



# 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

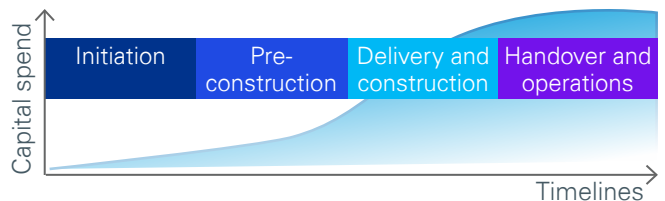


350+ global project advisory professionals across 11 countries



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

### Capital Projects Performance Assurance, risk and periodic 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

### Efficiency improvement and optimization in Capital Projects to achieve Efficient processes, Lean Capabilities, Improved business Performance.

- Maturity assessment of frameworks, processes, tools and technology and implement improved controls.
- Discover value creation/savings and optimization opportunities and implement to sustain the derived value.

## 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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