



# Social Impact Measurement

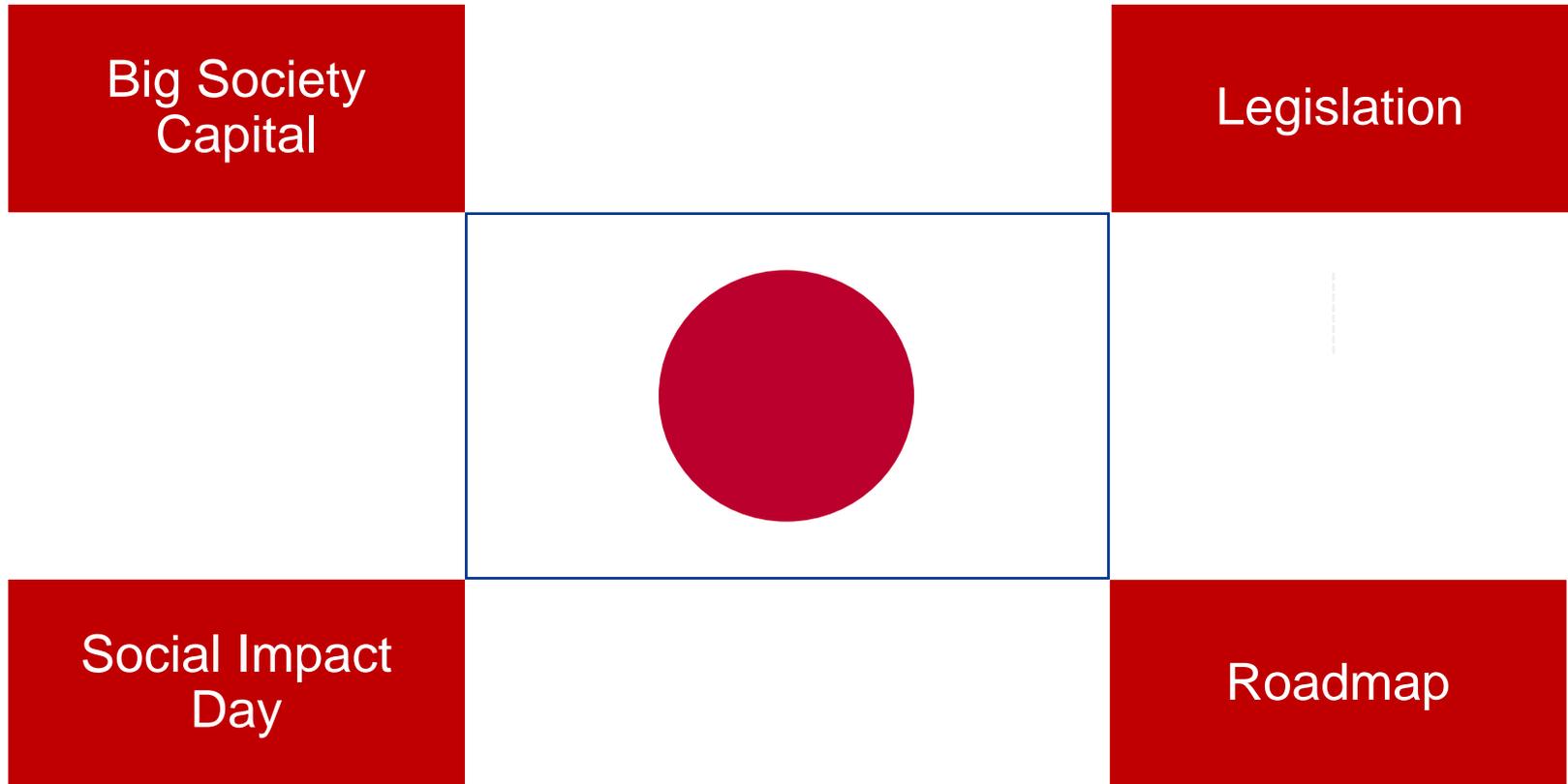
Keynote: Social Impact Day, Tokyo 2017

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29 June 2017



# Japan Context



Source: KPMG

# Keynote Outline

- Why did Impact Measurement (IM) get on the agenda in Australia?
- Why is IM important (case studies)?
- Measurement tools
- What actions have been taken in Australia to promote impact measurement?
- Success and challenges, next steps





# Impact Measurement in Australia

# What is Impact Measurement?



Tracking, monitoring and measuring to demonstrate that an intervention or program has made a difference and measuring the change that can be attributed to the program

## Social Impact Value Chain



Source: KPMG



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# History of the context of NPOs in Australia

To understand why Impact Measurement got on the agenda in Australia, it is helpful to understand the history and context of social policy in Australia and how this history is different from other contexts.



## Not for profits (NPOs)

- There are 600,000 NPOs registered in Australia<sup>1</sup>
- NPOs have traditionally focused on 'Relieving poverty and suffering'
- Many NPOs in Australia are faith-based organisations
- NPOs contributed 3.8% of total GVA (Gross value added) to the economy<sup>2</sup>
- Australians donated 0.57% of total GDP in 2012-13<sup>3</sup>
- NPOs are increasingly being required to demonstrate impact to receive funding in competitive environment



## Government

- History of government developing social policy and providing welfare programs
- All three tiers of government are involved in providing these programs (Federal, State, Local)
- Examples of Federal programs include the introduction of a national health scheme (Medicare) introduced in 1975, Old Age pensions, and Unemployment benefits
- Examples of State programs include child protection systems, domestic and family violence services and homelessness interventions.



## Businesses

- Greater focus in recent times on Corporate Social Responsibility means that businesses are considering how they contribute to society
- Greater transparency, accountability and responsible behaviour expected of organisations
- Greater public attention on ethical businesses practices

<sup>1</sup>Productivity Commission, Contribution of the Not-for-Profit Sector (2010)

<sup>2</sup>Australian Bureau of Statistics, <http://www.abs.gov.au/ausstats/abs@.nsf/mf/5256.0>

<sup>3</sup>[http://www.communitybusinesspartnership.gov.au/wp-content/uploads/2016/06/giving\\_in\\_australia\\_factsheet\\_1.pdf](http://www.communitybusinesspartnership.gov.au/wp-content/uploads/2016/06/giving_in_australia_factsheet_1.pdf)

# History of the context of NPOs in Australia



## Demand

There is increasing demand for social and human services due to increase social problems and demographic changes. This increases demand on Government resources.

- Increased focus on evidence-based policy making within government policy and program design
- Focus on transparency and accountability
- 'Do no harm' perspective when developing programs
- Development of quantitative methods to measure demand on services and impact of programs
- **The fiscal gap to increase by 3.4% by 2051. Demand for government resources is to increase more than its revenue<sup>1</sup>**

Revenue 4.7%



Expense 5.3%



## Supply

The number of organisations that address social problems in Australia constitute a large supply base for service and program provision

- Government has taken a policy position to contract with NPOs to provide many services and programs
- Some of the themes that have impacted on human services have been professionalization, client choice and control, and technological developments
- Changes in technology have impacted on service provision as well as allowing programs to more easily collect data
- Increasing number of investors are interested in impact investing, allowing NPOs to diversify their funding sources

<sup>1</sup>NSW Intergenerational report (2016)



# Why measure impact?

# Why care about Social Impact?



Social Programs are conducted for a purpose, to improve the lives of the target group. Social Impact measurement can inform stakeholders on whether program outcomes are being met, and whether the target group's situation has improved or declined as a result of program. Governments, corporations and investors can all benefit from these insights.

Government



- The benefits of programs and investigation of whether the outcomes can be attributed to the program can be traced back to the budgets of the government institution funding the program
- Measurement may allow choices to be made regarding funding allocation and value for money
- Identification of effective programs and impact provides transparency and demonstration of positive outcomes for citizens

Corporations



- Demonstrating a positive social and economic impact can create a ripple effect in the market and a stronger consumer base for corporations
- Sponsor corporations can demonstrate evidence regarding the impact of their Corporate Social Responsibility actions

Investors



- Measurement may facilitate a better understanding of the impact of an investment for investors
- In situations where financial returns are tied to social impact, a more accurate return value can be calculated via robust measurement
- Improved information on impact and outcomes means that investors are better able to compare programs for investment

NPOs



- NPOs are able to provide the public and funders greater insight into their interventions and programs
- Areas of improvement within a program or intervention can be identified
- NPOs are able to identify if they are meeting their goals

# Why care about Social Impact?

Measurement of outcomes and impact provides a better understanding of target group needs and the effectiveness of initiatives used to improve social outcomes.

Four main benefits of impact measurement that we will explore in depth are<sup>1</sup>:

- 1. Prevention of adverse outcomes**
- 2. The design of effective programs**
- 3. Making better investment decisions and communicating value**
- 4. ‘Future proofing’<sup>2</sup>**

We will take each of these areas in turn and discuss examples in each area.

<sup>1</sup>[http://roadsafety.transport.nsw.gov.au/downloads/road\\_safety\\_strategy.pdf](http://roadsafety.transport.nsw.gov.au/downloads/road_safety_strategy.pdf)

<sup>2</sup><http://apps.who.int/iris/bitstream/10665/42871/1/9241562609.pdf>

# 1. Prevention

## Analysis of population statistics and the success of different interventions can lead to:

- The recognition of patterns of behaviour that can be targeted for intervention or used to reduce adverse outcomes
- Identification of issues in the population
- Development of new paradigms on how to approach interventions

This knowledge can lead to the development of population-targeted solutions that decrease overall adverse outcomes within a region. These solutions may include policy changes, educational campaigns and regulations.

An example of prevention is in the area of **road safety**. Analysis of road safety historically shows that data and research has been used to develop successful prevention measures. Some of the successful prevention measures that have reduced adverse outcomes related to road safety in the population have included:<sup>1</sup>

- Speed limits
- Random breath testing
- Seat belts; baby capsules bicycle helmets<sup>2</sup>
- Car design
- Road design



<sup>1</sup>[http://roadsafety.transport.nsw.gov.au/downloads/road\\_safety\\_strategy.pdf](http://roadsafety.transport.nsw.gov.au/downloads/road_safety_strategy.pdf)

<sup>2</sup><http://apps.who.int/iris/bitstream/10665/42871/1/9241562609.pdf>

# 1. Prevention

## Example – Analysis of motor vehicle accident injuries and fatalities



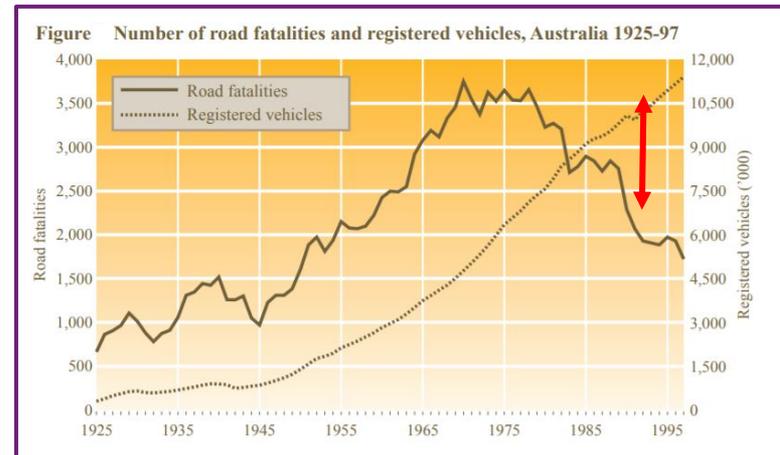
Grossman (2000) notes that the economic boom meant that there was an increasing number of accidents, injuries and fatalities on the roads. Analysis of accidents shifted from focusing on the host (e.g. driver), to understanding the driver as well as the agent (the vehicle), and the impact of environment/sociological factors (e.g. speed limits) on road behaviour.<sup>1</sup>

### Outcomes:

The analysis informed successful preventive efforts.

The focus of road injury prevention shifted from considering the individual to viewing accidents as a public concern, leading to the introduction of population-wide solutions to reduce road injuries.

**Road fatalities have reduced by around 50% since 1975<sup>2</sup>**



<sup>1</sup> [https://bitre.gov.au/statistics/safety/fatal\\_road\\_crash\\_database.aspx](https://bitre.gov.au/statistics/safety/fatal_road_crash_database.aspx)

<sup>2</sup> [https://www.tac.vic.gov.au/\\_data/assets/pdf\\_file/0005/66407/History-of-Road-Fatalities-from-1925.pdf](https://www.tac.vic.gov.au/_data/assets/pdf_file/0005/66407/History-of-Road-Fatalities-from-1925.pdf)

# 2. Design Effective Programs

Analysing the results of previous programs can help identify the most effective interventions and inform the design of new programs. This approach maximises client outcomes, and may improve transparency and value for money.



## Example – ‘Cradle to Kinder’ Program



NPO Anglicare Victoria, Australia, designed a program for babies and mothers after the birth of a child, following these steps:

1. **Study statistics:** Conduct research on the characteristics of the target cohort and population
2. **Classify the research literature** (local and international)
  - a) Judge the strength of evidence in the studies
  - b) Consider the change mechanism (program logic)
3. **Set expectations on success** – How is success defined? What is the expected client success rate?
4. **Decide on key program factors** - Consider under what conditions the program operates and adjust for the Australian context

**RESULT** – Early childhood research shows strong evidence of how children’s trajectories can be changed through certain interventions. If children receive a positive start in life, they start school well and are on a positive social trajectory.<sup>1</sup>

<sup>1</sup> <http://www.dhs.vic.gov.au/about-the-department/plans,-programs-and-projects/programs/children,-youth-and-family-services/cradle-to-kinder-program>

# 2. Design Effective Programs

The **Program Logic** of an intervention outlines how the program will create positive outcomes for the target group.



<ul style="list-style-type: none"> <li>— Funding from Victorian Government</li> </ul>	<ul style="list-style-type: none"> <li>— Provide referrals for parents in need of health intervention</li> <li>— Engage parents with early childhood services available</li> <li>— Support culturally appropriate parenting approaches</li> <li>— Provide financial support to meet material needs</li> </ul>	<ul style="list-style-type: none"> <li>— Increased parent engagement with child support services and adult health services</li> <li>— Use of quality material items for children development, e.g. toys and nappies</li> <li>— Greater use of positive behaviours by parents towards children, e.g. playing and affirming emotions</li> </ul>	<ul style="list-style-type: none"> <li>— Improved child health and optimise child development</li> <li>— Development of positive child-parent relationships</li> <li>— Strengthen parent health, confidence and self-reliance</li> <li>— Strengthen parenting capacity</li> <li>— Promote financial stability and self-reliance</li> </ul>	<ul style="list-style-type: none"> <li>— Healthier parents and children long-term</li> <li>— Better long-term educational and employment outcomes for children</li> <li>— Reduced burden on health and child support systems down the track</li> </ul>
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Source: KPMG

# 3. Make investment or allocation decisions and communicate value

## Measurement allows:

- NPO to demonstrate and communicate the value of their program.
- Investors, corporations and Government to make well-informed and transparent choices regarding the allocation of funding or investment to programs.
- Programs to be more transparent and accountable to funders and society as a whole.



## Example – Childhood Obesity in Australia

- UK-based program called Mind Exercise Nutrition Do it was bought by the NSW Government
- This was adapted in Australia as the **Go4Fun program**



This 10-week program engages parents and children in activities to improve child health and confidence, as well as family eating and activity habits.<sup>1</sup>

- Parents and children develop goals for their wellbeing and health
- Two 2-hour sessions are run each week involving both parents and children
- These sessions involve activities, education about nutrition and exercise, demonstrations and food tasting

<sup>1</sup> <https://go4fun.com.au/>

# 3. Make investment or allocation decisions and communicate value

## Go4Fun is conducting an outcomes evaluation using a Randomised Controlled Trial (RCT)<sup>1</sup>

- Participants were either enrolled into the **standard Go4Fun program** or the **Go4Fun Program with incentives for attendance and goal attainment**
- Outcomes of 524 families around the state were measured across both of these programs. Measures tested included the number of sessions attended, child BMI scores, waist circumference, goal attainment, physical activity, nutrition and self-esteem
- Families were followed up 6 and 12 months later and measured on these outcomes again.



## Findings

- Results are still being collated as of May 2017
- The results will demonstrate whether the addition of the incentive to the program improves outcomes for participants, and whether this should be added to the standard program.

<sup>1</sup><https://www.ncbi.nlm.nih.gov/pubmed/26775262/>

# 3. Make investment or allocation decisions and communicate value

A Cost Benefit Analysis (CBA) is a method used to identify the economic aspect of effective interventions which reduce negative outcomes. A CBA in adult obesity provides insights into which interventions (Lifestyle changes, pharmacological interventions or surgery), have the greatest net cost/benefit ratio.



## Example – Cost/Benefit analysis of Obesity in Australia

KPMG conducted a Cost Benefit analysis to investigate the effects of introducing policy that reduced obesity.

A CBA analyses the costs of the intervention and the relative benefits of the particular intervention.

**If Benefits > Costs, then consider if intervention should be applied.**

**Success Rates:** Chances of an individual achieving long lasting control of their obesity<sup>1</sup>

Program	Success Rate	Cost of Intervention	Benefit from Enrollment	Net Cost/Benefit
Lifestyle	11%	\$2,846 AUS	\$1,081 AUS	\$1,746 AUS
Pharmacological	8%	\$2,174 AUS	\$1,566 AUS	\$608 AUS
Surgery	28%	\$10,935 AUS	\$7,569 AUS	-\$3,366 AUS

### Findings

Total cost of Obesity to economy is \$37.7AUS Billion per year

Analysis suggests that Lifestyle and Pharmacological interventions provide a positive return on the investment

Overall, these interventions would save the Australian economy billions of dollars in the future

<sup>1</sup>[https://www.medibank.com.au/client/documents/pdfs/obesity\\_report\\_2010.pdf/](https://www.medibank.com.au/client/documents/pdfs/obesity_report_2010.pdf/)

# 4. Future Proof

Analysis of emerging social problems into the future allows governments and organisations to consider the impacts of current situations on the future, and identify emerging problems before they arise. Analysis of demographic trends and long term projections can be used for program design.



## Example – NSW Ageing Population

The NSW Treasury conducted an analysis of demographic trends in NSW.

### Findings<sup>1</sup>

- By 2056, NSW's median age will increase from **37 to 41 years**
- Life expectancy will increase to **88.6 years for males** and **91.4 years for females**

### Emergent problems identified

Increased demands on services and infrastructure due to ageing population

1.8 million new homes are required by 2056

Health costs will increase by 6.3% every year over the next 10 years

Health costs will increase from 28% to 36% of the State Budget by 2056

<sup>1</sup>Overview: Future State NSW 2056, NSW Treasury 2016

# 4. Future Proof

NPOs and organisations are using demographic projections of future needs and demand to build products and services that will reduce the burden upon the Health services.



## Example - Feros Care<sup>1</sup>

Mission: Support elderly people to live healthy, independent and connected lives

- Feros Care is an NPO that employs 650 staff across five states
- In the past two years, the number of clients has grown from 5,483 to 35,466 due to a new Regional Assessment Service offering

## Feros Care responded to the Issue of Aged Care in Australia<sup>2</sup>

- Australia has an ageing population – by 2050, 25% of the population will be over 65 years of age
- In order to reduce the burden on Health services, solutions must be found for helping elderly people live independently for longer. For some clients this means that they are able to manage their health and their environment.
- There is a diverse range of needs in this client population - from elderly who are very independent to those who require a large amount of support. Technology is a tool that can be used to assist provision of care to meet this broad range of needs.

<sup>1</sup><https://www.feroscare.com.au/>

<sup>2</sup> Overview: Future State NSW 2056, NSW Treasury 2016

# 4. Future Proof

Measurement can be used to assess the needs and characteristics of the client group; understanding the characteristics of elderly people in Australia has allowed Feros care to develop a tailored range of products and services that meet a range of needs.



Low Needs	High Needs
<ul style="list-style-type: none"> <li>— Domestic help, e.g. cooking, cleaning</li> <li>— Social events transportation services</li> <li>— Transportation to exercise classes</li> <li>— TeleHealth Nursing</li> </ul> 	<ul style="list-style-type: none"> <li>— Home-visit health and allied health professionals</li> <li>— Hospital and healthcare transportations services</li> <li>— Activity sensing technology</li> <li>— Automatic falls detector</li> </ul> 



Source: Feros Care



# Measurement Tools

# Questions for NPOs, Governments and Investors

1	What effect is program expected to have? (design and evidence base)
2	Is program implemented as intended? (program fidelity)
3	Can we attribute the effect to the program (attribution)?
4	What would have happened if the program was not in place (counterfactual)?
5	Is the program cost effective?
6	What is the economic impact of the program?
7	What is the social and economic impact in regards to the Sustainable Development Goals (SDGs)?

# A framework for Impact Measurement

## The Sustainable Development Goals

- Benefits of programs can be linked to a particular SDG
- Currently, metrics to measure each of these outcomes is being developed by the United Nations<sup>1</sup>

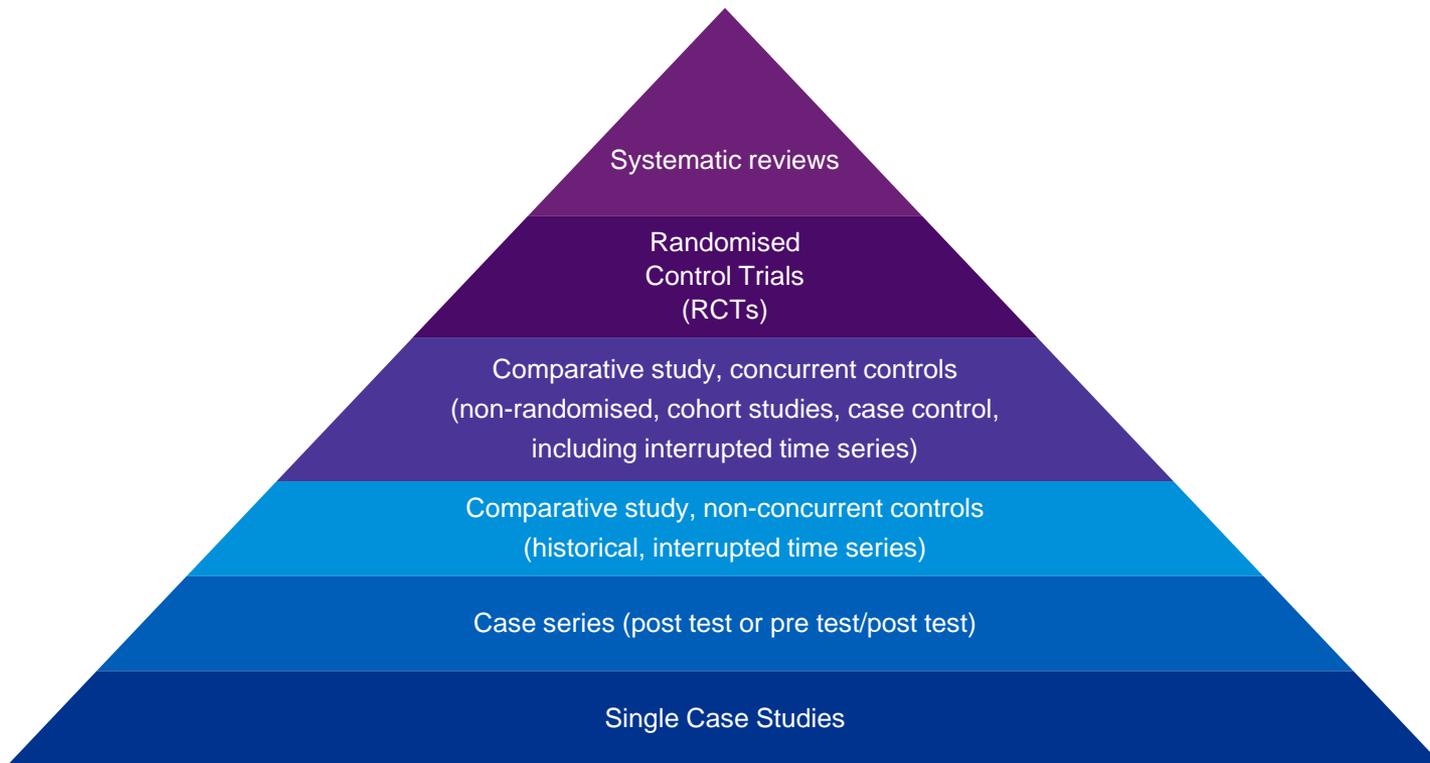


Source: United Nations

<sup>1</sup><http://knowledge.unccd.int/knowledge-products-and-pillars/ldn-target-setting-building-blocks/sustainable-development-goals>

# How do we know if something works?

## Standards of evidence: The hierarchy of evidence<sup>1</sup>



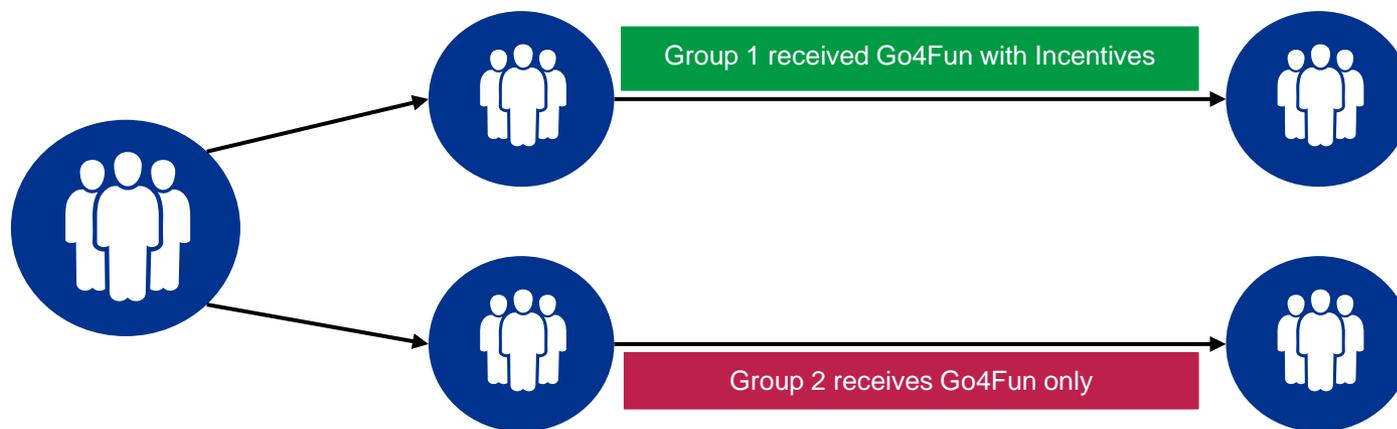
Source: NHMRC

<sup>1</sup>[https://www.nhmrc.gov.au/\\_files\\_nhmrc/publications/attachments/cp69.pdf](https://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/cp69.pdf)

# How do we know if something works?

Randomised controlled trials are considered the 'Gold standard' of impact measurement. In this method, the target group is divided into randomised groups. One group received an intervention, while the other acts as a control. The groups are then compared to each other on the outcomes.

## Example – Go4Fun RCT Structure



## Features of a well-designed RCT<sup>1</sup>

- Depending on the number of variables examined, large sample sizes may be required for statistical 'power'
- Random allocation of groups
- Provides a counterfactual to measure what would have happened if the intervention did not occur
- Provides strong attribution outcomes to the program

Source: KPMG

<sup>1</sup>[https://www.nhmrc.gov.au/\\_files\\_nhmrc/publications/attachments/cp65.pdf](https://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/cp65.pdf)

# Measurement method comparison

Method	Counterfactual	Attribution	Low-cost	Suitable for large scale
Randomised Control Trial	✓	✓	✗*	✓
Pre/test post/test	✗	✗	✓	✓
Baseline Studies (using administrative data)	✗	✗	✓	✓
Cost-Benefit analysis	✓	✓	✗	✓
Case studies	✗	✗	✓	✗

Source: KPMG

\* Low-cost RCTs are possible in certain situations see <http://www.evidencecollaborative.org/toolkits/low-cost-randomized-controlled-trials>

# Choosing a Method

Considerations when deciding between measurement methods:

- **Start with a program logic** – This is a good starting point to clarify your outcomes, and how you will achieve those outcomes. The logic chain specifies inputs, outputs and impact and the relationship between these factors.
- **Size the cost and complexity of measurement to the size of the program** – Scale the evaluation method to the program; small programs do not usually require expensive measurement methods.
- **Minimise data collection** – Data collection is usually costly; use the smallest amount of data required to achieve the measurement you require
- **Tailor the type of measurement to requirements** - Does government or investors need to know how the program was implemented? Do they need to know what outcomes were achieved? How robust does the measurement need to be for the specified purpose?
- **Evidence base**
  - Mature fields – Consider the maturation of the evidence base and practice base of the field. If strong evidence already exists on the intervention’s effectiveness, perhaps only measurement of implementation of the program is required.
  - Innovation/new approaches - If the intervention is a new innovation, it may require a test, trial and revise approach which evolves and develops into evidence base over time.



# Examples of promotion of Impact Measurement in Australia

# Examples of tools which promote impact measurement:

## 1. Measurement a requirement of funding



- NPOs may need to demonstrate impact, program logic and statement of outcomes in order to receive funding
- State Governments are experimenting with Social Impact Bonds (SIBs), which require demonstration of success rate of program, the counterfactual, unit costs and government savings in the long term<sup>1</sup>
- Government can stipulate requirements for grants, commissioning and lapsing program reviews
- Cost benefit analysis is currently used within Treasury departments

## 2. Funding measurement activity



- Some large NPOs have developed research sections and collect their own data
- There are examples of large scale government projects which set aside 5-10% of program budget for evaluation
- Government and NPOs commission research and evaluation
- Australian Federal Government is scheduled to provide AUS\$758 million in research grants in 2017-18<sup>2</sup>

## 3. Research Tools



- Websites (run by NPOs, government or associations) provide tools, resources and guidance on impact measurement
- Some websites, (eg Clearinghouses), provide resources, data and research on particular subject areas
- Exchanges connect NPO initiatives to funders and foster collaboration with relevant stakeholders

<sup>1</sup><http://www.osii.nsw.gov.au/initiatives/social-benefit-bonds/>

<sup>2</sup>Australian Research Council, [http://www.arc.gov.au/sites/default/files/filedepot/Public/ARC/Budget/PDF/ARC\\_Budget\\_2017\\_18.pdf](http://www.arc.gov.au/sites/default/files/filedepot/Public/ARC/Budget/PDF/ARC_Budget_2017_18.pdf)

# Promotional Tools (continued)

## 4. Developing, releasing and sharing data



- Some government data is available in the public domain, e.g. Data from Australian Bureau of Statistics and Australian Institute of Health and Welfare
- Encouraging and sponsoring innovation – Eg: NSW Government competition on modelling expressway travel times
- Ensuring data is linked and shared between parties (data is collected by both NPOs and Government)

## 5. Valuing research and robust methods



- Sponsorship of research centres on priority areas: Social Policy Research Centre; Australian Bureau of Statistics; Australian Institute of Health and Welfare; Social Policy Evaluation, Analysis & Research Centre; Melbourne Institute; Australian Institute of Family Studies.
- Research grants for program and policy evaluations
- Development of toolkits and evidence networks, e.g. Social Impact Measurement Toolkit by the National Disability Services; The Compass by Centre for Social Impact
- Publications: Annual publication of data Australia wide in Report on Government Services.

## 6. Build skills and capabilities



- Skill measurement during recruitment to ensure required competencies are hired
- Focusing on technical skill development in the workplace
- Aiding and encouraging NPOs in developing research positions
- Building capabilities for decision making based on data and evidence

# Some progress in Australia; but still further work to be done

## Prevention

- Australia has implemented preventative initiatives and programs in some sectors
- For example, the road safety and injury prevention areas have successfully introduced a public health preventative approach
- Similarly a focus on early childhood has led to the aim of providing access to preschool and school to every child

## Design

- Progress in measuring impact in some sectors, such as health, has meant that some Australian interventions have been shown to be effective.
- For example, interventions for chronic disease now have strong evidence base and known success rates

## Allocation

- In some cases decisions regarding level of program funding is taking level of impact into account
- For example, in NSW Keep Them Safe Reforms included process evaluation, outcome evaluation and cost benefit analyses

## Planning for the future

- Measurement has been used by many government bodies, such as Treasury and Finance Departments, to anticipate challenges for the future
- Demographic modelling is carried out by various groups, such as the Australian Bureau of Statistics.

# Development Areas in Australia



## Success and failures

- Need more visibility over research of both successes and failures.
- Mistakes may be repeated unless there is visibility over failures as well as successes.

### Next Steps

- More work is required to develop a 'Safe to fail culture'.
- NPOs and researchers can publish challenges and share evaluation findings of various programs.
- Include dialogue around success and failures (as is now part of the lexicon around innovation).



## Skills and standards

- Uneven development of outcome and impact measurement across subject matter areas and government portfolios internationally.
- Variable standards for research.

### Next Steps

- NPOs and Government continue to develop a measurement culture.
- Government continues to use levers to promote research and measurement standards.
- Government and universities work together to build capabilities in this area.



## Data development

- Inconsistent data collection and variable data quality.
- Little use of data linkage for key government datasets.
- Data and measurement not always a priority.

### Next Steps

- Government to require high quality for data that is collected.
- Increased valuing of data and measurement.
- Government to standardise data development.
- Government and researchers to explore the Potential of 'big data' and information technology developments.

# Measuring impact

Impact measurement can be used in prevention, design, allocation, and 'future proofing'. As you continue your work to develop impact measurement, over time you will be able to see your efforts come to fruition so that you can measure whether your programs make a difference, have impact, and create social value.

Creating  
value



Source: United Nations



Thank you



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