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AN INTRODUCTION

Infrastructure Delivery International (IDI) is a newly established Abuja based consulting firm with a national and global outlook focused on providing technical advice and support to the delivery of critical infrastructure in Nigeria. The firm's five founding partners bring a great breadth and diversity of experience and expertise in successful infrastructure development both in Nigeria and around the globe. With its substantial team of consultants, IDI benefits from a shared history of collaboration on complex and time sensitive infrastructure programmes in Nigeria. IDI has also built a strong network of International Associates, all of whom have years of experience working on infrastructure projects in Nigeria. This unique blend enables IDI to offer a dynamic team focused on infrastructure development and improvement with exceptional practical experience and understanding of the Nigerian environment.

IDI's ambition is to be Nigeria's leading, most progressive and forward thinking, consultancy firm in infrastructure delivery.



WHAT WE DO

IDI has proven capability in providing essential technical support to Nigerian federal and state government ministries, departments and agencies (MDAs) across a wide range of infrastructure sectors. Focal sectors include power, transport (road, rail, air and maritime), and urban infrastructure development.

The scope of our expertise covers strategy and policy formulation; planning; project preparation, prioritisation and programming; regulation; financing and procurement including Public Private Partnerships (PPP); and major capital project implementation and performance monitoring. Our firm also handles the gender and social inclusion and environmental aspects of infrastructure development. We are cognizant of the critical role of infrastructure in the economic and social development of impoverished regions and communities and deploy our expertise to provide value for money and sustainable development.

IDI offers the right blend of local knowledge and international best practice to provide bespoke solutions to the complex financial, technical and legal aspects of infrastructure development transactions in Nigeria. With IDI domiciled in Nigeria, we have both the contextual understanding and incentive to ensure efficient, effective and excellent sustainable programme delivery. Between IDI's core team and its strong network of local and international consultants we have extensive experience working in major cities in Nigeria, particularly in the northern region. We are expanding our portfolio to include a targeted focus on infrastructure development in the North East to address the ongoing crisis in that region.

Our world-leading consultants also have an international track record in the power, transport and PPP sectors with experience in sub-Saharan Africa, the Middle East and Europe. This has enabled us to leverage the successes recorded with our clients to provide interim and long-term project resources tuned to particular business needs and at all levels of seniority and responsibility. Therefore, IDI's team is well positioned to deliver informed solutions and attract even more competent Nigerians in the diaspora and other international consultants with experience working at the cutting edge of infrastructure development internationally.

Our approaches are in adherence to industry standards and recognised project management frameworks. We guarantee independent and objective advice from experienced consultants adhering to the highest professional values and standards of personal integrity. Our style of working emphasises close collaboration with our clients and partners, focused not only on providing technical solutions but also on establishing the processes and building the competencies that are essential to ensuring sustainable long-term success.

WHO WE ARE: THE PARTNERS



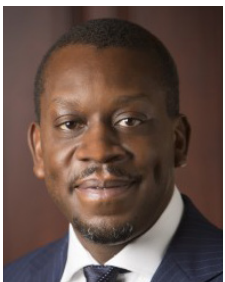
Hassan Usman:

Qualified as a Chartered Accountant with Arthur Andersen and then moved to Citibank Nigeria as a Corporate Finance expert. He subsequently joined the Bureau of Public Enterprise (BPE) as Team Leader for reform of the telecommunications sector and concession of the ports. After BPE Hassan became the Executive Director, Investments in Abuja Investment Company Ltd, and was later appointed CEO of ASO Savings & Loans. Hassan was also a board member of the Nigeria Sovereign Investment Authority and the Nigeria Mortgage Refinance Corporation.



Kayode Khalidson:

Is the Principal Partner of IDI. He spearheaded a donor funded transport initiative between 2009 and 2016 advising Federal and State Governments on various projects. Prior to that he was the transport sector reform Team Leader at the BPE responsible for developing and implementing PPP concession strategies for the port and rail sectors. Kayode also has several years international experience in privatisation and concessions at Simmons & Simmons an international law firm. He is a member of several transport committees at the National Assembly responsible for reviewing the draft transport legislation for Nigeria.



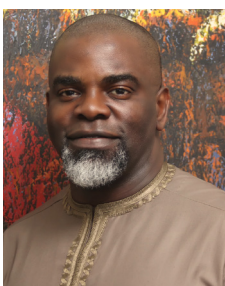
Lai Yahaya:

Recently served as the Senior Special Assistant to President Buhari, responsible for Policy and Strategy. He has worked for several years on resolving power sector issues – as a former Team Leader of the Power Africa Senior Advisors Group and a former member of the Presidential Taskforce on Power. Lai worked as a project finance attorney with the New York law firm of Milbank, Tweed, Hadley & McCloy. He has expertise in navigating the Nigerian political economy with a focus on infrastructure delivery.



Lanre Babalola:

Served as Minister of Power in the Yar'Adua Administration. Prior to his appointment, Lanre was the electric power sector reform Team Leader at the Bureau of Public Enterprises. He was responsible for the restructuring of NEPA, the creation of the PHCN successor companies, the establishment of wholesale electricity market and the setting up of the Nigerian Electricity Regulatory Commission amongst other key reform initiatives. Lanre worked as an investment banker before his sojourn in public sector.



Patrick O. Okigbo III:

Served as a former aide to President Goodluck Jonathan and was an integral part of the team that developed the “Roadmap on Power Sector Reforms.” He was also a member of the team that developed “Nigeria Integrated Infrastructure Master Plan.” Patrick’s early career experience includes being Chief Financial Officer for Transcorp Plc, Vice President at Citigroup New York and Washington DC, and a Strategy Consultant with Accenture in Lagos. Patrick is currently an unofficial adviser to the Chairman, Senate Committee on Power. He also provides advice to senior government officials, across a broad range of industries, including the power sector.

OUR SERVICES

POWER

Nigeria's power sector is evolving to reflect the inclusion of private sector participation and the implementation of the structural and capacity changes required to ensure industry growth and financial sustainability. At present, there is growing regard for the illiquidity of the sector in Nigeria, which is symptomatic of other underlying problems. IDI's consultants have significant expertise in the process of necessary restructuring including that of the central agencies in the Power Sector to increase efficiency and functionality. With IDI's high standard of work, relevant experience and international best practice approach we are able to deliver a suite of solutions blended with the local needs of the client.

Gas to Power

In Nigeria, our principal generation fuels are gas and water (hydro-electric), with gas being dominant and growing. At IDI our consultants' expertise covers the whole supply chain from gas field development to gas pipeline transportation to the power stations. We understand the relations with the Nigerian National Petroleum Corporation (NNPC), the international oil companies (IOCs) and the Federal Ministry of Power and have been working on Gas Supply and Aggregation Agreements (GSAA) and Gas Transportation Agreements (GTA) since they were first drafted in 2008.

Generation

In spite of the current limitations in power generation, it is important that its needs are analysed to ensure clarity on how wheeling will be executed strategically to the end-users. Our consultants specialise in renewables, conventional generation utilising gas and other types of power generation. Our philosophy at IDI includes a desire to assist with the implementation of an energy mix in Nigeria, which is critical to increase generation at this stage. Opportunities abound in securing the most reasonable permutations for delivering the growth drivers.

Transmission and System Operations

Transmission provides the critical handshake between generation and distribution. At IDI, our consultants have experience in systems planning, coordination and grid management in many developing and developed countries.



In Nigeria, we have advised the Transmission Company of Nigeria (TCN) on all aspects since 2009 and most of the successful generator developers on transmission access and contracts.

Distribution and Supply

At IDI our consultants have been working with the regulator on determining appropriate tariffs and are currently assisting with ongoing efforts to reset the sector. IDI consultants have also been integral to the process of separating distribution (connection of electrical wires to customers) from supply (provision of electrical energy through those wires). As challenges also abound in the areas of the distribution companies' customer metering, billing, money collection and payment of central bills an understanding of the complexity of these aspects of the sector and experience deciphering them is essential.

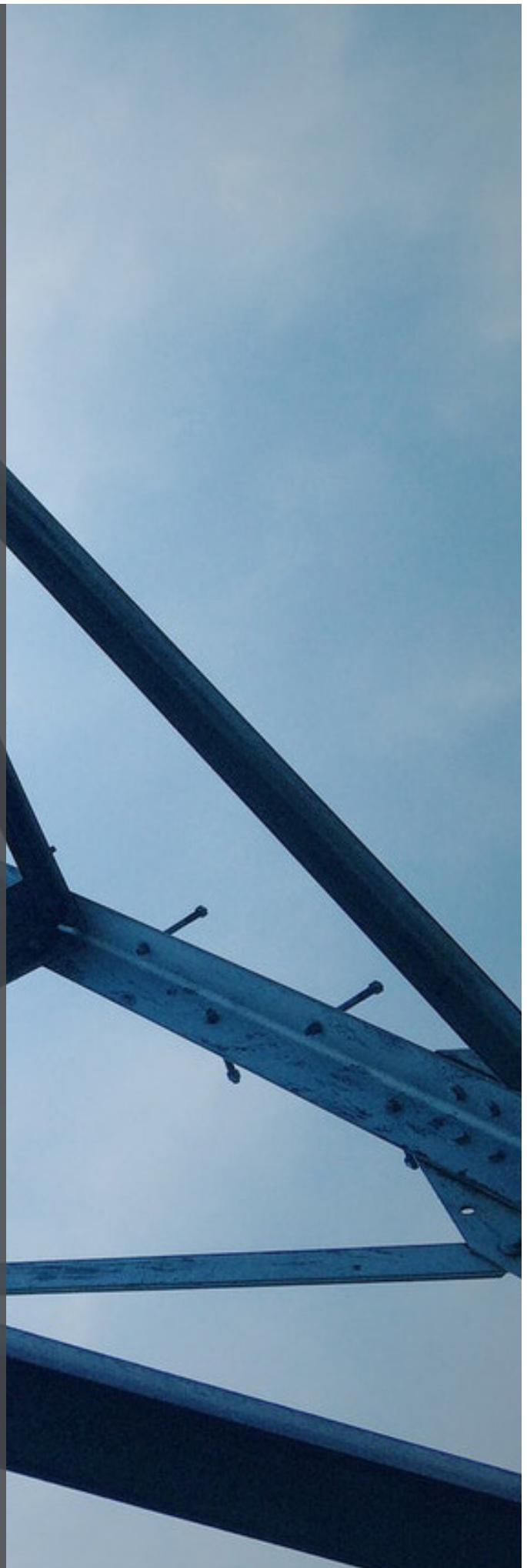
Governance

At IDI our consultants have made significant contributions to industry governance-related documents across the world. In addition, we have advised regulators, system operators, market operators and Ministries in multiple countries. In Nigeria, we have advised Nigerian Electricity Regulatory Commission (NERC) on all aspects of regulating the power system (orders, contracts, licences, codes and tariffs). We have drafted, negotiated, processed and agreed Grid Code amendments for the System Operator and Market Rules Amendments for the Market Operator. We have also provided training for capacity building towards market development.

Clean Energy and Climate Change

Sustainable development has a dominant role in the design of energy policies globally. Furthermore, both the shortage of fossil fuel resources and their environmental impacts have triggered a significant increase in the public attention to utilize renewable energy sources and energy efficiency initiatives. At IDI, our consultants have been providing technical assistance to the Ministry of Environment towards the successful implementation of Nigeria's debut Green Bond issuance.

IDI has worked extensively on the design of measures needed to interrogate the specific commercial and technical features of the projects. The features evaluated include the institutional arrangements, cost structure, intermittency, unpredictability and changes in the way the mini grids, Solar Home Systems (SHS) and large scale PV generators are designed, optimised and operated.



TRANSPORT

At IDI, we are constantly seeking solutions to improve the transport infrastructure to connect Nigerian cities and towns and neighbouring countries to enable the seamless movement of people and freight. Our specialist transport team assists public and private sector clients to develop innovative ways of planning, management and delivering national and urban transport infrastructure and services that will provide better accessibility and connectivity for the society. Our approach involves understanding our clients' needs and developing bespoke solutions to improve transport to meet the current and future demands. At IDI, we also advise the policy and decision makers on the creation of enabling environments to attract private sector investment opportunities in the transport sector for sustainable economic growth and development.

Sector Institutional Reforms

Transport Agencies in developing countries are often ill equipped to keep up with current global trends in transport development and maintenance. Our experts at IDI are passionate about working with relevant government agencies in the formation and implementation of an appropriate and optimum management structure to deliver a sustainable road transport system.

Project Investment Appraisal and Feasibilities Studies
Irrespective of category, transport projects are capital-intensive, requiring enormous human and material resource to implement in an era of global scarce resources. It is therefore paramount to appraise investments in transport development or maintenance leading to value for money prioritisation either at project or network level.

Innovative Financing of Transport Projects

Past approaches in transport project financing relies on budgetary allocations from respective agencies of government. Globally, transport budget lines from governments are not sufficient in calling for alternative funding sources to develop or maintain national transport networks. Our experts at IDI provide advisory services for appropriate private sector financed funding options leading to a more sustainable transport system.

Construction Project Management

From design review to project cost assessment. The formation of an appropriate structure for construction supervision is critical to the success of ongoing projects. We assist our clients in developing a framework for project implementation with focus on quality, delivery time and cost control.





Rail

We pride ourselves with having the leading rail sector infrastructure advisory experts in Nigeria. We advise at all levels within the rail sector including policy, legislation, project management and project development. We are passionate about what we do, making meaningful and successful contributions that enhance Nigeria's current and future national rail networks and operations. Our rail team is a one-stop shop that specialises in integrating these various areas to deliver sustainable solutions to our client needs.

Roads

While some of the developed economies are competing in space research, and information technology and robotics, most of the developing countries are still struggling with the lack of basic access to goods and services with many existing road networks in poor conditions. The manifestation of these challenges is evident in longer and dangerous travel times and high overall transport costs which are an impediment to meaningful economic development. The Roads team at IDI deploys innovation to the delivery of professional services to governments and public and private institutions committed to a safer, durable and more sustainable road transport system. From conception to implementation, our internationally acclaimed sector experts offer wide-ranging road transport consulting services in the following areas:

Road Assets Maintenance Management

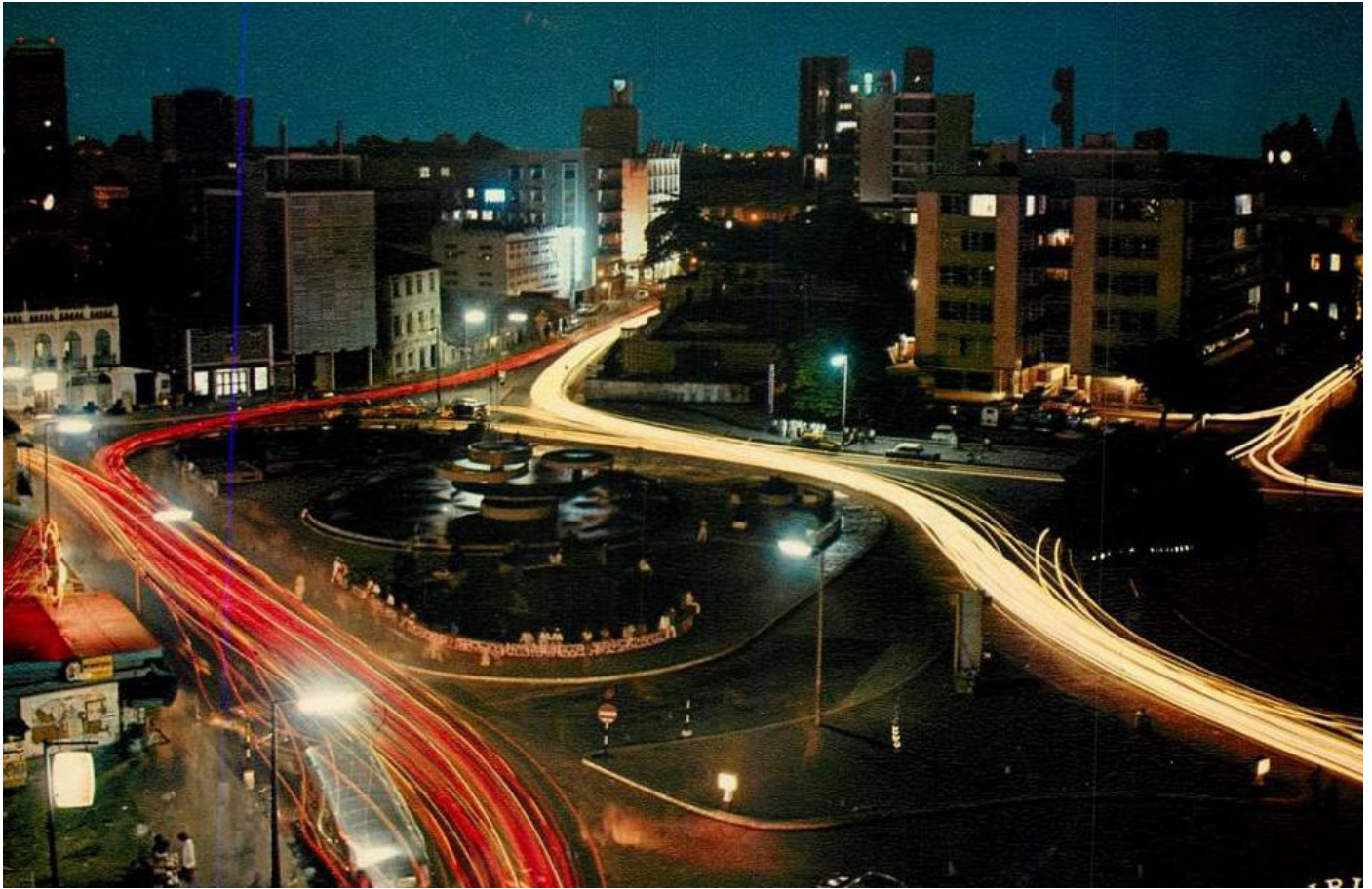
Sustainability goes beyond constructing new roads to ensuring adequate arrangement for preventative maintenance. Enormous national resources deployed to road development need to be protected by recognising roads as an asset to be maintained and managed in a business-like manner.

IDI believes in Road Asset Management Systems relying on appropriate and reliable data collection leading to prioritisation, selection and budgeting of maintenance activities to protect and prolong the service life of national road network and reduce the overall transport cost.

Planning and Design Support

Planning is a critical phase necessary for optimal design. At IDI we assist road agencies in the selection of appropriate design standards for the respective category of road hierarchy in relation to available pavement construction materials. We guide agencies in developing a robust system of project design, data management and adequate procurement documentation.





Urban Transport

Nigeria is urbanising rapidly with a majority of the population increasingly living in cities. Urbanisation however has resulted in unplanned infrastructure and informal transport leading to congestion in several major cities which deteriorates the environmental conditions, and if left unchecked traffic congestion will continue to present significant constraints to growth. To address these challenges IDI has developed solutions to the growing problem of urban transport that focus on policy and legislative improvement and implementing formalised urban mass transit systems.

Our Transport team provides the following services:

- **Planning:** critical to the development of transport is the prioritisation of transport projects. The transport team works closely with IDI's infrastructure finance team to assist public sector clients in ranking projects within specified socio-economic criteria.
- **Development of Policies and Institutional Frameworks:** working with government to develop policy, legal and institutional frameworks, assisting in the selection of the appropriate policy options, managing stakeholder.

- **Consultations and drafting a final policy for promulgation** by government and legislation for enactment by national and state house of assemblies.

- **Implementing Urban Mass Transit Projects:** conducting travel demand surveys, identifying core routes, developing the conceptual designs and pre-feasibility studies and advising government on the implementation of the projects.

- **Transport Planning:** traffic and transport planning, urban development, public transit and operations planning, local and regional transport strategies, integrated transport systems, and development ticketing and pricing strategies.

- **Project Development:** conducting feasibility studies to determine the viability of transport projects for private sector investment.

- **Procurement Advisory:** assist in the sell and the buy side advisory including pre-feasibility studies and business cases, Public-Private Partnerships (PPP), financial modelling, bid design, specification and evaluation and project management in the transport sector.

FINANCE AND INVESTMENT

IDI provides financial advisory services to governments, donor agencies and private sector clients for the development of large scale infrastructure projects and high impact programmes. IDI's technical assistance enables these organisations to meet their developmental and profit objectives within a resource-constrained environment. IDI support covers Investment Policy Advisory, PPP Structuring and Sector Funding Strategies.

At IDI we offer investment options, create solutions for investors that mitigate risks and deploy quantitative and qualitative expertise to project viable outcomes of investments. All of this, we do through three major techniques, namely:

- Investment Policy Advisory;
- PPP Structuring; and
- Sector Fund Strategies

Investment Policy Advisory

In rendering investment policy advice to private sector clients, IDI interfaces with local legislative and regulatory bodies. It advises investors on the bearing such laws and bodies have on the potential investment. Similarly, IDI is in constant contact with potential large scale and development investors and is able to advise government on the critical policy thrust that will incentivize and attract the much needed investment. IDI is thus playing a critical bridging role between private finance and public policy.

PPP Structuring

IDI acknowledges that in developing climes, there is the absence of clear strategic policy frameworks establishing infrastructure development goals, objectives and priorities both within and across sectors. This makes it difficult for intending investors to plan, finance and develop long-term infrastructure projects notwithstanding the clear immediate need.

IDI has experienced multi-disciplinary professionals who have developed proficiency in excellent project preparation and prioritisation. Our PPP structuring and advisory work addresses the lack of capacity within most government planning agencies in screening and prioritizing projects. In the light of diminishing government revenues, undertaking Public Private Partnership arrangements has become an unavoidable option for the country.



Sector Funding Strategies

IDI also provides sector-wide policy advice with an overall objective of developing innovative and sustainable methods of project financing across the sector. This advice seeks to connect sector investments to local and international capital markets and other large pools of funding which were hitherto inaccessible.

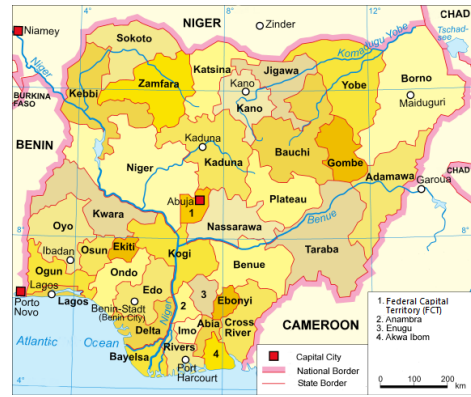
REGIONAL DEVELOPMENT

IDI's regional development expertise is based on a sound grasp of the underlying spatial and economic realities at work in Nigeria and an understanding of international policy and practice. Good regional development planning can encourage and augment economic flows, based on an understanding of the underlying resources and political-economy. Urban centres are economic infrastructure hubs connected by transport and communications corridors along which economic activity and influence flow.

Nigeria has undergone massive transition over the last 50 years, from a mostly rural country of about 50 million persons in the mid-1960s, to an even split between rural and urban population totaling about 190 million today. In the next 50 years, Nigeria will be a mostly urban population that will have doubled in size twice. Regional development is necessary because small scale units (like States and Local Government Areas) cannot individually respond to large-scale challenges (like desertification, insurgency or population migrations). Additionally, natural regional characteristics (such as natural resources, solid minerals and agricultural belts) do not conform to strict, political administrative boundaries.

Regional development planning helps bridge between the national and local spatial scales, through the intermediate scale of transport (inter-city roads and rail), power plants and agricultural produce markets. It ensures that large-scale endowments and opportunities can be optimally captured, whilst the threats can be contained.

It focuses on economic, social and physical/environmental resource mobilisation, by seeking consensus on concrete issues of mutual and collective importance to smaller governance units. Regional development is concerned with the large-scale markets and the small-scale livelihoods. It provides an opportunity to share learning and economic




strategies for settlement, land use and investment in infrastructure. The focal points of Nigeria's development will be its urban areas, cities and towns, but these will all have a large footprint, a hinterland from which they draw their food, water, natural resources, markets and economic sustenance. Urbanisation will therefore occur within a regional development context.

IDI's multi-disciplinary approach brings together expertise from a number of key sectors, we can offer a number of services, including;

- Regional Planning,
- Power: Including off-grid and alternative solutions,
- Transport: Roads, Rail & Transport Oriented Development (TOD),
- PPP: Infrastructure Finance, Transaction Advisory Services and Bespoke Solutions,
- GIS Data-management: Mapping, Spatial Planning & Analysis and,
- Environmental Resource Management: Environmental & Social Impact Assessments





MONITORING, EVALUATION AND LEARNING

Demand for Monitoring, Evaluation and Learning (MEL) services has been on the rise in recent years. Beyond the function of tracking progress and performance towards achieving specified results, the rising demand for MEL is driven by the imperative to:

- Demonstrate transparency and accountability in the use of government/donor/development funds.
- Ensure meaningful and verifiable achievement of impact on target beneficiaries.
- Learn from programme delivery and add to the evidence-base for future programming.

This is proving to be key to progressively more effective development programming.

IDI offers responsive and adaptive Results-based Monitoring, Evaluation and Learning solutions across the infrastructure spectrum including power, transport (roads and rail), agriculture, urban/rural infrastructure and others. We enable clients implement evidence-based programming in a manner that meets the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee's (DAC) evaluation principles of relevance, effectiveness, efficiency, impact and sustainability.

IDI supports clients to establish and implement technology-driven MEL frameworks/systems and solutions for their programmes on core principles of inclusivity and conflict-sensitivity ensuring international best practice. Using a shadow approach, IDI tailors the MEL system to reflect and adapt to the technical dimensions of each client's programme.

SELECTED TRANSACTIONS

The Partners and Associate Partners at IDI have the following combined consultancy experience:

Policy and Legislative Development

- Advised the National Assembly (both the Senate and House) in the drafting of the National Transport Commission, Railway, and Roads bills and worked on the harmonisation of those bills.
- Led a team of advisers that developed the draft State Transport Policies for the Federal Capital Territory, Kano and Kaduna and coordinated the stakeholder policy workshops in those states.
- Led a team of advisers that drafted the State Transport Bills for Kano and Kaduna.
- Coordinated the development of the National Oil & Gas policy,
- Assisted in the development and passage of the Communications Act in 2003.
- Worked with the National Assembly to facilitate the passage of Electric Power Sector Reform Act.

Power

- Project management support to the Bureau of Public Enterprises (BPE) in the implementation of the Electric Power Sector Reform programme.
- Assisted the BPE in co-ordinating the implementation of the unbundling of NEPA into an initial holding company and the establishment of the successor companies.

Strategic Advisory, Regulation and Governance

- Prepared the power component of the Presidency's Seven-Point Agenda and developed the implementation strategy and framework for addressing the infrastructure gap in electricity critical to the Nigerian economic development.
- Advised Chief Economic Adviser to the President on strategies, policy and legal frameworks necessary for the



sustainable development of critical infrastructure (electricity and transport) and accomplishment of the Seven Point Agenda.

- Assisted in the establishment of Nigeria Electricity Regulatory Commission (NERC) and supported the Commission during take-off by developing relevant regulatory procedures and tools.
- Developed electricity tariff model for the Nigerian electricity industry and set up framework for the effective implementation of tariff regulation and monitoring and the basis for competition and investment in the electricity industry.

Gas to Power

- Contracting: providing advice and negotiating support to PHCN in the GSAA negotiations with the IOCs.
- Contracting: providing advice and negotiating support to PHCN in the GTA negotiations with the Nigerian Gas Company (subsidiary of NNPC)



Generation

- **Evacuation Study:** given slow progress on transmission connections near the Azura power station loadflow analysis of the various cases and recommendation and support on appropriate actions.
- **Connection Design:** for a Solar developer alternative connection designs and physical implementation to connect to TCN at 33kV.

Transmission and System Operations

- **System Analysis:** vetting, correction and extension down to 132kV of TCN's loadflow model data and parameters.
- **Contracting:** advised and negotiated for TCN Grid Connection Agreements and Transmission Project Agreements with IPPs.
- **Contracting:** advised and negotiated for TCN Grid Connection Agreements and Transmission Project Agreements with Solar developers.
- **Ancillary Services:** independent price modelling and agreement with TCN and NERC plus drafting of AS agreements.
- **Planning:** provided training to the planning department and the operational planning section at NCC.
- **Planning:** drafted the technical Terms of Reference for the TCN/World Bank masterplan tender currently being undertaken by Fischner.
- **Training of National Control Centre staff** on operation in a privatised power market.
- **Due diligence support on:**
 - NIPP transmission projects as part of NIPP transaction advisory work.
 - The 46 Transmission Company of Nigeria (TCN) transmission projects as part of the identification of 22 priority projects.
- **Project management support** for the 22 TCN priority projects.
- **Additional Transmission expertise includes:**
 - Feasibility studies and site investigations;
 - System studies and planning;

- System design and specification;
- Project management, supervision and inspection;
- Protection, automation, control and telecommunications;
- Market and system operations
- Capacity building/training; and
- Advisory services.

Distribution and Supply

- **England and Wales Electricity Pool:** our consultants advised though the whole competitive supply process providing the technical secretary to the metering committee
 - **Turkey:** our consultants advised the Regulator and later an IPP (Unit Group) on the process and risks of selling directly to customers.
 - **UK Eastern Natural Gas:** our consultants advised the largest independent shipper on customer competition and eligibility issues.
 - **Republic of Ireland, Airtricity:** our consultants provided support to on the process whereby green generators could sell directly to customers.
 - **Energy Demand Study:** Accurately projecting the growth in demand is essential for electricity supply industry, and in particular, for the Distribution Companies to enable the optimisation of investments. We have been involved in developing Energy Demand Studies for these companies in Nigeria.
- ## *Governance*
- **Budget Submission:** our consultants advised on and prioritised the Ministry of Power, Works and Housing budget submission for 2017.
 - **Grid Code:** our consultants provided the technical secretary to the Grid Code Review Panel and Operations Working Group doing drafting, coordination and international experience input.
 - **Market Rules:** our consultants provided the technical secretary to the Grid Code Review Panel doing drafting, coordination and international experience input.
 - **Grid Code:** our consultants are providing support to NERC on revising the Grid Code to include Solar generators.

Renewable Energy

- **Green Bond:** we provided project design, development and transaction advisory for 3 Renewable power projects in Nigeria's debut Green Bond Project.
- **The Gwami village 40kW Microgrid Project:** pilot project developed by Federal Ministry of Power, Works and Housing (FMPW&H) and Hauwei of China as a Cooperate Social Responsibility Programme (CSR). The Gwami project is a proof of concept of the ministry's policy guideline for the development off grid mini utility in Nigeria and benchmark for 45 other minigrid to be developed via Green Bond.



- **Power Procurement Advisory:** our consultants developed a developers' toolkit for renewable minigrid procurement in Nigeria.
- **Electrification planning:** with focus on hybrid mini-grid i.e. PV, diesel and small hydro power for prospective developers



- **Grid Integration Design:** for a solar developer, we developed alternative connection designs and physical implementation to connect to the transmission System and/or Distribution Network.

- **Power Procurement Advisory:** with focus on hybrid mini-grid i.e. PV, diesel and small hydro power for prospective developers.
- **Grid Connection Agreements:** we provided transaction advisory support to a solar developer on the technical and commercial requirements of the Grid Connection Agreement with TCN.



Transport

Transport Sector Reform and Concessions:

- Provided project management support to the Bureau of Public Enterprises (BPE) in the implementation of the port and rail concession programme.
- Assisted the BPE in developing the strategy for the concession of the port and rail sectors and developed the legal and regulatory framework for the sector.

Strategic Advisory, Regulation and Governance:

- Prepared the transport component of the Presidency's Seven-Point Agenda and developed the implementation strategy and framework for addressing the infrastructure gap in transport critical to the Nigerian economic development.
- Advised Chief Economic Adviser to the President on strategies, policy and legal frameworks necessary for the sustainable development of the transport sector and the accomplishment of the Seven Point Agenda.

Railways

- **Project development:** our consultants provided technical assistance to BPE for the preparation of Road Map and Outline Business Case (OBC) for the Concession of Nigeria Railway Western and Eastern Corridors. Our services include, policy and regulatory assessment, technical and financial due diligence and stakeholder's consultation.

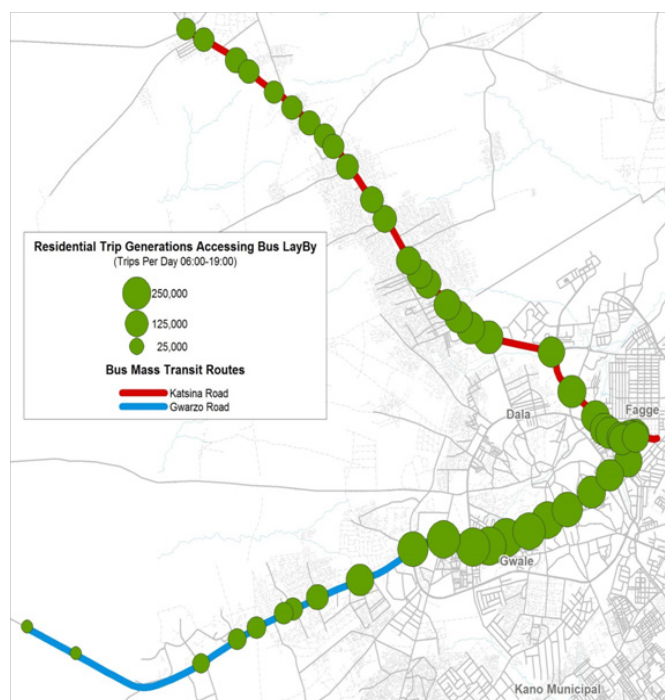
- Provision of project engineering support to London Underground Limited on maintenance, track renewal and upgrade including signaling works.
- Project Management Services for track rehabilitation of the Nigerian Railway Western & Eastern Lines.
- Programme Technical Adviser on the Nigerian Railway Modernization Project from Kaduna to Idu.
- Providing expert advice to Metrolink on a range of operational and related railroad infrastructure delivery strategies.
- Advised Network Rail on the DownUnder Track Slap Project for the Cross Rail. The work included deep tunnel and station Inter-change works”

Urban Transport

- Policy, Institutional and Strategic Planning: our consultants provide advice in the development of transport policy papers in three states and managed the stakeholder relations and drafted the legislation that enshrined the main policy thrusts.
- Establishment of Metropolitan Transport Authorities: our consultants provided transport planning and institutional support to the FCT, Kano and Kaduna State Governments Transport Authorities for the establishment of Metropolitan Transport Authorities.
- Implementing Bus Mass Transit Projects: our consultants coordinated the implementation of Mass Transit scheme in three cities in Nigeria, which include, route analysis, technical and financial assessment to determine route viability; and procurement support for route licensing for private sector investment.
- Bus Mass Transit and Franchise Scheme: our consultants provided technical support to LAGBUS, as part of the implementation of Lagos Metropolitan Area Bus Franchise Scheme.



- Support to AUMTCO: consultants provided operational and maintenance support to Abuja Urban Mass Transit Company to improve operations and bus availability. The work also involved developing bus schedules for the bus company.



Roads

• **Sector Institutional Reforms:** Under the DFID funded Nigeria Infrastructure Advisory Facility(NIAF2) our consultants provided services as advisers to the Federal Ministry of Works and Federal Road Maintenance Agency in the development of Road and Bridge Assets Management Systems. Managed the technical Audit of the following road dualisation projects implemented by the Federal Government of Nigeria:

- Abuja - Lokoja Road Dualisation
- Benin – Shagamu Road Dualisation
- Onitsha – Enugu Road Dualisation
- East – West Road Dualisation



• **Project Investment Appraisal and Feasibilities Studies:** Under the World Bank supported Rural Access and Mobility Project (RAMP) for the Federal Ministry of Agriculture, our consultants implemented the Identification of Intervention Areas and Selection of High Priority Rural Roads in the five North-western States of Nigeria.

• **Road Maintenance Management:** Our consultants provided training on Road Data Management tool for planning under the European Union(EU) funding support to the Govt. of MALAWI on Mainstreaming of Cross Cutting Measures Under the Rural Feeder Roads Programme, Malawi.

Planning and Design Support

• The Engineering Design for the Construction of Dingaya – Galambi -Rungo Road in Jigawa State of Nigeria for the Federal Ministry of Works Abuja, Nigeria.

• UK-based engineering design, project management and procurement support to Hampshire County Council, Major Projects Team in the delivery of major highway projects under the Generation Three Framework for Civil Engineering, Highways and Transportation Infrastructure Works. Specific projects include major improvements on the M3 and M27 motorways of the Highways England strategic road network and managing the work of framework consultants Atkins and contractors.

• UK-based contract management, design and implementation of the City Centre Access and the University Quarter Investment Programme to improve the connection from Stoke Railway Station to Stoke Town and the City Centre, regenerate road corridors for all modes around Staffordshire University and to stimulate further private, public and third sector investment in the area.

• **Rehabilitation of Airport Runway Pavements:** Our consultants provided leadership to the resident supervision consultants on the rehabilitation of the Nnamdi Azikwe International Airport Runway.

• **Construction Project Management:** Post contract supervision and management is one of the core competence of our consultants. Some of the projects managed by our consultants includes the following:

- The Petroleum Trust Fund (PTF) funded Rehabilitation of Jibia – Kauran Namoda – Gusau Road and Construction of 12Nos bridges in Katsina/Zamfara States of Nigeria.

- The Federal Ministry of Works funded rehabilitation of Malumfashi – Dabai – Danja Bakori Road with a Spur to Hunkuyi town in Katsina/Kaduna States of Nigeria.





Finance and Investment

Sector Financing

- Investment financing support to the Julius Berger Investments/NSIA Motorways Investment Company on the PPP of the Second Niger Bridge.
- Transaction advisory and funding raising advise to Honerich-NPSC on the rehabilitation, expansion and operation of a 168km pipeline network.



- Arranged/structured over seven transactions with total deal size in excess of \$650m in telecoms, oil marketing and brewing.
- Arranged IFC \$30 million Term Loan, and FMO (the Dutch Development Bank) \$15 million Loan facility to a Citibank.
- Arranged \$15 million project finance loan from Afreximbank, Cairo.
- Arranged/managed \$10 million pre-export facility from Afreximbank.
- Managed monthly average N8 billion Commercial Paper portfolio.

Privatisation

- Privatising Eleme Petrochemical Co, Nigerian Gas Co, and FGN's equity interest in 11 oil service companies.
- Restructuring NITEL's finances by transferring of non-core assets to funding NITEL's pensions fund debt and conversion of over \$400m FGN debts in NITEL into equity, thereby significantly improving NITE's financial position.

Regional Development

- Designed and managed program M&E Framework, systems and tools for the Nigeria Infrastructure Advisory Facility (NIAF II, £105m), an award-winning DFID technical advisory facility on infrastructure in Power, Roads, Capital Projects, Climate Change and Effective Cities; Defining and Managing Theory of Change, Results Chains and Logframe, Establishing Baselines, Tracking Performance, Impact and Value for Money; Risk Management and Conflict Sensitivity; Managing Technical and Spend Reporting; Defining Lesson learning systems; Managing program Reviews and Evaluations; Interfacing between the Program Management and all parties (internal teams and external counterparts in MDAs/DFID) on M&E issues.
- Working with various development partners DFID, Bill and Melinda Gates Foundation, World Food Programme, United Nations Development Programme, World Bank, Action Aid, and others, IDI Associates provide both technical and strategic M&E direction for the National Social Investment Programme. This includes the identification, monitoring and reporting of measurable indicators against set targets, through a consultative and participatory approach that promotes institutional capacity building, secures buy-in/co-ownership of process, and importantly, ensures programmes deliver evidence-based, long-term impact for beneficiaries.
- Conducted M&E of 755 MDGs infrastructure and development Projects in Education, Health, Water Resources, Women Affairs, Agric, Poverty Alleviation and Youth sectors in Nasarawa State under the Office of the Senior Special Adviser to the President on MDGs. Included Designing M&E approach and systems, Deriving Baselines, Evaluating Project Execution and Assessing Community Impact. This led to the redesign of the OSSAP-MDGs M&E portal in early 2012.
- Managed 3 Issues Based Projects (IBPs), Gender and Affirmative Action GAA (£840k), Affirming Rights of Persons with Disabilities ARPWD (£438k), Northern Nigeria Water Governance Initiative NNWGI (£300k) under the DFID Coalitions for Change (C4C, £6m) program. This entailed designing concept and strategy to achieve project outcomes; developing Logframes, Workplans, Project Budgets, Spend Forecasts, Communications Strategies, Risk Logs, Expenditure Tracking, Lessons learning, and supervising Narrative and Financial reporting.

- Developed M&E framework for DFID's SolarNigeria programme for the installation of 186kWp solar Photovoltaic (PV) systems each at 11 Clinics and 172 public schools in rural and per-urban areas as well as installing solar lighting systems in 140,000 homes which cumulatively contributed to positive health and education outcomes winning the project the 2016 International Award, at the prestigious British Expertise annual award ceremony in London.
- Developed the Nigeria Assets Decision Support System (NADSS) on a geographic information system (GIS) platform to harness data from all Federal MDAs and enable evidence-based policy and investment decisions by the Federal Government of Nigeria.
- Developed a web-based complaints handling system for the Nigerian Electricity Regulatory Commission (NERC) to facilitate the monitoring of efficiency of electricity distribution companies' service delivery to customers.
- Developed a GIS decision support tool for the Monitoring and Evaluation department of the National Planning Commission (NPC) enabling the department to substantiate its analysis of projects implemented by government Ministries, Departments and Agencies across the country. NPC staff were trained in its use.
- Established a mobile biometric and GIS enabled application for the effective implementation of a labour-based public works maintenance programme, a job creation programme under the Subsidy Reinvestment and Empowerment Programme (SURE-P). The system enabled enrolment, attendance verification, performance monitoring and payment of beneficiaries.

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