PwC is a surprising business. We are a powerhouse of commercial enterprise. We are truly global – with over 180,000 staff working in 771 locations across 157 countries. And we care deeply about doing the right thing for our clients, our people and our communities. One of the boldest ways we do this is to use our influence, knowledge and reach to help the poorest and most vulnerable people in society.

Today, an increasing number of donors, governments, foundations and NGOs rely on us to help manage their international programmes, funds and internal operations. We repay their trust with insight, integrity and innovation – the three core values that underpin our international development business (read more on pages 8 and 9).

This brochure gives you a flavour of our current work in international development. It explains how we operate and what we’re trying to achieve. It also shows the difference our teams are making on the ground.

We can only do this thanks to the ambition, belief and talent of PwC people, our extensive network of subject matter experts and our alliance partners, working together in a strong cultural partnership. If you have any feedback or would like to find out more, we’d love to hear from you.

Please visit us at www.pwc.co.uk/internationaldevelopment or follow us on Twitter: @PwC_InterDev

Safeguarding forests in Indonesia. Reforming the police in the Democratic Republic of the Congo. Improving the way markets work for poor people in Asia and sub-Saharan Africa. Transforming education for marginalised girls across the globe.
If you only read one thing

_PwC’s International Development business crosses continents, industries and skillsets._

**What problems do we tackle?**

Our 100-strong core international development team in the UK – with access to thousands of PwC staff in the Middle East, North and Sub-Saharan Africa, and Asia – focus on 4 key international development themes:

- **People**
  – improving the lives of the world’s poorest people by enhancing and increasing access to basic services.

- **Planet**
  – helping governments, NGOs and private sector organisations better mitigate carbon emissions and adapt to climate change.

- **Trust**
  – increasing accountability, transparency and trust between governments and their people, resulting in better governance and security worldwide.

- **Growth**
  – supporting economic development through improved business engagement, impact investment, inclusive growth, and investment climates.

**How are we qualified to help?**

Integrity. Insight. Innovation. When it comes to finding powerful solutions to complex, multi-stakeholder problems, few organisations have a stronger track record than PwC.

For over three decades, across more than 157 countries, we have used our experience, reach and resources to continually raise the bar for professional services. By bringing this acumen to the field of international development, we can help solve some of the world’s biggest problems – effectively and sustainably.

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“£300m across 17 countries in Africa and Asia – the largest ever global fund dedicated to girls’ education.”

See page 14

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“Transforming the impact investment market in Sub-Saharan Africa and South Asia for the long term.”

See page 20
Why should we help?
As a business, we always act with integrity, challenge the unacceptable and are never satisfied with second best. “Do the right thing” is one of the three pillars of our founding vision – and the challenges in international development give us a unique opportunity to realise that ambition. Together with our partners, we are making a positive difference to poor and vulnerable people – and creating a sustainable legacy across the developing world and beyond.

Who do we work with?
We work with the organisations that affect and can most help transform the lives of poor and vulnerable people.

They include governments, educational institutions, private sector businesses, donor agencies, international organisations, public bodies, healthcare organisations, NGOs, and social enterprises.

From Zambia to Pakistan, Malawi to Indonesia, our work is benefiting economies, organisations and individuals across the globe.

What do we do?
Across our four key themes, PwC’s international development team provides support, advice and expertise in three principal ways:

1. **Programmes: design, delivery and evaluation**
   (see more on pages 10 and 11)

2. **Fund services**
   (see more on page 12)

3. **Donor services**
   (see more on page 13)

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**Reforming the police service in the Democratic Republic of the Congo – building trust between local communities and police officers.**

See page 18

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**28 countries, 80+ institutions and over 350 trained climate negotiators in developing countries – a powerful global network driving climate-compatible development.**

See page 16
**PwC around the world**

*We use the full power of the PwC network to improve the lives of the poorest and most vulnerable people in the world.*

- **Over 100** UK International Development staff

- **2,500** staff in the Middle East and North Africa

- **8,000** staff across Sub-Saharan Africa
Investing in Africa

Rapidly developing PwC Africa’s top talent

The Africa/UK Alliance is a $25m initiative to help top talent and high potential staff from PwC Africa develop leadership skills and client experiences at PwC UK.

Announced in 2014, the three-year scheme will support the development of local talent and Africa’s investment priorities via staff secondments and recruitment into strategic priority areas. The aim is to create stronger connections between PwC offices, invest in our people and build the capacity of local firms.

This will improve our services to clients, and benefit the UK and African economies. PwC teams from across the UK and Africa already have a strong track record of working together to support businesses, governments and NGOs – our focus areas include economic development, climate change, education, infrastructure, natural resources and utilities.

A new specialist international development team in Africa will take this to the next stage – with the critical mass to facilitate a step change in the scale of development work we currently deliver.
Our values

We bring integrity, insight and innovation to deliver distinctive programmes and shape the future of international development.

Integrity

Winning the trust of our clients and partners.

Our reputation for always doing the right thing is paramount.

- PwC is not reliant on donor projects (which make up less than 1% of our UK business) and our clients know we will always be honest and constructively challenging.
- Our clients trust us to manage their financial risk, using assessment tools covering areas such as due diligence, fiduciary risk and portfolio risk.
- We are at the forefront of DFID’s drive for private sector compliance with the International Aid Transparency Initiative.
- Quality is a requirement in everything we do – our programme management work is certified to ISO9001 quality standards, and our quality management processes are supported by a dedicated ‘Risk and Quality’ team.
- We actively seek out programmes in challenging environments, but always maintain high standards of safety and security for our management teams.
- We constantly invest in PwC’s local practices in the developing world, providing jobs and training, and contributing to wealth re-distribution.

Insight

Using the reach of our global network and the expertise of our local firms to develop and share insight.

- Offices in 157 countries worldwide – with locally owned and managed firms giving us close insights into the micro-economy.
- Global centres of excellence to spearhead thought leadership in areas such as innovation, investment climate and anti-corruption.
- Diverse, tailored teams of local staff and international experts – each bringing their own unique and complementary strengths.
- Events that bring together donors and development practitioners to debate hot topics in development – from smaller ‘catalyst’ events to our annual flagship conference attracting over 200 attendees.
Innovation

Testing new ideas and supporting local initiatives to help bring rapid and sustainable change.

- We implement game-changing pilot projects, experiment to achieve successful outcomes, and adapt approaches to incorporate lessons.
- We focus on results and value for money – working to make change sustainable.
- We will put our payment at risk to align our clients’ incentives with ours.
- We use cutting-edge project management, change management and quality assurance methodologies – brought together into a flexible global framework.
- We help clients to develop new innovative businesses, products and services – building capabilities ranging from Innovation Incubators to global Research & Development centres.
What we do

We help government departments and public and private sector organisations to improve the effectiveness of their international development activities in three core ways:

1. Programmes
   From inception and design to final evaluation and feedback, PwC’s specialist teams oversee international development programmes through every stage of their lifecycle. Our expertise spans programme design, research and strategy, delivery, and monitoring and evaluation (M&E).

   For some programmes, we provide one particular specialism – for example, the skill and experience to evaluate an on-going initiative. For others, we supply an end-to-end service, comprising programme design, delivery and M&E:

   i. Design
   Our teams first assess and scope the viability of programmes – incorporating business case development, option appraisals and political economy assessments.

   We then turn robust concepts into meticulously designed and planned programmes – focusing on log-frame design, stakeholder engagement, financial planning, mobilisation and staffing.

   ii. Deliver
   Drawing on PwC’s extensive experience of managing programmes in fragile and conflict-affected environments, our experts use tried-and-tested approaches, tailored to individual projects and programmes.

   Our global methodologies and best practice approaches include ‘Transform’ and the ‘12 elements of programme management excellence’ model.

   Throughout every programme delivery, we are particularly mindful of giving our partners and beneficiaries the resources to continue to build their own programmes independently.

   iii. Monitor and evaluate
   Our range of monitoring and evaluation skills helps programmes learn lessons, assess performance, and evidence their value and impact.

   These comprise traditional and more innovative M&E approaches. For example, we have designed and implemented several milestone- and outcome-based payment systems, including the Payment by Results (PbR) model used in the Girls’ Education Challenge (see page 14).

   By publishing results and lessons, we can also help feed back any learnings into on-going programme delivery.
Twelve elements of programme management excellence

1. Governance-enabling decision making
2. Engaged stakeholders
3. Clear scope (ToRs)
4. Managed risks and opportunities
5. Programme planning
6. Focussed monitoring and evaluation
7. High performing teams
8. Smart financing
9. Integrated alliance partners
10. Active quality management
11. Embedded lessons learning
12. Agile change control

Programme Design & Evaluation
Jason Calvert
+44 (0) 7713 680266
jason.a.calvert@uk.pwc.com

David Armstrong
+44 (0) 7715 034052
freddy.bob-jones@uk.pwc.com

Programme Delivery
Zlatina Loudjeva
+44 (0) 7525 298773
zlatina.d.loudjeva@uk.pwc.com

Freddy Bob-Jones
+44 (0) 7715 034052
freddy.bob-jones@uk.pwc.com
2. Fund services

Managing funds is in our DNA – and we draw on PwC’s unrivalled global expertise to manage and administer large donor funds throughout every stage of a programme, from fund establishment through to closeout and final reporting.

Our Government Services Delivery Centre in Belfast acts as a ‘one-stop-shop’, supporting all aspects of the fund administration value chain. This includes marketing, due diligence, contracting, disbursement, and monitoring.

We see our role as managing and delivering the funding of development outcomes – and our fund services delivery model is based around three key phases:

- Fund establishment
- Fund appraisal and contracting
- Fund management

Drawing on our experience and expertise we can help to support the management of programme, reputational and fiduciary risks.

We can also draw on our vast experience to help define and design programmes to make them ‘fit for purpose’ – and facilitate achievement of the desired outcomes for the donor.

Contact

**Donna MacRae**
+44 (0)7976 906622
donna.e.macrae@uk.pwc.com

**David Quinn**
+44 (0)7721 502630
david.quinn@uk.pwc.com
3. Donor services

When international development donors, multinational organisations, NGOs and foundations want to be more effective, accountable and respond better to specific challenges, they turn to PwC’s global network.

Our experts complement the skills of each organisation’s existing teams, while providing skills in disciplines that may not be covered in-house. These include assurance and investigations, technology, tax, and process improvement.

By tailoring our advice to the context and using our deep knowledge of international development, we help donors in five key areas:

- Reducing risk exposure, financial and transaction costs in new territories.
- Continually improving performance of internal management.
- Supporting back office operations to maximise staff time for front-line work.
- Managing fiduciary risk through control assessments, investigations and pre-selection advice – and protecting against misuse of funds.

Donor services

Operations and compliance in new territories
Continuous performance improvement
Managing fiduciary risk
Harnessing new technology
Operations support

Contacts

Matthew Hodge  
+44 (0)7720 425870  
matthew.z.hodge@uk.pwc.com

Hugo Warner  
+44 (0)7801 066381  
hugo.warner@uk.pwc.com
The Girls’ Education Challenge aims to transform the futures of up to 1 million marginalised girls by supporting them to attend, stay in, and learn at school. PwC is the programme’s appointed fund manager. To date, we have awarded two thirds of the £300m fund to 37 projects in 17 countries across Africa and Asia.

The UK government initiative has called on our skills and experience in various ways. As well as managing the contracting process and selecting projects from over 1,500 applications, PwC has helped projects to develop robust M&E frameworks and set credible baselines to measure progress. We are particularly proud of piloting an innovative Payment by Results system, supporting the local teams behind successful projects to implement their plans, and securing three major private sector partnerships.

“£300m across 17 countries in Africa and Asia – the largest ever global fund dedicated to girls’ education.”
The Girls’ Education Challenge is just one example of our work in health and education – showcasing all of the four focus activities we bring to different programmes around the globe:

**New technology** – from mHealth (mobile health) to social media and data analytics, we are experienced at piloting and assessing new technological solutions to entrenched problems.

**Innovative thinking** – transforming the way development funding is delivered, and results are measured and assessed via innovations such as Payment by Results approaches for education programmes.

**Fostering partnerships** – the ability to bring together state, non-state, large and small private companies, and to work with educational partners to share knowledge and create new partnerships.

**Expertise** – identifying the right actors to drive change, and bringing together a global, multi-sector team of experts to make it happen.

Find out more:

**Sheetal Vyas**
+44 (0)7730 146352
sheetal.vyas@uk.pwc.com

**David Armstrong**
+44 (0)7713 680266
david.m.armstrong@uk.pwc.com
Planet

Case study:

Helping public and private sector partners to mitigate carbon emissions and adapt to climate change

The Climate and Development Knowledge Network (CDKN) makes high quality information and research accessible to decision-makers in developing countries – helping them create policies that address climate challenges while supporting low-carbon development and green growth.

PwC provides technical, management and administrative support to the network, and is responsible for the overall programme and financial management. That means managing contracts for over 260 suppliers worldwide, via an effective, value-for-money procurement process. We achieve this by tapping into the expertise of our local offices and extensive network – helping to build the capacity of local stakeholders as we manage the initiative.

“28 countries, 80+ institutions and over 350 trained climate negotiators in developing countries – a powerful global network driving climate-compatible development.”

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<th>Quick facts</th>
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**Climate and Development Knowledge Network**

**Funder** DFID and Dutch Ministry of Foreign Affairs.

**Objective** Helping policymakers and practitioners plan and implement strategies to meet country-specific climate challenges and contribute to human development.

**Lead partners** A north-south alliance led by PwC, including Fundación Futuro Latinoamericano, LEAD, the Overseas Development Institute and SouthSouthNorth.

**PwC’s role** Programme delivery, fund management, technical assistance and insight, creating partnerships and managing procurement.

**Results** 164 projects funded in 2013-14.
Climate change has vast implications for the developing world. It challenges traditional economic growth patterns and how development finance is raised and deployed.

It requires governments to respond to new pressures on natural resources, population growth and patterns and technological opportunities. And this response will not be successful unless it leverages the innovation and resources of the private sector.

At the same time, climate extremes and natural disasters already plague many parts of Africa and Asia, with current and future impacts felt most acutely by the most vulnerable, particularly marginal groups in both urban and rural areas.

PwC is expertly placed to find and deliver climate smart solutions across a wide range of sectors. We currently focus on three core areas:

**Climate finance and green growth** – designing policies and investment strategies for low-carbon and green growth planning in developing countries. We also advise on financing adaptation to climate change – including Public Private Partnerships (PPPs).

**Sustainable land use** – helping organisations to find climate-smart solutions to issues of food security, agriculture and deforestation. We also work with both public and private sector partners to promote forest law enforcement and develop REDD+ (Reduce Emissions from Deforestation and Degradation) policies and projects.

**Climate and disaster risk resilience** – We have exceptional experience on adaptation and resilience policy, projects and programmes – working with donors, NGOs and the private sector.

Find out more:

**Tim Ash-Vie**
+44 (0)7971 405982
tim.ashvie@uk.pwc.com

**Emma Schofield**
+44 (0)7711 562470
emma.schofield@uk.pwc.com
Making a difference

The Security Sector Accountability and Police Reform (SSAPR) programme aims to reduce conflict and increase security for people in the Democratic Republic of the Congo (DRC) – via sustainable reforms, capacity building and increased dialogue within communities.

PwC manages two of the programme’s four main components. As well as supporting the cross-government coordination, accountability and oversight of all security sector institutions, we also support the national police reform process. This includes the implementation of a ‘community policing’ approach across the country, and the introduction of community security groups. We are also leading activities to reduce violence against women and girls, and have established specialist centres to deal with cases of sexual violence.

“Reforming the police service in the Democratic Republic of the Congo – building trust between local communities and police officers.”

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Trust

Case study:

Increasing accountability, transparency and trust between governments and their people

Quick facts

**Security Sector Accountability and Police Reform Programme**

**Funder** DFID

**Objective** To improve police responsiveness and empower Congolese citizens to demand better police services.

**Lead partners** An alliance led by PwC, working with the DRC Ministry of the interior and the Police Nationale Congolaise (PNC).

**PwC’s role** Programme delivery, capacity building and supporting institutional reform.

**Results** Trained over 4,500 police officers in community policing, and built a new national emergency command and control centre. Building trust and accountability between local communities, civil society and the police.
Building trust between governments and their people is central to PwC’s work in international development. Beyond SSAPR, we work to increase accountability and transparency in public affairs across the developing world – transforming the way that power is held and exercised.

We use our long-term practical experience of peace-building in fragile environments to build large transformation programmes across four focus areas:

**Governance** – stimulating informed debate on public services and creating solutions for a wide range of common issues, from building public sector capacity to increasing transparency and tackling corruption.

**Defence, security and justice** – supporting governments to establish effective national security frameworks and strategies, providing clear oversight of security sector institutions, and using capacity-building to help police services better respond to the people they serve.

**Voice and accountability** – building the capacity of government, media and civil society to increase internal and external accountability, and empowering citizens to exercise their voice and hold governments to account.

**Global Tax and Public Financial Management (PFM)** – reinforcing the effectiveness, transparency, and accountability of PFM systems, and modernising and simplifying tax systems to tackle the informal economy.

Find out more:

**Rebecca Johnson**
+44 (0)7803 455663
rebecca.a.johnson@uk.pwc.com

**Magda Cavanna**
+44 (0)7725 632520
magda.cavanna@uk.pwc.com


Growth

Case study:

Helping economies develop through business engagement, impact investment, inclusive growth, and better investment climates

Over 13 years, the Impact Programme will fund 100+ pro-poor enterprises, which would otherwise struggle to attract commercial investment. The fund is part of the programme’s wider goal to stimulate the market in Sub-Saharan Africa and South Asia by showing how impact investment is both financially viable and crucial to development.

As well as dispersing funds and managing a technical assistance facility, PwC’s team manages the Impact Programme’s wider market-building activities. These focus on: increasing cash-flow to pro-poor enterprises by evidencing the impact of pro-poor businesses; developing market infrastructure; and expanding local ability to identify, develop, measure and manage impact investments.

“Transforming the impact investment market in Sub-Saharan Africa and South Asia for the long term.”

Quick facts

The Impact Programme

Funder DFID

Objective To transform the impact investment market in Sub-Saharan Africa and South Asia.

Lead partners PwC, CDC Group, GIIN (Global Impact Investment Network).

PwC’s role Programme management and coordination, fund disbursement, developing market information and research, technical assistance and capacity building.

Results Funding 100+ enterprises over 13 years.
PwC is a global authority on economic development. We work with some of the world’s largest multinationals, as well as many small and medium-sized enterprises. In 2013, PwC firms provided services to 452 out of the Financial Times Global top 500 companies.

Today, our expertise is especially valuable in developing economies growing at a fast rate – spurred by increased trade and investment, and the power of new technologies.

We have locally registered member firms in 157 countries, and they give PwC deep insight into the private sector environment, and credibility as a voice for regulatory reform. Our focus areas are:

- **Business engagement** – bringing donors and businesses together by brokering innovative partnerships.

- **Impact investing** – a corporate ventures team to provide advice on strategy, structure, and mergers & acquisitions, and an impact investment team to work with donors and investment funds.

- **Inclusive growth** – focusing on inclusive business initiatives for companies and donors, our specially assigned team understands how to work successfully with multinationals, donors, social enterprises and governments.

- **Investment climate** – advising governments in over 180 countries worldwide on how to improve their investment climate, with a focus on boosting their ranking in the World Bank’s ‘Doing Business’ index.

Find out more:

- **Tom Pedrick**
  +44 (0)7801 621155
  thomas.pedrick@uk.pwc.com

- **Jack Newnham**
  +44 (0)7900 554552
  jack.g.newnham@uk.pwc.com
The Business Innovation Facility (BIF)

After running a successful pilot, PwC has launched the BIF2 programme in Myanmar, Malawi and Nigeria. This uses a ‘market systems’ approach to help local businesses develop innovative and profitable models, which will increase the income and welfare of poor people.

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<th>Funder:</th>
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<tr>
<td>Objective:</td>
<td>To improve the way that markets work for poor people in developing countries.</td>
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<tr>
<td>Territories:</td>
<td>Bangladesh, India, Malawi, Nigeria, Myanmar and Zambia.</td>
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| Timescale:      | BIF pilot – three years (2010 – 2013)  
                 | BIF 2 – five years (2013 –2018) |
| PwC’s role:     | • Overseeing delivery and quality of the BIF programme.  
                 | • Identifying the best companies and consultants to support them.  
                 | • Developing M&E systems and conducting impact assessments. |
| Results:        | • Support for over 350 companies in five different countries.  
                 | • Companies benefitting from the programme are expected to reach a total of approximately 1.5m low-income households.  
                 | • Developed the Practitioner Hub – an online knowledge sharing platform for private sector development programmes. |

“BIF funded the design of marketing materials, including product labels, flyers and brochures which we continue to use today.”

Agro-processing and food company (Nigeria)
**Education Fund for Sindh (EFS)**

The EFS programme is helping the poorest school children in Pakistan access and stay in education for longer – contributing to improved economic growth, stability, and governance in the Sindh region.

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<th><strong>Funder:</strong></th>
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<td><strong>Objective:</strong></td>
<td>To ensure a basic minimum standard of literacy, early grade reading and numeracy for up to 120,000 children.</td>
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<td><strong>Territories:</strong></td>
<td>Pakistan’s Sindh province.</td>
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<tr>
<td><strong>Timescale:</strong></td>
<td>3 years (2012 – 2015)</td>
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</table>
| **PwC’s role:** | • Responsible for setting up the fund and its operations. Developed the fund’s medium- and long-term strategy, governance structure and operating procedures.  
• Assembled and coached a team of staff to continue after PwC left.  
• Manage the advertising, bid process, shortlisting, selection and release of funds to schools and successful applicants. |
| **Results:** | • EFS is operational and was handed over to the new management team and board in July 2013.  
• A total of 61,931 previously out-of-school children enrolled to date.  
• EFS is on track to hit its target of 120,000 children. |

“Sir Michael Barber, DFID’s special representative in Pakistan, described the programme as ‘making history’.”

Senior Education Adviser, DFID Pakistan, dfid.blog.gov.uk
**Innovations Against Poverty (IAP)**

The IAP is an ‘inclusive business’ fund – providing grants and advice to 65 projects in Africa and Asia. Its aim is to develop innovative solutions, products and services that are accessible to low-income groups and which help to reduce poverty.

**Funder:** Swedish International Development Agency (Sida)

**Objective:** To stimulate inclusive business ventures and maximise the impact of the private sector as a mechanism to reduce poverty.

**Lead partners:** PwC Sweden

**Territories:** Across 20 countries in Africa, Asia and Latin America/Caribbean.

**Timescale:** 3 years (2011 – 2014)

**PwC’s role:**
- Fund, programme and knowledge management services.
- Partnership-brokering support to businesses.
- Managing grant selection (1,000+ applications from 70+ countries).
- Developing an evaluation system to capture lessons and share evidence.
- Managing knowledge exchanges via the BIF Practitioner Hub, annual conferences and webinars.

**Results:**
- €200,000 of grants to 66 companies.
- Reaching at least 60,000 people at the base of the economic pyramid.
- Benefits for both men and women – 5 projects estimated that almost all their beneficiaries were women.
- New evidence on what works in poverty reduction – informing the wider private sector development agenda.

“A majority of grantees agree that “Due to IAP support, the inclusive business project is better designed, or proceeding more quickly, or bigger than it would have been.”

*IAP Portfolio Review, October 2013*
Provision of Basic Services in Ethiopia: DFID Peace and Development Programme

DFID’s Peace and Development Programme aims to improve basic services, economic opportunities, safety and justice in the Ethiopian Somali Region – increasing stability and reducing conflict. The £35m Basic Services component is led by Save the Children and has been supported by PwC.

Funder: DFID
Objective: To improve access and quality of water, health and education services in the Ethiopian Somali Region.
Lead partners: Save the Children
Territories: Ethiopian Somali Region
Timescale: 5 years (2012 – 2017)
PwC’s role: PwC established a programme management function to support Save the Children with:
• Programme design and planning, including the development of a value for money (VfM) framework.
• Developing strategies for stakeholder engagement and communications.
• Designing robust monitoring & evaluation tools to capture information from across 15 ‘woredas’ (districts).

Results:
• Structure and coordination for the consortium.
• A detailed cross-sector five-year implementation plan.
• Programme strategies, documents and training guides.
• A reporting and value for money process to track programme performance.

“The PwC team provided support in compiling and cross checking a number of technical documents, often under extreme pressure due to tight deadlines.”

Save the Children, August 2013
PwC runs online knowledge hubs, conducts research, and hosts live international development events around the globe.

Whether as a regular part of programme delivery or for bespoke client projects, we regularly provide insight and thought leadership, share knowledge and facilitate and contribute to the latest debates in development.

Knowledge and networks

1. Research

Megatrends

PwC has carried out leading research on the megatrends that are re-shaping the economic and political landscape of the future. These are grouped into five megatrends: globalisation, demographic changes, urbanisation, technology changes and sustainability & climate change.

We believe these megatrends will have a lasting impact on the way that international development is delivered in the post-2015 world.

For more, see: www.pwc.co.uk/megatrends

Health Research Institute

Harnessing the power of mHealth for development

With the widespread accessibility of affordable mobile communications in emerging markets, the use of mHealth has the potential to significantly improve quality and access of care and support health practitioners in delivering services.

PwC’s Health Research Institute is at the forefront of this trend, leading studies to assess the opportunities that mHealth presents – and working with governments, companies and NGOs to pilot technology solutions that can solve development challenges across the world.

For more, see: www.pwc.com/mhealth
2. Knowledge hubs

Practitioner Hub
Between 2010 and 2013 PwC has run a combined online Practitioner Hub for DFID's Business Innovation Facility and Sida's Innovations Against Poverty Programme. This is a source of rich information on current approaches, challenges and successes in inclusive business and beyond.

For more, see: http://businessinnovationfacility.org

The BEAM Exchange
In 2014, PwC began implementing the Building Effective Accessible Markets Exchange (BEAM). BEAM will act as a knowledge hub for market systems development approaches and drive research on critical knowledge gaps in the market systems field.

For more, see: www.beamexchange.org

3. Events

PwC annual International Development Conference
PwC's annual International Development Conferences attract a large number of senior individuals from public, private and voluntary organisations and NGOs. The events, held at PwC's office in More London, comprise a series of plenary and panel sessions on important development issues. The title of our 2014 conference – held in London on 24 November 2014 – is 'Growth and Prosperity for All'.

Catalyst events
Our Catalyst events take the most pertinent themes in international development and provide a forum to learn more from experts in the sector, discuss issues and experiences and develop new ideas. Recent topics have included: shaping the future of funds for international development; stimulating trade; and the key economic drivers, challenges and opportunities facing Africa today.
Contact us

**Economic development**

- **Tom Pedrick**  
  Partner  
  +44 (0)7801 621155  
  thomas.pedrick@uk.pwc.com

- **Jack Newnham**  
  Partner  
  +44 (0)7900 554552  
  jack.g.newnham@uk.pwc.com

**Human development**

- **Sheetal Vyas**  
  +44 (0)7730 146352  
  sheetal.vyas@uk.pwc.com

- **David Armstrong**  
  Partner  
  +44 (0)7713 680266  
  david.m.armstrong@uk.pwc.com

**Climate change**

- **Tim Ash-Vie**  
  +44 (0)7971 405982  
  timashvie@uk.pwc.com

- **Emma Schofield**  
  Partner  
  +44 (0)7711 562470  
  emma.schofield@uk.pwc.com

**Governance and security**

- **Rebecca Johnson**  
  +44 (0)7803 455663  
  rebecca.a.johnson@uk.pwc.com

- **Magda Cavanna**  
  +44 (0)7725 632520  
  magda.cavanna@uk.pwc.com
Governance and security (continued)

Donor services

Matthew Hodge
+44 (0)7720 425870
matthew.z.hodge@uk.pwc.com

Hugo Warner
+44 (0)7801 066381
hugo.warner@uk.pwc.com

Programme design and evaluation

Jason Calvert
+44 (0)7432 565830
jason.a.calvert@uk.pwc.com

David Armstrong
Partner
+44 (0)7713 680266
david.m.armstrong@uk.pwc.com

Programme delivery

Zlatina Loudjeva
+44 (0)7525 298773
zlatina.d.loudjeva@uk.pwc.com

Freddy Bob-Jones
+44 (0) 7715 034052
freddy.bob-jones@uk.pwc.com

Fund services

Donna MacRae
+44 (0)7976 906622
donna.e.macrae@uk.pwc.com

David Quinn
Partner
+44 (0)7721 502630
david.quinn@uk.pwc.com
# Selected global contacts

## Global International Development Assistance Leader

- **Gill Sivyer**
  +41 (0)79 372 2545
  gill.c.sivyer@ch.pwc.com

## Uganda

- **Dowson Kalemba**
  dowson.kalemba@ug.pwc.com
- **Francis Kamulegeya (CSP)**
  francis.kamulegeya@ug.pwc.com

## Nigeria

- **Andrew Nevin**
  andrew.x.nevin@ng.pwc.com
- **Uyi Akpata (CSP)**
  uyi.n.akpata@ng.pwc.com
- **Farouk Gumel**
  farouk.x.gumel@ng.pwc.com
- **Bert Odiaka**
  bert.i.odiaka@ng.pwc.com

## Pakistan

- **Iftikhar Ahmed Moghal**
  iftikhar.a.moghal@pk.pwc.com

## Libya

- **Melanie Butler**
  melanie.butler@uk.pwc.com

## Ghana

- **Maxwell Darkwa**
  maxwell.a.darkwa@gh.pwc.com
- **Felix Addo (CSP)**
  felix.addo@gh.pwc.com
- **Vish Ashiagbor**
  vish.ashiagbor@gh.pwc.com

## Rwanda

- **Florence Gatome**
  florence.w.gatome@rw.pwc.com

## DRC

- **Benjamin Nzailu**
  benjamin.nzailu@cd.pwc.com
- **Georges Levard**
  georges.levard@cd.pwc.com
- **Ghislaine Djapouop**
  ghislaine.djapouop@cd.pwc.com

## Zambia

- **Nasir Ali (CSP)**
  nasir.y.x.ali@zm.pwc.com
<table>
<thead>
<tr>
<th>Country</th>
<th>CSPs</th>
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<td>Kenya</td>
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<td>Zimbabwe</td>
<td>Daniel Muchemwa, Tinashe Rwodzi (CSP), Sima Msindo</td>
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*CSP = Country Senior Partner*