BDO

BDO grant cycle services

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Introduction

After unprecedented responses to the COVID-19 pandemic and the consequences of the war in Ukraine, governments across the world have adopted strong political measures to build a greener, more digital and more resilient future. The transition to a low-carbon economy, and more generally the aim to achieve a more sustainable, safer and fairer society is an historic disruption that is resulting in an unprecedented need for financial support.

The European Union has a stimulus package worth over EUR 2 000 billion for the period 2021-2027, including the EUR 800 billion NextGenerationEU Facility. In the USA, the Build Back Better Plan is considered the largest public investment vehicle since the New Deal.

Financial support - public or private - needs to strike a fine balance: building a smarter and more sustainable society while mitigating the possible negative impact on businesses and people. Measures will need to take into consideration sound business and economic principles which are essential, while also taking into account other indicators such as the UN Sustainable Development Goals (SDGs).

With revenues of USD 12.8 billion in 2022 and over 110 000 professionals, BDO is one of the largest advisory and audit service organisations in the world. Our experts support global donors, international public sector organisations, national and local administrations as well as the private sector in managing financial support.

How to best spent public money? What will be the impact of the grant? Has the money been spent as expected? What results did the grant bring for the beneficiaries, for society?

Grant administrators often face a number of questions when determining where and how to deploy available funding. Today more than ever, making the right decisions and implementing them with vision and professionalism is key.

To visualise the grant cycle, BDO has designed a simple scheme that shows the main steps, both on the donors' and on the beneficiaries' side. For each step we highlight the actions and requirements that need to be taken into account by the donor or the beneficiary.

At each step of the cycle, we show how BDO can help the public sector and other donors in making the right decisions or developing the appropriate measures.

Beneficiaries will see how BDO can help assess whether their organisation can apply for various forms of grant, and how we can guide you through the application process and develop internal systems to ensure that reporting requirements are met.

Although we work for both donors and grants, we always apply strict independence rules to avoid any conflict of interest.

Step 1
ADMINISTRATOR

Establish the measures and the overall purpose and criteria
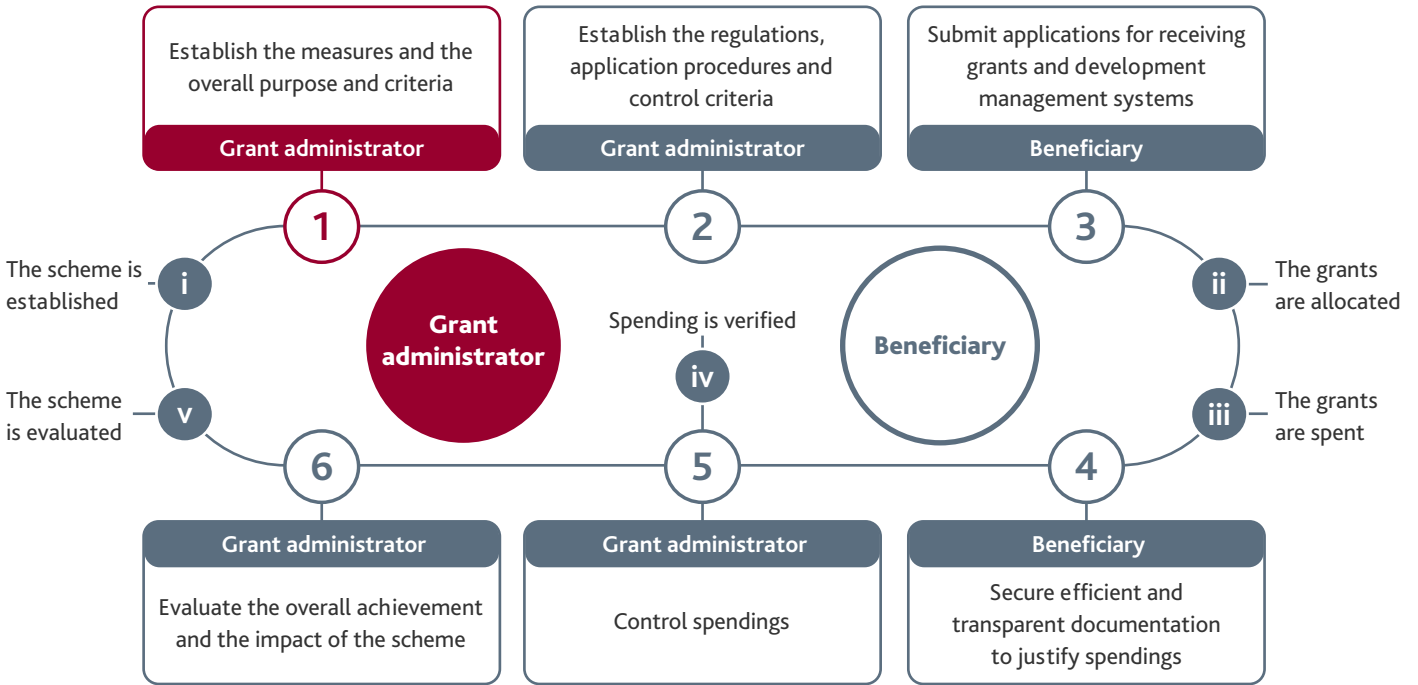
Overview

Each year, local and national administrations, international institutions and non-profit organisations allocate huge amounts to help research, education and culture, to alleviate poverty, to launch new policies and to support the economy. The grant administrator needs to design the scheme to ensure it is effective in achieving its overall purpose.

Establish goals

The grant administrator needs to establish the overall objectives of the grant. This includes measurable goals that can be monitored and assessed in an ex post socioeconomic study. The grant administrator must also consider other existing grants with the same potential beneficiaries, including relevant legislation and regulation.

Impact assessment

An ex ante socioeconomic study explores the purpose and potential impact of grants. This includes impact for society, stakeholders and the impact for potential beneficiaries. Socioeconomic impact studies provide the foundation for ensuring the best return on the use for the grants.

Establish criteria for allocation

The grant administrator needs to design the scheme to ensure that it is effective in achieving its overall purpose, e.g. by developing rules, regulations and criteria for selection. The grant administrator needs to establish transparent, measurable and fair criteria that support effective allocation of grants. These criteria should also support the UN sustainability goals.

Sustainability and social impact

The grant administrator should consider how the grant may act as an incentive to reduce environmental impact and contribute positively to local communities. This can enhance the administrator's reputation.

How BDO can help

1 **Strategy and planning**

Our team works closely with you to identify the overall purpose of the grant in accordance with existing policies and guidelines, and to review the legislative and regulatory framework which exists or needs to be established.

Our team includes experts from various service lines such as consulting, tax, assurance services, digitalisation and risk advisory services. This helps ensure that you are informed about new opportunities, regulatory changes, and other changes which may affect the grants.

2 **Impact assessment**

We assist you in analysing the potential impact of the grant. This includes the impact for society, for stakeholders and potential beneficiaries of the grant. This involves:

▶ Mapping data;
▶ Gathering and preparing data analysis;
▶ Identifying relevant stakeholders;
▶ Conducting in-depth qualitative interviews;
▶ Performing cost-benefit analysis.

3 **Ongoing support**

We provide continuous support during the development of your grant. This may include:

▶ Determining relevant criteria for grants allocation.
▶ Adapting legislation and regulations;
▶ Identifying relevant stakeholder;
▶ Applying for pre-approval by regulatory authorities if needed;
▶ Evaluating the efficiency and effectiveness of grant distribution keys;
▶ Providing 'second opinion' quality review on the overall scheme.

Establishing a grant scheme for Norwegian municipalities

Ullensaker municipality business support during COVID

€300M
in grants

Municipal compensation scheme for local business

In 2021, Norwegian municipalities were given financial support from central government to support local business. The municipalities were responsible for establishing grant schemes tailored to the needs of their local community.
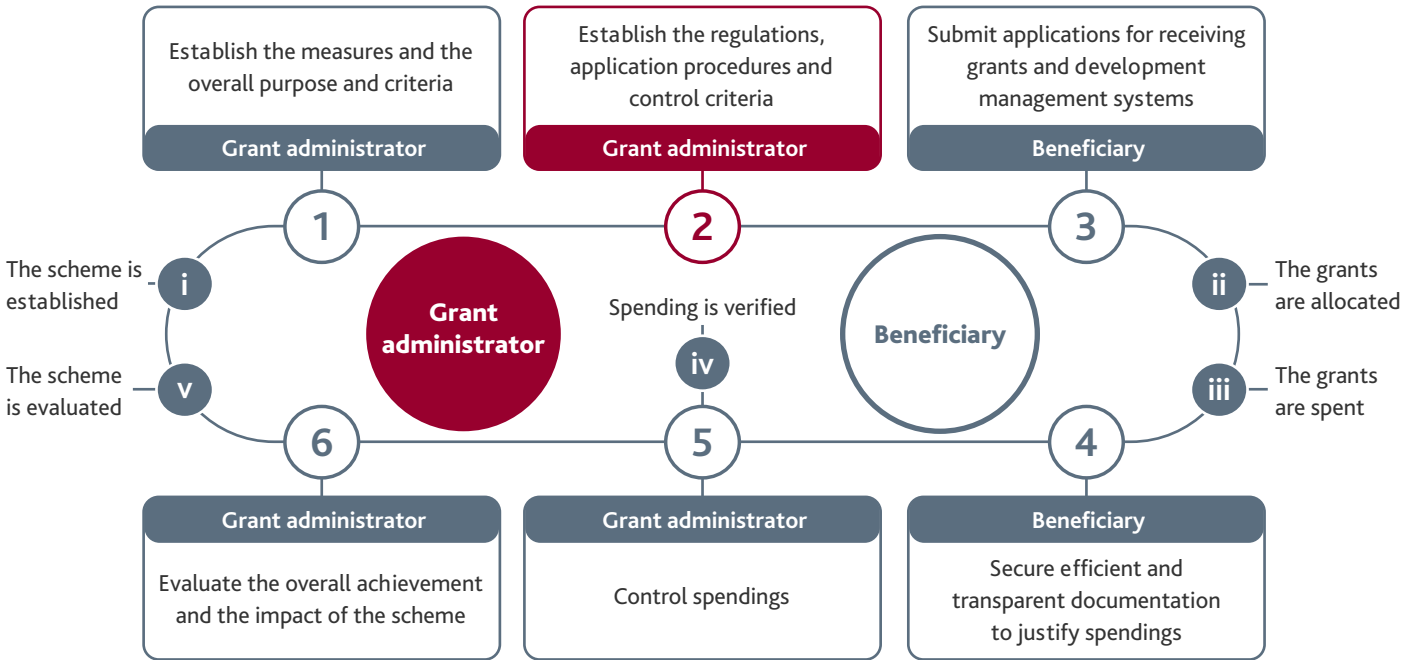
BDO intervention

▶ Project structure,
▶ Impact assessment,
▶ Stakeholder involvement,
▶ Cost-benefit analyses,
▶ Strategy and implementation assistance,
▶ Project management.

Step 2 Establish the regulations, application procedures and control criteria

ADMINISTRATOR

Establish the measures and the overall purpose and criteria — **Grant administrator** — 1

Establish the regulations, application procedures and control criteria — **Grant administrator** — 2

Submit applications for receiving grants and development management systems — **Beneficiary** — 3

The scheme is established — i

The scheme is evaluated — v

Grant administrator

Spending is verified — iv

Beneficiary

The grants are allocated — ii

The grants are spent — iii

6 — **Grant administrator** — Evaluate the overall achievement and the impact of the scheme

5 — **Grant administrator** — Control spendings

4 — **Beneficiary** — Secure efficient and transparent documentation to justify spendings

Overview

Grant administrators want to feel confident that they have established relevant criteria and associated process for the application and distribution of funding. This helps to ensure that they award funding to competent and capable organisations, or provide necessary support and guard rails where needed. This in turn supports optimal use of funds to best support the related public interest.

Grant management system

In order to allocate and manage the funds accurately and easily, the grant administrator needs reliable processes and IT systems. These must be flexible enough to take into account the specific regulations and procedures relevant to each grant.

Formal grant agreement

Development and execution of an official funding agreement between the grant administrator and beneficiary. It's key to ensure agreements are in place to establish the relevant terms and conditions of the funding and any necessary monitoring procedures or other administrative elements necessary (e.g., audit and termination rights). Appropriate agreements enable the beneficiary to clearly understand expectations and eligible uses of the grant and the grant administrator to provide effective oversight of the funds distributed.

Information and communication

To attract the right applicants and ensure transparency in the allocation of the funds, it is necessary to develop an appropriate information strategy. The communication process should be planned and monitored.

Application process

The application process and related documents need to be properly designed and managed. This includes developing the technical systems and processes for: application publication, download, and submission, as well as Q&A with candidates.

Selection process

This includes:

- Establishing the processes and documentation to review the applications.
- Producing evaluation reports to justify the allocation decisions.
- Organising the evaluation sessions and communication of award decisions.

How BDO can help

1 Strategy and planning

Development of eligibility criteria for applications: Our team works closely with you to understand the purpose and intended use of funding programmes, identify relevant characteristics of beneficiaries, and create the questions and other details to be collected to enable appropriate and consistent evaluation of applicants.

2 Application

Application process(es) design: Developing and building tools, templates, and related process to solicit and receive applications for funding. This includes developing the technical systems and processes.

Application evaluation: Establishing the processes to review applications and consider both the merit of the scope of work and related impact, and the capabilities of the applicant organisation.

3 Ongoing support

Interaction with applicants (including protests and disputes): Our team can provide customer support and a direct interface with applicants – for example to resolve questions on how to use the systems or templates, or clarify eligibility requirements and programmatic considerations. Unsuccessful applicants may want additional information on why their application was not selected.

Call for applications and award process – Municipality in the USA

Grants administration for $25M community grant program:

BDO supported a local government in the full development and management of three different community grant programmes. These provided a total of $25M in support to non-profit organisations, small businesses, and health care providers dealing with the impact of the COVID-19 public health emergency.

We assisted the Mayor and his staff in establishing the guidelines and objectives for each grant programme, including organisational eligibility criteria. We developed the system and templates for organisations to apply, marketed the programme to potential applicants, and reviewed over 700 applications to determine which organisations received grant awards. We later reviewed and confirmed the costs claimed, based on supporting identification.

## Call for applications and award process for a non profit organisation

Sub-recipient risk assessment, and development of monitoring policy and procedure:

BDO assisted a non-profit organisation focused on mental health to develop its policies and processes for working with sub-recipients. The organisation has received nearly $300M in US Government funding, the majority of which will be used to engage sub-recipients.

Our team supported the organisation in developing a policy, process and template to conduct risk assessments for potential sub-recipients. We provided guidance throughout the initial review of applications, demonstrating how to conduct the risk assessment and, more importantly, the various control or monitoring determinations needed for sub-recipients where potential risks were identified. We also supported the organisation in designing and implementing a technology tool to assist with sub recipient oversight and monitoring.

Step 3 Submit applications for receiving grants and development management systems

BENEFICIARY
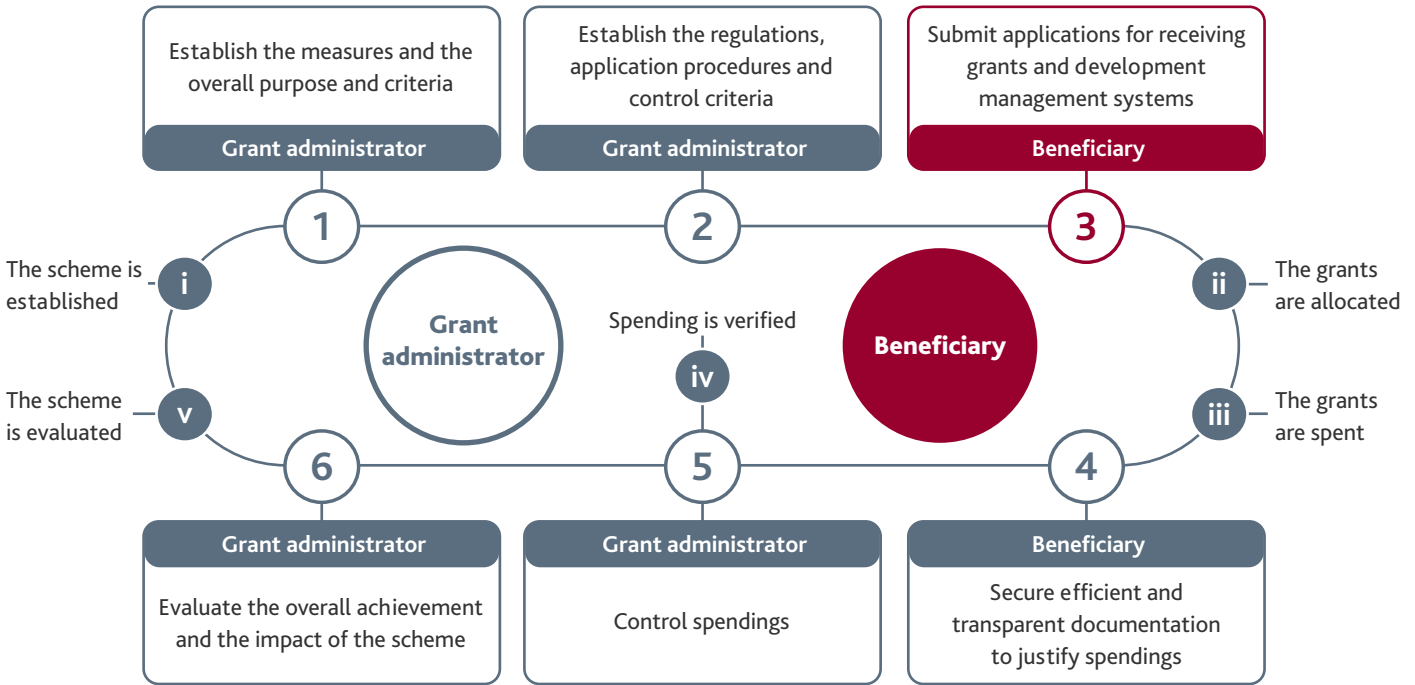
Overview

Incentives and grant programmes are powerful tools that businesses can utilise to gain a competitive advantage, drive innovation, and increase profitability.

Here are some of the key benefits of using incentives and grants:

Financial support

Incentives and grant programmes provide financial support to businesses, helping them access capital, reduce costs, and improve cash flow. This can be in the form of grants, tax credits, rebates, low-interest loans, or other financial incentives, which can significantly impact a company's bottom line.

Business expansion

Incentives and grants can facilitate business expansion initiatives, such as opening new facilities, expanding into new markets, or launching new products or services. These programmes can provide funding for market research, feasibility studies, and other essential activities that support business growth.

Innovation and R&D

Incentives and grants can incentivise businesses to invest in research and development (R&D) activities, driving innovation and fostering technological advancements. This can lead to the development of new products, processes, or technologies, giving businesses a competitive edge in the market.

Talent acquisition and retention

Some incentives and grant programmes are designed to support businesses in attracting and retaining top talent. These programmes can provide funding for workforce training, skills development, and employee retention initiatives, helping businesses build a skilled and competitive workforce.

Sustainability and social impact

Many incentives and grant programmes focus on supporting businesses in adopting sustainable practices, reducing environmental impact, and contributing positively to local communities. This can enhance a company's reputation, brand value, and customer loyalty.

How BDO can help

(1) Strategy and planning

Our team works closely with you to understand your business goals, identify relevant incentives and grant programmes, develop a customised strategy and plan to maximize your opportunities. This analysis can either be local or cross-border, capitalising on BDO's extensive network.

(2) Application

We assist you in preparing and submitting applications, ensuring compliance with programme requirements and optimising your chances of securing incentives and grants. This involves:
- ▶ Perform technical analysis;
- ▶ Prepare financial projections, business plans or feasibility studies;
- ▶ Draft and submit applications;
- ▶ Identify collaboration partners (for projects under consortium);
- ▶ Respond to requests from grant awarding bodies;
- ▶ Submit appeals in case of unfavourable outcomes.

(3) Ongoing support

We provide continuous monitoring and support, keeping you informed about new opportunities, regulatory changes, and updates to incentives and grants programmes, ensuring that you stay ahead of the curve.

Grant application for innovation

Duo-Syringe

€1M
Investment

Objective of the grant: Develop an innovative syringe to improve clinical practice of intravenous administration

The design of this medical device, as well as its ergonomic configuration, could revolutionise hospital nursing.
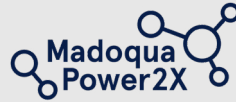
Consortium

MUROPLAS PLASTIC ENGINEERING

piep

Escola Superior de Enfermagem de Coimbra

BDO intervention

- ▶ Project structure,
- ▶ R&D lines definition,
- ▶ Consortium constitution,
- ▶ Call application and submission,
- ▶ Project management.

Grant application for strategic investment in energy production

Madoqua Power2X

Application for project of national Interest

Flagship hydrogen project, classified as potential national interest (PIN), which will use renewable energy to produce green hydrogen (H2) and green ammonia (NH3).

Green hydrogen will be used: (i) as an energy carrier (e.g. ammonia) for the storage of renewable energy and transportation; (ii) for local hydrogen off takers (e.g. nearby refineries); (iii) as an input for local ammonia production, which can be shipped or used for the maritime sector.

| ~500 MW H2 electrolysis capacity | €1B+ project investment | 50 ktpa H2 + 500 ktpa NH3 envisioned | 600+ ktpa CO2 avoided |

BDO intervention

- ▶ Structure the projects
- ▶ Support technological partnerships
- ▶ Produce economic and financial viability studies
- ▶ Develop applications to financial and fiscal incentives (National and International).

Step 4 Secure efficient and transparent documentation to justify spendings

BENEFICIARY
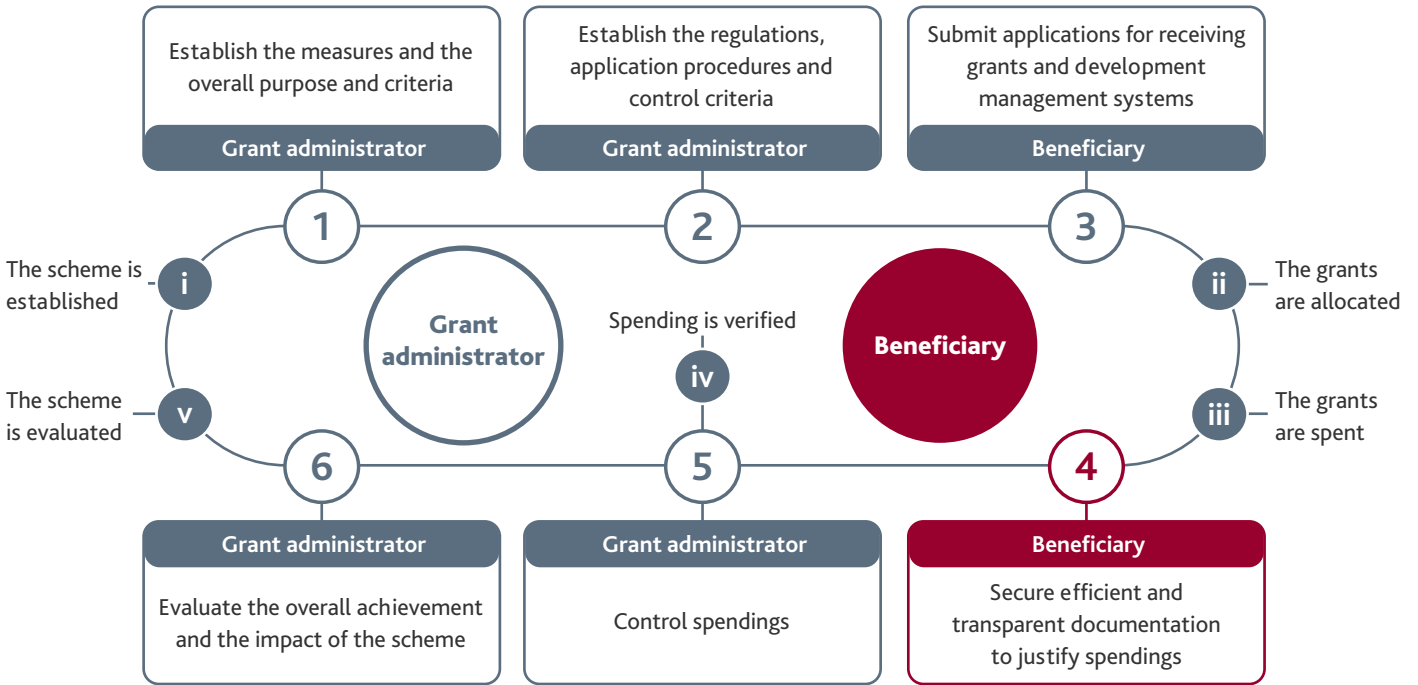
Overview

The elements and evidence to be provided by beneficiaries to support payment requests for incentives and grants can vary depending on the specific programme or government agency providing the funding. However, there are some common elements and evidence that are typically required:

Project documentation

This includes documentation related to the project for which the funding was provided, such as invoices, receipts, contracts, and progress reports. This documentation should clearly demonstrate how the funding was spent, and that it was used for the intended purposes.

Financial documentation

Incentives and grants can facilitate business expansion initiatives, such as opening new facilities, expanding into new markets, or launching new products or services. These programmes can provide funding for market research, feasibility studies, and other essential activities that support business growth.

Timekeeping records

If the funding is based on labour hours, the company may be required to provide timekeeping records that demonstrate how much time was spent on the project by each employee.

Compliance documentation

The company may be required to provide documentation demonstrating that it has complied with any relevant regulations or laws related to the project, such as environmental regulations or employment laws.

Audit trail

The company may need to provide an audit trail showing how the payment request was prepared, reviewed, approved, and by whom.

How BDO can help

1 Payment requests and reporting

BDO can assist beneficiaries in preparing and submitting payment requests to ensure timely and accurate disbursement of grant funds. Our team can help you navigate the documentation requirements, financial reporting, and other compliance-related aspects, ensuring that your payment requests are in line with the grant's terms and conditions.

2 Monitoring and execution

BDO can help you monitor the progress of your grant-funded projects, track milestones, and ensure that the project execution is on track. We can provide guidance on project management best practices, help you identify and address any potential issues or roadblocks, and ensure that grant-funded projects are successfully implemented as per the grant's requirements.

3 Compliance management

BDO can assist you in ensuring that your projects meet the goals, objectives, and milestones defined in the grant agreement. We can help you prepare accurate and timely reports, monitor compliance, and address any compliance-related concerns to avoid potential penalties or risks.

4 Performance optimisation

BDO can provide valuable insights and strategic recommendations to optimise the performance of your grant-funded projects. We can help you identify opportunities to enhance project outcomes, streamline processes, and achieve maximum impact from your grant investments. Our team can work with you to develop strategies that align with your business goals, ensuring that your projects achieve the desired results.

Payment request dashboard

Portuguese Innovation Agency

ANI° AGÊNCIA NACIONAL DE INOVAÇÃO

ANI: Portuguese Innovation Agency

The role of the ANI is to:
▶ Promote collaboration between entities of the Scientific and Technological System and the business world;
▶ Fund innovation and development, by managing a set of R&D instruments and innovation incentives;
▶ Publicise, nationally and internationally, innovation success stories from Portugal.

Challenges
▶ Managing simultaneously dozens of projects from different frameworks;
▶ Lack of direct access to data (this had to be through VPN);
▶ Planning of the next payment requests.

BDO intervention
▶ Developing and defining requirements;
▶ Extracting information from entity's ERP software into an Excel file – ETL process;
▶ Designing and developing Power BI dashboards;
▶ Configuring automated updates;
▶ Maintaining the solution developed.

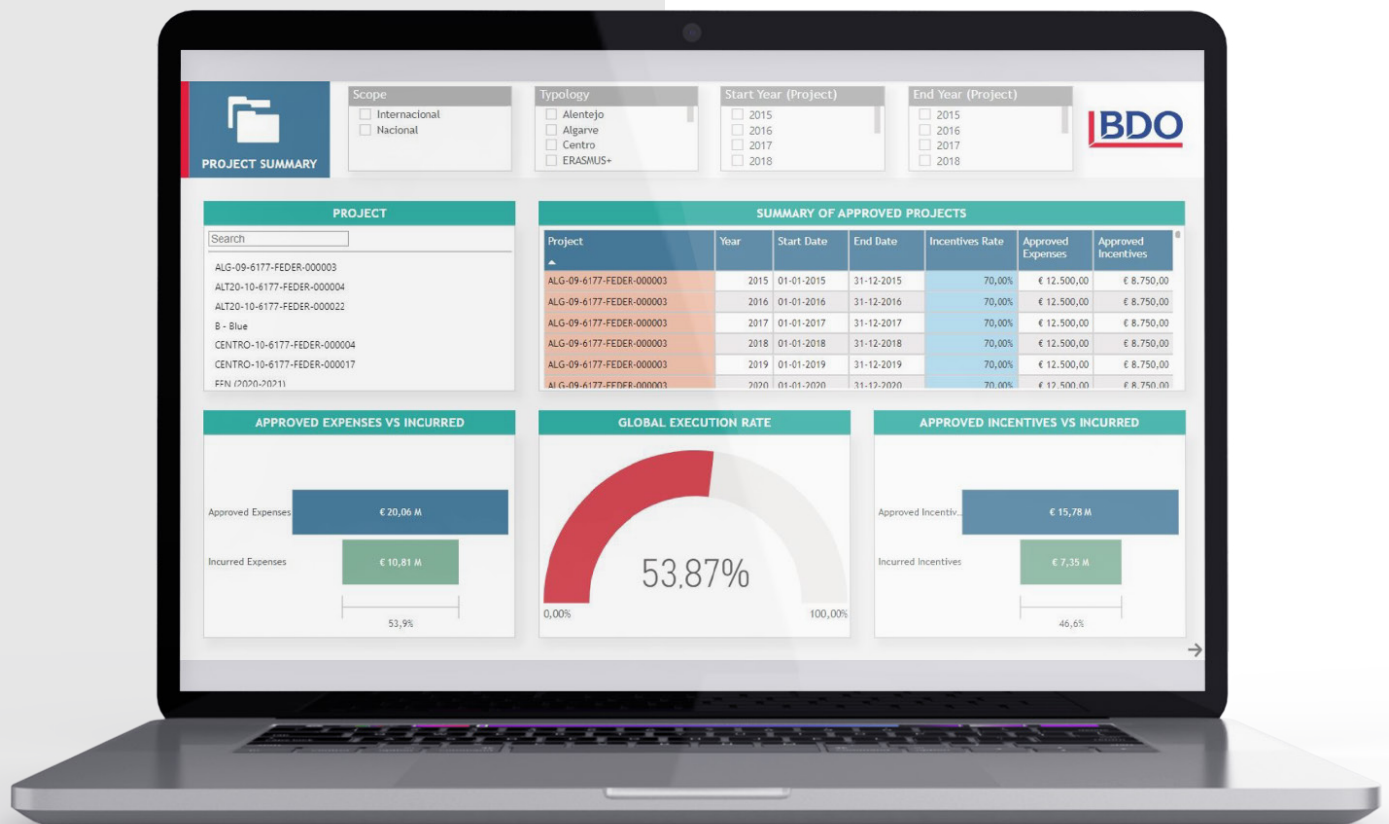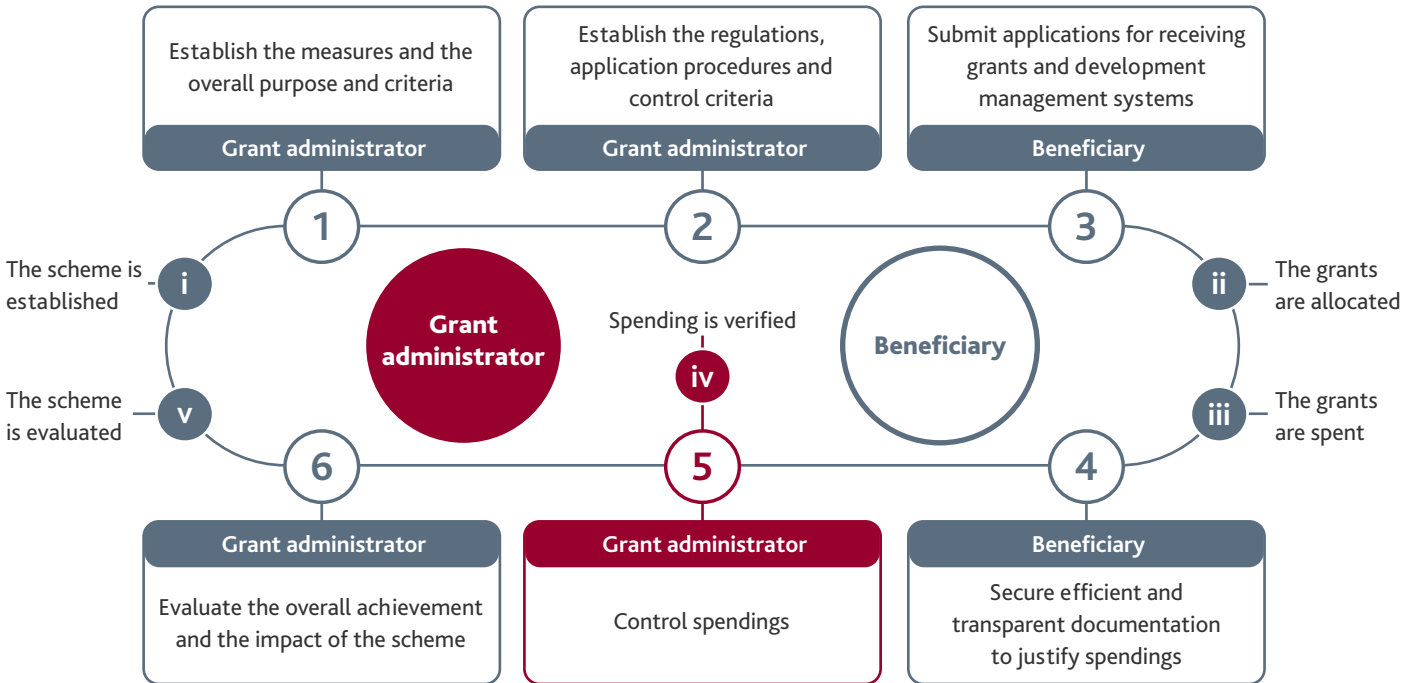SQL → X → 📊

Payment request dashboard

Results

▶ Real-time monitoring;
▶ User interaction with dynamic dashboards;
▶ Dashboards in a cost-effective and multi-device (computer; tablet; smart phone) solution;
▶ Overview of progress with execution of the entity's projects (going back to 2015);
▶ A more comprehensive analysis of each project status;
▶ Overview of the next payment requests;
▶ Verification of compliance with the set quarterly/ yearly goals;
▶ Periodic and automatic updates;
▶ Collaboration between users.

Step 5 Control spendings

ADMINISTRATOR

Establish the measures and the overall purpose and criteria	Establish the regulations, application procedures and control criteria	Submit applications for receiving grants and development management systems
Grant administrator	**Grant administrator**	**Beneficiary**

1 — **i** The scheme is established

Grant administrator

Spending is verified **iv**

Beneficiary

2 **3** **ii** The grants are allocated

iii The grants are spent

v The scheme is evaluated

6 **5** **4**

Grant administrator	**Grant administrator**	**Beneficiary**
Evaluate the overall achievement and the impact of the scheme	Control spendings	Secure efficient and transparent documentation to justify spendings

Overview

Grant Administrators' (GA) reasons for engaging an external audit firm to support them with financial control and assurance services over their grant programme spending can be broad. Reasons can include:

Compliance

▶ Regulatory compliance – e.g. Annual Statements of Assurance - contributes to positive opinion among the public and stakeholders.

Internal control

▶ Support to internal financial controls.
▶ The grant administrator will often outsource audits as part of a donor's annual audit plan.

Governance

▶ Enforces the importance of robust financial governance to beneficiaries.
▶ Encourages development of capacity and skills in financial management.

Planning

▶ Identifies recommendations and improvements for future activities/programmes.
▶ Contributes to the grant administrator's future planning.

Ad-hoc support

Targeted and ad-hoc actions – the grant administrator may require support in a particular area or in investigating particular transactions.

How BDO can help

1 **Financial audits and verifications**
- ▶ Verify existence of costs, including whether these are adequately supported, incurred in the correct period, and correctly included in accounting records;
- ▶ Verify organisations' controls over expenditure;
- ▶ Verify that costs are project costs, and are foreseen in the agreed project budget;
- ▶ Verify eligibility of expenditure with reference to contractual or programme eligibility criteria;
- ▶ Verify existence and completeness of income, identify potential double-funding.

2 **Compliance with programme or other requirements**
- ▶ We can support the grant administrator in verifying that other additional programmatic criteria have been met, such as:
  - ▶ Compliance with target group criteria (i.e. funding should benefit a specific target group as defined by the programme rules);
- ▶ Compliance with national or supra-national requirements that are part of the eligibility framework:
  - ▶ Compliance with EU and national public procurement regulations;
  - ▶ Compliance with EU State Aid regulations;
  - ▶ Compliance with US Federal, State and local regulations.

3 **Focussed assignments**
- ▶ We can support the grant administrator with specific focused terms of reference, such as:
  - ▶ Fraud/forensic investigations;
  - ▶ IT control audits;
  - ▶ Performance audits;
  - ▶ Internal control reviews.

Why BDO

Access to a global network of donor assurance specialists
- ▶ Dedicated International Donor Assurance team with over 250 qualified professional staff;
- ▶ Extensive resources with donor assurance experience across our global network;
- ▶ Capability to cover most jurisdictions worldwide.

Experience in managing pan-global services over donor-funded programmes
- ▶ Over 30 years' experience of providing donor assurance services;
- ▶ Assurance services provided on a pan-European and pan-global scale. In 2022, we carried out donor assurance assignments in over 160 countries;
- ▶ Holder of global assurance contracts with a number UN agencies and national overseas development agencies.

Commitment to quality and adding value to our donor clients
- ▶ An approach which responds directly and effectively to the grant administrator's requirements;
- ▶ Track record in delivering high-quality outputs, achieved through robust quality processes and a real understanding of the funding mechanisms and their objectives.

DG Education and Culture DG Regional Policy

DG Research EU Executive Agency

United Nations Agencies for SMEs

Millennium Challenge Corporation

UK Government Ministries (DFID)

European Commission Directorate General Budget

European Commission Directorate General Agriculture

European GNSS Supervisory Agency

GIZ Swedish International Development Agency **World Bank**

United Nations agency

We have large-scale long-term agreements with several UN agencies. For one of our UN agency clients, we are required to perform circa 250 project audits within a three-month period to support them with their internal annual assurance needs. This involves site visits to their implementing partners' premises in around 80 countries, to verify the reported expenditure and related project activities.

An overseas development agency

For one leading overseas development agency, we have a long-term contract to provide grant audit services. We carry out over 800 grant project audits per annum in over 120 countries worldwide. As part of these services, we also carry out forensic assignments in response to specific concerns identified by the client.

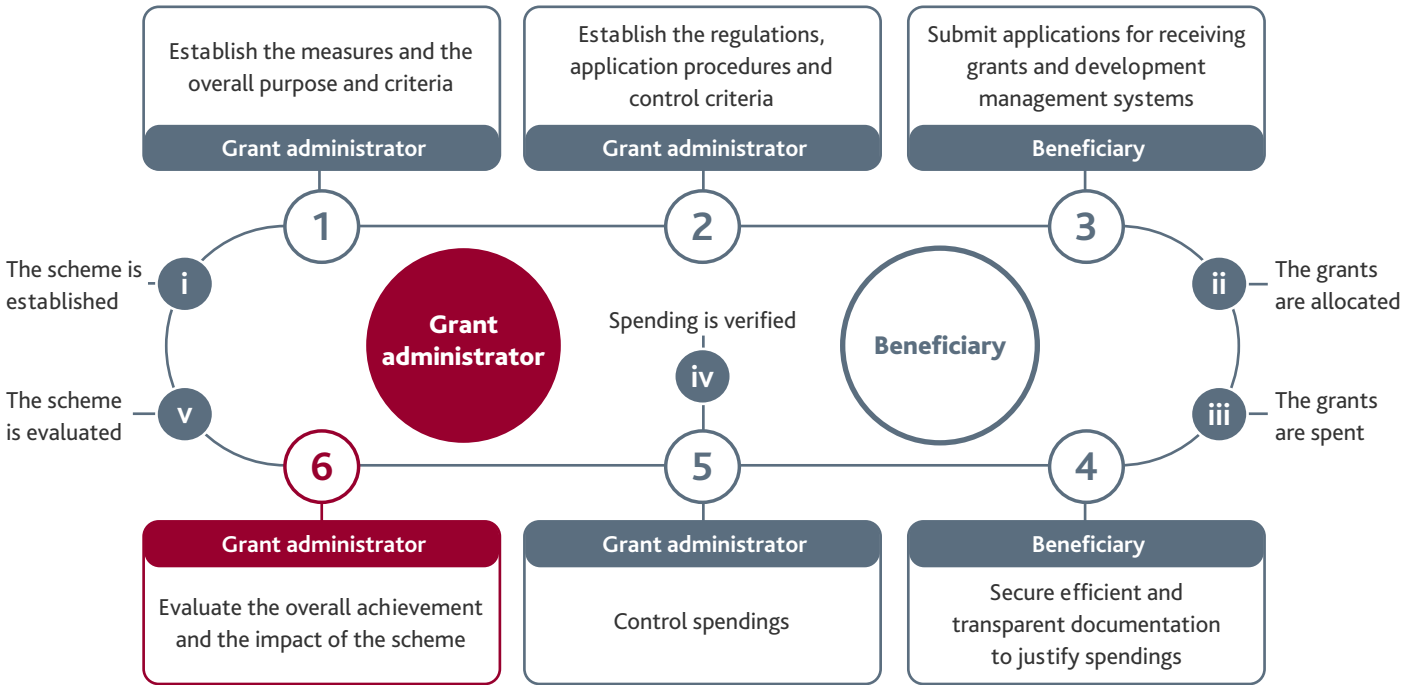### European Institute for Innovation and Technology (EIT)

EIT funds initiatives to foster integration between higher education, research and innovation bodies and corporate entities across the European Union, with the aim of strengthening the EU's and Member States' innovation capacity.

Each year we carry out certifications of a sample of between 30-40 partners receiving EIT funding for research and innovation projects. Certifications take place across Europe and have to be finalised within 3 months of the end of the reporting period.

Step 6 Evaluate the overall achievement and the impact of the scheme

ADMINISTRATOR

Establish the measures and the overall purpose and criteria	Establish the regulations, application procedures and control criteria	Submit applications for receiving grants and development management systems
Grant administrator	**Grant administrator**	**Beneficiary**
1	**2**	**3**

i — The scheme is established

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ii — The grants are allocated

v — The scheme is evaluated

iii — The grants are spent

6	**5**	**4**
Grant administrator	**Grant administrator**	**Beneficiary**
Evaluate the overall achievement and the impact of the scheme	Control spendings	Secure efficient and transparent documentation to justify spendings

Overview

Demonstrating that public money has been 'well spent' is never easy. Grant administrators want to know not just whether their funds have been spent in line with the rules, but what concrete benefits they have helped to achieve. In essence, they want answers to the following types of questions.

Effectiveness and efficiency

Has the project or programme achieved its objectives? Is the performance proportionate to its cost?

i.e. Has it been 'effective' and 'efficient'?

Cost efficiency

Has the project or programme paid the best possible prices for staff, goods and services?

i.e. has it been 'economical'?

Impact of results

What will be the longer-term results and impacts of the project and programme?

And will these be sustainable once the project or programme is over?

ESG impact

What is the project or programme 's overall environmental and social impact?

Are there indicators to measure it?

Value for money

Overall, has the project or programme achieved value for money (VFM)?

And how can we maximise VFM going forward?

How BDO can help

1 **'Real-time' VFM consultancy and monitoring**
- ▶ Carried out while the project is still in progress.
- ▶ Assesses performance / VFM to date, whilst also looking forward to remainder of the project.
- ▶ Provides maximum opportunity for optimising VFM whilst the project is still 'live'.
- ▶ Conclusion on economy, efficiency and effectiveness of activities to date.
- ▶ Assessment of progress and likelihood of success.
- ▶ Analysis of risks and barriers to implementation.
- ▶ Evidence-based recommendations for remedial action to improve performance and eventual outcomes.

2 **VFM/performance audit**
- ▶ Assesses if a project has achieved VFM, using bespoke specialised techniques including:
  - ▶ Cost-effectiveness vs cost-quality analysis.
  - ▶ Benchmarking against best practice.
  - ▶ Comparisons with 'counter-factuals' where projects were carried out differently, or the resources used in other ways.
- ▶ Conclusion on the economy, efficiency and effectiveness with which resources have been used.
- ▶ Assessment of whether objectives have been met, and the quality of the resultant outputs.
- ▶ Evidence-based recommendations on lessons learned and possible improvements to future projects.

3 **Ex post evaluation**
- ▶ Assesses the success of a project or programme across a wider range of criteria, including:
  - ▶ Its efficiency and effectiveness.
  - ▶ Its 'fit' to the context and users' needs
  - ▶ Its wider benefits and impacts
  - ▶ Long-term sustainability of its results
- ▶ Assessment of all aspects of the grant-funded activity, from design through to implementation and follow-up.
- ▶ Assessment of whether objectives have been met, and the quality and impact of the resultant outputs.
- ▶ Evidence-based recommendations on lessons learned and possible improvements to future projects.

Assessing value for money of a grant-funded programme

VFM Audit of a technical training & infrastructure programme in Africa

The situation

An international donor organisation was funding a Technical/ Vocational Education and Training (TVET) programme in Central Africa, aimed at improving the skills and employment prospects of young people in the region.

The programme involved: upskilling staff in technical colleges, building training facilities and infrastructure, and supporting graduates of the programme into employment.

The challenge

As part of designing its future TVET strategy, the client asked us to assess the VFM of this current programme – focusing in particular on:
- ▶ The 'unit costs' of training and placing participants, and how these compared with similar programmes elsewhere;
- ▶ The overall costs and benefits in terms of systemic efficiency, employment outcomes and wider social and economic impact; &
- ▶ The aspects of the programme yielding the greatest benefit per Euro of funding – i.e. capacity building, training/mentoring, or infrastructure.

The BDO intervention

We carried out a VFM audit of the programme, comprising:
- ▶ Detailed analysis of costs per student and per successful work placement, including benchmarking against similar programmes worldwide; &
- ▶ Financial modelling of the longer-term costs and benefits under different scenarios - including recommendations on which activities to step up, reduce or cease in order to maximise VFM.

Expertise

Pedro Almeida

Pedro Almeida has 14 years of experience focusing on the coordination and execution of applications for incentive systems (research and development, innovation and internationalisation), in the most diverse sectors of activity. He has a degree in finance and is based in Braga.
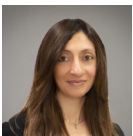
Vincent Bernard

Vincent Bernard has 30 years of experience in international advisory - evaluation of programmes, institutional support, organisational support - e.g. the European Commission, the EBRD, EPO, the World Bank, Airbus Industries. He holds degrees in engineering and economics and is based in Brussels.

Annalisa Botticelli

Annalisa Botticelli has over 20 years of experience in supporting public-sector administration in transitioning towards advanced, digital models of operation and delivery of services, enabling and supporting strategic and organisational adaptation. She is also a statutory auditor and is based in Rome.

Sorin Caian

Sorin Caian has more than 25 years of experience in the financial sector, mainly in privatisation and the public utilities sector (water, solid waste, transport, etc). He has international experience with EU-, EIB-, EBRD- and World Bank-funded projects. He is based in Bucharest.

Paulo Castro

Paulo Castro has over 22 years of experience in corporate finance, management control, incentives and innovation. He holds degrees in corporate finance and management control. He is based in Braga.

Frazer Clark

Frazer Clark has over 20 years of experience in value-for-money evaluation and performance audit. He holds a PhD and a Masters in research methods from Oxford University, and is a Fellow of the Institute of Chartered Accountants in England and Wales. He is based in London.

Matt Cromwell

Matt Cromwell is an Assurance partner with extensive experience performing assurance and consulting services within the U.S. and globally. His specialises in large non-profit organisations, with a focus on international operations and multi-lateral donor considerations. He is based in Washington DC.

René Friese

René has over 15 years' experience in public administration and public economics. In the EU funding environment, he advises on project conception, funding research and the proper use of funds. He also advises beneficiaries in setting up governance for efficient funding management. He is based in Cologne.

Martin Daniel

Martin Daniel's main focus is the delivery of audit and audit-related services to International Funding Institutions, and in particular the European Commission. This work includes financial and systems audits, expenditure verifications, performance audits, forensic audits, and advice on risk management, governance and audit strategy. He is based in London.

Raul Genchi

Raul Genchi possesses over 20 years' experience in audit, administrative and financial management of organisations. He contributed strongly to the development of audit and consulting practice to public-sector entities in the Latin America Region. He is based in Buenos Aires.

Gurpreet Dulay

Gurpreet Dulay is CIPFA-qualified and leads internal audit and advisory services to healthcare, local government, central government, non-departmental public bodies and the sports sector. He is based in London.

Peter Ghitongo

Peter Ghitongo is Director of Grant Management Services at BDO in East Africa. He is a member of a regional forum that brings together 100 of the region's Business Leaders to identify unique private sector-led solutions to East Africa's most pressing business challenges. He has a Masters of Science (Hons) in Development Economics from the University of Oxford.

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Oistein Harsem is Partner at BDO Advisory. He has extensive experience in industries such as defence, healthcare and grant management. His areas of expertise include fact reports, analysis and management support. Øistein holds a PhD in political economy, and has worked in multinational research programmes. He is based in Oslo.

Job Terlingen

Job Terlingen is an Audit & Assurance partner and has over 20 years experience in audit and audit related services to clients in the Public Sector. His experience covers international NGOs, healthcare, fundraising institutions, scientific & cultural organisations, including auditing international and multi-year grant projects. He is based in the Netherlands.

Marc Henderson

Mark Henderson is Head of Global Donor Services for BDO globally. The group he leads specialises in delivering assurance and consulting services to international funding institutions and donor organisations. Mark is a Fellow of the Institute of Chartered Accountants in England and Wales and has over 20 years of experience in the field of donor assurance. He is based in London

Andrea Wilson

Andrea Wilson is an accomplished finance and operations advisor with more than 18 years of experience improving compliance, financial, procurement, operations, budgeting, and management systems. She is a co-leader of BDO's Institute for Non-profit Excellence and is based in Washington DC.

Eva Martischnig

Eva Martischnig has over 10 years experience in coordinating and developing funding proposals, mainly aimed at private enterprises but also including academia and other public institutions. Her expertise encompasses Austrian and EU funding programmes with a primary focus on research, innovation and investment projects, covering everything from start-ups to large companies. She is a business mentor for start-ups and is trained in sustainability and gender matters. She is based in Graz, Austria.

Paolo Zinno

Paolo Zinno has over 25 years' professional experience, with expertise covering assistance to the Ministerial and Regional structures responsible for the Management and Control of European Funds. He focuses on first- and second-level audit and control activities. He also has experience in the aerospace and defence industry. He is based in Rome.

Yugen Pillay

Yugen Pillay has over 15 years' experience in the public-sector environment and has audited and advised various spheres of government, including; National and Provincial Departments, Public listed entities and municipalities. He regularly provides insights and commentary on matters impacting the South African economy. He is based in Johannesburg.

José María Silva

José María Silva is an assurance partner with extensive experience in economic and financial advice, auditing and internal control. He has actively collaborated with public control bodies in the audit of public sector companies, state agencies and universities. He has also provided technical assistance to ministries and regional governments in carrying out controls on subsidies financed with European Funds for R&D and investments. He is based in Seville.

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