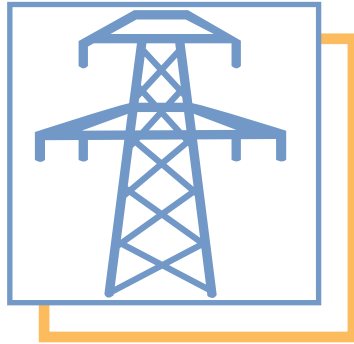


TRANSPORT

Management Consulting
Services in Rail, Ports,
and Integrated Transport
Master Planning



POWER

Power Restructuring and
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PPP

Public private partnerships
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Institutional Development,
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Solutions for
growing economies

CPCS is Your Trusted Infrastructure Transaction Advisor

Today, public and private sector decision makers the world over are faced with challenging transactional decisions that can represent transformative opportunity or untenable risk. More than ever, hiring a trusted transaction advisor with a proven track record is essential to harnessing the full potential of these complex transactions. CPCS is renowned for our role as lead transaction advisors. We have engaged the private sector in the sale of shares, lease or concession transactions (including build-operate-transfer (BOT), build-own-operate-transfer (BOOT) and build-own-operate (BOO) projects) in transport, power and other sectors.

Below are some of the reasons why CPCS has the reputation of “Trusted PPP Advisor” for clients globally:

- Over 40 years of experience advising Governments and private investors on PPPs.
- Distinguished from other firms, our PPP advisory services are housed under one roof, from engineering advisory to financial analysis and legal/regulatory expertise.
- We have developed a Proven Transaction Process that increases the speed, value for money and transparency of the competitive bidding process.
- With a range of expertise we deliver services across the full spectrum of the project life cycle; from feasibility studies and project development through to implementation.
- We understand the needs and expectations of international investors and financiers. We are able to help clients package projects to attract debt and equity financing and to raise capital.
- We have an impressive track record of closed transactions.
- We are at the forefront of global innovation on PPPs, contributing to papers and conferences worldwide.



POWER PROJECTS

Power

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
750MW Kafue Gorge Lower Hydro Project (13078)	US\$ 2 billion (est.)	Ongoing	Zambia	As transaction advisor, CPCS is providing the following services: financial analysis, modeling, investment banking, technical and environmental feasibility review, legal and contracting market analysis, and tariff analysis. Furthermore, CPCS is advising on capacity building, training, and communication. We are leading the transaction process from transaction design, implementation, and financial close. CPCS will continue to be engaged for post-contract monitoring for 12 months following financial close.
Privatization of 10 National Integrated Power Project Generation Companies (10114)	US\$ 5.8 billion	Ongoing	Nigeria	CPCS advised the management and the Board of NDPHC on the optimal structure and implementation process for the privatization and transfer of the generation, transmission, and distribution assets in the NIPP portfolio, and supported the administration and execution of such transactions. Preferred bidders for the generation plans have been selected. Negotiations for the transfer of distribution assets is ongoing.
Transaction Advisory for Technical services to Implement Gas Custody Transfer Metering Systems and Metrology Laboratory (14330)	146 million (est.)	Ongoing	Ghana	CPCS is technical lead on the transaction advisory team for the Ghana Standards Authority (GSA) to develop standards that will govern the country's first publicly owned and operated oil and gas metering station and metrology laboratory. CPCS is advising on the technical criteria for the feasibility study and transaction process to identify a competent partner for the Government of Ghana to procure, operate, and maintain the metering stations and metrology laboratory.

Power

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
<p>Transaction Advisors for the Privatization of Successor Companies Created out of Power Holding Company of Nigeria – Lots 1 & 2 (10120)</p>	<p>US\$3 billion</p>	<p>2014</p>	<p>Nigeria</p>	<p>This is the largest electricity unbundling and privatization/PPP and reform project to be undertaken in Africa.</p> <p>6 Generation Companies: Geregu Power Plc., Ughelli Power Plc. , Kainji Hydro Electric Plc., and Shiroro Hydro Electric Plc, Sapele Power Plc., and Egbin Power Plc</p> <p>10 Distribution Companies: Abuja Electricity Distribution Company, Benin Electricity Distribution Company, Eko Electricity Distribution Company, Enugu Electricity Distribution Company, Ibadan Electricity Distribution Company, Ikeja Electricity Distribution Company, Jos Electricity Distribution Company, Kano Electricity Distribution Company, Port Harcourt Electricity Distribution Company, Yola Electricity Distribution Company.</p> <p>CPCS worked hand-in-hand with the Federal Government as its transaction advisor in every aspect of this sale. CPCS carried out the due diligence review and developed detailed privatization plans for each of the successor companies. We also advised on, and assisted in, implementing various reform measures to the electricity sector of Nigeria to support the new commercial framework, including the drafting of Power Purchase Agreements, Transmission Agreements, and Performance Agreements to allow the government to monitor the long term performance of the private sector and ensure they maintain their investment commitments. CPCS was responsible for administering the entire privatization transaction, including responding to thousands of investor inquiries, evaluating proposals received, leading the negotiations with preferred bidders, and assisting the government in completing the sale and handing over companies to the private investors.</p>



RAIL PROJECTS

Rail

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Transaction Advisor for the Concession of Zambia Railways (01113)	US\$ 480 million	2004	Zambia	The Zambia Privatization Agency appointed CPCS to recommend the PPP strategy, prepare the railways for privatization, and manage the concession transaction. CPCS assisted the Government of Zambia in successfully closing the Zambia Rail Concession in 2004.
Implementation of a Concession Structure for Malawi Railways (96059)	US\$ 400 million	2006	Malawi	CPCS reviewed the legal and regulatory environment, determined the level of regulation required for the railway, and developed the appropriate regulatory structures and policies to enable the existence of a privatized railway. CPCS also identified possible models for regulation of the private rail operator. CPCS developed a privatization strategy and implementation action plan. We trained key stakeholders on the execution of the implementation plan and recommended the most desirable option for privatization based on the Government of Malawi's criteria.
Transaction Advisor for Concession of the Dakar - Bamako Railway (97012)	US\$ 620 million	2006	Senegal & Mali	CPCS was lead Transaction Advisor for the development and implementation of the concession of the Dakar - Bamako international railway corridor. CPCS formulated an analysis of the various concession structures available and recommended the preferred concession strategy. CPCS oversaw the finalization of the transaction, including negotiations with the selected bidder.
Concession and Restructuring of the Nigerian Railway (04106)	US\$ 380 million	2007	Nigeria	CPCS was engaged as Lead Advisor for the introduction of PPP in the Nigeria Railway Sector. CPCS assisted the Government in negotiating and closing the concession for the Central Railway Line.
Implementation of Armenian Railway Concession (07056)	US\$ 150 million	2008	Armenia	CPCS was retained to advise the Government of Armenia on the PPP concessioning of the state-owned Railway. CPCS assisted the Government throughout negotiations and asset handover.

Rail

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Dar es Salaam – Isaka – Kigali/ Keza – Gitega - Musongati (DIKKM) Railway (13359)	US\$ 5 billion (est.)	Ongoing	Burundi, Rwanda & Tanzania	CPCS is Transaction Advisor for the new standard gauge railway line from Isaka to Kigali (494 km); from Keza to Musongati (197 km); and from Dar es Salaam (DSM) to Isaka (960 km). The line between DSM and Isaka will largely parallel the existing meter gauge (1000 mm) railway and in some locations be constructed within the right-of-way of the existing line. The project is being executed as a BOT PPP with the three partnering states of Burundi, Rwanda and Tanzania, and CPCS is managing the transaction process. The project has completed a prequalification stage and is currently awaiting approval for alignment studies that need to be completed prior to issue of RFPs.
North-South Railway Project – South Line PPP Project (13039)	US\$ 1.6 billion (est.)	Ongoing	Philippines	CPCS led the pre-investment studies to assess the feasibility of rehabilitating the Integrated Luzon Railway (ILRP, currently known as North-South Railway Project), a railway network of over 1,200 km, as a PPP project. Following the detailed feasibility study of the ILRP, it was determined that implementing the entire project as a PPP project would not be viable. CPCS was then commissioned to conduct an additional feasibility study of the southern section of the North-South Commuter Railway (NSCR) and assess the viability of combining this commuter rail project with the Mainline South of the ILRP. The combined project, NSRP South Line Project, consists of railway lines of over 650km of commuter and long-haul railway lines. CPCS has structured this project as a PPP project following a comprehensive analysis of the PPP options and has incorporated innovative government support mechanisms. The project has received Government approval and is currently undergoing the PPP tender process. CPCS will continue to provide support through the tender phase until financial close as the lead technical advisor to the Government of the Philippines.



PORT PROJECTS

Ports

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Advisory Services for the Management Contract for the Container Terminal at the Port of Mombasa (96076)	N/A	1997	Kenya	CPCS assisted the Kenya Ports Authority in its plans to contract out the management of the container terminal at the Port of Mombasa. Mombasa is the largest port on the east coast of Africa, and the container terminal handles approximately 160,000 TEU per year. This project resulted in the establishment of a management contract for the operations of the container terminal.
Concessioning of the Container Terminal at the Port of Dar es Salaam (97044)	US\$ 5 billion	1999	Tanzania	CPCS provided transaction advisory services to concession the operations and equipment of the container terminal at the Port of Dar es Salaam. The concessioning of the container terminal was successfully completed and the operating lease awarded to ICTSI.
Concessioning of the Douala Container Terminal at the Cameroon Port (00184)	US\$ 75 million	2003	Cameroon	CPCS was Lead Advisor to the Government of Cameroon to examine the optimal strategy for introducing PPP in the country's ancillary port services and to assist the Government in concessioning the port activities and Douala container terminal. The port of Douala's container terminal, towing and moving services, and ice factory were concessioned to the private sector in 2003 – 2004.
Concessioning of 24 Port Terminals and Reform of Nigerian Ports Authority (08216)	US\$ 3 billion	2007	Nigeria	CPCS assisted in structuring, negotiating, and closing concession contracts for over 20 individual port terminals in Nigeria. The privatization of all cargo handling services was one of the most successful privatizations in Africa, transforming the port sector and raising over \$3 billion in fees and royalties for the Government.
Implementation of Sierra Leone Port Authority Reform and Transactions (Phase II) (05024)	US\$ 185 million	2011	Sierra Leone	CPCS finalized the transaction strategy; marketed the transaction; provided assistance in the bidding, negotiations, and hand-over process; and provided assistance in management of the completed transaction.

Ports

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Concessioneing of the Container Terminal in Liberia (08069 & 11166)	US\$ 120 million	2011	Liberia	CPCS was the Lead Advisor overseeing a 25-year PPP concession for the development and operation of the Port of Monrovia.
Takoradi Floating Dock Project (14344)	US\$ 115 million	Ongoing	Ghana	CPCS was initially engaged to conduct a feasibility study for ship repair services (dockyard services) at the Takoradi port. Following the award of a 25-year concession and maintenance concession at the Port of Takoradi, CPCS was retained by the bidder to raise the required financing for the development of a floating dock. CPCS is developing investor information material, engaging local and international financiers, and leading the transaction until financial close.
Concession of Kirikiri Lighter Terminals 1 & 2 (13029)	TBD	Ongoing	Nigeria	CPCS is preparing a Full Business Case, including PPP transaction structuring and complete project PPP development. CPCS is assisting in the design and management of the procurement and evaluation process as well as assessing market readiness (market sounding) and supporting project marketing.
MaPaLLa Ferry System (14067)	US\$ 140 million (est.)	Ongoing	Philippines	CPCS conducted the detailed feasibility study to determine the most appropriate business case for the development of ferry services that would make the project financially viable and optimize the economic impact for the Philippines. The project involved the development of infrastructure and operations of ferry services in waterways in and around Manila metropolitan area. CPCS completed the project feasibility analysis and PPP structuring exercise, and it has been prepared for government approval to be implemented as a PPP project in two implementation phases.



URBAN TRANSIT PROJECTS

Urban Transit

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Transaction Advisory for Motor Vehicle Inspection System (MVIS) Project (13425)	US\$ 500 million	2015	Philippines	CPCS conducted the detailed feasibility study to confirm the viability of the MVIS as a PPP project under the BOT Law of the Philippines. In this study, CPCS developed a country-wide inspection regime including an implementation blueprint to build the required infrastructure and operate the inspection system. CPCS completed the project feasibility and PPP structuring stage and drafted various technical schedules to be included in the bid documentation. However, Government of Philippines decided to postpone the bid process due to political and other considerations relevant to the project.
C-5 Transport Service Development Project (14147)	US\$ 135 million (est.)	Ongoing	Philippines	CPCS conducted the detailed feasibility study to confirm the viability of the proposed high-quality bus services on C-5 route and possible branch routes, determine the most appropriate implementation strategy, and implement the project as a PPP. CPCS completed the project feasibility analysis and PPP structuring exercise. Due to political reasons the Government of Philippines decided to postpone the bid process.



OTHER PROJECTS

Other

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Concession of a Green-friendly Office Building Complex (13504)	TBD	Ongoing	Ghana	CPCS is the Transaction Advisor for the concession of a Green-friendly Office Building Concession for Ghana’s Securities and Exchange Commission (SEC). The CPCS Team comprises of Canadian LEED certified building design experts and architects, CBCL and Fowler, and Bauld & Mitchell. Together, the team has conducted the pre-feasibility study and will carry out a full feasibility study to structure a bankable project, offering value for money to the client. The Transaction is expected to reach financial close by March 2017.
Nairobi Southern Bypass PPP Project (13342)	US\$ 50 million (est.)	Ongoing	Kenya	CPCS is Transaction Advisor for establishing tolling, operations, and maintenance activities using a PPP arrangement for the Nairobi Southern Bypass Road. The 28.6km dual carriageway road, being built by a Chinese contractor, is planned to be completed in mid-2016. CPCS has completed a comprehensive traffic model and PPP Feasibility study and will manage the tendering process (RFQ, RFP, and negotiations and process) to financial close on approval of the proposed viable PPP option.
Lagos Light Rail Mass Transit (LMRT) – “Blue Line” – Advisory Project (06170)	US\$ 20 billion	Ongoing	Nigeria	CPCS was retained by the Lagos State Government agency (LAMATA) to provide transaction advisory as well as conceptual design services for this proposed urban rail mass transit line – the Blue Line. The objective was to create a plan that meets the highest international standards of technical excellence, will harnesses the energy and efficiency of the private sector, and has broad social and political acceptance. The CPCS-led project to develop the Blue Line of the Lagos Rail network (being built to Standard Gauge) was chosen by KPMG as one of the 10 most innovative urban mobility projects in the world.

Other

PROJECT	VALUE OF TRANSACTION	YEAR OF CLOSE	COUNTRY	SERVICES PROVIDED
Concession of 33 Silo Complexes (13407)	TBD	Ongoing	Nigeria	CPCS carried out an analysis of the technical, economic, and financial viability of 33 grain silo complexes. Following this feasibility analysis and PPP options and planning work, CPCS is currently providing transactions support through to financial close for the concessioning of 26 of the Silo Complexes.
Financial Negotiations for Simandou Iron Ore Project (12288 & 12289)	TBD	Ongoing	Guinea	CPCS is the Technical and Financial Advisor for the negotiations on the largest iron ore mining project on the African continent: SIMANDOU. CPCS is supporting the definition and implementation of a financial strategy and financing plan for the project, including analysis and recommendations on the mining contract, as well as other transaction agreements. CPCS is also proposing an economic and financial corridor development strategy that includes the mine, railway, and port.
Concession of Mallam Public Market (14398)	\$20 million (est.)	Ongoing	Ghana	CPCS is the Transaction Advisor for the concession of Mallam Public Market for the Accra Metropolitan Assembly (AMA). The redeveloped brownfield public market will provide space for 2,000 market traders to do business, in addition to adjacent office space and retail space. CPCS has conducted a full feasibility study including technical, legal, and economic due diligence, a needs analysis, and options analysis to demonstrate the viability of the project. CPCS has prepared the full tender documentation and is currently managing the transaction along with its client AMA. The Transaction is expected to reach financial close in 2016.

Office Locations

Throughout our six divisions, CPCS has multiple offices and regional representation in order to be on the ground where our clients need us and where we can be most effective. By dispersing our operations globally we have a realistic view of the current state of infrastructure services in each region. Most importantly we can meet with local decision makers in person at a moment's notice, which fosters a positive working relationship.

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