global environment that have been spurred by the rise in populism, and caused some of the world's largest economies to turn their focus inward. We can anticipate the ripple effects of this new dynamic to extend beyond their borders, eliciting social, political and economic consequences that will impact many others, including those in Africa.

There is also the issue of demographics, with Africa's population set to double to 2.5 billion by 2050 and with young people under 25 now accounting for some 60% of the population. This heralds tremendous opportunities, notwithstanding the challenges. It calls for change, bold decisions and real efforts to scale impact.



We think this is doable. At IDAS, our purpose is to inspire confidence and empower change. We will deploy our talented people and bring innovation and insights to come up with sustainable solutions for our clients and communities.

It is my hope that this brochure will not only inform you about what we are doing but that it would also inspire you to join us to take Africa and the business of development to the next level.

**The future is bright!**

*George Manu*  
**Partner and Head of IDAS.**



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Cover photo : iStock



## About us

**IDAS has a proven track record as a fund manager, managing complex programmes that blend public and private capital to achieve development impact.**

IDAS combines functional experience in development programming with broad expertise in audit, tax and advisory services to help create robust and broad-ranging solutions for development partners. Quality, innovation and impact are the guiding lights of how we operate, with a focus on value for money and results.

Over the last 10 years, we have successfully managed approximately US \$1.5b in development finance in various global programmes on behalf of our clients. Our clients represent a broad spectrum of bilateral and multilateral donors, foundations, the private sector, development banks, impact investors, funds and other development stakeholders, delivering development

programmes mainly in Africa, but also in Asia and South America.

IDAS is hosted by the KPMG East Africa partnership in Nairobi, Kenya, and we have regional hubs in Accra, Ghana, and Harare, Zimbabwe, for Western and Southern Africa respectively.

Our approach is centered on an innovative, flexible and responsive platform that has sound governance, impeccable fund management credentials, and singular ambition to deliver for you – the client – whether government, development agency or the private sector.

Through our programmes, we are:

- Supporting agricultural transformation.
- Facilitating adaptation to climate change and innovation in renewable energy access.
- Drawing excluded populations into the mainstream economy for inclusive prosperity.
- Building countries' resilience towards climate change and other challenges.
- Strengthening government capacity for the delivery of basic social services, accountability and responsiveness to community needs.
- Strengthening national capacities to deliver health services.

# Our people

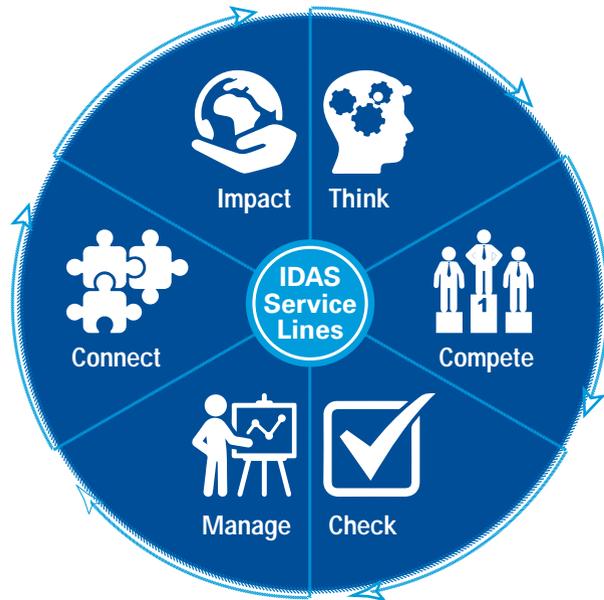
Our people are at the heart of everything we do. They are our greatest asset, living by our vision - ***to be the clear choice for our clients and our people.***

**W**e work with a set of values that enable us to live out our purpose of inspiring confidence and empowering change for our clients and the communities we work in. With backgrounds in agribusiness, climate change, development communications, economics, finance, financial inclusion, health, impact measurement and renewable energy, our team of development experts bring to bear sector-specific as well as fund management expertise, and leverage a wealth of both local and international experience to create and deliver high quality programmes on behalf of our clients to achieve development impact.

*Inclusion & Diversity is at the heart of our people strategy and we embrace the diversity of race, disability, gender, sexual orientation, religion, beliefs or age. Our experts are deployed across the continent and work closely with global IDAS teams in Europe, USA, Latin America and Asia, leveraging the massive expertise available within our global firm.*



# Our IDAS service lines



## Think

Our Think team works with clients to design innovative delivery concepts, ensuring that the selected approach is best suited to meet intended development objectives.



## Compete

Our Compete unit manages competitions, undertakes marketing and communication for the funds, manages calls for proposals and the project selection process.



## Check

Through KPMG established and refined assessment tools, our Check team evaluates recipient organizations' systemic capabilities, challenges and fiduciary risks to ensure appropriate organizational and risk mitigation.



## Manage

As Fund Managers, our Manage team contracts grantees, and manages grantee projects for timely and quality delivery, good financial management, monitoring, evaluation and reporting.



## Connect

Our Connect unit helps grantees to raise capital from investors and lenders enabling them to extend impact by leveraging funding from private investors.



## Impact

Our Impact Unit measures project and portfolio impact, documenting project results and lessons learnt on programmes. Impact ensures our clients understand their investment.

# Where we work

## 152 Countries

*The number of countries that KPMG International operates in.*

### Grantees & offices distribution

- Grantees IDAS has managed
- IDAS Headquarters
- IDAS Southern Africa Hub Office
- IDAS West Africa Hub Office
- IDAS Uganda Office
- IDAS Tanzania Office

## 33 Member firms

*The number of KPMG offices, servicing 54 countries in Africa.*

*IDAS has managed*

Over 425  
Grantees



45 Countries in  
Africa & Asia

# Our fund management in practice



## AECF Connect

The AECF Connect unit was established with support from Swedish International Development Cooperation Agency (Sida) to help businesses receiving grants from the Africa Enterprise Challenge Fund (AECF) to raise follow-on capital for scale up. IDAS was the manager of the AECF and AECF Connect from 2008 – 2017. As of March 2017, AECF Connect had supported a dozen companies to raise over \$35 million.

Continuing this work the Connect Unit supports grantees in raising capital from investors and lenders quicker, on better terms or more quickly than they would have done without the support of Connect. The team provides expert advice and strategic input surrounding the fundraising process. The AECF is a multi-donor funded, special partnership initiative of AGRA.

**AECF grantees that AECF connect has supported in fundraising from other investors in the form of either debt/equity.**

Kenya Biologics	Over US \$400,000	Elephant vert	<b>Equity</b>
Rent-to-Own	Over US \$600,000	Small foundation	<b>Debt</b>
Meru Greens	Over US \$1M	Equity bank & root capital	<b>Debt</b>
Mekelle Farms	Over US \$700,000	Acumen	<b>Debt</b>
Kigali Farms	Over US \$200,000	KCB	<b>Debt</b>



**Debt**  
ABI finance & centenary Bank  
Over **US \$1M**

**Debt**  
SunFunder  
Over **US \$2M**

**Equity**  
Acumen and Novastar  
Over **US \$2M**

## Special Purpose Vehicle (SPV) set up

Our fund management experience has included assisting the setting up the following SPVs:

Trade Mark East Africa	<b>US \$550M</b>
The Africa Enterprise Challenge Fund	<b>US \$244M</b>
Financial Sector Deepening Trust Kenya	<b>US \$254M</b>
Access to Finance Rwanda	<b>US \$17M</b>
Financial Sector Deepening Trust Uganda	<b>£4.2M</b>

# Sustainable Development Goals

## Our commitment to contribute to the achievement of the global goals

**K**PMG International has been a signatory of the UN Global Compact (UNGC) since 2002. At IDAS, we understand that we serve the public trust and play a critical role in helping to solve some of the world's most complex problems.

As trusted advisers to the public, private and non-governmental sectors, we play a leading role in helping organizations to meet the UN's wider goals including the Sustainable Development Goals (SDGs).

The SDGs are an ambitious plan of action for people, planet and prosperity. They are universal, applying to all nations and people, seeking to tackle inequality and leave nobody behind. They are wide ranging, including ending poverty and hunger, ensuring sustainable consumption and production, and promoting peaceful and inclusive societies.

As a leading provider of professional services to the development sector, IDAS brings its extensive cross-industry expertise in responding to SDGs. Our programmes across our 6 sectors of operation together are making a contribution to the 17 goals.

Since 2015, KPMG has been partnering with the UNGC to produce the Sustainable Development Goals Industry Matrix, a Thought Leadership series showcasing industry-specific examples and ideas for corporate action related to the SDGs. Presented in a series of publications, each matrix highlights bold pursuits and decisions made by diverse companies for each SDG.





## ▶ Our sectors



Agribusiness



Climate and renewable energy



Financial inclusion



Resilience



Governance and social sectors



Health and innovation

Credit: Fotolia



## Agribusiness sector

**No other sector has the potential to achieve broad-based economic transformation than agriculture. We are supporting innovations that contribute to the development of inclusive agribusiness and increase productivity and incomes for smallholder farmers, contributing to reduced hunger and poverty in Africa.**

While the continent has made great strides in improving productivity, much remains to be done. In many countries, agriculture is at a subsistence level: underdeveloped due to a complex web of inter-related challenges ranging from low productivity, climate change, a weak enabling environment, lack of access to markets, high malnutrition and weak agricultural practices.

Improving the lives of smallholder farmers in Africa is at the centre of our work in agribusiness. We do this by designing and managing funds aimed at increasing investments by the private sector into the agricultural sector, increasing the participation of smallholder farmers in agricultural value chains and the financial sector and strengthening their ability to address challenges related to climate change. We can design and implement agricultural market systems programs and provide impact measurement services.



Credit: The MasterCard Foundation  
Fund for Rural Prosperity



## Africa Enterprise Challenge Fund (AECF), 2008 - 2017

The Africa Enterprise Challenge Fund (AECF) is a special partnership initiative of the Alliance for a Green Revolution in Africa (AGRA). The \$244 million multi-donor funded challenge fund seeks to harness governments, international policy makers and donors to stimulate private sector African entrepreneurs.

IDAS was the Fund Manager for the AECF from 2008 -2017. During this time, the AECF grew from US \$35 Fund to a large entity managing a portfolio of US \$244 million in funds from multiple donors and the number of projects from a mere 28 projects to 257 projects funded as at December 2016.

By providing grants and non-recourse loans to projects focused on agriculture, renewable energy and adaptation to climate change and access to financial services, the Fund generated innovative and profitable ways of improving how markets work for the rural poor.

The AECF was managed through thematic Windows including, Agribusiness, Renewable Energy and Adaptation to Climate Change Technologies (REACT), and the Post-conflict window, among others.

The AECF is funded by the governments of Australia, Canada, Denmark, Netherlands, Sweden, the United Kingdom and the International Fund for Agricultural Development (IFAD).



### AECF Achievements



Over 10m  
Beneficiaries



Over 8,000  
Jobs created/ maintained

### Sierra Leone Agribusiness Development Fund: (SLADF), 2016-2021

IDAS is the Fund Manager of the Sierra Leone Agribusiness Development Fund (SLADF). The SLADF has been created to address financing and technical assistance challenges faced by agribusinesses that have plans to work with smallholder farmers in out-grower schemes.

The fund is promoting agribusiness and smallholder farmer linkages along all value chains based on the following criteria (a) demonstration of impact on farmers' income, (b) competitiveness, (c) job creation, and (d) bankability. The SLADF combines both high developmental impact with commercial viability in order to leverage investment in the agribusiness value chains in Sierra Leone.



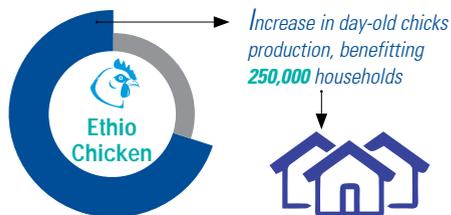
### Food Trade Eastern and Southern Africa, 2013 - 2018

We are implementing Food Trade ESA in a consortium led by Development Alternatives Inc. (DAI) Europe. The vision of Food Trade ESA programme is to unlock trade across borders and across the region to get more food to more people in Burundi, Kenya, Rwanda, Tanzania and Uganda (East Africa) and Malawi, Mozambique, Zambia and Zimbabwe (Southern Africa). We are managing both the Challenge Fund - which is catalyzing innovative private sector investment in regional staple food markets, and the Development Fund, which is facilitating dialogue and action around the key blockages to the development of regional staple food markets and to fund targeted interventions in partnership with relevant institutions, organizations and companies.

Through the Challenge Fund, Food Trade ESA challenges for-profit companies to develop new business models that provide solutions to failures in the market for staple food while delivering commercial benefits. They are provided with partial funding (of up to 49% ) ranging from £450,000 to just under £1 million, to fund competitively selected investment ideas.

### EthioChicken

EthioChicken is a grantee funded by The AECF, a multi-donor funded, special partnership initiative of AGRA. IDAS was the fund manager of the AECF from 2008 – 2017.



*Increase in day-old chicks production, benefitting 250,000 households. EthioChicken increased production from 10,000 day-old chicks per year in 2010 to 3.1 million in 2015 with 250,000 households benefitting. The company reported doubling their day old chick (DOC) output in 2016.*

EthioChicken took over a failing government poultry centre, introduced an innovative sales model and became the largest producer of day-old chicks in Ethiopia. The model responds to poverty and malnourishment by improving poultry breeds and farming methods. EthioChicken breeds and grows stronger, more resilient chickens through a franchised agent model that enables scale.

The company supplies day-old chicks to large numbers of independent agents, along with a package of medicine, food and supplements that allows the agents to grow the chicks, according to EthioChicken standards, up to 40 - 45 days old, something the company could not do efficiently at scale in house.

The agents then sell the chickens to farmers. The result for rural households is improved nutrition and increased incomes through egg sales.



# Renewable energy, climate change and resilience

## Renewable energy and climate change

We combine exemplary financial management with outstanding technical skills to be the ultimate climate and clean energy fund manager, improving the lives of hundreds of millions of people through our work.

We create and scale funds and impact, tailoring financial products to our investors, working with not for profit, private sector and government organisations to enable the biggest impact.

## Resilience

We are empowering communities to withstand and recover from shocks and stresses from natural and man-made disasters.

We deliver interventions that improve communities' abilities to withstand man-made or natural disasters without compromising their long-term developmental prospects. We also seek to incorporate resilient thinking into the design and delivery of programmes in our other sectors.



Credit: BRACED

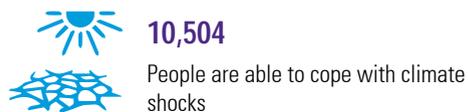
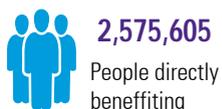
## The Strategic Climate Institutions Programme

(SCIP) 2012 - 2016

We concluded the delivery of The Strategic Climate Institutions Programme (SCIP) in 2016. SCIP was a multimillion-dollar fund aimed at building Ethiopia's capacity to cope with climate change and to respond to the challenges of transitioning to a climate resilient green economy.

The fund comprised of contributions from the UK Government, the Norwegian Government and the Danish Government. Through a flexible grants process, the programme funded organizations that delivered strategic projects with a multiplier effect, by removing key obstacles to building climate resilience, or seizing opportunities in the green economy and supporting critical institutions charged with delivering Ethiopia's Climate Resilient Green Economy Strategy.

Through SCIP, we managed 27 grantee projects maintaining technical quality and rigorous fiscal standards for the projects. An independent verification confirmed that our work affected 10,504 people directly so that they are now better able to cope with climate shocks with 2,575,605 benefiting in the same way indirectly and 3,407 jobs created.



Credit: Uwe Wittbrock

## Building Resilience and Adaptation to Climate Extremes and Disasters

(BRACED), 2014 - 2018

**B**RACED is a ground-breaking programme to build people's resilience to climate extremes and disasters. Funded by the UK government BRACED aims to help 7 million people in 13 countries in Africa and Asia including Burkina Faso, Chad, Ethiopia, Mali, Mauritania, Niger, Senegal, Burma, Nepal, Kenya, South Sudan, Sudan and Uganda better cope with the changing climate. The project's implementation is organized into components A, B, C and D.

As fund manager, we are responsible for overseeing the delivery of BRACED activities related to components A and B – the implementation of resilience building activities in Africa and Asia.

A Knowledge Manager is responsible for delivering component C – capturing and sharing the lessons learnt from components A and B, generating evidence and ensuring their uptake. Component D, which aims to influence the policy space, is under design. Overall, the BRACED programme has delivered, and in some cases exceeded, the results expected in its first year.

The programme benefited just under 2 million people in its first 15 months, completed over 2000 capacitybuilding activities and trained over 77,000 people.



### Case Study: Anukulan project

**Anukulan project funded by BRACED and implemented by iDE Nepal, works with disadvantaged communities living in Far West Nepal, an extremely remote area with poor transport links and low population density**

**T**he BRACED Anukulan project is a DFID-funded project that is implemented by iDE Nepal and whose fund management is overseen by the BRACED Fund Manager (made up of KPMG and Palladium). Anukulan works with disadvantaged communities living in Far West Nepal - an extremely remote area with poor transport links and low population density.

The project is helping families living in remote communities to overcome these difficulties through a series of integrated activities, which are helping local communities to increase their selling power and collectively plan for how to cope with disasters.

A main focus of the project is the construction of collection centres in each community. Collection centres are simple structures that provide storage space, and more importantly, a focal point for communities.

#### **The collection centres have helped farmers to:**

- connect with their neighbours allowing them to pool resources and
- store produce so they can sell in bulk and negotiate better prices for their crops by waiting to sell until prices are higher on the local market or to go to an alternative market.

Anukulan organises a number of additional activities around these collection centres including training of



**Credit: Bimala Rai Colavito, Anukulan project, BRACED**

local entrepreneurs who support the local agricultural supply chain, providing advice and products to remote farmers. As well as providing services around improved market access, fresh drinking water and education classes.

Beyond the collection centres, Anukulan is helping communities to generate an income from forests without disturbing them, for example by establishing essential oil distillation units to support community forest groups, and supporting the installation and spread of multiple use water systems to provide both drinking and irrigation water for households .

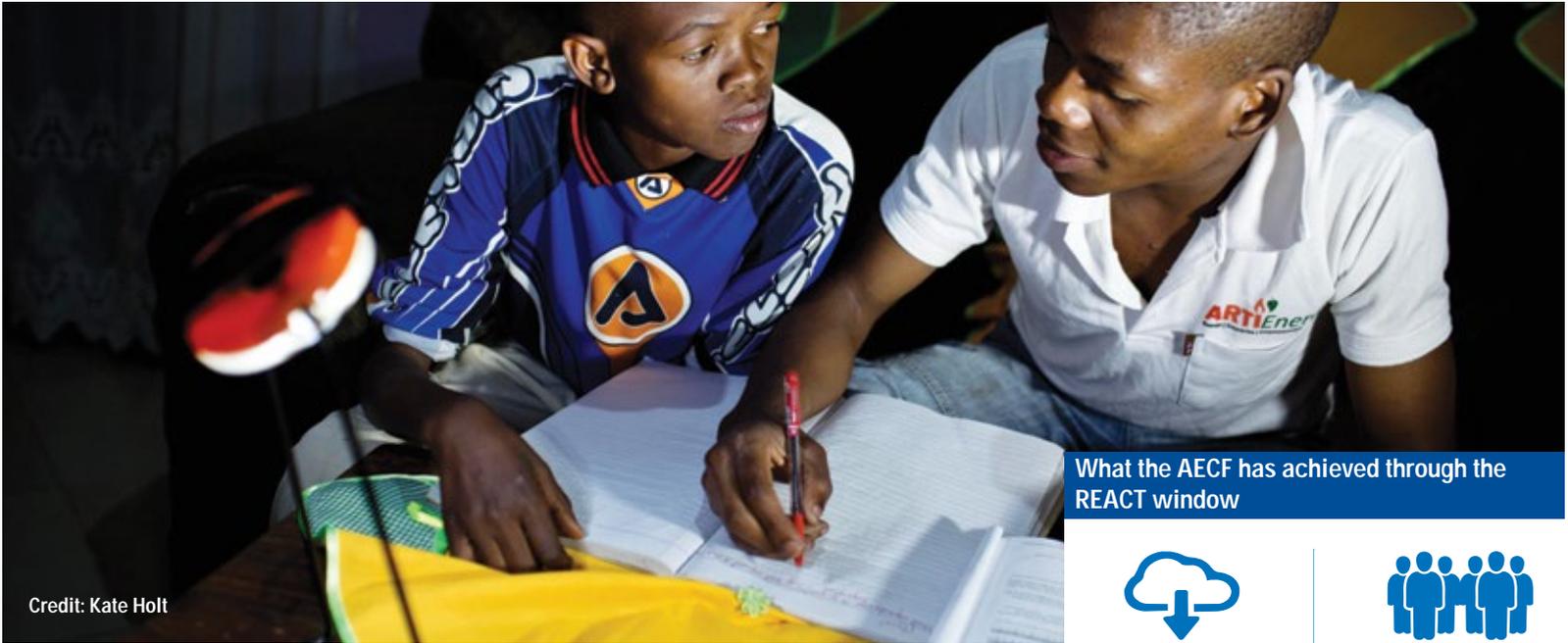
Many of the projects' activities are harmonised and integrated at the village and municipal levels with both communities and government. The project is also working at the national level to integrate and mainstream the learning from the project and experiences on the ground into future government planning and policy.

# Anukulan project impact



## Number of people supported by the Anukulan project to cope with the effects of climate change





Credit: Kate Holt

**What the AECF has achieved through the REACT window**



**328,000t**

Emission reductions



**10,504**

People receiving clean energy and lighting



**3,453**

Green jobs created/  
maintained



**US \$66.3m**

Private sector capital  
leverage

**Africa Enterprise Challenge Fund (AECF),  
AECF REACT WINDOW**

The AECF is a multi-donor funded, special partnership initiative of AGRA. IDAS was the Fund Manager of the AECF from 2008 – 2017. One of AECF’s biggest competitions was the Renewable Energy and Adaptation to Climate Technologies (REACT) Window. With an overall portfolio of US \$73 million as at December 2016, AECF REACT has invested in sixty companies across East Africa and twelve in Mozambique.

With support from IDAS, AECF REACT provided patient risk capital to for-profit businesses with potentially transformative climate change solutions. This enabled them go to scale and effect catalytic change in the clean energy, climate change and financial services market place for deeper social impact.



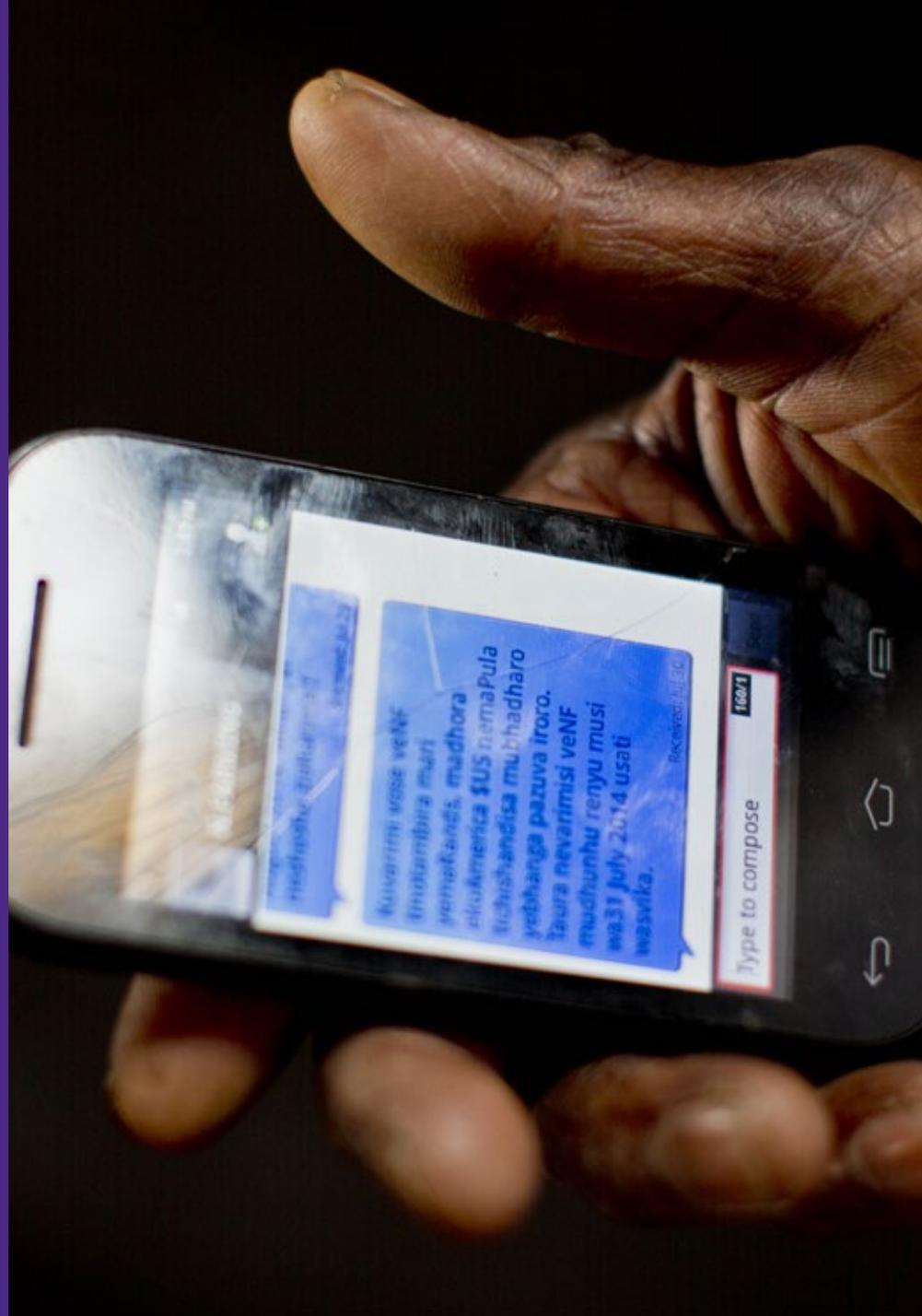
# Financial inclusion sector



We promote the development of financial markets that include the poor and under-served in Africa and Asia.

The World Bank estimates that around 2 billion adults worldwide do not have access to a basic bank account from a formal financial service provider. More than 200 million Micro, Small and Medium-sized Enterprises (MSMEs) in emerging economies lack adequate financing to thrive and grow.

Our financial inclusion programmes 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. We support the identification, development, launch and scale up of innovative financial solutions that stimulate access and continuous usage, with convenience and customer protection while encouraging fair market practices.





## The MasterCard Fund for Rural Prosperity, 2014 - 2021

Over the last decade or so, many African economies have grown but the pattern of growth has been unequal. This is particularly true for people who make their living from agriculture, either directly or indirectly. They make up 2/3 of Africa's workforce, and largely live in poor rural areas. There are many challenges that prevent financial services providers and agribusinesses from offering products and services to the rural poor. The Mastercard Foundation Fund for Rural Prosperity is a \$50 million, seven-year commitment by the Mastercard Foundation to extend financial services to people living in rural sub-Saharan Africa, with a focus on smallholder farmers.

This challenge fund accepts applications for innovative financial solutions that expand and deepen financial inclusion for poor people in rural areas of Africa. The Fund also finances select solutions that have been implemented successfully and are ready for scaling to new markets, a new geographic area, or for a new use. Currently, the 2017/2018 competitions are open to receive applications for financial support. Unlike previous 2015 and 2016 competitions, the current competition follows a 'rolling' format, open throughout the year with applications submitted and evaluated periodically.

Since it was launched in 2015, the Fund has held four competitions. A total of 21 projects across Sub-Saharan Africa have received financial support thus far.

IDAS, in consortium with Nathan Associates London Ltd and IPE Triple Line, has provided the full range of fund management services to the Mastercard Foundation Fund for Rural Prosperity including design, competition management, grantee contracting, financial and programme management oversight, monitoring, and evaluation. Working with KPMG, the Fund aims to reach one million financially excluded people in rural and agricultural areas in sub-Saharan Africa.

## Remittance Grant Facility, Ghana (RGF), 2016-2020



Credit: Kate Holt

Recorded remittances are more than three times the size of official development assistance and nearly two-thirds of foreign direct investment flows to developing countries. In West Africa, Ghana has been a substantial beneficiary of global remittance flows, with remittances increasing at an annual rate of about 10% according to the Bank of Ghana (BoG).

Evidence shows that remittances are beneficial to the economy and help increase the level of small business activities and if used for productive purposes, significant multiplier effects on economic and social development can be achieved.

The Remittance Grant Facility set up by the State Secretariat for Economic Affairs (SECO) of Switzerland will address some of the operational constraints that hamper the development of new products and extended services for managing remittances, by sharing development costs and risks. As the fund manager, IDAS is setting up a challenge fund to provide grants to private sector actors to design and pilot remittance products and services. The project will be implemented over four years from 2016 to 2020.

## Supporting financial sector deepening in East Africa

We have been supporting financial sector deepening in East Africa for more than a decade.

### Kenya

In Kenya, we supported the Financial Sector Deepening (FSD) Kenya Trust since 2004. Our support has included managing the trust's assets in accordance with the terms of the trust deed and providing a finance administrator to undertake the day-to-day financial management and administration of the Trust. KPMG is currently an active trustee of FSD, Kenya.

### Uganda

In Uganda, we designed and implemented the Financial Services Inclusion program in Uganda (FSIP) before its establishment as a special purpose vehicle now known as Financial Sector Deepening Uganda (FSDU).

### Rwanda

In Rwanda, we supported Access to Finance, Rwanda (AFR) a multi-donor funded project worth £10 million for 5 years aimed improving the livelihoods of 500,000 poor people in Rwanda by improving their access to financial services.



## Health & innovation sector

**We partner with governments, development partners, the private and not for profit sectors to support health system strengthening through our fund management, monitoring, assessment and assurance services.**

Many Sub-Saharan Africa countries continue to struggle to provide equitable access to health services to their populations due to inadequate health care financing and weaknesses in the management of their health systems. Through our fund management services, we support the provision of innovative solutions that enhance equitable access to basic health services.

The requisite strengthening of health systems would not be sustainable in the absence of a sound monitoring strategy that enables decision-makers to accurately track health progress and performance, evaluate impact and ensure accountability. We bridge this gap by providing monitoring (both programmatic and fiduciary), assessment and assurance (of fiduciary systems and internal controls) for large programmes and funds aiming for the achievement of greater impact on health outcomes.



Credit: Kate Holt



## County Innovation Challenge Fund

(CICF), 2015 - 2019

**W**e are implementing the County Innovation Challenge Fund (CICF), a four-year grant by the UK Government under the Maternal and Newborn Health Improvement (MANI), implemented through a consortium with Options Consultancy Services Ltd, UK.

Through the £16 million challenge fund, we are providing funding to innovative projects, offering local solutions to reducing maternal and newborn mortality in six Kenyan counties of Bungoma, Garissa, Homa Bay, Kakamega, Turkana and Nairobi City County. We are also supporting scale up of projects that have demonstrated clear impact in reducing maternal and newborn mortality.



## Governance & social sectors

**We support the creation of space to enable new discourses and relationships to emerge and foster between citizen and state, resulting in enhanced access to and quality of delivery of basic social services.**

While there is widespread agreement that governance matters - intrinsically and for improvements in economic and social outcomes, there continue to be considerable challenges in governance and accountability in Sub-Saharan Africa.

Our governance and social sectors programmes support accountability, responsiveness and improvement in the quality of service delivered by governments. We also use our expertise to mainstream crosscutting themes such as gender, youth and disability in the design and delivery of programmes in our other sectors to ensure inclusion of all members of the communities we work in.





CREDIT: Kate Holt

## Case Study: Building a platform for accountability in health governance in Tanzania

One grantee's radio engagement funded by the AcT programme has opened a platform for citizens to engage the government at the local level to address maternal health issues. Using mobile phone numbers aired on the radio station, citizens have managed to call and send text messages that led to the arrest of health providers for taking bribes from pregnant mothers, in exchange for maternal health services.

Radio broadcasting led to reaction from national level leadership to address medical supply challenges at the health facility level. This resulted in transformation of the medical supply delivery chain enabling its structures to go directly to local health facilities rather than through district hospitals. The organization recently invested in up-scaling of their radio reach through satellite link to local stations, expanding its reach to 3 million people in the Lake Zone of Tanzania.

## Accountability in Tanzania programme

AcT 1 : 2009 – 2016

AcT 2 : 2016 – 2020

**A**ccountability in Tanzania programme (AcT) is a governance programme that supports civil society organizations (CSOs) to empower citizens to hold government accountable for delivery of quality services and responsible management of public resources.

During the life of the programme, which is funded by UK Government, we achieved enhanced citizen access to information, increased citizen action, strengthened civil society, and enhanced elected and appointed representatives' engagement with citizens, at local and national level.

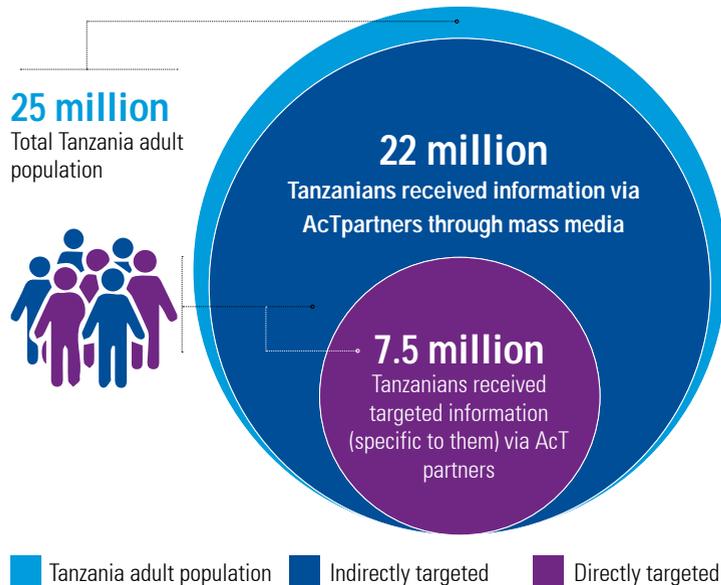
The net present value of AcT I was determined as £138 million against a total spend of £36 million. Following our successful completion of AcT I, we are now implementing AcT 2.



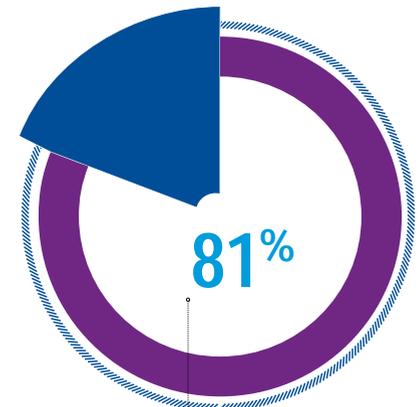
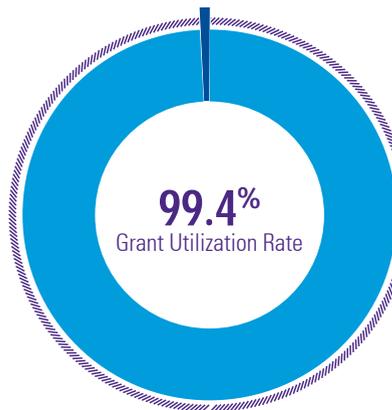
Credit: Kate Holt

# Accountability in Tanzania (AcT)

## Successes and Impact



High quality portfolio management



**A+**  
Programme exceeded logframe targets in last three annual reviews, A+ scores.

Cost performance assessed under Key Supplier Management Benefit Ratio

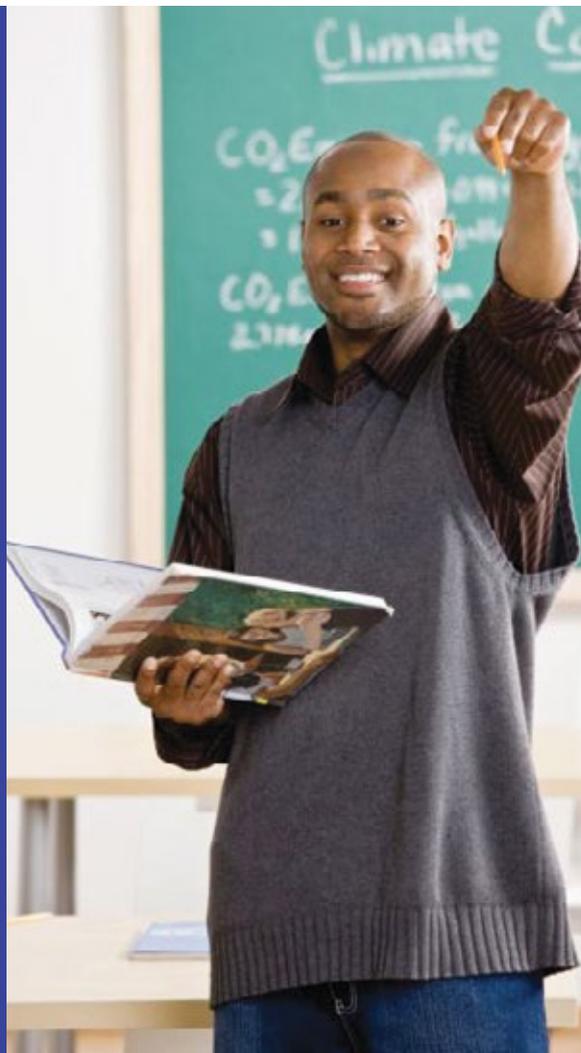
## Education Quality Improvement Programme

(EQUIP-T), 2013 - 2018

Education Quality Improvement Programme in Tanzania (EQUIP-Tanzania) is a four-year, £50 million, programme targeting better learning outcomes at basic education level, especially for girls in selected regions and districts of Tanzania. EQUIP-T is led by Cambridge Education and funded by the UK Government.

The objective of the programme is to develop, implement and demonstrate the best approaches to strengthen the quality of education in the seven regions in readiness for national scale-up.

We provide technical support to EQUIP-T in organizational development, public financial management, monitoring and evaluation, grant management and results management through outcome mapping.



## Human Development Innovation Fund (HDIF), 2013 - 2018

With funding from the UK Government, we are implementing the Human Development Innovation Fund (HDIF) in collaboration with GRM International Limited, the managing agent of the programme. This is a £30 million, 5-year fund designed to encourage innovation and support the scale up of promising approaches in the education, health, water and sanitation sectors, to achieve improvements in the quality and value for money of basic services.

HDIF is catalysing the development and testing of new models of service delivery, the use of new technologies, the involvement of new providers and the establishment of new partnerships, with a focus on the private sector and public-private partnerships.

Specifically, IDAS setup HDIF grants management systems and is currently providing technical assistance in grants management, financial management and internal controls to ensure that HDIF grantees deliver results effectively. In the latest annual review undertaken in February 2016, HDIF was rated A+.

*HDIF is catalysing the development and testing of new models of service delivery, the use of new technologies, the involvement of new providers and the establishment of new partnerships, with a focus on the private sector and public-private partnerships.*

# IDAS partners



**George Manu**

Head of IDAS

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After 30 years in the field of international development, involving specialist assignments in over 50 countries across 4 continents, I remain excited about the power and potential of entrepreneurship and the private sector to deliver positive change, grow economies and fight poverty everywhere. I wake up every day determined, through my work and indeed life, to serve as a role model, make a positive impact on society and transform lives.



**Julio Garrido-Mirapeix**

Partner, IDAS

**Email:** [jgarrido-mirapeix@kpmg.co.ke](mailto:jgarrido-mirapeix@kpmg.co.ke)

The development profession is quite unique in one respect: If successful we will terminate our own jobs. I look forward to the day that Africa will need no more aid and public resources will be used effectively and normal investment flows will prevail albeit ideally within a real inclusivity agenda. Doing good is good for business. Promoting business unusual across the continent is what gives me the kicks every morning – finding and working with socially conscious entrepreneurs and innovators that will have a real, measurable and tangible impact. The end of aid is a dream worth chasing every day.



**Smita Sanghrajka**

Partner, IDAS

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Over twenty years' of development experience contributing to transformation and change predominately in East Africa, has driven my passion for seeing impact at community level through my board level engagement in education and health initiatives in Kenya.

# IDAS partners



## Leif Waller

Partner, IDAS

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I have deep expertise in the financial sector having advised banks, aid agencies and development partners internationally over the past 25 years. My passion is to transfer this expertise to make financial inclusion a reality for the poor in Africa.

I'm also passionate about shaping the much needed world of philanthropic giving, a steadily increasing trend where I can help wealthy individuals in their ambition to contribute for the good of the poor.



## Anis Pringle

Partner, IDAS

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After more than 20 years of managing and auditing development programs, the desire to see quality risk management drives me forward. The impact of having a safe pair of hands for development aid monies can never be underestimated.



## Edgar Isingoma

Partner, IDAS

**Email:** eisingoma@kpmg.co.ke

I've seen billions of dollars invested in Africa over my 20 year career as a financial analyst and consultant and I have come to learn that we succeed most when we invest in the capacity of the people.

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## Abbreviations

**ABI:** Agricultural Business Initiative

**AcT:** Accountability in Tanzania

**AECF:** Africa Enterprise Development Fund

**AFR:** Access to Finance Rwanda

**AGRA:** Alliance for a Green Revolution in Africa

**BoG:** Bank of Ghana

**BRACED:** Building Resilience and Adaptation to Climate Extremes and Disasters

**CICF:** County Innovation Challenge Fund

**CSOs:** Civil Society Organizations

**DAI:** Development Alternatives Inc

**DOC:** Day Old Chick

**EQUIP-T:** Education Quality Improvement Programme

**FSD:** Financial Sector Deepening

**FSDU:** Financial Sector Deepening in Uganda

**FSIP:** Financial Services Inclusion Program

**FTESA:** Food Trade East and Southern Africa

**HDIF:** Human Development Innovation Fund in Tanzania

**IDAS:** International Development Advisory Services

**IFAD:** International Fund for Agricultural Development

**KCB:** Kenya Commercial Bank

**MANI:** Maternal and Newborn Health Improvement

**MSMEs:** Micro, Small and Medium sized Enterprises

**REACT:** Renewable Energy and Adaptation to Climate Technologies

**RGF:** Remittance Grant Facility

**SCIP:** Strategic Climate Institutions Programme

**SDGs:** Sustainable Development Goals

**SDGs:** Sustainable Development Goals

**SECO:** State Secretariat for Economic Affairs

**SIDA:** Swedish International Development Cooperation

**SLADF:** Sierra Leone Agribusiness Development Fund

**SPVs:** Special Purpose Vehicles

**UK:** United Kingdom

**UN:** United Nations

**UNGC:** United Nations Global Compact

**USA:** United States of America





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