



ANINVER

RESILIENT INFRASTRUCTURE & PPP

OUR OFFER -

OUR EXPERIENCE -

THE TEAM —

Aninver is a company specialized in Public Private Partnerships. We are an innovative and dynamic company serving public authorities and governments, development financial institutions and private clients around the world in different kinds of PPP-related consulting assignments.

We work in partnership with communities and institutions to deliver innovative, data-driven solutions that créate sustainable change and beyond expectations

As owners and managers of one of the leading market intelligence platforms regarding PPPs (www.infrapppworld.com) we are in an unrivalled position to serve our clients on specific areas such as market research, market sounding or creating online tools to promote PPP programmes or projects. Aninver delivers best-in-class advisory services on any type of PPP programme or project around the globe. This includes transport infrastructure (roads, railways, ports, airports), water, energy and social projects (in areas like healthcare, education, prisons, public buildings). Aninver has worked PPP-related assignments in Europe, Africa, Latin America and Asia.

OUR GLOBAL EXPERIENCE



Engineering, Economic, Financial, Environmental and Social Advisory Services under one roof.

- Integrated and tailored project scope delivery by inter-disciplinary and multi-cultural teams of experts in variety of sectors or cross-sectors and on local or global scale.
- Excellence in financial and programme management alongside technical expertise and experience in private sector development, accelerating infrastructure and public-private dialogue, creating a business enabling envi-ronment and enabling investments.
- Extensive in-house capability, a database of high performing, trusted independent experts, links with partners, as well as strong experience in Africa, Asia, Europe, Latam, Caribbean and the Pacific.
- A long-standing relationship with a multitude of international and national development institutions, financiers and donors.



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INFRASTRUCTURE AND BEYOND

Sustainable energy, water, and climate solutions are a global imperative. Improved access to basic infrastructure—including power, water, sanitation, roads, and information and communication technology—is a catalyst for economic growth. To help communities overcome increasing pressure from climate change, urban and industrial growth, and deforestation, Aninver collaborates with stakeholders to develop innovative solutions that improve resiliency, accelerate access to safe water and sustainable sanitation, improve environmental management, build sustainable infrastructure and transportation, promote clean energy solutions, and mainstream green economy solutions. Through locally led initiatives grounded in data and quantitative analysis, we facilitate the development of improved policies and practices, strengthen stakeholder capacity, and create partnerships with the private sector and other stakeholders to bring innovation to scale.

Transport - roads, bridges, ports WASH - Water and, Sanitation Waste Management Resilient Cities Energy Environment and Climate Resilience Agribusiness Schools and Student Accommodation Tourism, Leisure, and Hospitality



SERVICES OPERATION

- Road & Rail Transport
- City transit
- Road Tolling
- Ports
- Water and Waste
- Financial services
- Municipal Credit
 Enhancement



INFRAESTRUCTURES

- Water supply, WTPWastewater, WWTP
 - Roads/Streets
 - Noaus/Sileeis
 - LR & Monorails
 - Ports
 - Environmental & Climate
 - Policy and Strategic Advice



COMMERCIAL

- ProjectDevelopment& Structuring
- Project Finance
- RestructuringPrivatisations
- SME Finance
- Access 2 Finance



DEVELOPMENT

- Municipal
- Commercial/Office
- Hotel & Leisure
- Mixed-use
- Landmarks
- Hospital

PPP AND PROJECT FINANCE EXPERTS

Wide range of financial, economic and risk advisory for projects and programmes throughout the developing world including phvsical infrastructure and mixed- use developments project and transaction advisory, national development programmes. Public Private Partnerships (PPPs) and innovative finance structuring for infrastructure and public service sectors.

Capacity building and technical assistance for the development of institutional frameworks for public finance and investment management, including PPP frameworks.

www.infrapppworld.com www.ippiournal.com

As owners and managers of one of the leading Internet-based market intelligence IPP and PPP platforms, Aninver is in an unrivalled position to offer specific services in areas such as market research and intelligence, market sounding and potentially online tools to promote PPP programmes or projects.



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FROM VISION TO IMPLEMENTATION

Combined expert teams: economic, financial, technical, social and environmental experts under one roof. Whole project lifecycle consulting and advisory: strategic conception, business planning, project development, feasibility/due diligence studies and financial close, and further, through commissioning to operational monitoring and any upgrades during the project life.

Our experts work with project developers, sponsors, investors, financiers, and managers at any stage of the project cycle.

Technical assistance, capacity building and mentoring as may be required for the project to happen and succeed.



PPP Policy	Enabling	PPP Unit	Institutional	PPP Platforms
Governance	Environment	Development	Strengthening	& Promotion
Project	Project	Project	Feasibility	Due
Development	Screening Tools	Preparation	Studies	Diligence
Procurement	Tender	Market	PPP	Contract
Advisory	Preparations	Engagement	Platforms	Management
Financial	Due	Financial	Financial	Refinancing
Assessments	Diligence	Modelling	Closure	Due Diligence

- Business Case and Project Development
- Feasibility Studies
- Project Audit and Due Diligence
- Financial Modelling
- Innovative Funding Development
- Evaluation of financing opportunities
- Disaster and Climate Resilience Financing
- Urban Infrastructure Finance
- Funding Structure and Sources
- Blended Finance

- Economic Analyses using HDM4/RED
- Investment Management
- Ex-post Evaluation of Investments
- Economic Infrastructure Investment Plan
- Stakeholder Consultations
- Access to Finance
- Creditworthiness Enhancement
- Technical Assistance and Capacity Building
- Mixed-use Projects Financial Analyses
- Policy and Options

- PPP Project Design, including technical, financial, legal, organisational, environmental, and social components
- PPP Structure and VfM Analysis
- PPP Financial Modelling
- PPP Risk Analysis
- PPP Capacity Building. Institutional Reform and Strenathenina
- PPP Transaction Advice
- PPP Procurement Process
- PPP Monitoring











Finance Corp























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POLICY AND MARKET **RESEARCH**

Our team includes research analysts with specialized knowledge of the infrastructure and PPP areas. We continuously track PPP projects, transactions. funds. operators and investors globally, offering unrivalled market research services to private clients and Development Finance Institutions interested in PPPs.



■ PPP RESEARCH IN SELECTED COUNTRIES OF LATIN AMERICA

The project aims to investigate PPP opportunities in selected countries in Latin America (Mexico, Peru, Chile. Colombia and Panama) and selected sectors (Energy transmission and generation, Oil& Gas Pipelines and Telecommunications) for a private US operator.

■ TRANSPORT PPP MARKET ASSESSMENT STUDY. **WORLDWIDE**

Aninver supported the IFC's PHYSICAL DEVELOPMENT Transport Department in the elaboration of its strategic plan, providing an overall view of the emerging trends in transport, transaction volumes, financing tools and a more detailed analysis with a list of regions, countries and projects that will play a major role in transport infrastructure development in the next 5 years.

■ PPP STRATEGY RESEARCH FOR GOVERNMENT(MFAT) OF **NEW ZEALAND**

Aninver provided research support and strategic advice, to assess whether and how PPPs and greater levels of private sector participation should be incorporated into the country's international aid programme across Paci- fic region. Excel-based project eva- luation tool was developed to support project evaluations and prioritisation.

■ UPDATE OF NATIONAL PLAN UNTIL 2022. SWAZILAND

Comprehensive analysis of Swaziland current macroeconomics, international linkages and national finances, and review of transport, telecommunications, power and water /sanitation infrastructure/ services. Updating national plan for the development of key subsectors, also considering regional factors.





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PRE-INVESTMENT STUDIES and CREDITWORTHINESS ENHANCEMENT ADVISORY

Combination of engineering, economic, financial, environmental and social advisory services under one roof.

Assistance with project identification and prioritization, business case development, tailored Pre-Investment, Pre-Feasibility and Feasibility Studies, Project Validation, navigating complex bureaucratic environments, regulatory and policy aspects. The studies include site assessment, market analyses, technical, environmental and social studies, cost-benefit and Value for Money analyses, financial/economic modelling, risk analysis and mitigation, and financial structuring. Analysing and recommending solutions for enhancing municipal creditworthiness to unlock and expand ability to access finance for public projects and PPPs.

■ FEASIBILITY STUDY FOR A NEW MARINA PPP IN THE ISLAND OF SAN ANDRES, COLOMBIA

Aninver supported a Spanish engineering group to determine the feasibility of the development of a new marina project in the Colombian island of San Andres trough a concession. The study included a commercial, economic, financial and legal assessment of the project.

■ FEASIBILITY STUDY, KAMPALA ROAD NETWORK IMPROVEMENT PROGRAMME, **UGANDA**

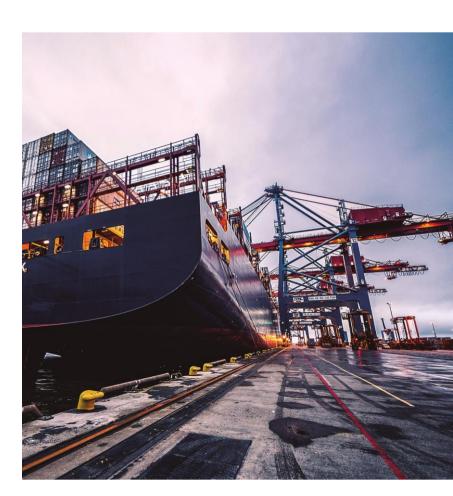
Review of funding options for a complex road improvement programme for the Kampala Capital City Authority (KCCA) concerning ca. 500km of streets. Recommendations for the financing structure, including the PPP viability, suggesting alternatives considering the creditworthiness and budget situation of KCCA and Uganda Government.

■ PROJECT FINANCE TRAINING PROPOSAL FOR THE AFDB, CÔTE D'IVOIRE

Provision of training in Project Finance Foundations that comprehensively covered project finance skills and techniques. Commencing from first principles. the course systematically built skills and knowledge required to structure, analyse and assess complex project financial transactions.

■ MUNICIPAL CREDITWORTHI-NESS ASSESSMENT AND PPP FINANCING, TURKEY

WBG aims to support local authorities striving to successfully secure financing for infrastructure projects, by strengthening overall creditworthiness support and building capacity to structure and manage public-side obligations for private financing and PPP project prioritization.





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PROJECT DUE DILIGENCE

Investment project faces multiple challenges. Complex structures, and PPPs in particular, present a wide range of risks throughout the whole project lifecycle. We offer an indereview of all these aspects combining local and technical knowledge and international expertise

■ FINANCIAL DUE DILIGENCE ON TWO HIGHWAY PPP PROJECTS IN COLOMBIA

Aninver was hired to analyse two road concessions in Colombia with an investment value of USD800 million. Aninver provided technical and financial advisory services to analyse the risks associated to the acquisition of a stake in the projects by a Spanish public development agency.

■ LEGAL AND TECHNICAL EVA-LUATION OF A CONSTRUCTION COMPANY IN TURKEY

Aninver developed desk review of a Turkey-based large contractor and a sample of its main construction contracts (including PPPs), in order to establish if the company is suitable to receive the IFC's economical support. This included two main blocks of activities: the competitive analysis of the construction sector in the country and the review of a set of construction contracts.

■ LEGAL AND TECHNICAL EVA-LUATION OF A CONSTRUCTION COMPANY IN PHILIPPINES

Aninver was hired by the IFC for the assessment of a Philippine construction company, with the goal of obtaining an accurate picture of its balance, portfolio of work, and its positioning in the market. The assessment is conducted from the technical, economic and legal perspectives, including their PPP portfolio.

■ STUDENT ACCOMMODATION PPP TRANSACTION ADVISORY, AZERBAIJAN

Aninver provided project due diligen- ce under the transaction advisory for a pilot student accommodation, PPP-structured project for the Azer- baijan State Oil and Industry Uni- versity. Aninver also provided advisory services to the development of PPP and institutional and legal framework in the country.

COMPLEX INVESTMENT PROGRAMMES MANAGEMENT

Aninver combines it cross-sector and multidisciplinary experience in infrastructure. MSME sector and inclusive growth approach economics and finance to develop and manage complex investment programmes on behalf on national governments and international and national development agencies such as the World Bank Group, Asian Development Bank, FBRD, Interamerican Development Bank, African Development Bank or FCDO of the UK. KfW and GIZ of Germany, US Aid, MCC, etc. We develop policies, procedures and resources, and act as fund or program managers for such programmes.



■ ORGANIZATION OF MUNICIPAL PARKINGS ALONG ROADS ON TERMS OF PUBLIC-PRIVATE PARTNERSHIP (PPP), KYRGYZ REPUBLIC

Implementation of a technical, financial and legal assessment for the development of multi-storey car parks and the concessioning of existing street parking. This included analysis into improvement of the legal and regulatory acts of PPP, recommendations and roadmap for project implementation, and capacity building.

■ FEASIBILITY STUDY OF MARKETS IN BENIN AND TOGO UNDER PPP SCHEME, BENIN AND TOGO

Feasibility study to facilitate the development, construction and operation of a modern covered market for traders currently retailing in the open and using makeshift structures. The purpose was to attract the best private partners to the project, and to structure the PPP appropriately.

■ PPP MODELS TO EXPAND RENEWABLE ENERGY, ELECTRICITY ACCESS AND ENERGY EFFICIENCY, ARGENTINA, COSTA RICA, ECUADOR, BOLIVIA

Implementation of PPP models as a mechanism to finance and foster different types of DG[OFV1] as well as residential energy efficiency (EE) projects in the target countries at a national level. The PPP models were designed to promote investments in different types of DG and residential EE projects in order to increase the share of renewable energy and EE in the target countries.

■ TECHNICAL LENDERS ADVISORY FOR IFC FINANCING OF WATER SUPPLY FOR DAWA INDUSTRIAL ZONE IN GHANA

We provided technical, environmental and financial advisory in preparation of financing of a new water intake, treatment and supply system for a newly developed industrial zone. Project is part of a complex developments of power and utilities expansion by private conglomerate.



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PUBLIC PRIVATE PARTNERSHIP (PPP) SERVICES

We guide commercial entities on winning and delivering PPP contracts, and Governments on developing and delivery of PPP projects, development of structures and project pipeline, project prioritisation, alternative scenarios, VfM evaluation, regulatory and policy aspects, procurement process, assistance in ensuring project bankability and funding, transaction advisory, audits and monitoring of performance. Capacity building and training services we offer to Government bodies are an essential ingredient of creating a PPP enabling environment and to ensure successful PPP programme.

■ SAN RAMON PORT PPP TRAN-SACTION ADVISORY, **PHILIPPINES**

Aninver is leading the transaction advisory support for the development of a new dry port. The work involves feasibility study, economic and financial feasibility study, market assessment, support PPP Center and consultancy work during the procurement process.

■ CAPACITY BUILDING FOR PUBLIC PRIVATE PARTNERSHIP (PPP) MANAGEMENT SKILLS DE-VELOPMENT IN THE TRANSPORT SECTOR, ALBANIA

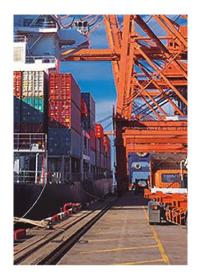
In partnership with an Italian engineering firm Aninver was contracted by the European Union to design and deliver training programs on PPPs to public workers of different ministries and public agencies in Albania.

■ POLICY ASSESSMENT OF PPP HOSPITALS FACILITIES FRA-MEWORK, TURKEY

Aninver is supporting EBRD for the eva- luation analysis of the approach and results of Turkey Hospitals Facilities Management Framework.

■ FIRST MOVER PPP PREFEASI-BILITY STUDY, **LESOTHO**

Aninver was hired to perform strategic, economic, commercial, financial, legal, social, environmental, affordability and value for money (VfM) analyses for the World Bank of the solar photovoltaic (PV) mini-grid PPP in Lesotho.







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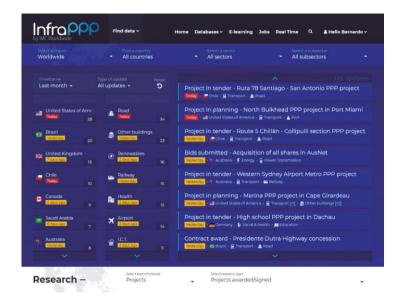
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PPP ONI THE KNOWLEDGE PLATFORMS

PPP sector-focused internet knowledge platforms provide subscribers with comprehensive information, daily news, details of M&A transactions, institutional investors, companies, projects, etc. We aggregate, elaborate on and distribute specialized knowledge, create, manage and provide content to the third-party online platforms and Development Financial Institution-led platforms.



www.ippjournal.com:

focuses on private investments in the energy sector

www.infrapppworld.com:

focuses on Public Private Partnerships





■ DESIGN ONLINE PLATFORM TO DISCLOSE PPP PROJECTS FOR GOVERNMENTAL AGENCIES IN GHANA, NIGERIA, UGANDA KENYA

Aninver was hired by the World Bank to prepare an online framework to facilitate disclosure of PPP project, contract and program information to increase transparency and accountability in PPPs. The framework was implemented in four agencies in three countries.

■ DESIGN ONLINE PLATFORM TO DISCLOSE PPP PROJECTS FOR GOVERNMENTAL AGENCIES IN AFGHANISTAN

Preparation of a framework to facilitate disclosure of PPP project, contract, and program information to increase transparency and accountability in PPPs.

■ EXTEND ONLINE PPP PLAT-FORM FOR OPEN CONTRACTING DATA STANDARDS OF GOVERN-MENTAL AGENCIES IN GHANA, NIGERIA, KENYA

Complementing the online PPP disclosure assignment, the WBG engaged Aninver to update the platforms in the three countries to Open Contracting Data Standards.

■ SUPPLY SPECIALIZED CONTENT FOR THE PPP KNOWLEDGE LAB ONLINE PLATFORM MANAGED BY THE WBG, WORLDWIDE

The World Bank, together with other MDBs launched the PPP Knowledge Lab website to become the goto site for all knowledge in the PPP area. Aninver was hired to support the World Bank in the elaboration of content for the website.



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JOSE DE LA MAZA Managing Director at Aninver

20 years of experience in consulting and industry (construction, infrastructure, real estate and PPPs), leading project analysis, tender bidding and managing PPP businesses. He has broad experience in strategy and consultancy, supporting enterprises from SMEs to big corporations as well as Public Administration. His experience covers Europe, Africa, Latin America and Asia. Civil Engineer and IESE.

I BERNARDO GIL Senior PPP Financial Analyst at Aninver

Over 20 years of experience in Project Finance analysis, feasibility studies and tendering. His experience covers roads, car parks, marinas, airports, commercial complexes, real estate, etc. .Bachelors in Economics and Masters in Finance.

L ANTONIO URBANO Senior Consultant at Aninver

Executive MBA and MSc civil engineer Antonio holds over 8 years of experience managing projects within the PPP sector such as Feasibility Studies or Market Research projects, some of them involving workshops and capacity building sessions delivered to Public agents around Africa, South America and Asia.

I OLIVIA FAVA-VERDE Senior PPP Financial Analyst at Aninver

She is an engagement manager with over nine years of experience in developing and implementing communications and outreach strategies that enable infrastructure and change-making developments. Through targeted engagement plans, she works collaboratively with partners to deliver practical PPP solutions that meet the needs of stakeholders, decision-makers and communities.

JOHANNA MUGUERZA Online Manager at InfraPPP by Aninver

Johanna is the manager of InfraPPP, one of the world's leading PPP market intelligence platforms. With over 15 years' experience in market intelligence and project management, she is responsible for delivering the highest quality of intelligence at InfraPPP and engaging with clients to meet their PPP advisory needs.







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BERNARDO GIL

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