

murty international ltd

enabling infrastructure investments and delivery



Infrastructure Advisory Services

Capability Statement

Infrastructure Development Strategy | Project & Programme Management
Procurement & Cost Management | Public-Private Partnership Transaction Advisory
Management Consulting | Research | Capacity Building & Training

murty international ltd

enabling infrastructure investments and delivery

CORPORATE OFFICE:
SUITE 308, THE MIDEL CENTRE
PLOT 14, OFF OLADIPO DIYA WAY
SECTOR CENTRE D, GUDU
P.O.BOX 8124, WUSE
ABUJA
NIGERIA

REGISTERED OFFICE:
MURTY HOUSE
11 NEW YIDI ROAD
P.O. BOX 1413
ILORIN, KWARA STATE
240001
NIGERIA

CONTACT DETAILS:
murty@murtyconsulting.com
+234 (0) 812 888 0200
+234 (0) 805 899 8998
+234 (0) 805 707 5828

www.murtyconsulting.com

Contents

Who We Are	1
Why Us	1
Our Infrastructure Advisory Services	2
Sectors We Operate	3
Our Services	
<i>Infrastructure Development Strategy</i>	4
<i>Project and Programme Management</i>	4
<i>Procurement and Cost Management</i>	5
<i>PPP Transaction Advisory Services</i>	5
<i>Management Consulting and Research</i>	6
<i>Capacity Building and Training</i>	7
Our Experience	8
Featured Projects	10

Who We Are

Murty provides services in the following areas to the public and private sectors with the aim of adding value through innovative solutions and delivering infrastructure investments successfully:

- Infrastructure development strategy, project & programme management, and procurement & cost management advisory with a comprehensive and multi-disciplinary approach.
- Public-Private Partnership (PPP) and infrastructure finance advisory across multiple sectors.
- Strategic and management consulting services associated with infrastructure investments as well as capacity building, training and research.

The firm, which has been incorporated for about 20 years, has worked on various projects throughout Nigeria and in West Africa with a wide variety of clients ranging from government and public sector organisations to banks and financial institutions, education and healthcare institutions, infrastructure, real estate and commercial investors and other private sector organisations.

We promote good corporate governance, international best practices and ethics in infrastructure delivery so as to achieve competitiveness of the private sector and effective and efficient service delivery by the public sector.

Why Us

Our People	Knowledge	Key Drivers	One Stop Shop
We have a network of leading international experts supporting our in-house advisors.	Our unique mix of experience, expertise, and combination of international and local market knowledge gives us an edge in providing the services required. We constantly seek new ways to improve our service offering.	We strive for excellence in all we do and are passionate about working with our clients to deliver exceptional value. Above all, we uphold our ethics and principles with every action and decision we take.	Our advisory services integrate strategic, financial, technical and commercial expertise.

Our Infrastructure Advisory Services

Infrastructure plays a key role in economic growth and poverty reduction. The lack of infrastructure affects productivity and raises production and business costs, which hinders growth by reducing the competitiveness of businesses and the ability of governments to pursue economic and social development policies. Deficient infrastructure in Africa has been found to reduce growth by as much as 2% annually and 40% of business overhead costs are attributed to this.

Murty offers comprehensive infrastructure advisory services to the public and private sector, throughout the lifecycle of infrastructure programmes and projects. With our experience in Nigeria and the West African sub-region, **Murty** also offers management consulting and research services as well as bespoke (in-house) and open capacity building and training programmes to organisations and professionals to enhance their capabilities to deliver infrastructure projects successfully.

The core practice areas of our infrastructure advisory services include:

- Infrastructure Development Strategy
- Project and Programme Management
- Procurement and Cost Management
- Public Private Partnership (PPP) Transaction Advisory
- Management Consulting and Research
- Capacity Building and Training

Multi-Disciplinary Services provided across the Infrastructure Project Delivery Life Cycle through appropriate models of Public and Private Sector Investments

Strategy Phase	Conceptual Phase	Procurement Phase	Construction & Operational Phase
Strategy & Planning Policy, Legislative, Institutional & Regulatory Framework Organisational Structures & Governance Project Screening Project & Programme Management Strategy Procurement & Cost Management Strategy Financing Strategy Asset Management Strategy	Project Development Feasibility / Viability Assessment Project / Deal Structuring Outline Business Case Value for Money & Affordability Procurement & Cost Management Mechanism Project Financing, Funding & Delivery Mechanism Due Diligence Review of Unsolicited Proposals	Procurement & Cost Management Bid Process Design Pre-Qualification/ Expression of Interest Bid / Tender Drafting Bid Evaluation Contract Documentation Negotiation Support Final Business Case Due Diligence Procurement Audit Contract and Financial Close Support	Contract Management Cost Management Partnership Relationship Management Owner or Funder Technical Advisor y Independent Verification & Certification Monitoring & Evaluation Renegotiation Refinancing Post Completion Evaluation / Audit

Our services aim to accelerate infrastructure provision and improve the quality, efficiency and availability of infrastructure which will lead to economic growth and development, increased productivity and competitiveness, greater access to markets, as well as poverty reduction.

Sectors We Operate

Our track record demonstrates considerable diversity across the entire range of infrastructure sectors.

Property & Real Estate <i>Residential Developments</i> <i>Commercial & Office Buildings</i> <i>Retail Developments</i>	Transport <i>Roads and Highways</i> <i>Rail and Ports</i> <i>Aviation</i>	Health and Social Care <i>Hospitals</i> <i>Clinics</i> <i>Social Care Facilities</i>
Tourism and Leisure <i>Hotels</i> <i>Resorts</i> <i>Entertainment</i>	Energy & Natural Resources <i>Power (Electricity)</i> <i>Oil and Gas</i> <i>Mining & Agriculture</i>	Education <i>Schools</i> <i>Higher Institutions</i> <i>Libraries</i>
Sports <i>Stadiums</i> <i>Other Sports Facilities</i>	Water and Environment <i>Water and Wastewater</i> <i>Irrigation</i> <i>Waste Management</i>	ICT <i>Information Management</i> <i>Telecommunications</i> <i>Security</i>

Infrastructure Development Strategy

We conduct infrastructure needs assessments, prepare infrastructure development strategies and plans, and advise clients on the full range of public and private funding options for infrastructure based on a structured integrated planning framework for infrastructure development. We also assist clients to identify optimum infrastructure delivery phasing approaches, carry out project and programme screening, develop pipeline of projects and establish responsibilities for delivery.

Our services include identifying opportunities, risks, challenges, merits and demerits and advising on implementation and mitigation approaches for infrastructure development. We also address issues deterring investment in infrastructure, such as coordination problems, front-end costs and risks and lack of sustainability. Our services cut across the full range of infrastructure financing approaches:

- **Public sector financing:** We advise on effective funding of infrastructure through government budgetary sources from revenues and borrowing (bonds, loans) and non-budgetary sources such as bilateral / multilateral development agencies.
- **Private sector financing:** We advise on harnessing domestic and external sources of private financing for infrastructure such as infrastructure funds and investors, commercial banks, debt and equity capital markets, bonds, private equity funds, sovereign wealth funds, development finance institutions, donors, and pensions and insurance funds.
- **Islamic Finance:** We also advise on the funding of infrastructure through Islamic finance mechanisms such as sukuk bonds, murabaha, musharaka, mudaraba, ijarah, istisna'a, salam, etc and ensuring the right balance of benefits (returns) and liabilities (risk) for investment participants and avoidance of interest in accordance with Islamic jurisprudence.
- **Alternative funding mechanisms** such as sponsorships, innovative transport revenues and incentives, government service partnerships and funding partnerships.

We assist clients in identifying avenues for addressing challenges related to inadequate sources of affordable long-term equity and debt financing mechanisms, limited sources of credit enhancement instruments as well as the utilisation of infrastructure project development facilities.

Our services include advising on strategic infrastructure asset management aimed at achieving sustainable infrastructure investments.

Project and Programme Management

We provide structured project and programme management based on a project life-cycle approach so as to ensure that our client's objectives are met. The services we render are designed to suit the requirements of each specific project or programme and may be offered for all or any of the project life-cycle phases, viz. initiation, planning, implementation (execution) and closing phase.

In providing our project and programme management services, we utilise best practice methodology, processes, procedures and technology to ensure:

- an effective project strategy and governance structure geared towards meeting project objectives is established.
- timely completion of the project through management of the contractors' submittals, effective controls, processes and reporting.
- that constructed works are delivered in accordance with the client requirements, contract specifications and to the international codes and standards of practice.
- that the project cost is within the anticipated budget through the implementation of a cost control scheme and early anticipation and analysis of the risk factors.

Procurement and Cost Management

We advise on procurement strategy and plans, develop suitable procurement methods and procedures for projects and programmes, produce tender and contract documents, provide tendering advice and reporting, establish optimum parameters for contract negotiation and selection of contractors and service providers as well as the establishment of contract sum.

Our cost management (quantity surveying) services include cost planning and estimating at design stage, cost modelling and scheduling, preparation of pricing documents and bills of quantities as well as lifecycle costing.

During construction and operational phases, we institute cost control mechanisms, manage variations and developer/contractor's claims, prepare valuation of work in progress for interim payments, monitor fund utilisation, prepare and settle final accounts and costs.

We also monitor and review project performance, carry out procurement audits, identify and advise on long lead items and other critical issues such as electrical, mechanical and other infrastructure components requiring effective procurement and purchase approaches to avoid project delays and ensure value for money is achieved.

PPP Transaction Advisory Services

We provide PPP transaction advisory services to suit various client needs including government, infrastructure investors and lenders as well as DFIs and international / regional development organisations. These services aim to enable the development of infrastructure based on the principles of value for money, optimum risk sharing and consideration of public interest.

The services cut across the lifecycle of PPP projects from strategy phase, through to conceptual, procurement, and construction and operational phases.

For governments, the services are geared towards helping to create an enabling environment for private investment in infrastructure, screening projects to identify those suitable for PPP, transaction support to prepare feasibility studies and business cases, managing the procurement process, support for negotiations, achieving contract and financial close and advising on project implementation (construction and operation) so as to ensure infrastructure provides a positive impact on the society.

For infrastructure investors and lenders, we combine our specialist technical and environmental knowledge with operational, commercial and financial expertise to provide services such as comprehensive due diligence, development of business strategy, business and economic case assessment, development of funding mechanisms, assessment of viability of new markets, products and services, valuation of infrastructure assets and advising during the implementation of infrastructure transactions.

For DFIs and international / regional development organisations, we use our knowledge and expertise to address the deep-seated issues affecting private investment and participation in infrastructure development throughout the PPP life cycle, ensure that development impact is achieved and socio-economic conditions of society are improved through projects they invest in or support. We advise on the development of PPP project pipelines, assist in implementing credit enhancements as well as monitoring and evaluation of institutions, projects and programmes.

Management Consulting and Research

We provide strategic and management consulting services and conduct research across a wide range of fields to both the public and private sector.

The services focus on achieving improvement in infrastructure investment delivery and organizational capabilities of our clients. In carrying out these services, we conduct needs assessments and diagnostic studies and consider the efficiency, effectiveness, sustainability of practices, organizational framework and other factors associated with the government or organisation so as to develop a model that can work best for them.

The services include but are not limited to:

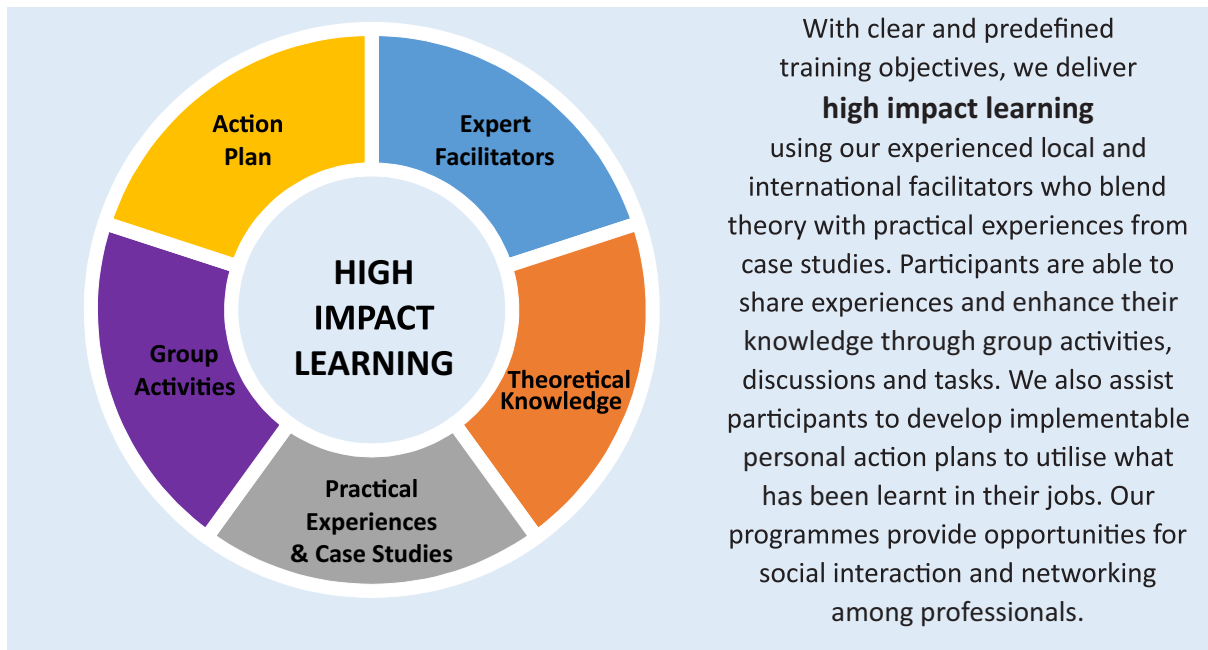
Murty's Framework for Management Consulting and Research Services

Infrastructure Development	Project Management Culture	Institutional Development for Public Procurement	Institutional Development for PPP	Research and Studies
Preparation of infrastructure development strategy	Improvement / development of project management culture	Improvement / development of legal, institutional & regulatory frameworks for public procurement	Improvement / development of legal, institutional & regulatory frameworks for PPP	Research and review of management experiences and practices
Infrastructure project screening, cost planning, development of procurement and financing mechanisms and establishment of budgets	Introduction of project management manuals, templates and documentation	Preparation of new and/or revised systems and procedures	Preparation of new and/or revised systems and procedures	Review of good practices, lessons learnt and challenges
Development of implementable systems and procedures for infrastructure development	Establishment of project management offices (PMO) / project management units (PMU)	Documentation and templates for procurement and contract management	PPP procurement and contract documentation and templates	Market research, industry, economic and statistical analysis
Improvement of organisational performance, practices and procedures through benchmarking and gap analysis	Improvement of project management systems for local governments			

The management consulting and research services with bespoke capacity building and training enable clients achieve significant improvements in infrastructure investment delivery and organizational capabilities.

Capacity Building and Training

We provide capacity building and training programmes to organisations and professionals. The programmes are run as either bespoke (in-house) tailored to suit the needs of an organisation or as open scheduled training.



We offer a diverse and flexible range of capacity building and training programmes to meet unique challenges faced by our clients and enhance their ability to deliver projects successfully and make optimum returns in infrastructure investments. The framework of our programmes is:

Murty's Framework for Capacity Building and Training

Target Audiences	Sectors	Infrastructure Development	Project Management	Procurement Management	Public Private Partnerships
Public Sector Ministries Departments Agencies Local Government Private Sector Investors Lenders Developers Contractors Others Donor Agencies / Development Organisations NGOs & CSOs	Property & Real Estate Transport Health & Social Care Tourism and Leisure Energy & Natural Resources Education Sports Water and Environment ICT	Fundamentals of Infrastructure Development Infrastructure Development Masterclass Delivery of Major Infrastructure Projects Infrastructure Project Screening Infrastructure Development Financing and Funding Mechanisms Infrastructure Asset Management	Fundamentals of Project Management Project Management Masterclass Management of Major Projects Programme and Portfolio Management Monitoring and Evaluation of Projects and Programmes Project Management for Donor-Funded / Development Projects	Fundamentals of Procurement Public Procurement Masterclass Private Sector Procurement Legal, Institutional and Regulatory Framework for Procurement Audit and Monitoring of Procurement Performance	Fundamentals of PPP PPP Masterclass Legal, Institutional & Regulatory Framework and Enabling Environment for PPP Project Financing and Funding for PPP Investment PPP Project Preparation, Development & Procurement PPP Contract Management & Performance

Our Experience

We present a selection of projects that showcase the relevant services **Murty** has provided across various sectors and industries including urban infrastructure, transportation, real estate and commercial buildings, as well as multi-disciplinary consulting, capacity building and research services:

- Transaction and procurement advisory / consultancy services for the construction of a 'Government Priority' Road Infrastructure - Abuja Airport Expressway and Outer Northern (Abuja-Kubwa) Expressway
- Technical, commercial and project management services for the development of River Park Estates, Lugbe, Abuja
- Preparation of Outline Business Case and provision of transaction advisory services for the Integrated Engineering Infrastructure Development by PPP for Mabushi District, Abuja
- Independent project and contract review/audit (pre-construction phase) for the development of the National Assembly Office Complex, PHASE III–PART I, Abuja
- Due diligence and advisory services for investment in a major infrastructure project for the Nigeria Sovereign Investment Authority
- Cost management and financial administration services (construction phase) for the development of the National Assembly Office Complex, PHASE III–PART I, Abuja
- PPP consultancy services for contract management and project delivery management for the Integrated Engineering Infrastructure Development by PPP for Katampe District, Abuja
- Project management, cost management and financial administration services for the development of “Ocean Parade Towers” luxury residential apartments, Lagos
- Transaction advisory services for Integrated Engineering Infrastructure Development by PPP for Katampe District, Abuja
- Preparation of Outline Business Case and provision of transaction advisory services for the Integrated Engineering Infrastructure Development by PPP for Durumi District, Abuja
- Cost management / quantity surveying and procurement management services for the construction of Multi-Building University Teaching Hospital Complex, Ilorin
- Preparation of Outline Business Case and provision of transaction advisory services for the Integrated Engineering Infrastructure Development by PPP for Kado District, Abuja
- Consulting for development of standard procurement documentation and capacity building for the management and staff of a public sector client in Nigeria

Our Experience (cont'd)

- Project management services for the construction of 30-Storey Corporate Headquarters Office Building for Union Bank Plc, Lagos
- Preparation of Outline Business Case and provision of transaction advisory services for the Integrated Engineering Infrastructure Development by PPP for Gwarinpa I District, Abuja
- Cost management / quantity surveying and procurement management services for construction of the Faculty of Law Building for University of Ilorin, Ilorin
- Cost management and financial administration services for the development of the South Atlantic Petroleum Towers (14 -Storey Office and Residential Complex) Project, Lagos
- Cost management / quantity surveying and procurement management services for the construction of 12-Storey Office Complex Developments for Federal Ministries, Abuja
- Cost management / quantity surveying and procurement management services for the development of Office Block for Curriculum Studies for University of Ilorin, Ilorin
- PPP capacity building for the management and staff of a public sector client in Nigeria
- Cost management / quantity surveying and procurement management services for the rehabilitation of six tertiary hospitals in Zone V (Abuja FCT, Plateau, Benue, Niger, Kogi, Kwara states) for Petroleum (Special) Trust Fund, Nigeria
- Study on PPP Project and Programme Profiling in the ECOWAS Region & Preparation of Regional PPP Policy
- Cost management / quantity surveying, procurement management and financial administration services for the rehabilitation of Dodan Barracks and State House Marina, Lagos
- Consulting Services for Study on Private Sector Financing of Regional Development Projects: Contribution of PPP – Selection of ECOWAS Commission’s Community Development Programme (CDP) Priority Projects to be Implemented by PPP
- Consulting Services for Study on Private Sector Financing of Regional Development Projects: Contribution of PPP – Current Practices and Enabling Environment (for PPP in the ECOWAS region)

Project: PPP Consultant Services for the Integrated Engineering Infrastructure Development by PPP for Katampe District (777 Hectares), Abuja

Client: Federal Capital Territory Administration (FCTA) / Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- **PPP Contract Management**
- **Risk Management**
- **Partnership Management**
- **Financial Advisory**
- **Financial Modelling**
- **Stakeholder Management**

Murty is providing PPP consultancy services for the implementation stage of the Katampe PPP project. We provided support to FCTA/FCDA's preparation for project commencement, including compilation and interpretation of conditions precedent to financial close, support to FCDA and the Developer in executing conditions precedent, and preparation of documents required for Financial Close.

Other responsibilities included preparation of project transaction completion report, identifying lessons learned and reporting to all parties and stakeholders. We prepared the Project Governance Structure, PPP Agreement Management Plan and the PPP Agreement Management Manual for the effective management of the project.

We also established the project governance / organisational structure for FCDA to administer the PPP Contract Agreement and are currently advising on partnership/relationship management. In addition, we are providing advice to FCDA on PPP contract management and compliance, risk management and well as project financing arrangements such as advising on updating the project financial model.

Project: Construction of 30-Storey Corporate Headquarters Office Building, Marina, Lagos

Client: Union Bank Plc



Summary of Services Provided:

- **Project Management**
- **Procurement Management**
- **Project Coordination**
- **Project and Financial Administration**

The Union Bank Headquarters is a 30-storey office development with gross floor area of approximately 34,000 square metres in Marina, Lagos. Murty provided full project management services for the delivery of the project.

Services provided included project planning, coordination, supervision, monitoring and control using best practice methodologies and techniques to ensure the clients time, quality, cost and overall strategic objectives were met. We managed implications of variations and change control to ensure overall end user objectives were met and satisfied. We also monitored and coordinated activities of contractors and sub-contractors to ensure optimum working arrangements to avoid project delays.

Project: Development of the National Assembly Office Complex Abuja, PHASE III–PART I

Client: Federal Capital Development Authority, Abuja



Summary of Services Provided:

- *Independent Project Review*
- *Project Audit*
- *Project and Contract Strategy*
- *Contract Documentation*

The Phase III–Part I of the National Assembly Office Complex consists of 2 separate office complexes measuring 100,000sq.m in gross floor area, to accommodate about 93 Senate and 200 Federal House of Representative members of the country, including their staff. The development could not commence due to perceived high cost amongst other issues. Murty was commissioned by FCTA/FCDA to review the project and contract that had been signed with the Contractor and proffer solutions to facilitate a successful implementation.

We conducted an independent project review and audit as well as cost and contract analysis. This involved checking the contractor’s submission for the project, auditing project drawings to establish its completeness, preparing bills of quantities, establishment of Foreign/Local Content Ratio, analysis of contractual arrangements amongst other things.

We developed a project and contract strategy that formed the basis for renegotiations between FCTA/FCDA and the design and build contractor, and established a Project Governance Structure for managing the project. We also provided advice and guidance during contract renegotiations and prepared the new contract documentation. The project adopted a design and build procurement method, with contract sum of N21.00 billion (US\$156million).

Project: Development of “Ocean Parade Towers” luxury residential apartments, Lagos

Client: Ocean Parade Limited



Summary of Services Provided:

- *Project Management*
- *Project Organisation*
- *Cost Management/Quantity Surveying*
- *Financial Administration*

The “Ocean Parade Towers” luxury residential apartments development at Banana Island, Ikoyi, Lagos comprises 14 buildings positioned in 2 U-shaped blocks forming together a community fully equipped with entertainment and community/neighbourhood centre facilities. Each block is 12-storey, comprising majorly 3 and 4 Bedroom apartments, totalling 240 for the whole project. Murty was commissioned as the Client’s Representative for the delivery of the project.

Murty provided project management services as well as cost management and financial administration for Phase I of the project. This included review and harmonisation of contractor’s proposal and employer’s requirements for the project, preparation of a summary project delivery plan as well as preparation of the conditions of contract for the design and build delivery approach.

We also prepared the pricing document for the project based on a review of the Bills of Quantities and the architectural planning, structural and electrical and mechanical drawings. This formed the basis for the establishment of the project contract sum. Murty also provided advice for the development of the project organisation structure for the effective management of the project.

Project: Construction of a Multi-Building University Teaching Hospital Complex, Ilorin

Client: University of Ilorin Teaching Hospital (UIITH)



Summary of Services Provided:

- ***Cost Management/Quantity Surveying***
- ***Procurement Management***
- ***Project and Programme Management***
- ***Project and Financial Administration***

The project involved the phased movement of one of the nation's foremost referral hospitals to its permanent site. The works at the hospital's permanent site included construction of offices, residential quarters, specialized hospital wards and laboratories, roads and associated infrastructure.

Murty was commissioned by UIITH to provide comprehensive cost and procurement management services for the phased construction of the Hospital.

We facilitated the tender and bid management process for the different contract phases including preparation of tender documents, tender analysis and preparation of tender report to the client, recommending preferred bidders.

We also carried out project and construction administration support, preparation of valuations for interim payments, evaluating implications of variations and fluctuations, dealing with change control, assessment of contractors' claims, facilitating release of funds by client to avoid project delays for ongoing phases; and preparation of project final account for completed phases.

Our programme management services included advising on coordination of project and procurement activities for the different building phases and contracts as well as interface management to ensure optimum working arrangements and project delivery, while the facilities were gradually being utilised.

Project: Faculty of Law Building

Client: University of Ilorin



Summary of Services Provided:

- ***Cost Management / Quantity Surveying***
- ***Procurement Management***
- ***Project and Financial Administration***

The works comprised the construction of an office / classroom block together with associated external works at the main campus of University of Ilorin. The building was to provide offices, lecture rooms, a mock court and library for the Faculty of Law of the University. Murty was commissioned by the university to provide comprehensive cost and procurement management services for the construction of the office block.

Murty provided cost management services throughout the pre and post contract stages. This included cost estimating and preparation of bill of quantities, preparation of tender and contract documents, tendering analysis and reporting, providing tendering advice and recommending the preferred bidder.

We also undertook project and construction administration, analysis of fluctuation in prices of building materials and labour on the project cost, review of contractor's claims, managing variations and change control, preparation of valuations for work carried out for interim payments, analysis of progress of work, and preparation and settlement of final accounts and costs.

Project: Transaction Advisory Services for the Integrated Engineering Infrastructure Development by PPP for Katampe District (777 Hectares), Abuja

Client: Federal Capital Territory Administration (FCTA) /
Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- **Transaction Advisory comprising**
 - **Financial Advisory**
 - **Legal Advisory**
 - **Technical Advisory**

Murty International provided technical, financial and legal transaction advisory services to FCDA aimed at concluding the project development stage and procurement process for the Katampe District Infrastructure PPP project. We undertook the following to execute the services:

- Carried out a study of the project environment and developed justification for PPP procurement
- Evaluated the developers' tenders and recommended the preferred bidder
- Development of employer's requirements, facilitated review of design & specification, reviewed financing document and prepared output specifications
- Prepared deal & financial structure, risk allocation matrix, memorandum of understanding (MOU), preferred bidder information memorandum and facilitated processes to achieve signed MOU
- Defined government's negotiation position for all commercial, financial, legal, and technical issues, and facilitated the negotiation process. Prepared shadow bid model to aid negotiation process
- Prepared PPP Contract Agreement, and also developed the project financial model
- Supported the government and the developer in achieving contract close and financial close.

Project: Transaction and Procurement Advisory/Consultancy Services for Abuja Airport Expressway and Outer Northern (Abuja – Kubwa) Expressway

Client: Federal Capital Territory Administration (FCTA) /
Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- **Transaction Advisory**
- **Procurement Advisory**
- **Technical Advisory**
- **Financial Advisory**

Murty was commissioned by FCDA to provide transaction and procurement advisory/consultancy services on a major highways scheme aimed to expand and rehabilitate the existing 4-lane carriageways of the 27km Airport Expressway and 39km Outer Northern Expressway to 10-lanes.

We developed the procurement strategy within the framework of the Public Procurement Act, structured the project financing arrangements, prepared the expression of interest and bidding documents, developed the evaluation criteria, analysed the bids and prepared reports.

The procurement process developed, which followed the framework of the Public Procurement Act, was fast - tracked and made use of an innovative funding mechanism through Government budgetary provisions (40%) and Government bonds (60%) with repayment of bonds commencing after the 30 month completion period.

Project: Preparation of Outline Business Case and provision of Transaction Advisory Services for the Integrated Engineering Infrastructure Development by PPP procurement for Mabushi District (460 Hectares), Abuja

Client: Federal Capital Territory Administration (FCTA) / Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- **Outline Business Case preparation**
- **Transaction Advisory comprising**
 - **Financial Advisory**
 - **Legal Advisory**
 - **Technical Advisory**

Murty is providing technical, financial and legal transaction advisory services to the FCDA for the preparation of an Outline Business Case and managing the procurement process to appoint an infrastructure developer under a design, build, finance and transfer PPP model.

Our services at the concluded project preparation/development phase included undertaking a project feasibility/ viability assessment culminating in the production of an Outline Business Case which included establishing the cost estimates, public sector comparator assessment, deal structuring, payment mechanism development and preparation of the risk allocation matrix & shadow bid financial model. Key principles were to achieve value for money for the public sector and reasonable return for the developers. We also developed the output specification and employer's requirements.

Our services at project procurement phase include preparation of expression of interest documents comprising project information memorandum and pre-qualification questionnaire as well as supporting the evaluation process; preparation of request for proposals and development of bid evaluation criteria; development of legal documentation including the PPP Contract Agreement; negotiations with the preferred bidder and selection of the suitable developer; as well as preparation of the final business case. Other services include supporting government and the developer in achieving contract and financial close.

Project: Due Diligence Services for investment in a major infrastructure project

Client: Nigeria Sovereign Investment Authority (NSIA)



Summary of Services Provided:

- **Due Diligence**
- **Investment Advisory**
- **Technical Advisory**

The Nigeria Sovereign Investment Authority (NSIA) was seeking to join a bidding consortium on the 2nd Niger Bridge project, a major infrastructure project in Nigeria.

Murty was appointed to undertake due diligence to support NSIA's investment decision to provide equity and/or debt.

We reviewed the EPC proposals and provided opinion on the designs, cost estimates, construction logistics and project programme. We also provided advice on commercial risks as it affects project bankability including contractual structure and risk transfer, value for money and regulatory issues.

Project: PPP Project and Programme Profiling in the ECOWAS Region & Preparation of Regional PPP Policy

Client: ECOWAS Commission



Summary of Services Provided:

- *Research / Study*
- *Project Profiling and Database Creation*
- *Project Review*
- *Legal, Institutional and Regulatory Framework Review*
- *PPP Policy Preparation*

ECOWAS Commission has adopted PPP as a key tool in promoting development, trade and regional integration in West Africa. To support this, the Commission engaged Murty to profile PPP projects in the region and develop a draft regional PPP policy.

Our responsibilities included carrying out a study and collection of data on key PPP projects in the various countries, documenting good practices and common challenges, undertaking an assessment of the legal, institutional and regulatory framework for PPP in each of the 15 countries, providing comprehensive recommendations for PPP development and preparing a draft PPP policy for the region.

Project: Consulting for Development of Standard Procurement Documentation and Capacity Building

Client: Federal Capital Territory Administration (FCTA) / Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- *Institutional Development / Reforms*
- *Public Procurement Procedures*
- *Standard Documentation*
- *Capacity Building / Training*

Murty was commissioned by FCTA / FCDA to develop standard documentation for procurement of works, goods and services to strengthen and improve the procurement and project delivery process within the framework of FCTA/FCDA organizational reforms. The documentation produced was consistent with international and Multilateral Development Banks (MDBs) best practices as well as the National Public Procurement Bill 2005 which was later enacted into Law by the National Assembly. The service comprised:

- Preparation and production of suite of procurement and contract documentation for building and engineering infrastructure projects:

The exercise led to the production of a suite of procurement and contract documents for engineering projects (blue books) [First Edition 2005] and suite of procurement and contract documents for building projects (green books) [First Edition 2005].

- Capacity building on the new Suite of Procurement and Contract documentation:

Murty arranged workshops to showcase the documentation and trained 1,000 project and procurement professionals in FCTA/FCDA on the use of the documentation.

Project: Public-Private Partnerships (PPP) Capacity Building in Public Sector

Client: Federal Capital Territory Administration (FCTA) /
Federal Capital Development Authority (FCDA)



Summary of Services Provided:

- *Institutional Development*
- *Public-Private Partnerships*
- *Capacity Building / Training*

Murty's services comprised PPP institutional development in form of capacity building for the management and selected staff of FCTA/FCDA in collaboration with the Institute for Public-Private Partnerships (IP3), Washington DC, USA based on IP3 training programs. The comprehensive PPP training courses appropriately designed for the FCTA/FCDA were:

- The Fundamentals of Public-Private Partnerships
- Public-Private Partnership Skills and Competency Development
- Designing Legislative, Institutional, and Regulatory Frameworks for Successful Public-Private Partnerships

Murty facilitated the provision of the training and capacity building services and ensured the right match of programs and content of training needs to suit the FCTA/FCDA and its organisational environment. The assignment substantially increased PPP capacity for the management and staff of FCTA/FCDA and provided the tools and skills necessary to successfully develop PPP solutions organisation-wide.

Project: Consulting Services for Study on Private Sector Financing of Regional Development Projects: Contribution of PPP - Selection of CDP Priority Projects to be implemented by PPP

Client: ECOWAS Commission, funded by United Nations Economic Commission for Africa



Summary of Services Provided:

- *PPP Project Screening*
- *Project Review*
- *Legal, Institutional and Regulatory Framework Review*
- *PPP Project Development*

The objective of the study, which was commissioned by the United Nations Economic Commission for Africa (UNECA) on behalf of the ECOWAS Commission's Community Development Programme (CDP), is to determine modalities for promoting PPP as an instrument for private sector involvement in the financing of regional development projects in the ECOWAS region. The study aimed at identifying CDP priority projects that could be financed and implemented through a PPP mechanism and recommending instruments to achieve delivery.

Murty screened over 250 national and regional CDP priority projects across the 15 West African countries using a comprehensive framework to identify good candidates to be implemented by PPP and providing modalities for these projects to undergo PPP project development and implementation.

Our services included reviewing information on the CDP priority projects, conducting information gap analysis, carrying out establishment of project requirements utilising already prepared cost estimates, forecasting potential revenues and undertaking legal reviews to enable project screening. We also provided country by country recommendations for establishing enabling frameworks for the successful delivery of the PPP projects.