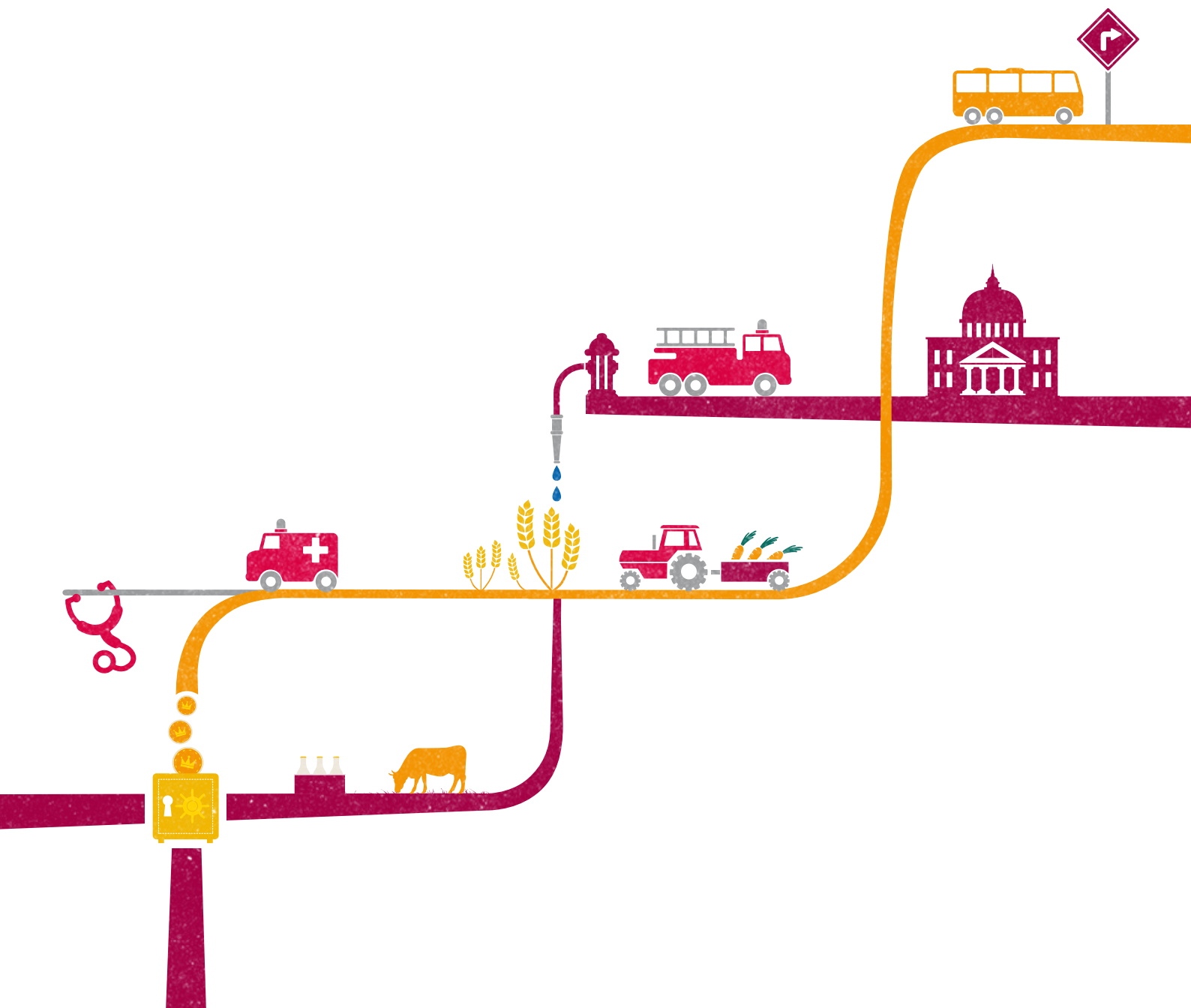


*Our global capabilities:*  
**Public sector**



# Public sector: improving performance and increasing accountability

**Government and donor agencies across the world are constantly being challenged by increasingly demanding customers and stakeholders. The demands on funding for public services and infrastructure nationally and internationally have changed the game at every level, from the place where financial decisions are made to the point where public services and projects are delivered.**

Governments and government agencies in developed and emerging economies find themselves compelled to reassess both what they do and how they do things. Operations are being scrutinised for efficiency. The controls designed to safeguard financial resources are taking on a new importance. And delivery mechanisms for infrastructure projects are being reappraised. Performance and accountability are the watchwords.

Grant Thornton's public sector specialists work with you to meet these challenges and realise the opportunities they bring. In over 130 countries, our specialists offer practical support, informed by a global network, grounded in local knowledge and insight. Whether your services and systems are just developing or are long established, our

professionals are focused on helping you improve efficiency, increase transparency and deliver infrastructure projects more confidently. The services they offer are backed by an international capability built on Grant Thornton's 90 years' experience of working with the public sector worldwide.

"Grant Thornton brings passion, excellence and experience to the global public sector. Our practitioners have spent time working in government and have a deep understanding of the challenges being faced. They draw on their experience and global network and work with government leaders to provide bespoke solutions to overcome their challenges."

**Scott King**  
Global leader – Public sector  
Grant Thornton



**Clients we serve**

Grant Thornton provide services to all types of government agencies, including central and state government, local governments, autonomous agencies, public sector units and project entities. We are proud to be a global partner to large and small donors: bilateral and multilateral international agencies and organisations with a mission to reduce poverty, counter corruption and make life better for people.



Providing outstanding service to

- Central governments**
- State governments**
- Local governments**
- Bilateral international development organisations**
- Multilateral international development organisations**
- Autonomous agencies**
- Public sector units**
- Public-private partnerships**
- Regional development banks**



## Global sector trends

### Delivering better services at lower cost

In the wake of the global economic crisis, public sector organisations are having to change the way they deliver services. They must reduce costs and, at the same time, provide high-quality services that meet the rising expectations of citizens. This gives rise to opportunities for innovation and reform.

In many countries, the vision for the future is a leaner, more commercial, locally focused and responsive government sector. The challenge for government bodies, at a local level in particular, is to reshape service delivery in order to achieve this vision and sustain it in the long term.

As they seek to realise this ambition, public sector organisations must become proficient in many fields. They must become adept at keeping programmes designed to improve operational efficiency on track. They must understand and capitalise on the potential of information technology to make operations more efficient. And they must become skilled at getting the best from their employees.

Organisations able to integrate these three areas of focus into a coherent response will maximise their prospects of meeting the funding challenge and the demand for better services successfully.

### Demonstrating transparency and improving control

Managing and controlling the money available for public services and development initiatives is becoming increasingly important for organisations across the public sector space. Cuts in funding mean governments want to be sure their own financial resources are being used to maximum effect. Meanwhile donor organisations want assurance that the funding they supply is being used as intended. And both governments and organisations in receipt of funding must be able to demonstrate that they have control over how funds are used. If they cannot, future funding is less likely to materialise.

Against this backdrop, the risks threatening the effective control of money are evolving: fraud, corruption, money laundering and cyber crime are all growing and taking on new forms. Meanwhile the regulations and international standards designed to counter some of these risks are placing increasing demands on organisations already facing pressure on many fronts.

The key to responding successfully lies in identifying where the greatest risks exist and focusing efforts here. Taking full advantage of state-of-the-art technology and systems can also help public sector organisations meet the challenge of improving control and demonstrating accountability more efficiently.

### Developing new infrastructure to support economic growth

As governments in less developed countries strive to raise living standards for their growing populations, those in the world's developed countries are focused on meeting the economic challenge from fast-maturing nations around the world. The ambitions of both groups demand new infrastructure in a wide range of sectors.

The budgets for projects like these are high, as is the public profile attached to them. And there's an additional factor in the mix. Public sector organisations are increasingly involving companies from the private sector in delivery partnerships. In doing so, they must negotiate often unfamiliar and complex commercial arrangements.

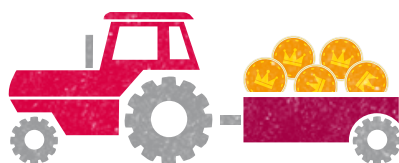
All this means the stakes are high for the government bodies responsible for planning, funding and delivering infrastructure projects. Failure to deliver on time and on budget can tarnish reputations. On the other hand, successful delivery can bring credit and acclaim for the organisations involved.

# Our solutions

Whether you're involved in developing or delivering public services at an international, national or local level, Grant Thornton's public sector specialists offer a distinctive approach that combines global reach with a local touch. Our public sector specialists are locally based people who understand your specific challenges, but who can also access our firm's international expertise and resources across the developed and developing world.

The way our firm is structured means you get greater access to our partners – senior people who really understand your sector and can tailor their support to match your requirements. Our style is pragmatic and resourceful. We are committed to delivering real value for money, including sharing our knowledge to help your organisation build its own capabilities to improve performance and increase accountability.

Issue	Solution	Benefit
Delivering better services at lower cost	Programme design	Delivering best possible public services within financial constraints
	Programme management	
	Performance improvement	Optimising use of resources and minimising waste
	Procurement	
	IT planning	Enhanced performance management and the ability to demonstrate increased efficiency
	Process re-engineering	
	Cost/expenditure management	
	Capacity building	



Issue	Solution	Benefit
Demonstrating transparency	Financial audits Performance audits IT audits	Achieving compliance with global and national accounting standards  Delivering assurance on the correct and efficient use of funds  Strengthening data, systems and network security  Improving IT reliability

Issue	Solution	Benefit
Improving control	Promotion of accountability Promotion of transparency Quality assurance Programme evaluation Risk management Information campaigns	Building credibility as a trustworthy financial manager  Securing continued funding from international donors  Protecting funds from criminal activity

Issue	Solution	Benefit
Developing new infrastructure to support economic growth	Project development Bid process management Project management Project finance Project evaluation Sector policy formulation	Maximising the chances of successful project delivery  Creating the framework for economic progress and competitiveness  Securing a reputation for competency



# A global team

**Grant Thornton is one of the world's leading independent assurance, tax and advisory firms. We help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice.**

Proactive teams, led by approachable partners, use insights, experience and instinct to understand complex issues for privately owned, public sector and publicly listed clients and help them to find solutions. More than 38,500 Grant Thornton people, across over 130 countries, are focused on making a difference to clients, colleagues and the communities in which we live and work.

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Scott is global leader of Grant Thornton International's public sector team. He also leads the state and local practice and the international development and organisations practice for Grant Thornton US. Scott has more than 25 years' experience in strategic performance management, providing consultancy to both local and foreign governments, as well as Fortune 500 companies. Before joining Grant Thornton in 2001, Scott was a principal with UMS Group and spent 13 years at the Department of Defence, where he held leadership positions in acquisition, program management and performance management.

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Sarah is head of public sector at Grant Thornton UK. Sarah chairs the public sector group which oversees a range of assurance, advisory and tax services our public sector specialists provide to central government, local government and the health service. Sarah specialises in assurance services, leading the UK's largest dedicated public sector audit team. Sarah has a particular interest in how leadership and culture can help transform service outcomes in the public sector.

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Alejandro is an advisory partner and oversees the public sector industry practice at Grant Thornton Argentina. He has over 31 years of experience providing accounting, auditing and advisory services. Alejandro's experience includes working on projects for a variety of donors and governmental agencies. His most recent project is the World Bank's forensic works and impact evaluation survey. He also sits on the Argentine Professional Council and the International Consortium on Governmental Financial Management (ICGFM) board.

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Gillian is head of advisory services at Grant Thornton South Africa, where she oversees the public sector advisory team. She has led many long term economic development and strategy projects as well as infrastructure advisory and business plans, including assignments for the 2010 World Cup. As the global leader of hospitality and tourism Gillian routinely works on public sector tourism strategies, including with the Ministry and Department of Tourism to develop the South African National Tourism Sector Strategy.

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Scott is the national managing partner of operational advisory and head of public sector at Grant Thornton Australia, where he manages the delivery of risk advisory services to clients across the public sector. His experience includes financial and performance reviews, process mapping and assessment of grantee operations on behalf of funding bodies. Scott is passionate about driving innovation and leveraging best practices to ensure long term sustainability for his clients.

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