



Building a village

**KPMG donor report for the
Millennium Village Project,
Pemba Island, Zanzibar,
Tanzania**

2017

kpmg.com



Foreword

Established in 2005 in 10 Sub-Saharan African countries the Millennium Village Project (MVP) was a collaboration between Millennium Promise Alliance, the Earth Institute at Columbia University, New York and various United Nations (UN) agencies, governments and other organizations. Its ambition was to enable communities to achieve the Millennium Development Goals (MDGs) and impacted the lives of over half a million people across 14 villages.



In 2006 I joined KPMG International as its first Global Head of Citizenship and from a similar role at the BBC, with a passion for delivering change based on the eight MDGs. The BBC had just broadcast its first ever Africa season in 2005

broadcast across all its networks and I had been to three cities in Nigeria to see development progress – or the lack of it – for myself and was tasked by the Africa season to hold a major conference in London on delivering transformation in bite sized chunks. Over 600 leaders across business, media and government agreed to a strategy of working community by community, village by village, and city by city to see step change development implemented.

With the new role at KPMG came a new opportunity and focus: to bring together KPMG's member firms to show what corporate citizenship can mean for a global professional services network. KPMG's values – especially the commitment to our communities – set the framework along with the opportunity presented by the MDGs.

By request of Prof Jeffrey Sachs, the author of the MDGs and Professor of Economics at Columbia University, New York, KPMG agreed to take an open hand look and visit a poverty stricken community on Pemba Island, of the coast of Tanzania. I made my first visit in 2008. It was nothing short of desperate – no sanitation, no electricity, no economy sufficient to support jobs, poor educational engagement, no technology and an absence of robust health provision especially for pregnant mothers.

We had a choice to act or walk away. Our Board agreed. KPMG must step up to this challenge – to be confident that we can empower change and work with a challenging community to build a good future.

In 2009, KPMG entered into an agreement with the MVP to support Kiuyu Mbuyuni (pronounced: Ki-you-you M-boo-you-nee), a village in the Micheweni region of Pemba Island, part of the Tanzanian archipelago of Zanzibar, with a truly global commitment to:

- support people in one of the world's poorest communities;
- draw together KPMG member firms to achieve one goal; and
- contribute to learning how KPMG can help long-term sustainable development.

Over seven years, 25 member firms from every corner of the KPMG world, including KPMG International, worked closely with MVP as an active and engaged donor. Through our involvement we brought skills to help understand and implement economic development and build a local economy, create jobs, deliver health and education outcomes, enhance financial stewardship and monitor development progress. We are proud of what we have achieved, working together with MVP and the community of Kiuyu Mbuyuni, and of what we have learned along the way.

This report summarizes KPMG's investment in building sustainable communities with the people of Kiuyu Mbuyuni from 2009 to 2016. It also presents the advancements that have been made and some of the important lessons learned along the way.

The community is now strong and confident. And as KPMG we learnt something vital that goes way beyond the money invested – KPMG people can invest our skills in managing and leading change even in far remote communities where the mission to build a prosperous future is as vivid for these people as it is for our clients worldwide.

Michael Hastings

Lord Dr Hastings of Scarisbrick CBE
Global Head of Citizenship, KPMG International.



Number of households:

1,338

Investment by KPMG:

US\$2.2m



Number of member firms:

25



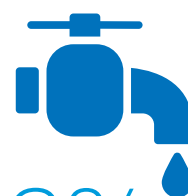
109%

Increase in the number of people employed in seaweed

595%



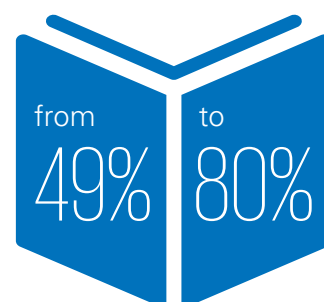
Increase in number of people using maternal healthcare provision



923%

Increase in the number of households with access to clean water

Increase in primary school enrollment:

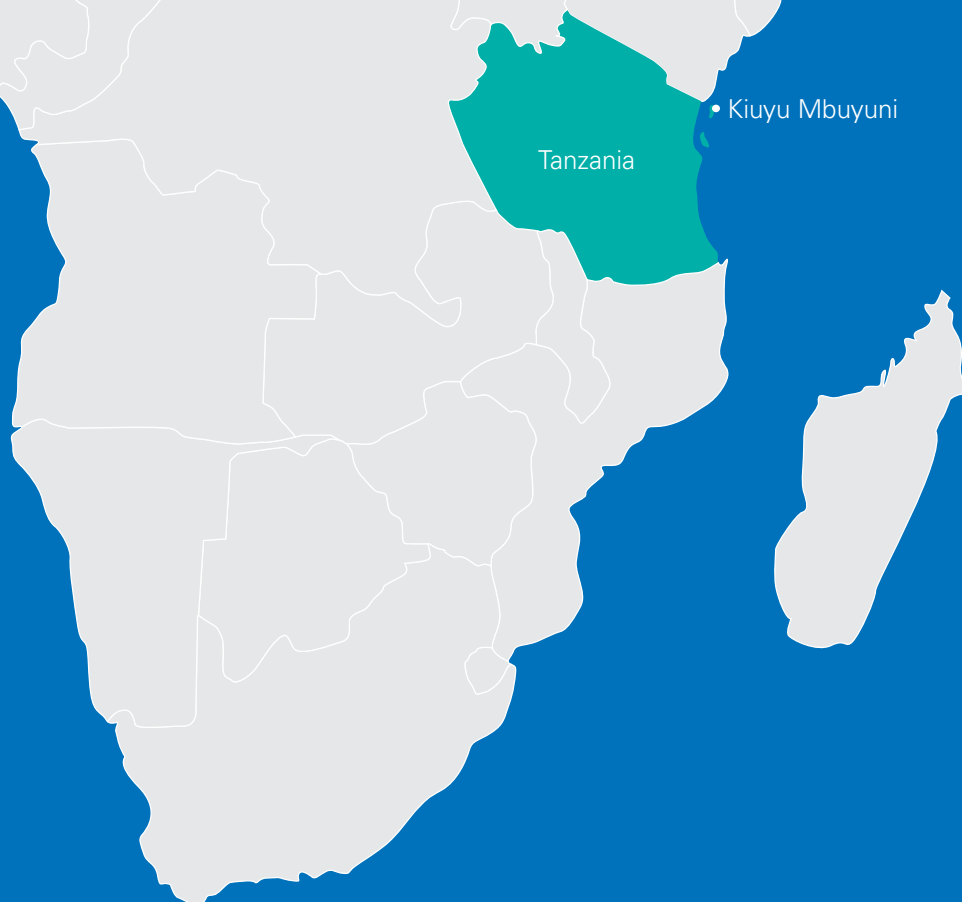


The village of Kiuyu Mbuyuni, in the Micheweni region of northern Pemba, part of Tanzania's Zanzibar archipelago, is the poorest district in Zanzibar with nearly 75% of its population living in poverty and 28% living in extreme food poverty¹. Through delivering context specific programs in education, health, agriculture and environment, and infrastructure and with cross-cutting objectives to improve livelihoods and gender equality, the Kiuyu Mbuyuni MVP saw improvements across all indicators.



Livelihoods

Strengthening agriculture and food security through an integrated value chain can improve the livelihoods of Africans who live in rural areas². This was core to the MVP and evident through the development of livelihood programs including training for women to improve the quality and marketability of palm tree products, developing the seaweed industry and training cooperative members in business strategy development, financial management, governance and marketing.



¹ Dr. Flora Kessy and Ms. Mashavu Omar, Status And Progress Of Human Development And Implications For Achieving Zanzibar Development Vision 2020, Economic and Social Research Foundation, 2014, p.5.

² Tracking Africa's Progress in Figures, African Development Bank, 2014, p. 3.



Gender



52%

Share of women in non-agricultural waged employment (2011: 17%)



61%

Share of women growing high-value agricultural commodities (2011: 43%)



72%

Share of women using family planning and birth control (2011: 36%)



Education



80%

Net enrollment in primary education (2011: 49%)



33%

Net enrollment in secondary education (2011: 15%)



100%

Share of primary school teachers receiving professional development training (2011: data unknown)



Agriculture and environment



2,490

Farmers growing high-value agricultural commodities (inc. seaweed) (2011: 1,197)



225

Farmers using the credit union (SACCOS) (2011: 69)



7%

The proportion of households reporting food poverty and hunger (2011: 31%)



Health



88%

Children under 5 sleeping under insecticide-treated bed nets (2011: 65%)



0

Maternal mortality rate (2011: 7 deaths)



52.5%

Institutional deliveries (2011: 7.5%)



Infrastructure



95%

Households using improved drinking water (2011: 10%)



5 mins

Average length of time to a source of clean water (2011: 30 mins)



42.5%

Households using improved sanitation (2011: 15%)

Note Baseline data was completed through a household survey conducted in 2011, a midterm household survey conducted in 2014 with the final data through a household survey conducted in 2016.

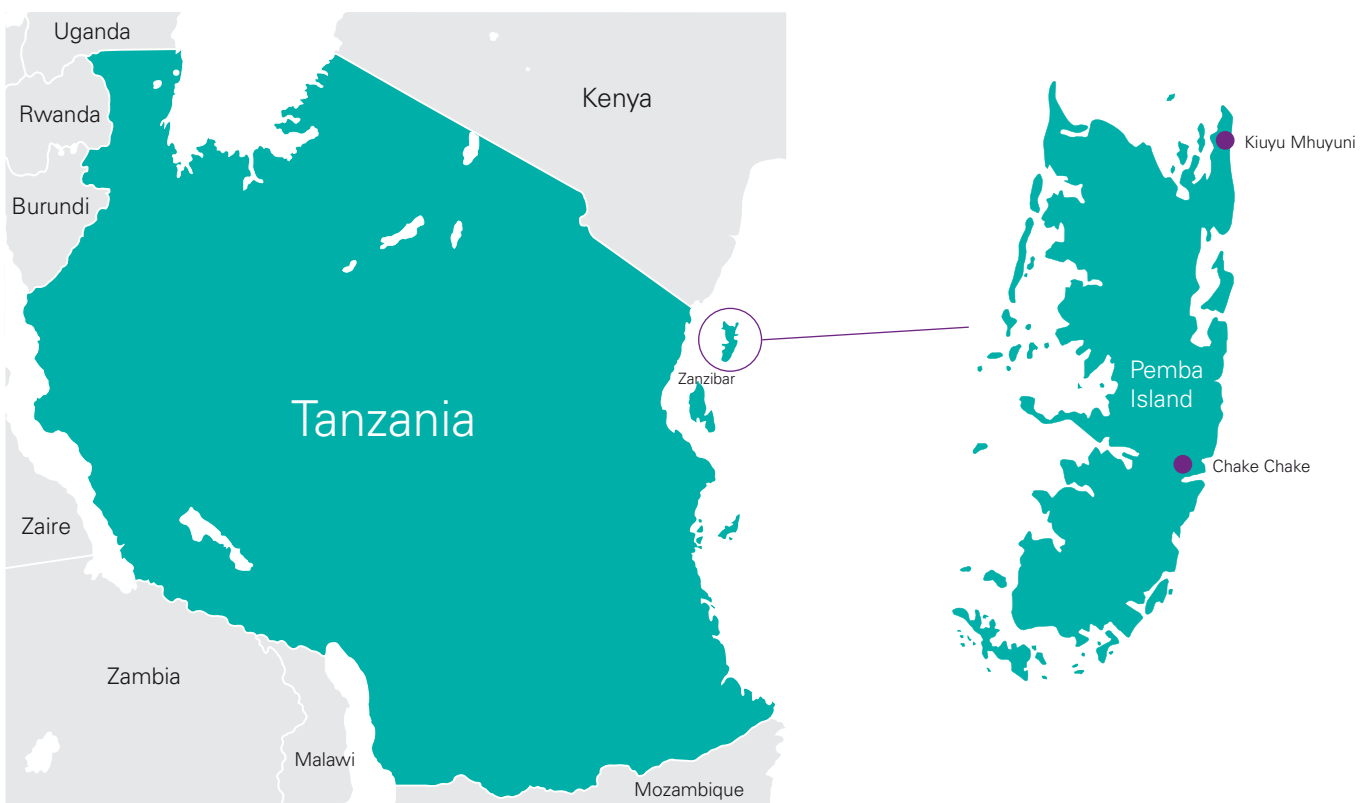
KPMG and Kiuyu Mbuyuni

KPMG was attracted to the MVP because of its focus on the MDGs and its work towards finding a sustainable solution to the cycle of poverty – still a reality for around 1 in 6 people who live in extreme poverty and many more with vulnerable livelihoods. Its approach works with communities to identify economic opportunities as well as building basic infrastructure and services.

By improving access to clean water, primary education, basic healthcare, sanitation, and other science-based interventions such as improved seeds and fertilizer, MVP aimed to ensure that communities living in extreme poverty have a real opportunity to sustainably lift themselves out of poverty.

In addition, by supporting Kiuyu Mbuyuni, KPMG could contribute to a wider understanding of sustainable poverty eradication. Kiuyu Mbuyuni is one of a group of villages selected by MVP across sub-Saharan Africa. Each village was in a distinct agro-ecological zone, which together, represented the farming systems used by 90 percent of the agricultural population of sub-Saharan Africa. MVP's goal was to learn from these villages how to sustainably address poverty at scale.

Kiuyu Mbuyuni was selected by MVP due to its high level of extreme poverty and lack of intervention by other initiatives. Our baseline reporting characterized key aspects of the village at the outset of the project:





MVP's vision:

/// The eradication of extreme poverty, hunger, and preventable diseases within our lifetime. We believe that extreme poverty can be cut in half by 2015 worldwide, in even the poorest, most remote rural regions. Our vision becomes action through the Millennium Villages Project. ///

For more information, visit the [Millennium Villages website](#).

Environment	Livelihoods	Economics
<p>Kiuyu Mbuyuni is situated on coral rag – a rubbly limestone – with a thin layer of less fertile soil in between the coral bedrock which is visible above ground. The soil quality surrounding the village is dry and not very fertile.</p> <p>This is compounded as the region suffers from low rainfall ranging from 600-800 mm during heavy rainy season to 200-400mm throughout the rest of the year.</p>	<p>Being near to the coast, fishing, seaweed farming and small businesses were the main household income generating activities. Fishing was relied on by nearly 80% of village households. Environmental conditions limited agricultural options. 84% of available land was being farmed, predominantly for subsistence and low value crops such as cassava, millet, sorghum maize and rice.</p> <p>When the MVP started over 30% of households reported experiencing food poverty and hunger.</p>	<p>When the project started, the community of Kiuyu Mbuyuni was one of the poorest in Zanzibar. Information specific to Kiuyu Mbuyuni's annual per-capita household income was unavailable. The latest available data from Government of Zanzibar reported that in fiscal year 2009/2010, the rural annual per capita income was US\$287, with 21.4% of income being generated from agriculture and fishing.</p>

Project overview

KPMG provided financial and technical support to the establishment of the Kiuyu Mbuyuni MVP brokering an agreement with Ivo de Carneri, an established Public Health Laboratory in Chake-Chake, to provide an administrative base and financial management, as well as insights into the region.

Once established, the MVP delivered programs focused on the four following areas:



Education



Health



Infrastructure



Agriculture and the environment

The project hired specialists in these areas from Pemba and the wider Zanzibar region to deliver the programs. The programs also looked to improve livelihoods and gender equality, cross-cutting objectives for the MVP and central to delivering sustainable development. The team conducted a baseline assessment of Kiuyu Mbuyuni and identified key opportunities with the support of Millennium Promise.

KPMG was the sole donor to the Kiuyu Mbuyuni MVP providing financial oversight led by the KPMG MVP Steering Group and working with KPMG's Tanzanian member firm. This included initial due diligence, conducted by KPMG's International Development Advisory Services (IDAS), of Ivo de Carneri's financial capabilities, financial training and support provided by KPMG in Tanzania, and financial monitoring and annual visits coordinated by KPMG International.

KPMG's contribution strengthened the project's financial capability and helped to ensure that progress data was robust and reliable. The KPMG MVP Steering Group also played an active role in engaging with the MVP team on prioritization of resources and the project's overall strategy.

Baseline, Midterm and Final evaluations were undertaken according to MVP's monitoring procedures and reported, along with financial information, to KPMG. Although MVP's monitoring procedures are robust, data has not been audited.

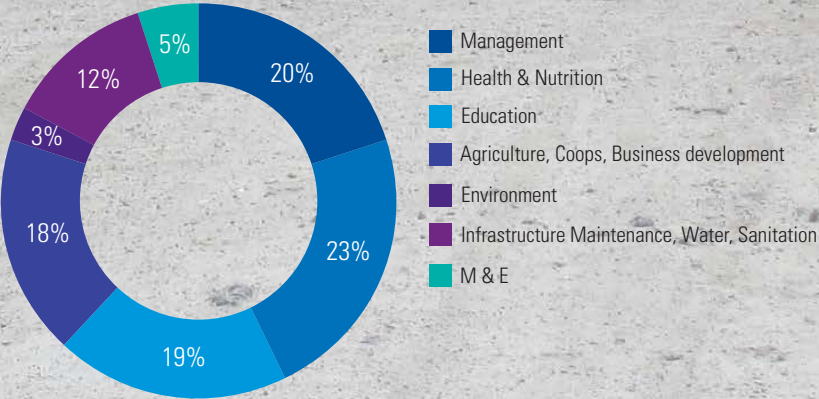
The Kiuyu Mbuyuni MVP received over US\$2m in direct grants from KPMG International between 2009-2016 with nearly \$200,000 in additional in-kind support going to project oversight and assurance. These grants allowed the Kiuyu Mbuyuni MVP to achieve impact across the four issue areas – health, agriculture and environment, education, infrastructure – as well as gender equality and livelihood development through context-specific and community-led action plans.

Expenditure by year including KPMG donor management, accountability and oversight costs

KPMG donor funds and other support	
Year	Grants made (US\$)
2009	85,000
2010	50,000
2011	300,000
2012	397,378
2013	479,978
2014	333,000
2015	297,057
2016	70,000
Direct grants	2,012,413
KPMG's IDAS support	116,539
KPMG donor visits	63,500
KPMG in Tanzania support	20,000
Total	2,212,452



Expenditure by focus area

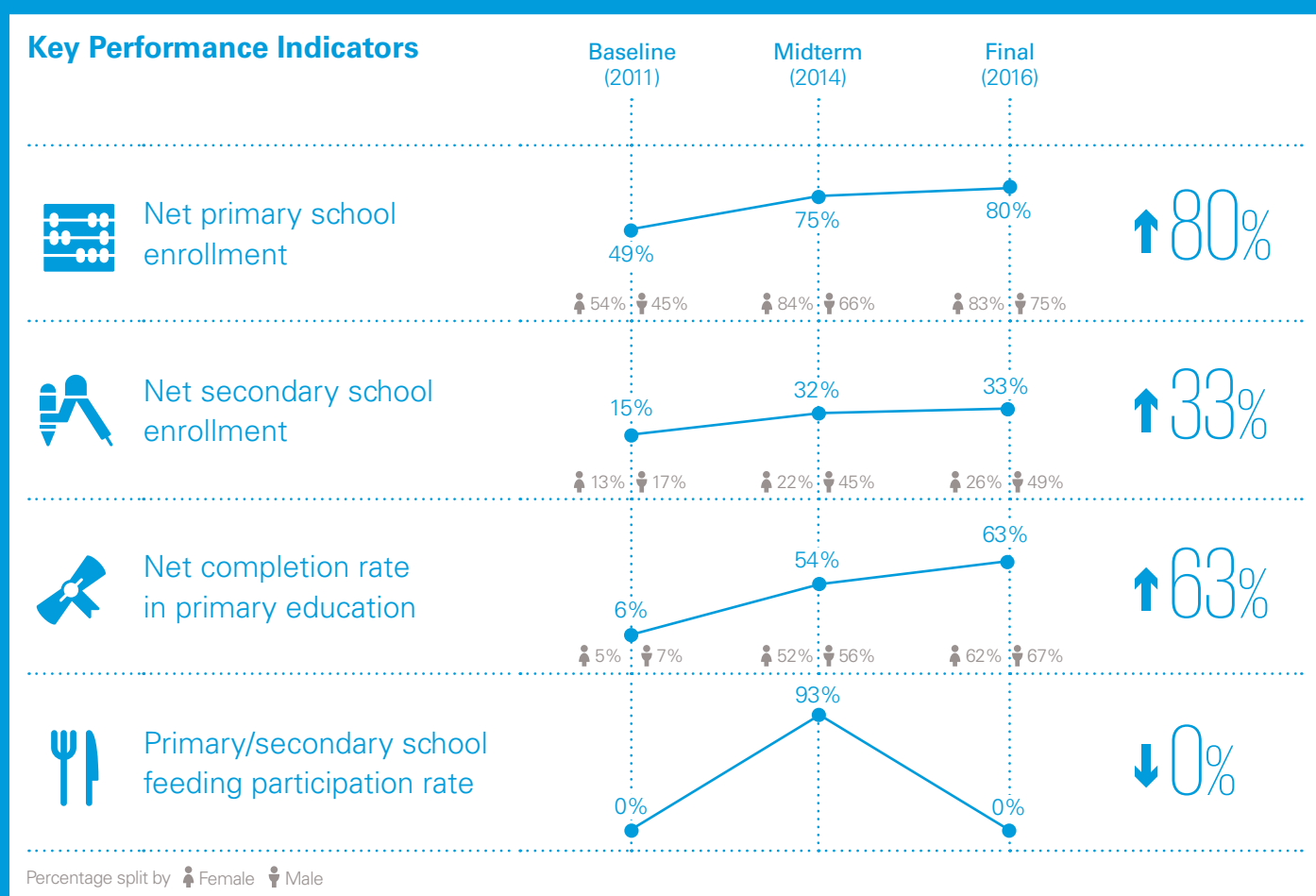


Education

Africa has nearly 128 million school-aged children. Over 17 million will never attend school while another 37 million will learn so little the impact on their lives will be minimal³. As a consequence, the prospects for Africa's future economic growth and social development is poor.

When the MPV started in 2009 net primary and secondary enrollment was 78% and 40% respectively in rural Zanzibar and this rate remained similar in 2015 at 79% and 35%⁴. This is against a global average enrollment of 89%⁵ for primary education and 65% at secondary level⁶.

The MVP's objective was to improve pupil enrollment, learning environments and teaching quality and prioritized primary education as a bedrock to lifelong learning. Notwithstanding this, performance across baseline, midterm and final reporting periods show an upward trend in all but one key indicators and across primary and secondary education:



³ Justin W. van Fleet, *Africa's Education Crisis: In School but not Learning*, Brookings Institute, Sept 2012.

⁴ 2014/15 Household Budget Survey, Office of the Chief Government Statistician, Zanzibar, 2015. P. xvii.

⁵ Net enrollment rate, primary education, both sexes (%), World Bank, June 2017.

⁶ Net enrollment rate, secondary education, both sexes (%), World Bank, June 2017.

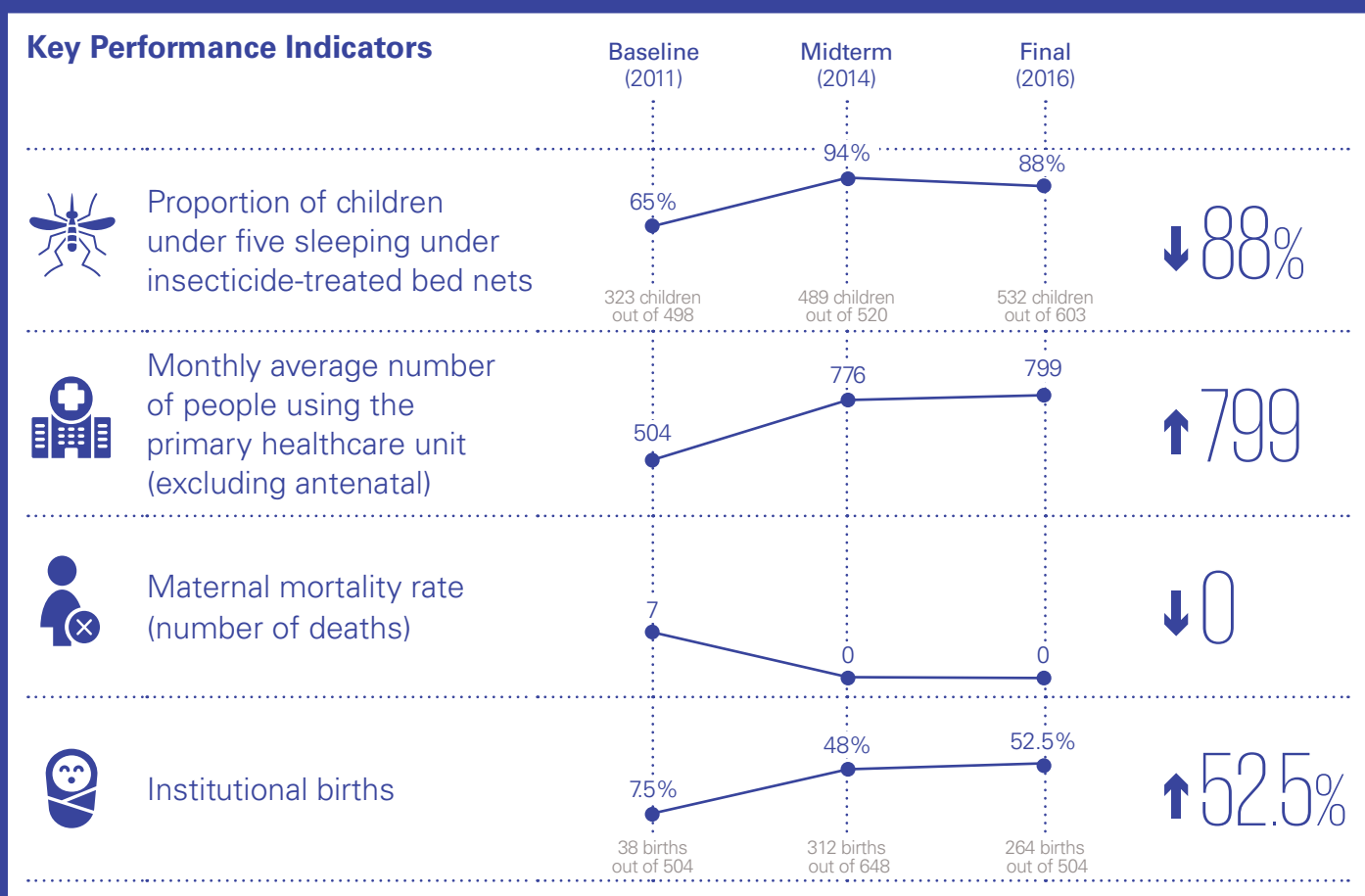
The following programs allowed the overall pupil enrollment and retention to increase. And despite broad successes, there have been challenges with regards to ensuring sustainability once the programs have been transitioned over to Zanzibar Government and other agencies.

Program	Successes and challenges	Sustainability
Sensitization campaigns to communicate the importance of education including recruiting six Community Education Workers and establishing an Education Committee within the village.	School enrollment increased at both primary and secondary schools with net completion rate at primary level increasing nearly 10 fold. However, female enrollment in secondary school remains a challenge, although there has been improvement. This could be due to a number of factors – stigma, poor sanitation for girls entering puberty, early marriage or a need to work to help sustain the household income.	With the establishment of the Education Committee, village elders are demonstrating ownership of the issue and will continue to stress the importance of education. However, stipends for Community Education Workers need to transition from the MVP to the Ministry of Education. During a meeting with Ministers in 2015 a commitment to continue to fund Community Education Workers was given.
Refurbished four existing classrooms, built three new classrooms and a new computer lab.	Increased capacity, including the recruitment of new teachers and continual professional development for all teachers, has allowed more pupils to be taught, reducing pupil ratios and ensuring an improved learner experience. Net completion rate at primary school education has increased from 6% to 63%, an indication of success.	The Ministry of Education has employed security guards to protect the computer labs and the Education Committee will ensure that facilities are maintained.
Ministry of Education, with support from the MVP, recruited six primary school teachers reducing pupil teacher ratio to 80:1 from over 100:1. There is a target to recruit more teachers to reduce the ratio to 45/60:1.		The Ministry of Education is required to ensure appropriate levels of teachers are in post. However, due to the remoteness of Kiuyu Mbuyuni recruiting teachers is a challenge.
Provide continual professional development for all teaching staff including 15 pre-school teachers provided with on-the-job training with another 22 primary teachers trained on the value of adopting a child-centered approach.		The Ministry of Education is required to ensure teachers are provided with professional development training. However, budget constraints often mean teacher development is not provided or is not adequate.
School Meal Program.	The School Meal Program was a great success and proved key in helping to initially improve pupil enrollment. The local community, to ensure its success, funded and built a school kitchen ensuring all children attending school got at least one balanced meal a day, which helps improve concentration and therefore performance.	Despite efforts to partner other agencies, the School Meal Program closed in 2015 due to funding constraints. There seems little or no impact on pupil enrollment, although the longitudinal impact of withdrawing this program could not be established.

Health

Sub-Saharan Africa continues to carry a disproportionately high share of the global disease burden accounting for 90% of malaria deaths, more than 70% of all people living with HIV and 26% of all tuberculosis cases⁷. Despite improvements, children under 5 remain particularly susceptible to malaria infection, illness and death (more than two thirds (70%) of all malaria deaths occur in this age group⁸) and more than half of all maternal deaths globally occur in sub-Saharan Africa⁹.

Zanzibar has seen life expectancy increase from 56.7 years in 2003 to 60.7 years in 2013¹⁰. Data for disease burden and life expectancy for Kiuyu Mbuyuni, and the wider Micheweni region, is unavailable. However, through the MVP the health and wellbeing of the community has improved.



⁷ <https://www.one.org/international/issues/infectious-diseases/>, June 2017.

⁸ World Health Organisation Malaria Fact Sheet, December 2016.

⁹ World Health Organisation Maternal Mortality Fact Sheet, November 2016.

¹⁰ Tanzania Human Development Report 2014, Economic Transformation for Human Development, UNDP and The United Republic of Tanzania, 2014, p.11.

The following programs ensured the overall health, including maternal health, improved across Kiuyu Mbuyuni.

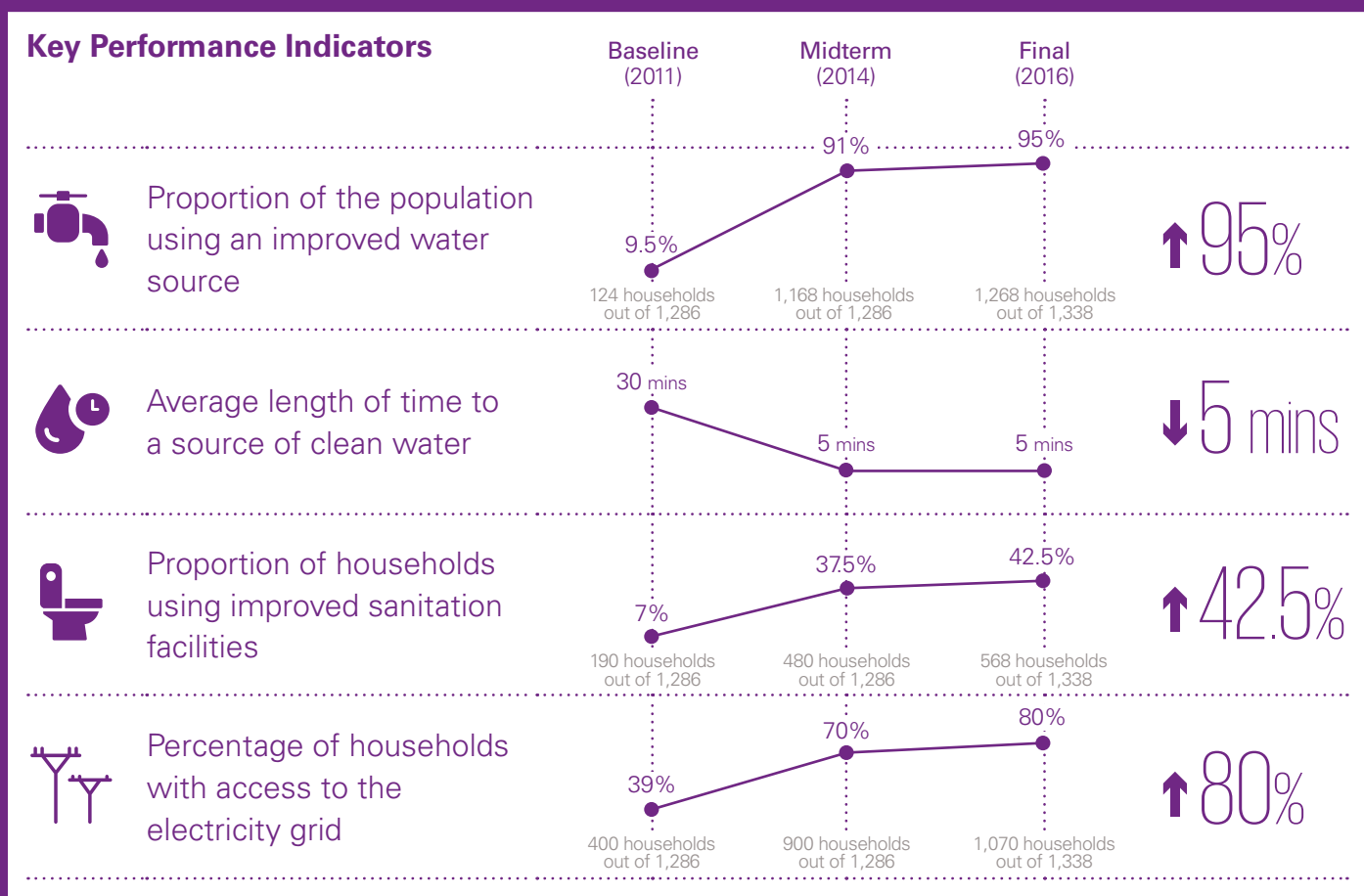
Program	Successes and challenges	Sustainability
Sensitization campaigns to communicate the importance of using the primary healthcare unit and institutional births, including recruitment of ten Community Health Workers and running programs on Micheweni Community Radio.	<p>Use of the health facilities has increased over the course of the MVP with improvements to pre- and post-natal health being the most significant with maternal mortality rate reducing to zero from seven reported deaths at the baseline year, or 1,388 per 100,000 births to 0 per 100,000. This is significant because since 1990 to 2015, the global maternal mortality rate declined by 44 per cent – from 385 deaths to 216 deaths per 100,000 live births¹¹.</p> <p>There are still challenges in registering births with nearly 50% of babies being delivered by traditional birth attendants and not in the new maternity ward.</p>	<p>The MVP has been part of Partners in Health, a Zanzibar wide initiative funded by Danida (the Danish development and aid agency), ensuring it is linked in to health developments across the islands and ensuring good practice in community outreach. With the transition of the MVP, the main physician and health worker for Kiuyu Mbuyuni attends this meeting.</p> <p>Stipends for Community Health Workers need to transition from the MVP to the Ministry of Health. During a meeting with Ministers in 2015 a commitment to continue to fund Community Health Workers was given.</p>
Refurbishment of the primary healthcare unit and the construction of a new maternity ward.		Healthcare facilities have been adopted by the Ministry of Health with a commitment to maintaining them.
Improve availability of Reproductive Child Health Services through running ear nose and throat, and eye clinics as well as providing reproductive, maternal, and new-born and child health services.	This program is a collaboration with Ivo de Carneri Foundation and is a cost-effective method to engage the community in basic healthcare including the importance of micronutrients for child development such as porridge.	With the commitment from the Ministry of Health to continue to pay the stipends for the Community Health Workers and the continued partnership with the Ivo de Carneri Foundation, similar interventions are set to continue.
Improve family planning ensuring availability of essential drugs and contraceptive solutions.	The use of family planning has increased from 36 women to 272 out of over 1,800. The provision of these services, as well as other essential drugs, is also linked to the reduction in child morbidity rates.	Despite efforts to partner other agencies, elements of this program, particularly the provision of essential drugs, is having to be withdrawn. The impact of this withdrawal of funding cannot be established at this time.

¹¹ <https://data.unicef.org/topic/maternal-health/maternal-mortality/> 8th August 2017.

Infrastructure

Infrastructure development is a key driver for progress across the African continent and a critical enabler for productivity and sustainable economic growth. It contributes significantly to human development, poverty reduction, and the attainment of the Sustainable Development Goals (SDGs). Investment in infrastructure accounts for over half of the recent improvement in economic growth in Africa and has the potential to achieve even more¹².

Africa's vast infrastructure deficit is a constraint on its growth and has been for Kiuyu Mbuyuni and its neighboring communities. Through the MVP infrastructure investment is having an impact.



¹² African Development Bank, Infrastructure Development, African Development Bank, June 2017.

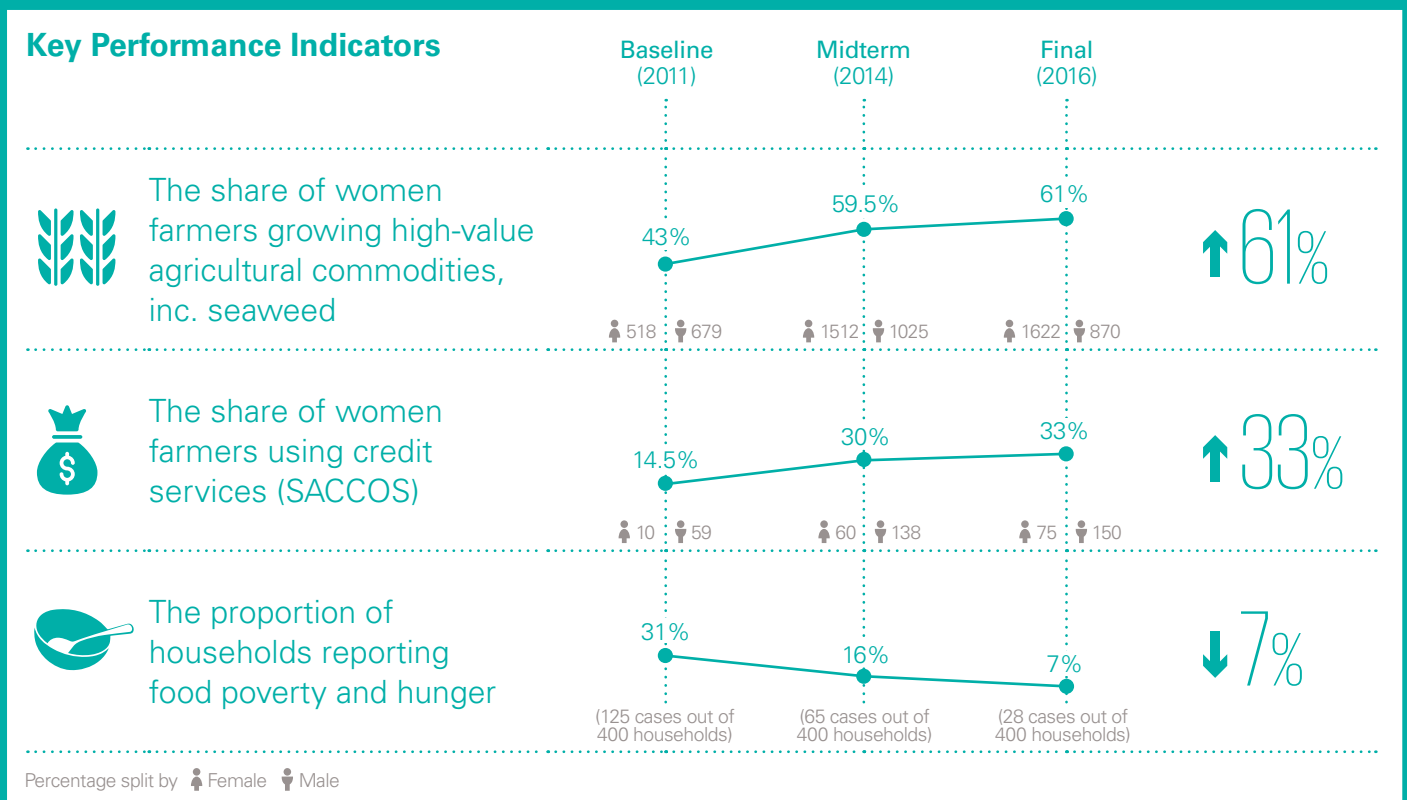
The following infrastructure programs have also help improve household incomes and public health.

Program	Successes and challenges	Sustainability
Improve access to the seaweed production area with improved roads and regular maintenance.	Over 12km of roads have been improved ensuring the key agricultural sites across Kiuyu Mbuyuni, including seaweed production sites, are accessible throughout the year. This is helping ensure timely routes to market for tradable commodities such as seaweed helping to improve livelihoods and household income.	Road enhancements were achieved through collaboration with the Ministry of Infrastructure with a commitment to the road maintenance program implemented by the MVP.
Expand electricity grid to cover 80% of households.	The electricity grid has been expanded to cover 80% of the village, although individual households have to pay for connection to the grid. This was done in conjunction with the Zanzibar Electricity Corporation with impact being realized allowing children to complete homework as well as allowing women to complete handicrafts that are sold to tourists helping improve household incomes.	The grid has been adopted by the Zanzibar Electricity Corporation with usage being sustained on a commercial basis.
Improve water distribution network to the village.	Over 3km of water pipes have been enhanced and installed giving the whole of Kiuyu Mbuyuni access to clean drinking water for the first time with over 95% of the village being less than 15m away from a fresh water supply, exceeding the MDG indicator. Installation was done in collaboration with the Zanzibar Water Authority (ZAWA).	The water network has been adopted by ZAWA and will be maintained by them.
Improve sanitation through the installation of latrines and training the community in the importance of public health and hygiene.	As of 2016 only 25 households shared sanitation with other households with an additional 30 public latrines installed.	Maintenance of latrines is managed by households. However, through the establishment of a Village Environment Committee messages about the importance of waste management, including human waste, should continue.
Introduce sanitary solid waste management systems.	Seven solid waste collections points have been established and one waste disposal site. This is run, along with village clean up days, by the Village Environment Committee.	Ownership for solid waste management is managed by the Village Environment Committee with work continuing through local leadership.

Agriculture and environment

Farming is the primary source of food and income for Africans, providing up to 60% of all jobs on the continent¹³. However, in sub-Saharan Africa, over 23% of the population is estimated to be undernourished. This is the highest prevalence of undernourishment for any region and with about 220 million hungry people, it is the second highest burden in absolute terms¹⁴. This means a vibrant, sustainable and resilient agricultural sector is vital for sub-Saharan Africa's economic future.

The World Food Programme reports that 3 people in 10 across Tanzania live in poverty resulting in 35% of children under five suffering from stunting. In Zanzibar 13% of households are not meeting food needs with approximately 45% of households failing to meet basic needs¹⁵. When the MVP started over 30% of families in Kiuyu Mbuyuni were going hungry. By 2016 this had dropped to just 7%. Through the MVP the following outcomes were achieved.



¹³ Makhtar Diop, Foresight Africa 2016: Banking on agriculture for Africa's future, Brookings Institute, January 2016.

¹⁴ The State of Food Insecurity in the World, Food and Agricultural Organisation of the United Nations, 2015, p. 12.

¹⁵ The World Food Programmes, Tanzania, June 2017.

The following programs ensured agricultural practices improved while enhancing the local environment. These programs also improved household incomes and livelihood opportunities.

Program	Successes and challenges	Sustainability
Improve farming systems through the introduction of high-value nutritional crops including onions, tomatoes, aubergine (eggplant) and spinach.	The program started in 2013 covering about 1.5 hectares of land. Over 60% of the pilot's plots were well managed generating approximately US\$900 per farmer for the harvest.	The value to the community of Kiuyu Mbuyuni was clear with the village Development Committee taking ownership of the program's continuation and growth.
Further develop agronomic practices including the creation and use of organic fertilizers (composting) and the diversification of crop types including planting out two cereal plots and 146 banana suckers.	Over 20 farmers were trained in the production of organic fertilizer ensuring a stable supply. The cereal plots and banana suckers underperformed as a result of low rainfall, which is a known issue.	The production of organic fertilizer is a low-cost intervention which is being copied by a number of villagers and should continue. Due to the underperformance of the cereal and banana crops this program will not continue.
The development of the seaweed industry including adopting deep-water seaweed farming techniques with over 40 farmers trained in the technology.	Seaweed as a source of income grew significantly employing nearly 2,500 people (although anecdotal evidence suggests that over 3,000 people were involved in its farming). Quality continued to be an issue with efforts to improve drying and other techniques to improve quality having some success, but instability and fluctuation in the market price stymied long-term growth and prevented investment which would enable the village to move up the supply chain.	Despite projections that the global seaweed industry will double in size by 2024 to over US\$22bn, fluctuations in price and the lack of resilience to shocks within Kiuyu Mbuyuni means investment is sporadic reducing the ability of seaweed to have a sustained impact on household incomes. Climate change is also having an impact on the long-term prospects of seaweed with warming waters killing off crops forcing people to abandon the industry.
Develop and strengthen farmer groups through raising awareness and providing training to SACCOS members on entrepreneurship skills, leadership and governance, as well as business planning, marketing and financial management.	43 SACCOS members have been trained (22 men and 21 women) with the SACCOS also establishing a village savings scheme with 182 members (122 men and 60 women) which is linked to the Rural Community and Cooperative Bank Tanzania Ltd. There are over US\$120,000 of loans helping people build better homes, pay school fees and invest in livelihood opportunities.	The SACCOS is well managed with oversight coming from the Village Development Committee. The size and impact of the SACCOS, and the fact that the Village Development Committee has oversight, suggest that it is self-sufficient.
The MVP has invested in reforestation programs which are helping to prevent coastal erosion, improve soil quality and provide additional sources of income.	150,000 mangrove trees were planted in degraded coastal areas with over 100,000 Casuarina trees being planted on degraded inland plots. Also, 23 villagers (12 male and 11 female) have been upskilled to run small scale nurseries ensuring a consistent supply for effective forestry management. As part of effective forestry management, trees are cut down and sold as building materials, which helps supplement household incomes.	The government's Forestry Department, with the Village Development Committee, finalized a Forest Management Agreement helping ensure the long-term effective management and reforestation of Kiuyu Mbuyuni.

Learning and opportunities

The main outcome of the MVP is the difference in the lives of the people of Kiuyu Mbuyuni. People are better off with many households having greater opportunities to build their assets and sustain livelihoods in the longer term. This includes developing cash crops and moving away from subsistence farming; a reforestation program that improves the environment while providing an income; improved schools and better healthcare facilities; and the formation of the SACCOS (credit union) helping people save and invest, providing a foundation for future prosperity. Also, through our investment, KPMG member firms have enabled the development of physical assets, such as schools and health facilities as well as roads and other utilities, which the Zanzibar Government will manage going forward to maintain the impact.

But there are still challenges to sustainable development for Kiuyu Mbuyuni. The harsh climate and remote location are the biggest frustrations making it particularly difficult to link the fledgling seaweed industry to markets. Not only are the logistical hurdles profound, the lack of resilience to price fluctuations showed both the challenges and importance of securing investment in seaweed and enhancing the offering to ensure the people of Kiuyu Mbuyuni become empowered actors in the seaweed value chain.

There are wider lessons to be learnt too, which will come out of the assessment undertaken of all MVP sites by Millennium Project Alliance (detailed information on the MVP assessment methodology and timeline can be found on its website). Attention is likely to focus on value for money and the potential to scale what was learnt through the wider MVP initiative.

For KPMG it has been a great example of what a commitment to a community can achieve and the difference it can make. It is also a demonstration of good practice for future programs and the impact that can be achieved when member firms work together towards a shared goal. Our involvement has also seen the skills of KPMG professionals add value through enhancing the financial management capacity of the project through providing training while ensuring accountability. We are particularly grateful to KPMG in Tanzania for their help and support.

It is clear that local member firms need to be engaged early on in planning and delivery, ensuring they become key delivery partners. Also, going forward, if a similar initiative were to be undertaken, there is an opportunity to coordinate KPMG's core skillsets including IDAS' private sector development work, such as the Africa Enterprise Challenge Fund, as well as through our infrastructure practice and Sustainability Services network.

The Kiuyu Mbuyuni MVP has achieved clear positive outcomes creating the foundation for sustainable development. The full impact will need proving over time, however. A significant lesson and opportunity from the MVP, nonetheless, is that an integrated approach to development is essential in achieving the Sustainable Development Goals. This understanding has led to the MVP transitioning into the Sustainable Development Project (SDP), and due to the success of the Kiuyu Mbuyuni MVP, the Micheweni region has been chosen to be an SDP site focused on delivering the goals and scaling impact and lessons learnt.



Millennium Development Goals

KPMG's motivation to work with Millennium Promise was inspired by the Millennium Development Goals (MDGs). Established in 2000, all 191 United Nations member states at that time committed to help achieve these goals by 2015. While progress was made in many areas, there is still much to be done.

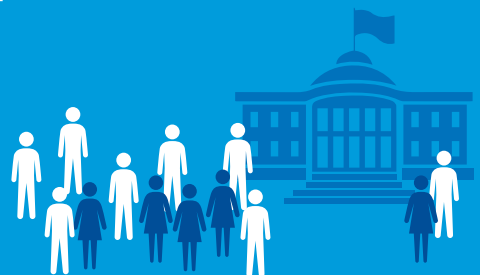
More information about the MDGs can be found at www.un.org/millenniumgoals.



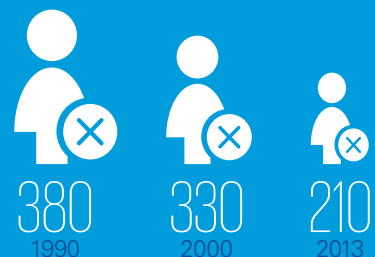
Extreme poverty rate in developing countries



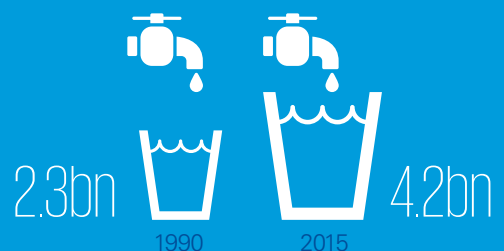
90% of countries have more women in parliament since 1995



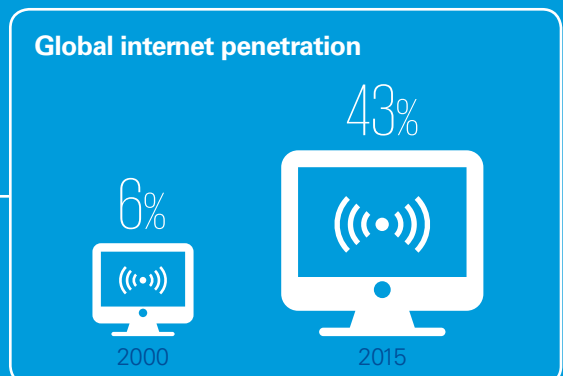
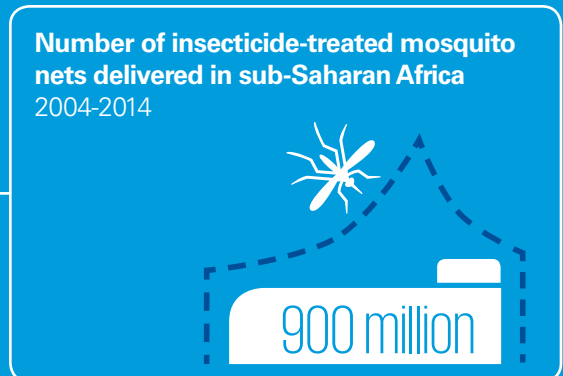
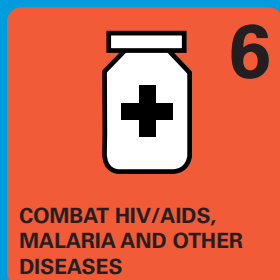
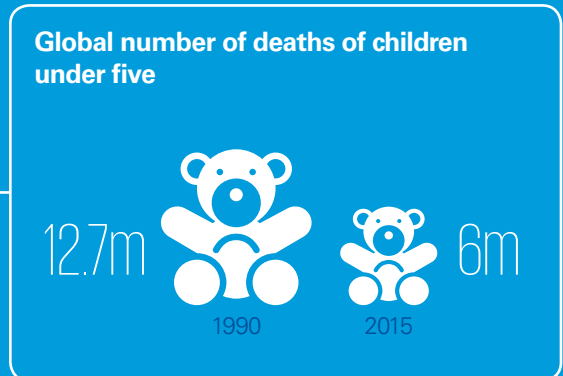
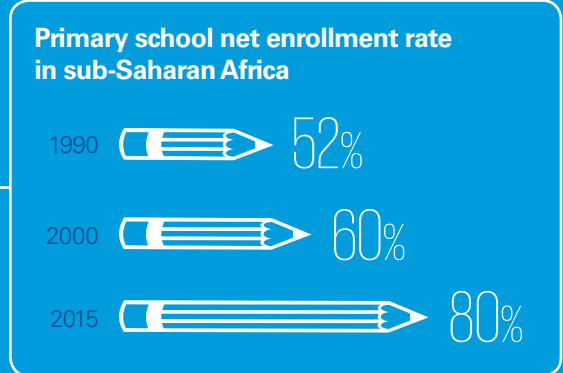
Global maternal mortality rate (deaths per 100,000 live births)



1.9 billion people have gained access to piped drinking water since 1990



Source: www.un.org



Sustainable Development Goals

The SDGs were established in 2016 recognizing both the power of shared commitments and the continued need to address the challenge of poverty. The SDGs also provide a framework for countries, charities and corporations to work together to address some of the world's greatest challenges.

Market based solutions are therefore increasingly taking a role in development programs. The fall in the global poverty rate over the last three decades owes a lot to the MDGs, but owes even more to the opening up of markets and trade liberalization. Countries that realized sustained economic growth have done so through maximizing the opportunities from open markets. From 1990-2010 economic growth and trade were the primary reasons for the reduction in worldwide poverty¹⁶.

This places private firms – from farmers and micro-entrepreneurs to local manufacturing companies and MNCs – at the center of the development process. They provide more than 90 percent of jobs; they provide goods and services needed to sustain life and improve living standards; and they are the main source of tax revenues, contributing to public funding for health, education and other services¹⁷.

Understanding the impact of the private sector, and the importance of partnerships across business, government and civil society, are crucial to achieving the SDGs and central in ensuring the transition from billions of dollars of aid to trillions of dollars of trade.

More information about the SDGs can be found at www.un.org/sustainabledevelopment.



Source: www.un.org

¹⁶ Poverty: not always with us, The Economist, 1st June, 2013.

¹⁷ John Humphrey, Stephen Spratt, Jodie Thorpe and Spencer Henson Business and Development Centre, *Understanding and Enhancing the Role of Business in International Development: A Conceptual Framework and Agenda for Research*, Institute of Strategic Studies, March 2014, p.9.



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