



Hands On
NETWORK

GENERATED BY
POINTS OF LIGHT
INSTITUTE

Skills-Based Volunteerism Case Study



PROJECT DIMENSIONS:

Resources:

Teams with different skills

Engagement Model:

Short and long term projects

Types of Skills:

Business, Leadership,
Supply chain

Geography:

International

KPMG Millennium Cities Initiative:

Creating Sustainable Engines of Economic Growth

KPMG Background

KPMG LLP is an audit, tax, and advisory firm (www.us.kpmg.com); it is the U.S. member firm of KPMG International, a Swiss cooperative. KPMG member firms have 137,000 professionals working in 144 countries.

The Need

As part of its Global Development Initiative, KPMG firms have provided pro-bono economic and commercial work for the Millennium Cities Initiative since 2006. KPMG member firms in the United States, Ghana, Kenya, Malawi, Nigeria, India, the Netherlands, and the United Kingdom have worked with the Millennium Cities Initiative to support the delivery of investment reports, which are used to encourage foreign investment in sub-Saharan cities. The reports intend to help lift the local economy in cities in Kenya, Ghana, Malawi, and Nigeria.

The Millennium Cities Initiative (MCI) is a joint project of the Earth Institute at Columbia University and Millennium Promise, directed by Jeffrey Sachs. As a macroeconomist and advisor to the United Nations (UN) Secretary-General on the UN's Millennium Development Goals (MDGs), Sachs develops strategies to eradicate extreme poverty. The eight MDGs - which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education - form an outline agreed to by all the world's countries and leading development institutions. MCI seeks to assist selected cities to formulate integrated city development strategies, including attracting more foreign direct investment into their economies to stimulate economic growth and development. Wherever possible, MCI works with prospective businesses to establish supply chain linkages with the nearby Millennium Villages.



Cocoa is a great example of a fruit with broader market opportunity for business investment.

For more information about skills-based volunteerism, please contact
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The creation of malls and supporting infrastructure will drive a greater chance for sustainable change by providing an outlet for goods and services produced from poverty stricken in villages.

The Model

Using the Millennium Development Goals (MDGs) as a blueprint, KPMG leadership embarked on the Global Development Initiative to apply their people's skills to help resolve issues of global significance and meet the needs of the world's poorest. KPMG intends to pioneer a model of excellence in corporate engagement and manifest KPMG's commitment to communities on a truly global scale.

The relationship with MCI has two key components: (1) Development of guides for investment opportunities in developing locations; and (2) Deployment of skilled individuals to drive results and promote activity based on recommendations in those guides.

Transaction Services develop investment due diligence reports on a pro bono basis. Individuals from sponsoring KPMG member firm countries are selected and assigned to these projects, and the respective KPMG member firms underwrite their time and expense. Three reports have been completed thus far: Kisumu, Kenya; Kumasi, Ghana; and the State of Ondo in Nigeria. Additional reports are in progress.

As a concrete supplement to these reports, KPMG in the United States has also provided a secondment to the MCI headquarters in New York to work full time with MCI bringing business knowledge and to further assist the coordination and development of the KPMG firms' work performed for the MCI.

Chris Gottlieb, a Transaction Services partner in the U.S. firm, also provides fact based assistance to MCI by involving summer interns to utilize KPMG methodologies and techniques. Chris states, "Our interns are able to provide a value added service to help those in the world who need support the most while at the same time learn and understand about the unique opportunities at KPMG. It's a win-win situation."

The program has evolved since the first year in 2007. In 2008 and 2009, it became operational with multi-dimensional aspects for skill-based volunteerism.



Business investment will spur economic stimulus in resource-rich, poverty-stricken regions within Africa while achieving the MDGs.

Client & Community Impact

Kumasi is Ghana's second largest city, the capital of the Ashanti region, and an important commercial center. Its location, climate and safety, combined with Ghana's increasing access to foreign markets, make Kumasi attractive to investment in a number of domains. Key areas of opportunities identified include the agro-processing area (production of fruit juices), the hotel sector, retail, and pharmaceutical production. Investment in these areas can drive socio-economic transformation in Kumasi. Joe Winful, senior partner from KPMG in Ghana reports that not only has investment started for bamboo bike production but also several other opportunities identified in the KPMG report have received attention, including investors for fruit-juice production and building of a hotel in Kumasi.

KPMG in Nigeria supported the Millennium Cities Initiative (MCI) by developing a report on potential investment opportunities in Ondo State and Akure in Nigeria. The in-country KPMG team identified a spectrum of investment opportunities across a range of sectors.

For Jim Geisel, advisory director from KPMG's U.S. firm and the first secondee to MCI, the city investment reports provide the specific intelligence needed to promote and facilitate investment. "We also examine the business environment, how investors can work within it, and how it can be made more hospitable," he says. "There is significant opportunity in sub-Saharan Africa; the question is how to tap it. Our goal is to leave in place self-sustaining engines of economic growth."

Using his professional skills, his knowledge of the supply chain, and his individual background as a former business entrepreneur, Geisel worked for one year with MCI to support the development of investment capacity building and to initiate investment promotions activities. This project meant working in country to develop and support local capabilities to understand better the investment landscape from several aspects including regulatory framework, infrastructure, working with the municipal governments, and creating value chain linkages with poverty-stricken villages.

Under Geisel's guidance, KPMG supported meetings and conferences to attract investors

in Ghana and Kenya. In addition to in-country efforts, KPMG firms sponsored The Millennium Cities Day held in London in December 2008, which gave global visibility and helped raise the profile of investment opportunities in five of the Millennium cities countries: Ghana, Kenya, Malawi, Nigeria, and Ethiopia.

Geisel says his year with MCI has been "life transforming." He's come to know these promising African markets and their business communities personally. He collaborated with his colleagues in KPMG's European and African firms. Moreover, he put his professional skills to work for a transcendent goal.



Using his business skills Jim Geisel assisted the Millennium Cities Initiative establish supply chains with consistent sources of raw materials by linking resources around Millennium Villages with business opportunities in nearby secondary cities.

Participant Stories

Sanjay Thakkar, a partner in the UK firm, led the first KPMG team to undertake such a fact-finding and analysis project under MCI. He says, "We were to use our due diligence skills to profile investment opportunities – and pitfalls – in Kisumu, Kenya, a port city on Lake Victoria and a natural gateway to central Africa. We couldn't produce what was needed from a desktop in London. We had to get out and talk with Kisumu's stakeholders."

The second guide, on Kumasi, Ghana, released in spring 2008, was a joint product of the KPMG firms in the Netherlands and Ghana. Joe Winful, senior partner, KPMG in Ghana, says, "The collaboration between our two firms on the Kumasi report is a wonderful example of how our people can increase their cross-border market knowledge and make a sustainable difference in our communities." In September 2008, Geisel and intern project manager, Amy Bernard, were proud to introduce a prototype "bamboo bicycle" at a conference in New York City for potential Kumasi investors. Its production facility was presented as an investment and economic development opportunity.

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For more information on KPMG Millennium Cities Initiative, contact Jane Smallman, Senior Manager, KPMG International, Global Citizenship & Diversity, citizenship@kpmg.com

The reports and further information on MCI and KPMG's GDI can be found online via <http://www.kpmg.com/Global/WhoWeAre/SocialResponsibility/Pages/default.aspx>