

Major Projects Advisory

Challenges faced by developers and investors

- Not achieving return on investment in a timely manner due to unforeseen delays in project progress
- Debt disbursed by the lenders is disproportionate to the progress of work achieved at site
- Mismatch between the financial progress and the physical progress
- Ineffective use of technology to provide visibility of real time progress resulting in incoherent reporting and performance monitoring
- Risk of fraud, over-payment, inadequate contract administration and statutory non-compliance

Critical success factors



Robust governance framework



Consistent due diligence over project lifecycle



Accurate reporting and informed decision making



End results meeting organization strategy

KPMG's team offers:



Multi-dimensional skillsets: Engineers, PMPs®, CAs, MBAs, certified fraud examiners



>USD 114 billion value of CAPEX advised across multiple sectors



Proprietary tools and frameworks for better project insight, due diligence and health checks



Dedicated Major Projects Advisory team with a strong presence in the UAE

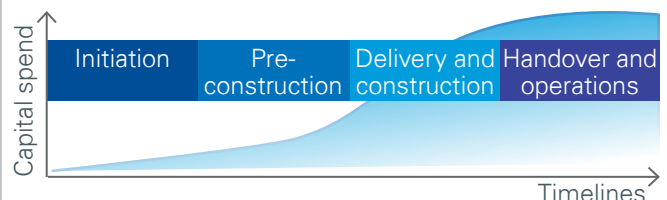


350+ global project advisory professionals across 11 countries



Experienced professionals with domestic and international exposure

Our dedicated Major Projects Advisory professionals work across the project value chain



- Energy & natural resources
- Hospitality and healthcare projects
- Industrial and manufacturing
- Investors
- Real estate (residential, commercial and retail)
- Government

How KPMG can help

Program/project monitoring and oversight

- Develop consistent project delivery frameworks, strong communication and escalation frameworks
- Objectively track the performance of the entire capital projects portfolio across the full life cycle
- Periodic management reports to the developers, investors and lenders

Project performance review and health checks

- Review capital project performance to provide assurance on key parameters such as time, cost, quality, HSE and scope
- Assess the accuracy of forecasts for cost and time to complete assessment based on quantitative risk analysis, potential impact and confidence in schedule and costs reporting

Contracts and claims management service

- Facilitate bid process management and administer contract during the project life-cycle
- Review project claims, evaluate factual and contractual entitlement on client's perspective
- Independent point of view on third-party claims to identify actual cost and time consumed on the project

Capital project expenditure and transaction monitoring

- Review commitments and expenditures
- Analyze cost and budget on a monthly basis to optimize disbursements
- Review receivables and end use monitoring of funds
- Cost optimization opportunities and curb any financial risks through budget assessment, cost benchmarking and transaction reviews

Client benefits



Estimated time saving of 10% to 15% *



Potential cost saving 3% to 5% *



Reduction in project risk levels



Improved transparency



Performance optimization



Improved governance

Our tools and technology

Project Improvement, Visualization & Optimization Tool

KPMG's Project Improvement & Visualization Online Tool (PIVOT) facilitates enhanced monitoring, control and visibility

Schedule analytics and simulation

Independent review of project schedule quality and completeness prepared by PMC/contractors and probabilistic assessment of completion with multiple scenarios

Time and cost optimization frameworks

Our repository of time and cost optimization levers have been tested and implemented in various projects. These levers include: productivity benchmarking and interface management, among others

Enterprise and Project Level framework

KPMG's Enterprise and Project Level Framework contextualizes the entire life-cycle of the project from an enterprise perspective, highlighting the concept of "doing the right project" until implementation stage "doing the project right"

Major Projects Advisor tool

Benchmarking of the project delivery framework and controls vis-à-vis leading practices across approximately 200 project controls. This is achieved through KPMG's proprietary IT tool, Major Projects Advisor

*Potential savings may vary, project to project

Contact us



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